



PROJECT:

**THE CONTRIBUTION OF SOCIAL CAPITAL IN THE SOCIAL ECONOMY TO
LOCAL ECONOMIC DEVELOPMENT IN WESTERN EUROPE**

REPORT OF WORKPACKAGE 5:

SOCIAL AUDIT OF BRAG ENTERPRISES

October 2002

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SOCIAL AUDIT

BRAG Enterprises (BRAG)

Draft Social Accounts

1st April 2001 – 31ST March 2002

Volume I

**Introduction, Background, Methodology and
BRAG Enterprises Objectives**

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We would also like to thank Alan Kay and John Pearce from CBS Network for their constant help ensuring that the social accounting was on track and that all the relevant information had been collected. They were largely responsible for the writing of these Draft Social Accounts and their assistance proved to be enormously helpful.

In addition, we want to extend our best wishes and thoughts to the residents of the Benarty and Lochgelly areas who are constantly working on behalf of fellow residents to improve the overall well-being of the community. They are the people that make the difference.

*Mark Cullens
BRAG Enterprises Limited
August 2002*

CONTENTS

Volume I: Introduction, Background, Methodology and BRAG Objectives

	Page
1 Introduction	7
1.1 CONSCISE Project	7
1.2 The CONSCISE Project and BRAG	7
1.3 Social Capital	8
1.4 Structure of the Draft Social Accounts	8
2 History and Background	10
2.1 History and Origins of BRAG	10
2.2 BRAG	10
2.3 BRAG's Social Audit	14
2.4 Social Capital and the Initial Scoping Study	15
3 Mission, Values, Objectives and Activities	18
4 Stakeholders	21
5 Scope of the Social Audit	24
5.1 Methodology	24
5.2 Omissions	30
5.3 Commentary	30
6 Analysis of BRAG Social Accounts	31
6.1 Values	31
6.2 Objectives and Activities	33
6.3 Prioritising the Objectives	65
7 Other Views of Stakeholders	66
7.1 Partnership Working	66
7.2 Board of Directors	67
7.3 Local Community	69
7.4 Funders	70
8 Environmental Impact	71
9 Compliance	72
9.1 Equal Opportunities	72
9.2 Investors in People	72

10 Main Issues on the Five Key Objectives	73
10.1 On the Values and Objectives	73
10.2 On the Main Issues	74
11 Social Audit Process - Strengths and Weaknesses	76
12 Future Plans	77
12.1 Dissemination and Dialogue	77
12.2 Follow-up Action	77
12.3 The Next Social Audit cycle	77

Volume II: Social Capital Objectives

	Page
13 Analysis of the Social Capital Objectives	79
13.1 Methodology	79
13.2 Results from the Initial Scoping Study	80
13.3 Analysis of the Social Capital Objectives	83
13.4 Other Views of the Stakeholders on Social Capital	111
14 Main Issues on the Social Capital Objectives	113
14.1 Main Issues	113
14.2 Critique on the Methodology	117
15 Conclusions and Recommendations on the Social Capital Objectives	119
15.1 Implications for Policy for BRAG Enterprise and Others	119
15.2 Recommendations for BRAG Enterprise	119
16 CONSCISE Project	121

Volume III: Appendices

Appendices Mainly on BRAG Objectives

- Appendix 1: Preface - Description of the CONSCISE Project
- Appendix 2: The Social Accounting Plan and Book-keeping System (May 2001)
- Appendix 3: BRAG Staff Training Record Sheet
- Appendix 4: BRAG Workshop Evaluation Form
- Appendix 5: User Feedback Sheet

Appendix 6: Staff Questionnaire Analysis
Appendix 7: DTS Staff Questionnaire Analysis
Appendix 8: Sessional Tutor's Questionnaire Analysis
Appendix 9: Board Questionnaire Analysis
Appendix 10: Social Enterprises Analysis
Appendix 11: Semi-structured Interview - Funders - framework only
Appendix 12: Partner Questionnaire Analysis
Appendix 13: Trainee Questionnaire Analysis (first batch)
Appendix 14: Trainee Questionnaire Analysis (second batch)
Appendix 15: Tenants Questionnaire Analysis
Appendix 16: Local Community Survey - questionnaire only

Appendices Mainly on the Social Capital Objectives

Appendix 17: Notes from a Meeting with BRAG Staff on Contacts and Networks
Appendix 18: Scoping Study - Preliminary Interviews with Key People in BRAG - framework only
Appendix 19: Interview Framework for the Bi-monthly Social Capital Interviews
Appendix 20: Glossary of Terms and Abbreviations
Appendix 21: Main Findings about Social Capital from the Socio-economic profile of the Benarty and Lochgelly Areas

Abbreviations and Acronyms:

BIG: Benarty Improvement Group
BRAG: Benarty Regeneration Action Group
CARF: Citizens Advice and Rights Fife
CBSN: CBS Network
CCTV: Close Circuit TeleVision
CONSCISE: The Contribution of Social Capital in the Social Economy to Local Economic Development in Western Europe
CRT: Coalfield Regeneration Trust
CT: Community Transport
CV: Curriculum Vitae
CVS: Council for Voluntary Services eg. CVS Fife
DK: Don't Know
DTS: Direct Trading Services (subsidiary company of BRAG)
ECDL: European Computer Driving Licence
ERDF: European Regional Development Fund
ESF: European Social Fund
FAGES: Fife Adult Guidance Education Services
FLU: Flexible Learning Unit
FT: Full Time
H-Form: a consultation technique
ISSR: Institute for Social Science Research
IT: Intermediate Technology
KOVQ: Key Objectives and Values Questionnaire
LED: Local Economic Development
LVF: Local Venture Fund
N/A: Not Available
NC: National Certificate
NLGB: National Lottery Charity Board
NVQ: National Vocational Qualification
PT: Part Time
SSE: School for Social Entrepreneurs
SUFI: Scottish University for Industry
SVQ: Scottish Vocational Qualification

1 Introduction

1.1 CONSCISE Project

The CONSCISE project is a three-year research project, which started in March 2000 (Appendix 1). It examined how social enterprises, located in a community with a strong social economy, can produce and reproduce social capital as it has been defined. It also looked at how social capital can influence the development of social enterprises.

The project was designed to carry out a socio-economic profile of an area looking in particular at the level of social capital and how it has been generated and used. Then, a social enterprise in each area was identified and a social audit was conducted in conjunction with the staff and key personnel of the enterprise. The social audit, inter alia, assessed the level of social capital that the social enterprise generates and how it uses that social capital.

The following reports or Work Packages (WPs) have been written and submitted:

- Work Package 1: Key Concepts, Measures and Indicators
- Work Package 2: Baseline Local Socio-economic Profiles – Methodology
- Work Package 3: Social Audits for Social Enterprises – Methodology
- Work Package 4: Baseline Socio-economic Profiles: Data Collection: Local Socio-economic Profile for the Benarty and Lochgelly Area in Fife, Scotland
- Work Package 5: Baseline Socio-Economic Profiles: Reports

In the light of further findings, Work Packages 2 and 3 may be refined and changed to fit the circumstances discovered during the fieldwork.

1.2 CONSCISE Project and BRAG

In December 2000 BRAG agreed to take part in the CONSCISE Project. This has meant assisting CBS Network in compiling the information included in Work Package 4 and carrying out Social Accounting from April 2001 until March 2002.

These Social Accounts result from the social accounting and are submitted for independent verification by the Social Audit Panel. Only Objectives 1 - 5 have been audited by the panel. The section on the Social Capital Objectives was not audited.

BRAG were approached to take part in the CONSCISE Project as BRAG:

- is an active and established social enterprise
- is located in a distinctive community
- has the ability and capacity to take part in this project
- was very interested in social auditing and measuring its performance against its objectives

The relationship between BRAG and the CONSCISE Project has been such that both organisations have benefited. The CONSCISE project has been able to work closely with a social enterprise and within a community to determine the links between social capital and the development of the social economy. At the same time BRAG has

played a full role in the project and has obtained a useful socio-economic profile of its community and a comprehensive social audit of it as an organisation.

1.3 Social Capital

The concepts of social economy, social enterprises and social capital have been described in Work Package 1. However, an understanding of Social Capital is central to the CONSCISE Project and for the purposes of the project is defined as follows¹:

"SOCIAL CAPITAL consists of resources within communities which are created through the presence of high levels of...

*...trust;
...reciprocity and mutuality;
...shared norms of behaviour;
...shared commitment and belonging;
...both formal and informal social networks; and
...effective information channels...*

.....which may be used productively by individuals and groups to facilitate actions to benefit individuals, groups and community more generally."

1.4 Structure of the Draft Social Accounts

The Draft Social Accounts will mainly follow a structure outlined in Social Accounting and Audit for Community Organisations: Manual, Workbook and CD². The structure has been modified slightly to separate out and take account of the social capital objectives (see Work Package 3: Social Audits for Social Enterprises - Methodology). These Draft Social Accounts are in three volumes and are structured as follows:

- history and background to the social audit, to BRAG and to social capital (Volume I: Section 2);
- the foundations of the social audit consisting of the mission, values, objectives and activities of BRAG and the main stakeholders (Volume I: Section 3 and 4);
- the scope of the social audit, methods used and any omissions (Volume I: Section 5);
- detailed analysis of BRAG' values, objectives and activities along with the views from the key stakeholders (Volume I: Section 6 and 7);
- BRAG environmental impact and how it complies with other standards, regulations and requirements (Volume I: Section 8 and 9);
- Identification of the main issues around the results from the analysis of BRAG' objectives (Volume I: Section 10);

¹ CONSCISE: Workpackage 1: Baseline Indicators/Measures of Social Enterprise, Social Economy and Social Capital

² CBS Network and Social Enterprise Network Merseyside, Social Accounting and Audit for Community Organisations: The Manual, Workbook and CD; 2001

- An assessment of the social audit process and the strengths and weaknesses and future plans (Volume I: Section 11 and 12);
- An analysis of the social capital objectives (Volume II: Section 13)
- Identification of the main issues around the results from the analysis of the social capital objectives (Volume II: Section 14);
- Conclusions and recommendations on BRAG's objectives (Volume II: Section 15);
- A short end-piece about the next steps in the CONSCISE Project.

The appendices include the social audit plan, questionnaires, and other data relating to the social audit and they are contained in Volume III.

2 History and Background

2.1 History and Origins of BRAG

BRAG was developed as a result of the immense impact to the local economy of the pit closures after the miners' strikes of the mid-80's. In the 1980s the Benarty area, located in Central Fife, had one of the highest rates of unemployment in Fife and in Scotland. The area had relied upon the coal industry and although many local pits had closed in the sixties many men still travelled to work in the larger deep mines under the River Forth as well as to the Rosyth dockyard.

BRAG was founded in the late 1980's by a group of community activists. The initiative was a direct response from the community to the specific social and economic impact of the demise of the coal industry on the communities of Benarty, Kelty, Cowdenbeath and Lochgelly.

The area has a strong sense of community and history of collective working.

Shortly before BRAG was established Fife Regional Council built a new Primary School leaving the Crosshill Primary School building redundant. BRAG leased the old primary school building and focused on providing training for local people coming out of the mining industry. Incrementally the school was moved from being a primary school to a community based workspace and training facility. The classrooms were converted to offices and workshops and with the help of ERDF four light industrial units built for new businesses.

BRAG originally was formed with funding from the Fife Regional Council and Dunfermline District Council.

Essentially BRAG has established the Crosshill Business Centre as a place to locate and develop business as well as a venue for community based learning. The Scottish Executive and European Structural Funds support the development of courses in furniture restoration, office administration and landscaping. BRAG recruits and employs its tutoring staff and is in-effect a local community college.

BRAG is a Company Limited by Guarantee and with charitable status.

Over the years BRAG has been successful in securing funding support from Fife Council, the European Social Fund, the European Regional Development Fund, the Coalfields Regeneration Trust as well as generating a significant income as landlord of a thriving business centre.

2.2 BRAG

2.2.1 Main Areas of Work

Training/Learning Centre:

BRAG offers a range of IT courses as well as jointly managing the Voluntary Sector option for the New Deal in Fife in partnership with CVS Fife. In addition, an Internet Café has been opened in the Crosshill Centre that currently has over 400 members, half of whom are under 18. From the end of April 2002, BRAG will be running a Fife

School for Social Entrepreneurs with 12 places for local people. The programme has been adapted from the national model and is the second such programme run in Scotland.

Business Centre:

As well as operating from the Crosshill Business Centre, BRAG has also secured two further premises in Lochgelly. Over ten private businesses rent space within these premises providing a stream of income that allows BRAG to re-invest into the local community. As well as acting as a landlord, BRAG also provides an admin/accounting support service to these businesses. Amongst the local businesses operating from the Centres are a Mortgage Consultant, a private Nursery, a Tanning Studio, a Masseur, a Building Company as well as being the headquarters for a stuntman who performs at shows throughout Europe!

Community Enterprises:

One of BRAG's most significant achievements has been the development and support to community and social enterprise in the area. BRAG has been instrumental in setting up these businesses, providing training and advice, giving assistance in securing start-up funding and offering an ongoing admin/accounting service. The businesses include a landscaping business, a self-build/construction project, a community transport initiative as well as the only community run call centre in Scotland.

2.2.2 Location

The Benarty and Lochgelly area has been the subject of a detailed Socio-economic Profile as part of the CONSCISE Project (Workpackage 4: Local Socio-Economic profile for the Benarty and Lochgelly Area in Fife Scotland). The location....

...consists of the villages of Ballingry, Lochore, Crosshill, Glenraig, Lumphinans and the town of Lochgelly. It is located in Fife, covers around 2000 hectares has a population of over 13,000... It has a fascinating history based on community action and solidarity. Traditionally it has been dependant on coal mining and over the last 20 years has gone through a period of economic and social decline. The work and life patterns of the local residents are experiencing a period of evolution and change in response the changing socio-economic conditions.

2.2.3 Company Structure and Staffing

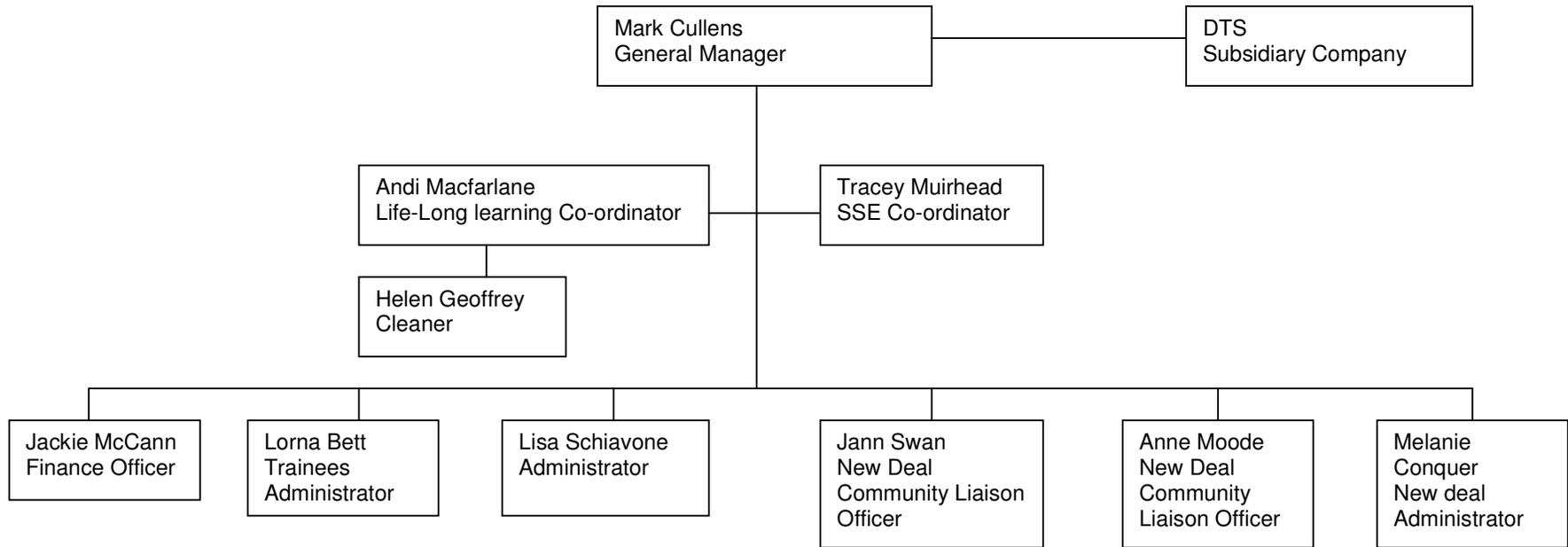
BRAG is a membership-based company; the legal structure is a Company Limited by Guarantee with charitable status. The company has a membership of local people that elect a board of directors who serve as volunteers on the board of the company.

BRAG has a wholly owned subsidiary community business, DTS. It operates a call centre from offices in Lochgelly.

The company employs a manager and staff team that carries out the day to day work of the company.

The staffing structure is as follows:

BRAG Enterprises Staff Structure



2.2.4 Funding

Over the last few years BRAG has received funding from a variety of sources:

Source of Funding	Dates	Procurement Method	Income Purpose	Amount £
ANNUAL INCOME				
Fife Council	Annually	Service level Agreement	Revenue	106,000
Fife Council – Local Economic Development	Annually	Service level Agreement	Revenue	32,000
New Deal	Annually	Contract for training	Revenue	323,122
Property Income	Annually	Commercial - from the workspace	Revenue	55,000
PROJECT INCOME				
European Social Fund-Community Based Training	April 2002-December 2004	Grant for training	Revenue	330,749
European Social Fund SSE	April 2002 – March 2005	Grant for the SSE	Revenue	186,803
European Regional Development Fund	January 2001-March 2005	Grant	Revenue	285,275
European Regional Development Fund	January 2001-April 2002	Grant	Capital	85,975
Coalfields Regeneration Trust	February 2001	Grant	Capital	142,000

From the above table the annual income has been used to lever in the project income.

2.2.5 Finance

BRAG's finances are a mix of earned income from service level agreements, contracts and grant funding. The table above outlines the diverse nature of the funding and the methods by which individual funding streams are secured. BRAG's attitude to funding is very much a business-like approach.

Most funders look to support project activity that delivers measurable outcomes and impacts to a defined client group and timetable. In effect BRAG is amalgam of these "projects" all aimed at achieving the objectives of the company as described in Section 3. The complexity and administrative requirements of this funding require a considerable amount of control and attention to detail.

The organisation has an annual turnover of around £1.1m per annum being a mix of revenue and capital. Over the past 3 years BRAG has used capital grants to build and improve upon the property. It is envisaged that the income from the property will help support BRAG's other activities in the future.

2.3 BRAG's Social Audit

It was agreed between BRAG and CBS Network that the social audit period would run from April 2001 until March 2002.

BRAG and CBS Network collaborated on establishing the social accounting mechanisms, setting the timetable and planning the consultation of stakeholders.

CBS Network has carried out the bulk of the work and has designed the consultation and analysed the results. This report has been compiled jointly by BRAG and CBS Network with the latter being responsible for writing up the results from all the objectives. Identification of the main issues has been a joint effort.

A Soundings Group (see below) was created to assist in the Socio-Economic Profile (Work Package 4). It was hoped that this group would continue to meet and in effect manage the social audit process within BRAG. This did not happen and Mark Cullens the manager of BRAG assisted by Andi Macfarlane has been mainly responsible for the social audit while most of the work has been carried out by CBS Network as the researchers.

2.4 Social Capital and the Initial Scoping Study

2.4.1 Socio-Economic Profile

The Socio-economic Profile on the Benarty and Lochgelly areas was written in May/June 2001 based on findings that were collected from January 2001 - May 2001. It was therefore more or less completed before the social accounting period.

The four main methods used in profiling the area were:

- A **local data profile** using an agreed checklist along with secondary sources.
- A **Soundings Group** which met 5 times during the course of the socio-economic profile and assisted greatly in supplementing the statistical data with observations and opinions. It consisted of individuals and representatives who work and/or live in the Benarty and Lochgelly Area. The role of the Soundings Group was to discuss the data collected, act as local informants, and advise on sources of further information and the activities of the research project. The Soundings Group was time-limited and did not continue through the whole of the social audit period as originally planned. They were regarded as a "steering group" overseeing the production of the local socio-economic profile (see below).
- A **Social Capital Survey** was devised by the CONSCISE Project. It used "proxy" indicators to identify the level of social capital amongst the local residents. "Proxy" indicators are indicators that asked indirect questions to reveal respondent's feelings or views. Social capital is defined in terms of trust; reciprocity and mutuality; shared norms of behaviour; shared commitment and belonging; formal and informal social networks; and effective information channels. The survey consisted of questions under each of these headings. The questionnaires were distributed through BRAG who circulated them to community groups, collected them at community meetings, and carried out some door-to-door interviews. They tried to ensure as broad a cross-section of the community as possible had an opportunity to complete the questionnaire. 100 completed questionnaires were received from residents in Benarty; 53 from Lochgelly residents; and 3 from respondents who did not indicate where they lived. The results were analysed by ISSR at Middlesex University, returned and incorporated into the profile.
- A **Survey of Local Social Enterprises** which was distributed to all 15 social enterprises, which had been identified by the Soundings Groups as operating in the area. During the course of the survey one organisation was deemed not to be a social enterprise according to the CONSCISE definition and one closed

down. A completed form was received from the 13 recognised social enterprises. The survey form was followed up with short interviews with 12, as it was clear that many of the social enterprises were not completing the section on links to other organisations in a thorough manner.

The four elements of the methodology described above all contributed to the report, which profiled the communities and indicated the level of social capital in the Benarty and Lochgelly area. It did this by:

- analysing the Social Capital Survey which gives, by means of the proxy indicators, an indication of the extent and nature of social capital in terms of the six identified components;
- analysing the Social Enterprise Survey which illustrates the degree of activity within the local social economy;
- analysing the available data about the area supplemented by information given by the Soundings Group;
- combining the analyses to build up a picture of links between social capital within the community and the development of social enterprises and the social economy.

2.4.2 Main Findings

The main findings relating to social capital to emerge from the Socio-economic profile are detailed in Work Package 4 and are included in Appendix 21.

2.4.3 Initial Scoping Study

The Initial Scoping Study consisted of two elements:

- A profile of BRAG
- Interviews with the Manager and with two key members of the Board of Directors

Profile of BRAG

The profile of BRAG in terms of social capital is included in Section 14.

Interviews

Interviews were held with Mark Cullens (General Manager), Joe Paterson (Volunteer Director) and Michael O'Hare (Volunteer Director) and attempted to cover:

- how the social enterprise needed and used social capital at the time of its formation (ie. an historical or retrospective perspective)
- the perceptions of those interviewed about the role the enterprise has had in creating and using social capital within the local social economy;
- the ways in which the social enterprise has contributed to the creation of social capital

The results from these initial interviews (Appendix 18) were of limited value partly as both the researchers and the interviewees were struggling with how the concept of

social capital relates to BRAG. It was decided that a series of bi-monthly interviews throughout the social accounting period with the senior management (Manager and Deputy Manager) would be more productive and would add to the initial scoping study.

The results from the Initial Scoping Study Interviews are included in Section 13.

3 Mission, Values, Objectives and Activities

The following Mission, Values, Objectives and Activities were formulated by Mark Cullens (Manager) and CBS Network and based on material in the BRAG Strategic Plan and BRAG's presentation slides. They were then discussed with staff (Lorna Bett and Andi Macfarlane) and again at a staff meeting facilitated by Alan Kay. They were approved at a meeting of the Board of Directors in May 2001. This framework resulted from listing all BRAG's activities and clustering them under particular objectives.

Mission Statement/Aim:

To assist in the creation of a vibrant economy in Central Fife by developing communities, investing in people and building business

Values:

- To be accountable to the local community
- To be open, friendly and approachable
- To provide good value by working in partnership to deliver services in the most efficient way

BRAG Objectives:

1. To provide a local economic development service which creates jobs and overcomes barriers by.....

- Establishing and managing community businesses (Call Centre in Lochgelly)
- Supporting existing social enterprises (eg. Trans Fife Community Transport Ltd., Out of School Care, etc.)
- Accessing economic development funds for individuals and the local community (eg. Launchpad, LED grants, NLCB, etc.)
- Establishing a School for Social Entrepreneurs.
- Participating in community economic and regeneration initiatives (eg. Benarty Concordat, Kelty Partnership, Regeneration Partnership in Lochgelly)
- Leveraging resources into Benarty and Lochgelly.

2. To provide access to learning and training which increase people's qualification levels and promote life long learning by.....

- Providing full-time supported learning programmes (eg. SVQ Level II in IT and Administration, NC in Childcare and Education)
- Providing part-time and flexible learning programmes (eg. FLU, IT, Taster Courses, Homecare Course, summer school, Elementary Food Hygiene Course, First Aid Course)
- Organising guidance in personal & social development and training & learning (eg. Individual Action Plans, FAGES Surgery, opportunity centre outreach, CV and interview techniques, team building)
- Maximising access to technology (eg. Internet Café)
- Offering conference, community meeting and training facilities (eg. meeting rooms, etc.)

- Managing (along with CVS Fife) the voluntary sector option of 18-24 New Deal for the whole of Fife and partnering Fife Council with the +25 New Deal across Fife.

3. To provide a property and business advice service which will maximise opportunities by.....

- Providing premises for small businesses (eg. Crosshill Business Centre, Lochgelly Refurbishment Projects)
- Assisting new businesses to start up (eg. help with business plans, signposting etc)
- Offering advice to existing business (eg. business health checks, marketing plans, External Services Provider, Small Business Development Links, etc.)
- Offering a range of administration services for small businesses (eg. typing, photocopying, etc.)

4. To be a good employer by...

- Providing adequate training for staff (eg. on the job and formal training, attendance at conferences, etc)
- Aiming to achieve the recognised "Investors In People" quality standard
- Being understanding of family circumstances (eg. family friendly policies, time off for family commitments)
- Managing and communicating effectively (eg. team meetings, etc.)

5. To influence social and economic development policy and practice by...

- Playing an active part through working parties, committees, workshops, conferences etc in Fife, in Scotland and in the UK and even farther afield.

Social Capital Objectives

In the CONSCISE Project Work Package 3: Social Audits of Social Enterprises: Methodology it was proposed that the social enterprise to be studied would adopt two social capital objectives on using, creating and generating social capital. This would allow the social audit to include objectives specifically on social capital. The partners in the CONSCISE Project discussed the two social capital objectives at length and agreed on the following.

Social audit methodology was then used to determine the use and generation of social capital.

6. To use social capital in sustaining our social enterprise by.....

- Using relations of trust with social economy and other organisations and with relevant individuals
- Engaging with social enterprises and other local organisations in order to receive help on a reciprocal and mutual basis
- Receiving support from a strong local network
- Using a sense of shared commitment and belonging to Benarty and Lochgelly
- Using shared values and norms of behaviour in the local social economy
- Using extensive information channels

7. To create and generate social capital for the benefit of the local community by....

- Building relations of trust with social economy and other organisations and with relevant individuals
- Engaging with social enterprises and other local organisations in order to offer help on a reciprocal and mutual basis
- Contributing to and supporting local networks
- Contributing to a sense of shared commitment and belonging to Benarty and Lochgelly
- Strengthening the shared values and norms of behaviour in the local social economy
- Building up information channels and sharing information

4 Stakeholders

A list of BRAG's stakeholders was compiled during a meeting between Mark Cullens, representing BRAG and the researchers from CBS Network. Following that meeting the list was refined and eventually verified and adopted at a meeting of the Board of Directors in May 2002.

The list of stakeholders was divided into those that are "key" to BRAG and others. The Key Stakeholders are those that most obviously either affect the social enterprise or can be affected by the organisation. It was agreed that the Key Stakeholders would be the ones to be consulted in this social audit. The others may be consulted in future social audits.

There was an attempt to be as comprehensive as possible in compiling a list of all the stakeholders. However, it is recognised that there may be some not immediately obvious omissions. Linked to this is the fact that some stakeholders changed as the social enterprise developed over the social audit period eg. the college tutors.

Key Stakeholders	Other Stakeholders
<p>Staff (9)</p> <p>Mark Cullens (Local Economic Development Manager) Andi Macfarlane (Lifelong Learning Co-ordinator) Lorna Bett (Trainee's Administrator) Jacky McCann (Finance) Lisa Schiavone (Administrator) Helen Jeffry (Caretaker) Jan Swan (New Deal Liaison Officer) Stephen Stewart (Administrator) Elizabeth Moran (Volunteer Administrator) Ann Moodie (Client Liaison Officer) Russell Paton (Manager, Call Centre) – left in January 2002</p>	
<p>Staff of Community Business subsidiaries</p> <p>DTS Call Centre (9) (SSE staff - Not in post during the social audit period)</p>	
<p>Sessional course tutors and advisors</p> <p>Linda Telfer June Anderson Phyllis Duncan Joyce Abbie</p>	
<p>Board (13)</p> <p>Henry Anderson James Brennan Cllr William Clarke William Duncan Matthew McLaughline</p>	

Mary Nardone William Clarke Stephen Nardone William O'Sullivan Michael O'Hare Joseph Paterson Mary Penman Caroline Whyte	
Local Social Enterprises supported Trans-Fife CT Rainbow Crafts Benarty Credit Union Benarty Improvement Group (BIG) Project Benarty Construction Ltd and Benarty Self-build Housing Association Kids Come First	Other Social Enterprises Fife Day Care Services Lochgelly Community Centre Benarty Community Centre Benarty Caravan Association Sabre Associates
Funders Fife Council Econ. Devt. Coalfields Regeneration Trust ESF Objective 3 Kingdom Housing (Scottish Homes) (SUF1) (ERDF Objective 2)	Bank
Partner Organisations Fife Council Econ. Devt. Fife Council Voc Training Fife Council Adult Guidance Fife Council Local Offices (2) Scottish Enterprise Fife CVS Fife Lauder College Glenrothes College School for Social Entrepreneurs (London) Dunfermline Abuse Survivors Project Opportunities Centre Cowdenbeath Kelty Partnership Regeneration Partnership in Lochgelly	Community economic and regeneration initiatives ie. Benarty Concordat Employment Service West Fife Enterprises CBS Network Chamber of Commerce Federation of Small Businesses
Trainees Full-time Part-time (SSE students - not yet in place)	People seeking training and learning advice and guidance
New Deal clients	
New Technology users	
Tenants of owned and managed premises Trans Fife CT Automatic Choice Barron Surgery CVS Fife	Local (non-tenant) businesses supported

<p>Small Business Gateway Bryans Catering Sabre Associates Rainbow Crafts Benarty Construction Brown Upholsterers Clark Building Services Sunbronze BIG Project Feet, Paws, Hooves and Claws Forth Valley Mortgages Ross Breeders Falcon Corporation Naked Promotions Caulfield Decorators Amazon Sunbeds</p> <p>Lochgelly New Community Schools Project, Fife Council Rascals (Nursery)</p> <p>J and J Associates Reid Howie Associates Euroresin</p>	
Organisations using the training/meeting facilities	
Local community residents	Wider community
	Suppliers
	Regulatory bodies

5 Scope of the Social Audit

5.1 Methodology

5.1.1 *Social book-keeping*

A social bookkeeping framework was written mainly to account for the quantitative data (see Appendix 2). This revealed gaps in the data collection that were subsequently filled.

The quantitative and qualitative data collection systems were as follows (those in italics were created specifically for the social audit):

BRAG and DTS Call Centre personnel records
BRAG and DTS Call Centre financial and management records
Training file
Project files
Finance and accounts
Board Reports
Minutes of Board Meetings
Minutes of Staff meetings
General Files
Manager's Reports to the Board
Student Records
Client Records
Registration of new technology users
Booking Form for facilities
Tenant records
Staff files
IIP reports
Visitors Book
Staff Training Record Form (Appendix 3) - introduced late in the process
Activity Logs for Mark Cullens and Andi Macfarlane (on computers - to a degree)
Evaluation Sheets for short courses - "reactionnaires" (Appendix 4)
Online user feedback for new technology users (on computers) - planned but not done
Contact Map - mapping organisations that have been contacted (on flipchart)
Bimonthly Meeting with Mark Cullens and Andi Macfarlane (Appendix 19)
User Feedback Sheet (Appendix 5)
Golden Moments File (on file)
Press Cuttings file (on file) - an assortment

5.1.2 *Stakeholder consultations*

In the planning stage of the social audit the consultation was discussed and the most appropriate and cost effective methods were suggested by CBS Network, discussed by the researchers and BRAG and agreed.

The design of the consultation methods was carried out by the CBS Network researchers. The questionnaires were, for the most part, distributed and collected by BRAG. Analysis of the qualitative responses was done by CBS Network.

The following table shows which stakeholders were consulted; the intended method used to consult them and what they were asked; what actually did happen and the numerical response from the questionnaires, etc;

Key Stakeholders	Planned method of consultation and questions asked	What happened and response rate	Comments and reasons for difference between intention and actuality
Staff (11)	<p>Questionnaire and focus group</p> <p>Key Objectives and Values Questions (KOVQ) and priorities</p> <p>Employee questions (including training)</p> <p>Social Capital questions</p>	<p>11 staff questionnaires were sent out in September 2001; 11 returned</p> <p>The focus group was not held.</p>	<p>Questionnaires analysed by Alan Kay.</p> <p>The focus group was not held as, at the time of writing, it was felt that an Away Day should be planned.</p> <p>Alan Kay did meet with all the staff except Mark Cullens and Andi Macfarlane in September 2001 and explained about the social audit.</p>
Staff of Community Business subsidiaries (9)	<p>Questionnaire and focus group</p> <p>KOVQ and priorities</p> <p>Employee questions</p> <p>Social Capital questions</p>	<p>10 questionnaires were sent out (one to an ex-employee) in September 2001; 9 were returned.</p> <p>A focus group was not held but Mark Cullens held a series of interviews with each DTS Staff member</p>	<p>Questionnaires analysed by Alan Kay.</p> <p>A focus group was not held with the DTS staff as it was experiencing management difficulties and instead Mark Cullens held interviews to address the problem. The results of the interviews do not form part of this social audit.</p>
Sessional tutors and advice staff (4)	<p>Questionnaire</p> <p>KOVQ and priorities</p> <p>Facilities within BRAG</p> <p>Training Course</p> <p>Working with BRAG</p>	<p>4 questionnaires were sent out in September 2001; 4 were returned</p>	<p>Questionnaires analysed by Alan Kay.</p>
Board members (13)	<p>Questionnaire and H-Form (consultation technique) or discussion at meeting</p> <p>About the Board's purpose, how it works, membership - questions, KOVQ and Social capital questions</p>	<p>13 were distributed to Board Members in January 2002; 4 were returned</p> <p>It was agreed to use part of a Board Meeting in March 2002 for the discussion. The meeting was cancelled.</p>	<p>Questionnaires analysed by Alan Kay.</p> <p>Due to the cancellation of the Board Meeting in March 2002, discussion with an H Form did not take place. This has been deferred until the planned Away Day.</p>

Local Social Enterprises supported (6)	<p>Questionnaire interviews and group meeting</p> <p>About the social enterprise and jobs/employment Facilities from BRAG KOVQ and priorities Social capital questions</p>	<p>All 6 social enterprises were interviewed using a questionnaire.</p> <p>A group meeting was not held.</p>	<p>Questionnaires analysed by Alan Kay.</p> <p>The group meeting for social enterprises was not held due to lack of resources and difficulties in organising.</p>
Funders (7)	<p>4 interviews (Fife Council (LED); ESF Objective 3; East of Scotland European Programme; Kingdom Housing)</p> <p>About funding and values for money KOVQ Social capital questions</p>	<p>All 4 interviews were held</p>	<p>Interviews were conducted by Alan Kay and John Pearce.</p>
Partner Organisations (13)	<p>Questionnaire and 3 interviews</p> <p>About partnership KOVQ and priorities Social capital questions</p>	<p>13 questionnaires were sent out and 7 were returned</p> <p>The interviews were not held.</p>	<p>Questionnaires analysed by Alan Kay.</p> <p>The interviews did not take place due to difficulties with resources and time.</p>
Trainees (35)	<p>End of session questionnaire plus discussion with both sets of trainees</p> <p>Getting to BRAG Quality of facilities and services Quality of training course Values only</p>	<p>In September 2001 at the end on the first training session only 6 trainees out of 35 who started. 6 questionnaires were sent out; 6 returned</p> <p>A discussion took place with the 6 trainees facilitated by Carol Black</p>	<p>Questionnaires analysed by Alan Kay.</p> <p>The discussion was of limited value and the facilitator felt that the trainees only reinforced the findings outlined in the questionnaire.</p> <p>The second batch of questionnaires was analysed by Alan Kay</p>

		The second batch of 48 trainees were given a questionnaire. 21 returns.	
New Deal clients	Feedback form	Around 70 questionnaires sent out	28 questionnaires completed and analysed by BRAG staff.
New Technology (Internet café) users	User evaluation through IT methods: online comments board, questionnaire	Not done	Not done
Tenants of owned and managed premises (25)	Clipboard interview survey About the social enterprise and jobs/employment Decision to come to BRAG Facilities from BRAG KOVQ and priorities Social capital questions	19 of the 25 tenants were interviewed.	The interviews were conducted by Alan Kay and John Pearce. The 6 tenants who were not interviewed were sent a letter and asked to reply. Some extra hand-written notes on social capital were kept by the interviewers
Organisations using the training/meeting facilities	User evaluation sheet	An evaluation sheet was compiled and used.	The User Evaluation Sheet was not collected regularly enough to be included in the social audit.
Local community residents	Sample survey using DTS telephone interviews Awareness of BRAG Quality of services	A simple questionnaire was used. Wanted to 5% sample of the households	The analysis was carried out by DTS staff on computer. 600 telephone calls to 478 households resulted in 127 responses (around 5% of households). 62 were unco-operative and 289 not available for comment. Telephone survey response was supplemented by 69 responses from people stopped at random in Lochgelly High Street.

A copy of all the analysis of the questionnaires and format for interviews, etc. are included in the Appendices.

5.2 Omissions

The main omissions have been:

- The new technology users were not consulted
- The User Evaluation Sheets for facility users were not included as too few were collected.

5.3 Commentary on Methodology

- On the whole the questionnaires worked well (except for the poor response rate from the Board members). The intended group discussions with the Board members to amplify the questionnaire responses did not, regrettably, take place due to cancellation of Board meetings, etc.
- Questionnaires were used extensively. This has been partly as they are relatively easy and cheap to send out and collect.
- In retrospect the questionnaires were perhaps overly complicated.
- The keeping of the Activity Logs did not work very well. There is still a need to collect information on who is contacted and supported and how much time is devoted to this. The problem is how to do this without presenting too much work for the senior staff.
- A number of the consultation techniques were late in being created and implemented eg. the training form for staff.
- There were a number of technical problems in introducing on-line feedback forms for the new technology users.
- Many of the consultation techniques were experimental within BRAG and what works with some organisations does not work for others.
- The comprehensiveness of the consultation processes was perhaps over ambitious and not everything that was planned was done.

6 Analysis of BRAG's Social Accounts

6.1 Values

6.1.1 Analysis of the Values

BRAG identified three Values which it considers underpins its work and the way in which it goes about it:

1. To be accountable to the local community
2. To be open, friendly and approachable
3. To provide good value by working in partnership to deliver services in the most efficient way

Eight stakeholder groups were asked to score BRAG's performance in living up to its values by scoring three statements (see the Key Objectives and Values questionnaire in the appendices) on a 5 to 1 scale where 5 = completely agree and 1 = completely disagree. A Don't Know option was also included. The tables below give the views of those stakeholder groups consulted. The number in brackets after the stakeholder group indicates the number of people who completed a questionnaire.

Value 1: BRAG is very accountable to the community

Stakeholder group	1	2	3	4	5	DK
Staff (11)			1	3	3	4
DTS staff (9)			1	1	1	6
Trainees (27)			4	7	14	2
Tutors (4)				1	2	1
Social Enterprises (6)				2	4	
Tenants (15)		2	2	3	5	3
Board members (4)				2	2	
Partner organisations (7)				2	3	2

Value 2: BRAG and its personnel are open, friendly and approachable

Stakeholder group	1	2	3	4	5	DK
Staff (11)			3	4	3	1
DTS staff (9)				2	6	1
Trainees (27)			3		21	2
Tutors (4)				2	2	
Social Enterprises (6)					6	
Tenants (15)				3	11	1
Board members (4)					4	
Partner organisations (7)					7	

Value 3: BRAG works well in partnership with others to deliver services in the community

Stakeholder group	1	2	3	4	5	DK
Staff (11)	1		2	4	4	
DTS staff (9)				1	4	4
Trainees (27)	1			7	16	2
Tutors (4)				1	1	2
Social Enterprises (6)				1	5	
Tenants (15)			1	3	4	7
Board members (4)					3	1
Partner organisations (7)				1	6	

Comments:

Two DTS members of staff commented that they did not know all that BRAG does in the community and one BRAG staff member thought that “Sometimes not all employees are friendly”.

Another staff member commented that “BRAG’s success/staying power can be attributed to the close partnership links and joint working and sharing information.”

One funder explained that s/he did not have enough knowledge of day to day working to comment. However “from all accounts” BRAG does well on Value 2 but “partnership could be closer”. Another funder, however, gave their “impression that BRAG genuinely feel that working in partnership is what they are about”.

One considered the Values statements to be too “woolly” and “vague”, while another “does associate BRAG with their values”.

For one person value one (accountability to the local community) was seen as the critical value.

6.1.2 Commentary/interpretation

- There is overall a positive response to the delivery of BRAG stated values with very few negative responses.
- There are some significant groups indicating a “do not know” - in particularly DTS Staff. This might suggest that DTS staff are not being given enough information about BRAG.
- Most people and stakeholder groups were positive in response to the values especially the one referring to being friendly and approachable.
- It was felt that future social audits should explore BRAG’s values more deeply in the future.

6.2 Objectives and Activities

Objective 1: To provide a local economic development service which creates jobs and overcomes barriers

a) Quantitative Data/Narrative

Activity 1: Establishing and managing community businesses (Call Centre in Lochgelly)

The Call Centre in Lochgelly, DTS Services, is the first community business subsidiary established by BRAG. Set up in 1999, DTS is based in the ground floor of BRAG's Lochgelly Business Centre (see Objective 2 Activity 1 below).

The call centre was established using young people on the New Deal programme. An initial group of 14 were recruited and trained as a group. ESF funding enabled and enhanced and extended training programme. The call centre carried out a small number of paid contracts providing a sales and marketing service as well as in-bound message taking. Recent contracts have been marketing for the Federation of Small Business, event invitations for the Small Business Gateway and client tracking for Scottish Enterprise Fife.

DTS Direct was formed by way of an exit strategy for the continuation of the call centre beyond that of its training function. The current staff consists of 6 staff including the manager (5 female and 1 male); all are from Fife and all, bar one, are resident in the Benarty/Lochgelly area. At the beginning of the social audit period DTS had 9 staff. Casual staff have not been used over the last year.

In the year to 31 March the turnover of DTS was around £40,000. Sales represented 100% of turnover.

Activity 2: Supporting existing social enterprises (eg. Trans Fife Community Transport Ltd., Out of School Care, etc.)

It is an important part of BRAG's remit to provide support for existing social enterprises within the Benarty/Lochgelly area. In the Socio-economic profile a total of thirteen social enterprises were identified, including BRAG itself and its subsidiary DTS Services. When preparing its Stakeholder map for the social audit BRAG identified seven social enterprises that it considers it offers ongoing support to: Trans-Fife Community Transport; Rainbow Crafts; Benarty Credit Union; Benarty Improvement Group (the BIG Project); Benarty Construction; Benarty Self-built Housing Association; and Kids Come First. (For the purposes of consulting these social enterprises Benarty Construction and Benarty self-built Housing Association were taken as one body, the construction co-operative having grown from the self-build project.)

The type of support which BRAG aims to offer the social enterprises includes:

- Business Planning
- Business issues ie. VAT, employment law
- Marketing
- Funding and funding application

During the year ended 31 March BRAG staff provided in excess of 900 hours providing support to social enterprises. This is spread across the staff team but the

main providers of support are the General Manager (10hrs per week) and the life long Learning Co-ordinator (5 hours per week).

The survey of social enterprises asked whether the six enterprises made use of the various practical services provided by BRAG at Crosshill Workspace and, if so, what they thought of the quality of the services. The results are given in the table below:

Use and how rate the quality of services. 5 means it couldn't be better; 1 means it could not be worse; and DK means you don't know							
	Use	1	2	3	4	5	DK
Secretarial services (including photocopying)	2					2	
Telephone or other message taking	1					1	
Internet café	1				1		
Conference room	5				2	3	
Interview room	1					1	
The café	5		1	1	1	2	
Business advice and guidance (including finance)	6				1	5	
Training courses	3				1	2	

The social enterprises were also asked in what other ways BRAG had given support:

BRAG has helped obtain a grant from the Fife Council Venture Fund (£5000 for computers, training, etc); wrote letters and gave admin support; gave support in writing our Business Plan; helped in trying to secure premises; provides computer advice on new software; helpful with advice on a range of things including business advice and training; lent us a computer for 6 months.

Activity 3: Accessing economic development funds for individuals and the local community (eg. Launchpad, LED grants, NLCB, etc.)

A key role for BRAG is to assist individuals and groups access funds from various sources that are available. In particular BRAG is contracted by Fife Council Local Economic Development to help individuals apply for Launchpad grants (which overcome some of the barriers people face in obtaining work in Fife) and groups and organisations apply for Local Venture Fund (LVF) grants (small grants for organisational projects).

In the year to 31 March BRAG assisted 10 individuals successfully apply for a Launchpad grant accessing a total of around £1,500. All of the applicants were from the local area. Launchpad grants are typically for such purposes as: work clothes and work expenses.

In the year BRAG also assisted 4 groups apply for an LVF grant. All applications were successful, bringing a total of around £18,000 into the area.

Activity 4: Establishing a School for Social Entrepreneurs.

Through 2001 BRAG secured funding to establish a School for Social Entrepreneurs (SSE). The funding package was both revenue and capital and involved support from;

Scottish Enterprise Fife
Objective 3 ESF
Coalfield Regeneration Trust
Objective 2 ERDF

The SSE Project was awarded £186,803 from the European Social Fund (ESF) for the period April 2002 - March 2005.

It will target people such as community activists, individuals interested in progressing a project idea or business venture for community benefit, and organisations interested in sending members of staff as students. Learners will have common goals, be able to identify and focus on issues and problems within the community and develop work on projects to address these issues.

Learner provision consists of 12 month training period; individual learning packages linked to projects/business ideas; project development; ECDL; comprehensive support and mentoring; learning by doing; peer support; learning from practitioners; personal development (team-working, confidence building, target setting); action plans; business support.

The projected outcomes are:

No. trained per session	12
No. given guidance	12
No. completing	8
No. receiving expected qualification	12
No. into employment	2
No. into self employment	4
No. into further education	6

A Co-ordinator was appointed in April 2002 and students have been recruited since then (but not during the period of the social audit).

Activity 5: Participating in community economic and regeneration initiatives (eg. Benarty Concordat, Kelty Partnership, Regeneration Partnership in Lochgelly)

BRAG participates in partnerships on a practical basis. BRAG tends to support partnerships but is not the lead partner for any of the partnerships - it tend to "dip in" and "dip out" when its skills and support is required. BRAG does not have the resources to participate in meetings that do not relate to actual activities.

BRAG does however maintain good working relationships with each of the partnerships and relies on them to highlight meeting or projects that we can assist with. The pattern of meetings tends to be flurries of activity with several meetings a month followed by periods of inactivity.

Attendance at partnership meetings varies from 1-5 occasions per month with meetings lasting an average of 2 hours.

Activity 6: Leveraging resources into Benarty and Lochgelly

The role of BRAG is not just to get things done itself but also to act as a catalyst to bring new resources into the Benarty/Lochgelly area. The following table identifies, across the board, the initiatives with which BRAG has been associated and which have resulted in new resources coming into the area. Where these may be quantified in £s a figure is given. It is important to stress that BRAG is not seeking to take sole credit for any or all of these initiatives. All depend on working in partnership with others and reflect the willingness of other bodies to work to support the regeneration of Benarty and Lochgelly. We believe the table is useful as it demonstrates the range of new initiatives developed during 2001/02 and the range partnerships and collaborations involved as well as the resources leveraged into the area in the past year.

Name of Funder	Partners involved	What was funded...	£s value
ERDF	Transfife	Revenue funding for infrastructure	120,000
Childcare Partnership	Kelty ASC	Revenue funding to become more sustainable	c. £10,000
Coalfields Regeneration Trust (CRT)	Benarty Construction	Set up costs for the business - equipment and training	£42,000
CRT	Transfife	Wheels to work project - purchase of 6 scooters	c. £50,000

In addition, BRAG assisted CVS Fife in resubmitting a bid for ESF funding of around £200,000 which was finally successful.

b) Qualitative Data

Seven stakeholder groups were asked to score BRAG's performance in respect of each Objective by scoring each on a 5 to 1 scale where 5 = very good and 1 = very poor. A Don't Know option was also included. (See the Key Objectives and Values questionnaire in the appendices.) The table below gives the views of those seven stakeholder groups consulted about the Objectives, Staff; DTS Staff; Tutors; Board Members; Social Enterprises; Partner Organisations; Tenants. The number in brackets after the stakeholder group indicates the number of people who completed a questionnaire. The BRAG staff were asked to score each Activity separately and their views are shown in the second table.

Stakeholder views on Objective 1: To provide a local economic development service which creates jobs and overcomes barriers

Stakeholder group	1	2	3	4	5	DK/NA
DTS staff (9)				3	2	4
Tutors (4)				2	2	
Social Enterprises (6)				2	4	
Tenants (15)		1	2	5	4	3
Board members (4)				1	3	
Partner organisations (7)				4	3	

BRAG staff	1	2	3	4	5	DK/NA
1. Establishing and managing community businesses (eg: Call Centre in Lochgelly)	1		3	4	1	2
2. Supporting existing social enterprises (eg. Trans Fife Community Transport Ltd., Out of School Care, etc.)	1		3	4	2	1
3. Accessing economic development funds for individuals and the local community (eg. Launchpad, LED grants, NLCB, etc.)			2	3	3	3
4. Establishing a School for Social Entrepreneurs.	1		3	3		4
5. Participating in community economic and regeneration initiatives (eg. Benarty Concordat, Kelty Partnership, Regeneration Partnership in Lochgelly)	1		2	4	1	3
6. Leveraging resources into Benarty and Lochgelly.	1		1	3	2	4

Social enterprises were asked what they thought of the support they had received from BRAG and were very positive: "Very good" "100%" "BRAG will try and help in all things".

They were also asked to identify other services they would like to see BRAG provide:

- Course for computers
- Run childcare courses
- Training in first-aid
- Training in self-esteem

Views of Funders

One funder explained that for him/her Objective one was "what BRAG is all about" and that BRAG "did it better than most". S/he also emphasised the importance of partnership working for this objective.

c) Commentary/interpretation

- The views of the consulted group excluding staff are very positive.
- Many of DTS staff felt they were unable to comment on the objective.
- The response from staff appears to be more spread. It would appear that one member of staff was either particularly critical or disillusioned or mis-understood the grading from 1-5.
- There were quite a number of "don't knows" from the staff responses. This is perhaps an issue that BRAG needs to address. However, the BRAG went through an unsettled period concerning the staff for part of the social accounting period and this could explain, to some extent, the high proportion of "don't knows" when considering BRAG's performance.
- Of the consulted groups, the staff have a closer understanding of the objectives and therefore it is expected that there would be a wider range of views. Often staff are more critical as they are most aware of the short comings as well as the good points of their organisation.

[See also the section on the Social capital Objectives in Volume Two for further detail about BRAG's role and relationship to local social enterprises.]

Objective 2: To provide access to learning and training which increase people's qualification levels and promote life long learning

a) Quantitative Data/Narrative

Activity 1: Providing full-time supported learning programmes (eg. SVQ Level II in IT and Administration, NC in Childcare and Education)

See below.

Activity 2: Providing part-time and flexible learning programmes (eg. FLU, IT, Taster Courses, Homecare Course, summer school, Elementary Food Hygiene Course, First Aid Course)

See below.

Activity 3: Organising guidance in personal & social development and training & learning (eg. Individual Action Plans, FAGES Surgery, opportunity centre outreach, CV and interview techniques, team building)

See below.

During the year 2001/02 BRAG ran the following courses:

Training Area	No. of Students	Early Leavers	Full Qualific'n Achieved	Part Qualific' Achieved	No.into Further Education	No. into Employ'm't
Office Administration	13	8	5	6	2	1
Information Technology	10	9	1	3	3	1
*PDA / Call Centre Skills	12	0	12	12	1	10
*ECDL	25	10	15	10	10	7

* PDA refers to Professional Development Award and ECDL means European Computer Driving Licence.

It should be noted that BRAG has a policy of accepting everyone who applies providing that they qualify for funding. It is often the most marginalised and most vulnerable that follow courses in BRAG.

The courses ran as follows:

IT & Office Admin: 19th February – 14th September 2001

PDA / Call Centre Skills: Jan 2001- June 2001

European Computer Driving Licence (ECDL): 8th October 2001 – 31st March 2002

Office Administration: SVQ Level II - Females 13; Males 0

Information Technology: SVQ Level II - Females 7; Males 3

PDA / Call Centre Skills - Females 11; Males 1

ECDL - Females 16; Males 9

The tutors came from Glenrothes College.

The **Office Administration** and **Information Technology** courses were funded through Priority 1 (Raising Employability), of the Scottish Objective 3 Programme, and tied in to attracting young people aged 16-24, unemployed between 6-24 months.

We attempted to address the initial low numbers through proactive work with Glenrothes College and additional targeted local advertising – local press, Employment Services, Fife Council Local Offices, Community Centres etc – and also tried to encourage older learners who had previously expressed interest (although not eligible for BRAG training allowances), by offering assistance with bursaries/other financial packages possibly available through the College but to no avail.

Trainee numbers continued to decrease for a variety of reasons:

- Very poor attendance and absenteeism, finally resulting in exclusion from course
- Exclusion from course because of bullying, vandalism and generally unacceptable behaviour
- Personal/family problems – drug dependency; offending
- Inability to cope with intensive periods of study
- Inability to achieve modules within timescales set
- Immaturity – all trainees were in the 16-24 age-band, with the majority at the younger end of the scale
- Peer pressure
- Illness
- It is not feasible to enrol new students on a rolling-programme basis due to the intensive study involved

This also led to poor outcomes in terms of qualifications, further education and numbers into employment.

It was agreed, therefore, to seek a revised approval for the project from the Objective 3 Programme Executive for a number of reasons:

- A change in SQA regulations also had implications for project content and level of qualification as it is no longer an option to deliver the SVQ Level II qualification within a 26-week period – the minimum length of study time to meet the competencies required is now 38 weeks, something that could not have been foreseen at application stage
- Introductory Modules; Core Competencies in Communications / Numeracy (2 modules); Keyboard Skills (1/2 module); BBC Web-wise (1/2 module) over 26 weeks x 32 trainees
- Amend course content to deliver 10 modules - European Computer Driving Licence
- Amend beneficiary profile to include older trainees to give balance and a range of life-experience to the learner groups eg 70% 16-24 years; 30% 25+
- Course to be delivered in simulated office environment throughout, using an office approach
- Amend outcomes in terms of level of qualification gained to EDCL + NC modules
- Assess and determine success in terms of a range of softer outcomes linked to the concept of “raising employability”

The change in focus / trainee mix for the last intake of **ECDL** students has produced much higher outcomes:

- 60% achieving a full qualification
- 40% achieving a part qualification
- 28% finding employment
- 40% continuing into further education

All students receive input and guidance from a range of local service providers including – FAGES (preparation of Individual Action Plans to assess progress made, aims and aspirations, distance travelled etc), Opportunity Centre (job search, CV preparation, interview techniques etc), CARF (Citizens Advice & Rights Fife – benefits information, rights issues etc), Careers Service.

Team-building also forms a key part of the induction process in order to develop confidence and bonding. This is especially important in bringing the two groups together as there has often been division between them linked to a number of factors – different levels of ability and confidence, geography of the building (Admin groups were previously taught in another, more isolated part of the building).

Students also vote for 2 class representatives on each course towards the start of the courses – these individuals link between their peers, college tutors and BRAG staff.

Activity 4: Maximising access to technology (eg. Internet Café)

The Internet café (SWEY.DOT.COM) opened in September 2001. Following a press launch, adverts were placed in the local press offering free membership and 2 free hours use. The early publicity did not appear to have any great impact. However, word-of-mouth promotion combined with the introductory offers saw the number steadily increase by 10 - 20 new members a week.

At the end of March 2002 there were a total of 452 registered members using the café. The members are divided into under-16 and over-16 age groups. The split is roughly a 50/50 divided in terms of membership. However, the under 16-age group account for 65% of the usage.

Activity 5: Offering conference, community meeting and training facilities (eg. meeting rooms, etc)

The meeting rooms and conference facilities are used by a number of visitors, partners, groups and organisations. There are two rooms available. The larger one can hold around 40 people for a presentation-style meeting or around 25-30 for a seminar. Hospitality includes tea and coffee; cordials and fruit juices. Buffet style lunches are available on request and at an extra cost.

Activity 6: Managing (along with CVS Fife) the voluntary sector option of 18-24 New Deal for the whole of Fife and partnering Fife Council with the +25 New Deal across Fife.

BRAG delivers the New Deal Voluntary Sector Option to the 18-24 old groups in Fife. The programme is a partnership between CVS Fife, BRAG and the mix of voluntary organisations that take part in the option.

The aim of the programme is to assist young people to move into employment. The programme consists of: the young person selecting an area of employment that they

are interested in and matching them with a work placement within that sector from a bank of placements. An individual learning plan is agreed and appropriate training sourced.

In the 12-month period to March 2002 124 people joined the option of which 49 young people left into a confirmed job. The annual target set by Jobcentre Plus for job outcomes was 40%; the actual performance was 43% resulting in a 3% over target outcome.

All leavers are asked to complete an evaluation form to gauge their views about the option. A total of 28 evaluations were completed in the year.

b) Qualitative Data

Stakeholder views on Objective 2: To provide access to learning and training which increase people's qualification levels and promote life long learning

Stakeholder group	1	2	3	4	5	DK/NA
DTS staff (9)			1	3	5	
Tutors (4)					4	
Social Enterprises (6)			1	1	4	
Tenants (15)			1	4	7	3
Board members (4)				1	3	
Partner organisations (7)				2	5	

BRAG Staff	1	2	3	4	5	DK/NA
Providing full-time supported learning programmes (eg. SVQ Level II in IT and Administration, NC in Childcare and Education)		1	2	3	5	
Providing part-time and flexible learning programmes (eg. FLU, IT, Taster Courses, Homecare Course, summer school, Elementary Food Hygiene Course, First Aid Course)		1	2	4	4	
Organising guidance in personal & social development and training & learning (eg. Individual Action Plans, FAGES Surgery, opportunity centre outreach, CV and interview techniques, team building)		1	2	5	1	1
Maximising access to technology (eg. Internet Café)		2		6	3	
Offering conference, community meeting and training facilities (eg. meeting rooms, etc.)		2	1	4	3	1
Managing (along with CVS Fife) the voluntary sector option of 18-24 New Deal for the whole of Fife and partnering Fife Council with the +25 New Deal across Fife.	1	1		4	5	

Trainees

In September 2001 the remaining six trainees on the SVQ Administration were consulted on a number of themes. A similar questionnaire was used for three groups of trainees in May 2002, SVQ Administration, SVQ IT and European Computer Driving Licence. Twenty-one of 48 trainees completed a questionnaire.

First, how they get to BRAG:

One trainee from the 2001 group reported that it was very difficult to get to BRAG. For all the others it was easy or very straightforward. Most trainees get to BRAG by public transport (22) or by walking (4). Two got a lift and one used a car.

The trainees were asked about the facilities at Crosshill:

[In the table below the first line is the results from the 2001 group and the second the results from the 2002 group. 5 means couldn't be better and 1 couldn't be worse.]

What do you think of....	1	2	3	4	5	DK
...the reception service	1 1	0	1	3	5 15	1
...the café and catering	4 5	1 5	4	3	1 4	0
...the toilets	0	2 1	1 4	1 8	2 9	0
...the cleanliness	1	2 0	1	3 8	1 11	0
...the training facilities (computers, etc)	0	1	1 2	3 7	2 11	0
...the general atmosphere in the building	1 0	1 1	1 2	2 6	1 11	1

It should be noted that the café is not run directly by BRAG but is let to a tenant. However the reputation of the café affects BRAG - albeit indirectly. In one sense the café users are not stakeholders of BRAG but in another sense they are as BRAG has arranged for the café service to be provided. In the comments the café was severely criticised. The following are three of 12 negative comments.

- "The food in the café is barely edible. Everything is full of grease. Not very hygienic. The dishes and cutlery are not always clean, especially the cups with dirty tea stains."
- "In the café they should change the menus often. It's the same thing all the time."
- "The cafeteria and toilets in the Admin part of the building were absolutely filthy and disgusting. Hygienic standards within the café are of a poor standard and something should be done to rectify this as it may give BRAG a bad name as the environmental health may be called."

Other comments included:

- "I have no experience of the reception despite the fact that I was one of the receptionists who arranged for my place on the course. The café seems to have a lot to offer. On the whole I am impressed by the whole BRAG operation."
- "General atmosphere - hard to concentrate with radio playing other than that everything fine"
- "The toilet outside our room is always dirty."
- "I think BRAG is a sound laid-back place."

The trainees were also asked about the training....

Was the training as you expected?

	2001	2002
Yes	1	17
No	4	3
N/a	1	1

Comments about why not? Included:

- "because there were younger ones who disrupted the class and wasted a lot of time"
- "nothing to do with the tutors but this course was bad and needs to watch who they put on it"
- "I think the course was a shambles at the beginning and also now with the situation with the tutors being kept at xxxx College. And also to go to college and do numeracy and communications when it would be better doing it here"
- "It was at xxxx and it was boring. Didn't always have things to do"

	1	2	3	4	5	DK
What do you think about the content of the course.....*	0	2	3 1	10	3 7	1
What do you think about way the training was given – the style	0	2	2 3	2 12	2 3	1

* The top figures refer to the first course and the bottom figures refer to the second course.

All but one of the trainees considered the training to have been very useful (19) or partly useful (7). All said that they would either get a job afterwards (19) or do another training course (13).

All six 2001 trainees had received counselling and seven from 2002.

	1	2	3	4	5	DK
What do you think of the quality of the guidance/counselling?	0	3	2 1	2 5	2 1	11
What do you think of the way the guidance/counselling was given – the style ?	0	2	1 2	3 5	1 1	11

Five trainees from 2001 and four from 2002 considered the counselling to have been "partly useful", two from 2002 "very useful". One from 2001 and two from 2002 considered to have been "not useful".

Sessional tutors

Most of the training at BRAG is delivered by sessional tutors from Glenrothes College.

We asked the tutors about the facilities at Crosshill:

What do you think of...

	1	2	3	4	5	DK/NA
...the reception service			1	2	1	
...the café and catering		2	2			
...the toilets		2	2			
...the cleanliness			1	2	1	
...the training facilities (computers, etc)				4		
...the general atmosphere in the building				3	1	
Comments:						
"Re: toilets – never could get anything other than toilet paper to dry hands with. Air blowers provided but would have appreciated an alternative"						
"Café – the hours of opening should be extended for trainee's benefit"						

There was a drop out rate from the courses and the reasons for this as suggested by the tutors are:

- Attitude of the students (2)
- Lack of courtesy in internal discipline systems (attendance/time-keeping)
- Age group
- Level of the programme (2)
- Lack of ability – too much for some of them
- Lack of consistent admin. control mechanisms re: attendance and discipline
- Attitude of “only here for the money” – 50% of them
- Attendance problems
- Behavioural problems
- 6 month programme – too short a programme

Three of four tutors expressed concern about the motivation of the students, about their capacity to learn and about their application. Notwithstanding this the tutors generally enjoy working with the students and are able to identify benefits which students gain from the courses:

- Of those that completed:
 - a sense of achievement
 - encouragement to continue with education
 - confidence (2)
- Computer skills
- Team working experience
- Work placement experience
- A nationally recognised and current qualification
- Work relevant IT skills
- A sense of achievement and fulfilment of learning plan
- Practical skills in admin and IT
- Confidence to apply for jobs
- Knowledge underpinning Admin and IT skills

High points of the course(s) identified were: Seeing achievement and candidates confidence grow; Student's achievement; Visiting students on work placement; Presentation awards for students who completed; and

Low points: The lack of commitment and respect from an element of students; Achievement rate and drop-off rate; The beginning – when I started in April and the

course had been running since February; Non-attendance of students which holds other students back – time-consuming going over the work twice.

Tutors also had some clear ideas of changes they would suggest to the course(s):

...about the course?

- "The timescale for a VQ programme (has to be extended)"
- "The objectives"
- "The level"
- "Duration should be extended"

...about the way the course is delivered?

- "More team building and self development/personal reviews"
- "Core skills day at BRAG"

...about the selection of students to come on the course?

- "Further screening and implementation of a core skill test (this test not to determine place on course, but highlight early any core skill problems)"
- "Use a form of screening"
- "Ensure clarity of BRAG Objectives and find out as much as possible about applicants"
- "Age criteria – should be open to all ages"

Internet Café users

The internet café users were not surveyed.

Users of facilities at Crosshill

All users of facilities at Crosshill were asked to complete a feedback sheet. Only two completed sheets were received and the findings are not included in these Draft Social Accounts.

New Deal clients

A Feedback Questionnaire was used and the results are included here verbatim and as follows:

When attending your interview did you find the information the New Deal Client Liaison Officer gave you relevant to your personal needs?

23 people out of 28 thought that the information given was "very relevant" and was helpful and made clear to them. 5 people out of 28 thought that the information was "quite relevant" and that the information at the interview was more interesting than relevant.

Were the placements offered at your interview relevant to your request?

25 people out of the 28 said "yes" that the placements offered at the interview were relevant to their request. Others said no. One person at that time was trying to get work at an Art Gallery (there is not a local art gallery).

*Were the following points clearly explained during your induction at your placement?
Time keeping/Attendance; Training; Job Search; Allowance*

All 28 people said "yes" to all of the points. All were explained during their induction.

Were the organisations Health and Safety standards made clear to you on commencement of your placement?

All 28 people said "yes". The organisation's Health and Safety standards were made clear at the induction. This was the first thing they were told about.

Was there enough relevant work experience in the work placement?

All 28 people said "yes" that there was enough relevant work experience in the work placement. Comments: "Work experience was relevant to my choice."; "Although not relevant – work experience was good."; "Some people helped out tutors with daily duties."; 2 people said that work varied at their work placements.

How did you find the guidance provided by your Client Liaison Officer?

20 people out of 28 found the guidance provided by their Client Liaison Officer to be "very good" – saying their Client Liaison Officer was always available to them. 8 people said they were "good" at their jobs and that the communication was good – anything they needed was provided.

Did you feel the qualifications you were working towards was relevant to you?

All 28 people thought that the qualifications they were working towards was relevant to them - saying that they would be able to use the qualifications in future employment. Also that it taught them more about computers.

Were you given adequate time each week to work towards your qualification?

24 people out of 28 said "yes" – that time was given each week to work towards their qualification - saying that there was always time to complete any tasks given. 2 people said no that there wasn't enough time. Those 6 months is not enough time to complete most units of the qualifications. Sometimes were short of staff and had no time to work on vocational qualifications.

Did you receive enough support and guidance throughout your training?

All 28 said "yes" that they received enough support and guidance throughout their training. Comments: "Could always ask Supervisor or any other trainee for guidance."; "Keep course 9 months to achieve full qualification."; "Excellent."; "Always had lots of support."

Views of Funders

Funders made no significant comments about Objective 2 beyond one noting that past outcomes had been good.

c) Commentary/interpretation

- There was a significant drop out rate amongst the first batch of students. This caused BRAG to learn and change their approach. The second batch of students were much more consistent.
- There had been many difficulties in terms of managing programmes with a younger client group. Vocational Qualification now take longer to achieve than in the past and must be in a work based situation rather than a simulated environment.
- There is a strong negative feeling about the café and the toilets and the facilities such as the café, toilets where not adequate to the need of trainees. BRAG has recently made improvements to the toilets and have discussed other possible alternative arrangements for the café.
- The sessional tutors were very positive about working in BRAG's premises and the courses.
- The reception staff is highly rated by College staff and trainees.
- The Internet café has added a great deal more users to the learning centre.
- Improved counselling and guidance was seen as necessary by the college staff. Despite this funding for offering of adult guidance was reduced during the year.
- During part of the social accounting period there was no space for the students to eat a packed lunch as they could not eat a packed lunch in the café. Hence there was consequent use of the café.
- The local college was used for literacy and numeracy (part of the courses) as it enabled them to have the experience of a more formal college environment.
- It is interesting to note that most of the students get to BRAG by public transport or by foot. This indicates the local nature of BRAG's premises and the convenience for people living in the area.

Objective 3: To provide a property and business advice service which will maximise opportunities

a) Quantitative Data/Narrative

Activity 1: Providing premises for small businesses (eg. Crosshill Business Centre, Lochgelly Refurbishment Projects)

Providing managed workspace has been a core activity of BRAG from its original inception. BRAG currently has three sets of premises:

Crosshill Business Centre (leased by BRAG): the former Crosshill Primary School comprises a total of 19,500 square feet set in a spacious yard with ample car-parking. In total there are 22 workspace units of which BRAG itself uses 5,000 square feet, leaving 15,000 square feet for letting to small businesses and other community or voluntary organisations and projects.

During the past year a rolling programme of improvements has been in process replacing windows, upgrading toilets etc. The total value of this investment in the property (when complete) will be £175,000; with total investment in equipment being £80,000.

Lochgelly Business Centre (owned by BRAG): is a former Co-op chemist shop and latterly a bingo hall. Located on the corner of Bank Street it benefits from a central position. BRAG purchased the building in 1998 and re-furbished it at a cost of £85,000 using its own resources and Objective 2 ERDF funding. The ground floor is a single unit of 4000 sq feet. The upper floor consists of 5 offices with mix of sizes for 2 to 5 person offices.

Grainger Street, Lochgelly (owned by BRAG): In 1999 BRAG purchased 82 Grainger Street, a former manse then police station and latterly Council office. At the point of purchase the building was in poor condition with extensive water penetration. The ground floor was converted for use as a childcare centre and the upper floor refurbished as 4 offices. After a short tendering process Rascals Nursery let the ground floor as a pre-school nursery for working parents. The upper floor was rented by Fife Council as a suite of offices for the New Community Schools Project.

In January 2002 BRAG had 25 external tenants in its three premises (ie – excluding the units used by itself and its subsidiaries such as DTS Services, the School for Social Entrepreneurs and the Internet Café which together account for 70% of the available space). Throughout 2001/02 the occupancy rate has been in the region of 85-90%.

In January 2002 a survey of tenants was conducted and 19 were interviewed (six were not available, either because they were unwilling to participate or because they seldom appear at the premises and did not respond to telephone messages or a letter). The figures quoted below are therefore based on the 19 tenants described in the following table. Five are recognised social enterprises, of whom four are actively supported by BRAG.

No	Type	Start	Move in	Structure	Turnover
1	Building, construction, maintenance	2001	2001	Worker's co-op and charity	Est. £150,000
2	Supported employment and training	1993	1994	Co. Ltd. Guarantee and charity	Est. £36,000
3	Community transport	1989	1996	Co. Ltd. Guarantee and Charity	£250,000
4	Gardening, etc. services to low income families	1990	1998	Co. Ltd. Guarantee and Charity	£18,000
5	Support and advice to voluntary agencies (Branch office)	1998	2001	Co. Ltd. Guarantee and Charity	£400,000 (as a whole)
6	Training (adults, skillseekers and NVQs)	1999	1999	Co. Ltd	N/a
7	Support to start up and existing businesses	2001	2001	Co. Ltd. Guarantee	N/a
8	Publishing (carrier bags)	2001	2001	Sole trader	N/a
9	Financial services	1997	1997	Sole trader	£35,000
10	Produce entertaining shows outside UK	1995	1997	Co. Ltd	£1m
11	Electric workshop for poultry company	1965	1991	Co. Ltd.	£40,000 (workshop)
12	Workspace café	1996	1996	Sole trader	£45,000
13	Upholstery	1991	1991	Sole trader	£30,000
14	Massage – remedial and physio	1987	1991	Sole trader	N/A
15	Building conservatories and extensions	1991	1998	Sole owner	>£1m
16	Childcare and education	1993	2001	Sole trader	£10,000 (Grainger St.)
17	Raise school attainment and promote social inclusion	2001	2001	Part of Fife Council Education Services	£200,000
18	Distributor for glass reinforced plastic (Branch)	1981	2000	Co. Ltd.	£35m; £4m (this office)
19	Evaluation and policy research	1994	1999	Co. Ltd.	£200,000

Between them the 19 tenants employ a total of 91 people (see table below) of whom 59 live in the project area of Lochgelly/Benarty. Seven have a recruitment policy which seeks to favour local residents. BRAG and its associated projects employs a further 18 people of whom nearly all live locally.

No	Original no. employees	Employees now	Where from	Recruit type?	Priority to locals	Increase staff?
1	5 (inc. Directors)	3 (3 males)	3 Benarty	Contacts	Yes	Yes (2-3 FT)
2	15-20 workers	7 (6 males; 1 New Deal)	1 Lochgelly; 5 Fife	Via Volunteering Fife	Yes	Yes (2 FT; 1 PT plus volunteers)
3	2 PT	17 (12 male; 5 female)	7 Benarty; 2 Lochgelly; 8 Fife)	Job Centre; word of mouth; adverts; ex. New Deal	No	Yes (6 FT)
4	0	0 (15 trainees; 5 volunteers) 19 males; 1 female	9 Benarty; 11 Fife	Job Centre; Word of mouth; New Dealers from BRAG	No	Yes (not sure numbers)
5	4	6 (1 male; 5 female)	1 Benarty; 5 Fife	Job centre; word of mouth; advert; website	No	No
6	0	3 (2 male; 1 female)	2 Benarty; 1 Fife	Job centre; advert	No	Yes (1 PT)
7	0	Infrequently use premises				
8	1	1 (1 female)	1 Fife	Fast-track, Skillseekers	Yes	Yes (not sure numbers)
9	3	1 (1 male)	1 Fife	Recruitment agency	Yes	No
10	1	2 (2 male)	1 Benarty	Word of mouth	Yes	Yes (4 FT)
11	1	2 (2 male)	2 Fife	Word of mouth	Yes	Maybe
12	2	2 (1 male, 1 female)	1 Benarty 1 Fife	Word of mouth	No	No
13	1	1 (1 male)	1 Fife	N/A	N/A	No
14	1	1 (1 female)	1 Fife	N/A	N/A	No
15	1	34 (32 male; 2 female)	Est 30 Benarty and Lochgelly; 4 Fife	Job centre; Word of mouth; via trainees	No	No
16	3	3 (3 females)	2 Lochgelly; 1 Fife	Job Centre; Advert	Yes	Yes (plus 9)
17	1	4 (4 female)	3 Fife; 1 further	Job Centre; Advert; Fife Council	No	Yes (up to 9)
18	1	1 (1 male)	1 Fife	N/A	N/A	No
19	2	3 (1 male; 2 female)	2 Fife; 1 further	Advert	No	No

Word of mouth and via Fife Council are the most likely ways in which a tenant hears about the BRAG workspace. For a majority of tenants (11) BRAG was their first and only choice of landlord. Reasons given for choosing BRAG are given in the box below. 15 expect to remain with BRAG "indefinitely" and only 3 were unable to say or expected to leave within six months.

Comments:

"Help right on the doorstep as did not know how to run a business. Lots of business advice from all BRAG staff"

"Disabled access and started in a new unit"

"Space available and parking space available for buses"

"Cheapness and local Benarty base"

"Central to the area; available; accessible (car parking and buses); already had a link with BRAG"

"Need in this area for trainees/people - as they did not want to travel"

"Met requirements eg. must be disabled access, have a reception, have parking, have toilets, be central, able to "brand it and badge it"; also needed a base"

"It is cheap - but not so cheap..."

"It is local and accessible; reasonable price"

"Because father is with xxxx xxx."

"More convenient; better price for the facilities provided"

"BRAG gave the opportunity to take over the business (café)"

"Already had worked for xxxx for a year; partially established the business; knew about the place and the businesses"

"Perfect as I work long hours and security, parking and flexible working is available; also a café for the patients before and after"

"Grew too big to continue to work from home; know the area; low cost"

"Approached by Childcare Partnership; went to tender and did a presentation to the BRAG Board"

"Needed a local base; Grainger St. was the only one suitable"

"Liked the set up, office is clean; do not spent a lot of time here 1-2 days/week"

"Cheap; 24 hour access; could be better appointed"

Activity 2: Assisting new businesses to start up (eg. help with business plans, signposting etc)

In April 2001 the Small Business Gateway leased an office at the Crosshill Centre to use an outreach facility. The aim was to meet business start-up clients for the area at the centre. It was agreed that BRAG would perform sign posting to the Small Business Gateway. From June 2001 - 31 March 2002 the Small Business Gateway held 26 meetings with clients at the Crosshill Centre.

In December 2001 an Enterprise Lunch was organised for existing businesses to promote the services of the Small Business Gateway and 14 delegates attended.

The Small Business Gateway has significant targets relating to business start-up and the Crosshill satellite did not produce the numbers of clients to justify a continued lease. A marketing event was held to increase the profile in the area but it was felt that an hourly room rental would be more appropriate.

Activity 3: Offering advice to existing business (eg. business health checks, marketing plans, External Services Provider, Small Business Development Links, etc.)

BRAG continues to provide support to tenants and "one off" advice to other businesses. This usually is in the areas of accounting, financial record keeping and administration or legal issues. In many cases it can be a matter of seeking an alternative view or benefiting from the long experience of the organisation and staff. This is not just the domain of the Manager but the role is provided by all staff at BRAG.

Activity 4: Offering a range of administration services for small businesses (eg. typing, photocopying, etc.)

BRAG staff also provides administration services on chargeable basis. These include photocopying, typing and DTP, mail franking, faxing, laminating and meeting room hires. This additional activity represents around £10,000 of additional income to BRAG and around 600 hours staff time per annum.

b) Qualitative Data

Stakeholder views on Objective 3 To provide a property and business advice service which will maximise opportunities

Stakeholder group	1	2	3	4	5	DK/NA
DTS staff (9)				4	3	2
Tutors (4)					1	3
Social Enterprises (6)				1	4	1
Tenants (15)			3	5	4	3
Board members (4)				2	2	
Partner organisations (7)				2	2	3

BRAG Staff	1	2	3	4	5	DK/NA
Providing premises for small businesses (eg. Crosshill Business Centre, Lochgelly Refurbishment Projects)		1	1	6	2	1
Assisting new businesses to start up (eg. help with business plans, signposting etc)			5	1	2	3
Offering advice to existing business (eg. business health checks, marketing plans, External Services Provider, Small Business Development Links, etc.)			3	2	2	4
Offering a range of administration services for small businesses (eg. typing, photocopying, etc.)		1	1	5	4	

Tenants

The tenants were asked if they thought their rent was good value: 16 did and only 3 did not.

<p>Comments made were as follows: "Bit pricey for the size of units" "We want to re-negotiate. We had to clear the store ourselves, decorate it and the corridor" "Not good value as we do not use the premises much eg. cost per meeting is very high" "Struck a deal with BRAG – rents on a par with what is around but is high for where the building is. Rent for 3 months in Crosshill was the same as a town centre site in Glenrothes - that is expensive for Crosshill compared to the benefit of being in Glenrothes" "Discount when took over second unit and includes heating" "Would rather pay less" " BUT lots of irritations"</p>
--

All 19 tenants agreed that the lease arrangements are flexible, although two commented that they did not (yet) have a lease. Notwithstanding the comments most tenants considered their rents to be good value.

Tenants were also asked about the quality of facilities and services at the workspaces:

	1	2	3	4	5	DK/NA
The premises and the site are well managed	1		1	6	9	1
Necessary repairs are carried out quickly when needed	3	1	3	7	3	2
Maintenance work is carried out regularly and to a high standard	6		3	5	4	2
The common areas are kept properly clean	2		3	6	8	
The common areas are kept tidy	2		2	7	9	
Security is not a problem	1	1	2	5	10	
Refuse disposal is efficient and regular	1		1	6	9	2
There is always plenty of parking space available		3	4	2	10	
The service on the reception desk is always friendly, helpful and efficient			1	1	14	3

Tenants were also asked for any suggestions about how the premises could be better managed or improved:

<p>Crosshill: "Disabled access is "!!". They have talked about electric doors. The disabled toilets are good" "Security is not a problem regarding the buildings but may suffer damage to the buses – suggested installing CCTV. " "Other suggestions a) external security CCTV b) more stand-alone units with more lettable space (subject to planning) c) better use of available space d) better road surfaces and windows" "Bigger units" "Re: security - lads coming into the site over night and breaking fences" "The toilet could be better and warmer and dryers should work; not enough toilets; car park requires re-surfacing; windows do not all open; heating is temperamental, either too hot or too cold" "Better co-ordination; better maintenance and repairs (eg, lights not working)" "Need formal agreement as lots of things were by verbal agreement which is now disregarded; neighbours are noisy; BRAG complained that our trainees are drinking too much water" "Car parking is muddled; the entrance is confusing; it is an old building and a bit tacky; however, it fits the purpose" "Better promotion/publicity about BRAG's services in the community" "Electric heating is expensive and radiator heating is not very efficient" "There is plenty of parking space but it is not near my unit and some people complain of having to walk from the group car park; the windows and the heating need attention" "Toilets at the far end have graffiti on the walls; kids hang around; piles of junk in the corridors; bus seat in corridor outside his unit; and old building gives problems; needs new windows which are being done; road surfaces are poor" "More external lighting; small wall at the back which sticks out and makes it hard for a big wagon to manoeuvre; clockwise exit at front and chips across steps; car park pot holey"</p>

"Leaking roof (café); running OK; toilets not so good - graffiti, cigarette in basins"
 "Trouble with kids setting fire to the basket and scattering refuse"

Grainger Street:
 "Repairs need to be done eg. Water in light shed; did not have heating for weeks; sub-contractors do not do the work; also problem with vandalism and security"
 "Repair work is slow"

Lochgelly:
 "Draught from the windows"
 "3 weeks to get the lock on the door sorted; cleaning very bad; bins not emptied for 2-3 weeks; rubbish lies in bin bags"
 "Need clarity for tenants – who manages the building? Need someone who is capable for proper management and supervision of repairs"

Tenants were also asked whether they use the services available at Crosshill and, if so, how they rated the quality. 5 means it couldn't be better; 1 means it could not be worse; and DK means you don't know

	Use	1	2	3	4	5	DK
Secretarial services (including photocopying)	9				1	8	
Telephone or other message taking	3				1	2	
Internet café	1			1			
Conference room	4				2	2	
Interview room	3				2	1	
The café	9	2	2	2	3		
Business advice and guidance (including finance)	2					2	
Training courses	2				1	1	

Tenants from Lochgelly do not use the services in Crosshill and commented that they do not know a great deal about BRAG.

Suggestions from Crosshill tenants for additional services included:

- Internet network throughout the building
- Bigger units
- Better café and catering; more flexible hours for the café

The café was criticised for being expensive; another tenant noted that BRAG takes in parcels of considerable value on their behalf; another commented that it is a "Well used wee place - just not big enough".

General comments from the Tenants Interviews:

- "BRAG staff are "wonderful" and the project is good - but why not promote it more in the local community - if more people know about it the more involvement will be encouraged"
- "Good place to work; good relationship with staff; enhances the appearance of the area; all the companies advertise the area by being here; must give local people a better feeling but could be better advertised locally"

- "BRAG do job quite well; happy at the moment but does not have much to do with BRAG or anybody else except XXX"
- "BRAG and the workspace family is well organised; a job done well"

Views of Funders

One funder queried the inclusion of Activity 3 of Objective 3, which s/he considered was being done by the Small Business Gateway.

Another funder commented that BRAG's relationship with tenants "varies greatly".

c) Commentary/interpretation

- The refurbishment programme at Crosshill will have caused some additional criticism during the work period. Many of the comments relating disabled access should now be alleviated with the installation of an automatic door set and improved toilets. Therefore the programme of refurbishment has gone a considerable way to tackling some of the issues raised by the tenants.
- The café has been universally criticised. There was on-going pressure throughout the year placed upon the café tenant to improve the service. This will need to be maintained.
- All works at Grainger Street have now been completed. There is an on-going problem with vandalism by children, which is difficult to combat. This usually leads to water penetration from damaged roof slates.
- Proper reporting procedures for problems relating to the Lochgelly Business Centre have now been established.
- The tenants in the Crosshill Business Centre are much "closer" to each other and to BRAG compared to the tenants located in Lochgelly. This would suggest that there is an issue about whether BRAG should expand its workspace in Crosshill or elsewhere.
- There are a variety of relationships with tenants. BRAG is much closer to some tenants than to others.
- There is a closer relationship between BRAG and its tenants than between tenants. The issue is how does BRAG foster closer links between tenants.
- BRAG wishes to encourage small business start up in the area and does this by providing workspace facilities that has attracted private business activity into the Benarty area
- The tenants, in general, are satisfied with the level of the rents.
- The arrangements for services to the tenants has recently been reviewed and is undergoing some revision.

[See also Section on social capital objectives in Volume two for comments on BRAG and relations of trust with social enterprises and with tenants and the extent of reciprocal help and mutual collaboration.]

Objective 4: To be a good employer

a) Quantitative Data/Narrative

During the year ended 31 March 2002 BRAG employed 11 people, 1 man and 10 women. The average age of staff is 39 years with half the staff being under the age of 40 years. Four members of staff have been with BRAG for more than three years and 1 staff member joined within the past year.

In 2001/02 BRAG raised salaries beyond the normal increment for four members of staff. The aim was to bring salaries for support staff to a level commensurate with the duties and responsibilities. At April 2002 BRAG also raised the upper limit on the salary scale for one member of staff in order to ensure they stayed with BRAG.

Since April 2002 two new members have staff have joined the BRAG team.

See diagram in Section 2.2.3.

DTS Services employed 9 members of staff during the year to March 31 2002. In addition to this New Deal placements were also offered to individuals seeking employment in this area. The current staff core staff is now 6 people. Casual short-term workers were not required during 2001/2.

Activity 1: Providing adequate training for staff (eg. on the job and formal training, attendance at conferences, etc)

During the year BRAG invested £4,000 in staff training and development including 2 members of staff attending formalised course with qualification outcomes. We also recognise the value of seminar conferences and work shadowing as valid methods of skills transfer. Around 100 days of staff development took place over the period of the year (see the section on staff training later on in this section).

Activity 2: Aiming to achieve the recognised "Investors In People" quality standard

BRAG took advantage of the revised approach to Investors in People. The early assessment process is used an audit tool for measuring how close a company might be to achieving the standard. BRAG achieved much of the standard however it was identified that work in the areas of communication and individual's roles needed to be clarified.

The early assessment highlighted issues that are reflected in the staff questionnaires of this social audit. The areas of weakness where around improved communications and appraisal systems. This would improve people's ability to understand their contribution to the company.

Activity 3: Being understanding of family circumstances (eg. family friendly policies, time off for family commitments)

During the year nearly every member of staff needed a relaxed approach to the use of flexi time and on occasion sick leave for family related matters. It is the company's approach that is family friendly as opposed to any given policies or statements. Examples mainly relate to the situation such as bringing the children in to work when childcare arrangements breakdown etc. The introduction of flexi-time was introduced to improve flexibility of conditions.

Activity 4: Managing and communicating effectively (eg. team meetings, etc.)

Communication has been an area of difficulty for BRAG. Often the pace of change across the wide areas of service delivery results in poor communication and the perceptions of some people being left out. This led to a feeling of “organisational stress” across the team. Another key element is the staff’s own approach to change. There has been reluctance to embrace new initiatives demonstrated by a lack ownership and commitment to these developments.

During and since the end of the audit year BRAG has introduced a more comprehensive system of staff development and the introduction of appraisals.

b) Qualitative Data

Stakeholder views on Objective 4: To be a good employer

Stakeholder group	1	2	3	4	5	DK/NA
DTS staff (9)				4	3	2
Tutors (4)				3		1
Social Enterprises (6)				2	1	3
Tenants (15)				4	2	9
Board members (4)					4	
Partner organisations (7)				2	2	3

BRAG Staff	1	2	3	4	5	DK/NA
Providing adequate training for staff (eg. on the job and formal training, attendance at conferences, etc)	1	4	2	2	2	
Aiming to achieve the recognised “Investors In People” quality standard	1	1	5	2		2
Being understanding of family circumstances (eg. Family friendly policies)		1	1	6	3	
Managing and communicating effectively (eg. team meetings, etc.)	4	1	5		1	

One DTS employee expressed puzzlement about whether BRAG was his/her employer or the manager of DTS.

All BRAG and DTS employees were invited to complete an employee questionnaire. All eleven then current BRAG employees completed and returned the questionnaire. Nine DTS questionnaires were completed, eight from then current employees and one from a person who had recently left. The questionnaire consisted of a series of statements about aspects of their work and employment. 5 = strong agreement with the statement and 1 = strong disagreement. The results follow:

I enjoy the work I do...	1	2	3	4	5	DK/NA
BRAG			1	5	5	
DTS Services		1	2	5	1	

My job is interesting...	1	2	3	4	5	DK/NA
BRAG			4	3	4	
DTS Services		2	2	5		

I have a clear sense of my responsibilities....	1	2	3	4	5	DK/NA
BRAG		1	2	6	1	1
DTS Services		1	2	4	2	

My health and well-being at work is taken seriously...	1	2	3	4	5	DK/NA
BRAG	1	2	1	6	1	
DTS Services			1	5	2	1

One BRAG member of staff commented on the stress and frustration “because of the culture of BRAG” which can affect one’s health.

Two DTS employees commented on “rules getting changed all the time” and the lack of a “correct code of practice”.

Support

I feel part of a supportive team...	1	2	3	4	5	DK/NA
BRAG		3	3	4	1	
DTS Services		1	2	5	1	

My manager gives me honest feedback on my performance...	1	2	3	4	5	DK/NA
BRAG		3	4	2	2	
DTS Services	1	1	3	2	1	1

I get good support from the other staff...	1	2	3	4	5	DK/NA
BRAG		2	2	6	1	
DTS Services			2	3	4	

BRAG Comments:

“We seem to have collapsed as a team. Some thought needs to go into pulling us all together. We have no appraisals.”

“Loads of support from the people I work with at reception”

DTS Comments:

“I enjoy working with my colleagues but there is uneasiness with the manager”

“I feel unhappy with comments made by my DTS manager”

Conditions

I am satisfied with the hours I work...	1	2	3	4	5	DK/NA
BRAG			1	3	7	
DTS Services				4	5	

I feel I am not under too much pressure at work...	1	2	3	4	5	DK/NA
BRAG	1	3	1	5	1	
DTS Services		2	1	1	5	

I am satisfied with the pay I receive....	1	2	3	4	5	DK/NA
BRAG	1	3	1	4	1	1
DTS Services	1	3	3	2		

I am satisfied with my other benefits...	1	2	3	4	5	DK/NA
BRAG		1		7	2	1
DTS Services		2	2	3	1	1

I am satisfied with my general working conditions...	1	2	3	4	5	DK/NA
BRAG	1	1		8	1	
DTS Services	1	1	1	4	2	

BRAG comments:

“Lost 5 days and some pension contribution on leaving local authority – but not the end of the world. Other benefits outweigh the slight disadvantages.”

“Our chairs and workstations need to be looked at in reception. “

“I do not think I get fair pay for the work I do.”

DTS comments:

“I am satisfied with the hours I work and most of the time enjoy my work. I do feel there can be unnecessary stress and pressure at work”

“I am unhappy with the inappropriate sexual behaviour and contact !! by the boss.”

“I feel my DTS manager is unprofessional and has a bad attitude towards sticky situations”

Communications

Communications within the organisations are good...	1	2	3	4	5	DK/NA
BRAG	4	4	3			
DTS Services		1	3	3	2	

I feel I understand well the work of other sections in the organisation....	1	2	3	4	5	DK/NA
BRAG	1	2	5	1		2
DTS Services			3	5	1	

My ideas and suggestions are taken seriously...	1	2	3	4	5	DK/NA
BRAG	1	1	3	5		1
DTS Services	1	1	2	3	1	1

I am satisfied with my involvement in decisions, which affect my work...	1	2	3	4	5	DK/NA
BRAG	1	1	2	7		
DTS Services		3	2	2	1	1

I feel able to influence the decision-making of the organisation...	1	2	3	4	5	DK/NA
BRAG	3	4	2	1	1	
DTS Services	1	4		4		

I am proud to work for BRAG....	1	2	3	4	5	DK/NA
BRAG			5	2	4	
DTS Services	1	2	2	2	2	

I speak highly of BRAG to my friends	1	2	3	4	5	DK/NA
BRAG			4	3	4	
DTS Services		3	1	2	2	

Morale amongst staff is generally high...	1	2	3	4	5	DK/NA
BRAG	2	3	4	2		
DTS Services		3	1	1	3	1

BRAG comments:

“Communication could be improved through regular team meetings, memos, etc.”
 “A lot of work needs to be done here – despite being a small team, other aspects have always taken a degree of priority (sadly) and things move fast. Some people are left behind.”

DTS comments:

“Ideas and suggestions are disregarded. I think there should be more team-building exercises.”

Training

Two BRAG staff report having received more than five days training in the past year; four between 2 and 5 days; one person one day and another a half day. Three report having had no training.

All eight current employees of DTS report having had more than five days training in the year.

Since joining BRAG I have received the training I need to do my job effectively...	1	2	3	4	5	DK/NA
BRAG		1	5	4	1	1
DTS Services			2	3	3	1

The training I have received was worthwhile...	1	2	3	4	5	DK/NA
BRAG		1	1	7	1	1
DTS Services				3	4	2

The staff appraisal system is good...	1	2	3	4	5	DK/NA
BRAG	3	5	1			2
DTS Services	2		4	1		2

BRAG comments:

“Lack of structured support, supervision”

“We will have an appraisal system in place as part of the new developments (IIP)”

“Could have done with training on SAGE. This has caused me and others affected a lot of grief.”

“No staff appraisals. “

DTS Comments:

“I enjoy the training I receive – it’s good learning things you don’t already know”

BRAG staff only were asked questions about how well BRAG organises and supports volunteers:

Staff in BRAG invest enough time in helping volunteers...	1	2	3	4	5	DK/NA
BRAG		1	3	2	2	3

Our volunteers are managed satisfactorily...	1	2	3	4	5	DK/NA
BRAG		2	4	1	1	3

Volunteers play a key role in our organisation...	1	2	3	4	5	DK/NA
BRAG		2	1	3	2	3

Comments:

“Need to do more work in attracting and keeping volunteers”

“I can only talk on how I have been treated myself”

Additional comment from the staff questionnaire

"We must work towards increasing the morale of staff. A lot of animosity and friction has been caused through the lack of communication and not having team meetings. It is getting worse so something needs to be done soon. We have a good staff. A system needs to be set up for feedback and we need staff appraisals and job appraisal."

Views of Funders

Funders were unable to comment on this Objective, but had the impression that the BRAG team performed well as a group and commented positively on the way BRAG personnel performed at seminars etc.

c) Commentary/interpretation

- The issues raised in the DTS staff questionnaires have been investigated and resolved.
- It is clear that at the BRAG staff felt the period of change leading up to the time of the questionnaire was unsettling.

- While overall people felt comfortable within their own jobs there was an overall team wide feeling of loss of direction.
- In the period of the audit three members of staff had severe personal difficulties to deal with. These led to long periods of absence and additional stress in the workplace from outside of work while at work.
- There are issues over communication, lack of team meetings, etc. This is mainly within the BRAG staff and between DTS and BRAG.
- BRAG recognises that staff members also have a family life, and its family friendly policies are much appreciated. In addition, the staff nearly all live in the local community and, by definition, work in the local community.
- BRAG has explained in more detail the decision-making processes within BRAG and the role and style of the manager.
- A staff team away day was held in May 2002 and more regular ones are planned.
- Recent staff policies have been introduced and an appraisal system is being introduced.

Objective 5: To influence social and economic development policy and practice

a) Quantitative Data/Narrative

Activity 1: Playing an active part through working parties, committees, workshops, conferences etc in Fife, in Scotland and in the UK and even farther afield

In the year the Manager joined the volunteer Boards of Directors of CVS Fife and Community Business Scotland Network. Additionally the Manager and Life-Long Learning Co-ordinator also spent 84 days the attending the following groups

Objective 3 Advisory Group	2 Days prep (7 Days in Groups)
Objective 2 Advisory Group	4 Days prep (8 Days in Groups)
SCVO Building brighter futures	3 Days prep (3 Days in Groups)
Fife Economic Forum	2 Days prep (2 Day in meetings)
Lochgelly Regeneration Forum	5 Days
Scottish Enterprise Fife- Nairn Factory Building	5 Days
Fife Council Voluntary Sector Working Group	2 Days
Lauder College Voluntary Sector Conference x2	3 Days
SCVO Exit Strategies training	1 Day
Objective 2 Workshop on Sustainable Development	1 Day
Greater Easterhouse Group	Half Day
Head Teachers visits from across Europe	1 Day
Visit from a Moscow delegation	1 Day
Visitors from India	1 Day
REAP Social Economy Conference	1 Day
Local Groups	15 Days
CVS Fife	10 Days
CSBS	2 Days
Social Enterprise Conference - Herriot Watt	2 Days
Social Enterprises Fife Consultants Study	Half Day
Sustainable Development consultant (ESEP)	1 Day

b) Qualitative Data

Stakeholder views on: Objective 5 To influence social and economic development policy and practice

Stakeholder group	1	2	3	4	5	DK/NA
DTS staff (9)				4	1	4
Tutors (4)				2	1	
Social Enterprises (6)				2	3	1
Tenants (15)			3	7	1	4
Board members (4)				1	3	
Partner organisations (5)				3	4	

BRAG staff	1	2	3	4	5	DK/NA
Playing an active part through working parties, committees, workshops, conferences etc in Fife, in Scotland and in the UK and even farther afield.		1	2	4	1	3

Views of Funders

One funder thought that the wording of Objective 5 to be vague and questioned whether BRAG should be doing it? Might it not be better done by a representative "Fife Social Economy Network"?

Another noted the importance and effectiveness of Mark and Andi in this area of work.

c) Commentary/interpretation

- A great deal of time is spent hosting events, delivering workshops or contributing to the work of other organisations.
- Many of the events and visits (from consultants or study groups) are funding or funder related. It is at or around these events that the building of and use of social capital is most evident.
- Our willingness to support, allow or host meetings generates social capital albeit that on occasions BRAG may not directly benefit from taking part.
- People tend to warm to our approach and often offer us support, guidance advice or access to their contacts.
- BRAG success in terms of promoting the area and the organisations reputation locally and nationally assists viability.
- Through building social capital BRAG is perceived as a more viable organisation and one to work with, therefore making BRAG more likely to survive.
- For further information on networking, etc. see the sections on the social capital objectives.

[See the section on the Social capital Objectives in Volume two for information about the building of local social capital through trust and through networking, for comments on of how BRAG shares the benefits of its networking with other local bodies.]

6.3 Prioritising the Objectives

a) Qualitative Data

Stakeholders were invited to prioritise the five Key Objectives of BRAG. The table below shows the results with the stakeholders aggregate priority score. See the appendices for the details.

Objectives	1	2	3	4	5
BRAG Staff	1	2	4	3	5
DTS Staff	3	2	5	1	4
Social Enterprises	2	1	3	5	4
Tenants	1	2	3	5	3
Board Members	1	1	3	3	5
Partner Organisations	1	2	5	4	3
Tutors	1	2	4	4	2
Overall	1	2	Almost third equal		

Views of the Funders

- One funder explained that s/he had not really been aware of all BRAG's objectives before, and found the clear presentation for the social audit very helpful. Another commented on how comprehensive the statement of objectives and activities was.
- Two funders indicated that they did not currently have sufficient information to be able to judge how successful BRAG is in meeting its objectives.
- All agreed that the production of the audited social accounts would be very useful to give them information about BRAG.

b) Commentary/interpretation

- The staff and board of BRAG have priorities and our objectives are broadly in the same order, which is the order in which they were first, presented.
- It is interesting the main difference between the stakeholder groups it is that the partners place Objective 5 (Influencing Policy etc) higher. This would indicate that partners see the social capital actions of BRAG of a higher priority.
- Most of the stakeholders agree that the current objectives are the appropriate ones for BRAG.

7 Other Views of Stakeholders

7.1 Partnership Working

It is an important part of BRAG's working style to build partnerships and work together with other organisations and agencies. We therefore decided, as part of the consultation for these social accounts, to ask two stakeholder groups about their experience of working in partnership with BRAG: the Partner organisations and the sessional Tutors from the Colleges.

We have worked in close collaboration/partnership with BRAG...	1	2	3	4	5	DK/NA
Partner organisations				1	6	
College Tutors			1		3	

Our collaboration/partnership with BRAG has been useful to us...	1	2	3	4	5	DK/NA
Partner organisations				3	4	
College Tutors			1		3	

BRAG has benefited more from our collaboration/partnership than we have...	1	2	3	4	5	DK/NA
Partner organisations	5				1	1
College Tutors		1	3			

BRAG has been an efficient organisation to work with....	1	2	3	4	5	DK/NA
Partner organisations					7	
College Tutors			2	1	1	

We have been able to agree clear objectives for our collaboration/partnership...	1	2	3	4	5	DK/NA
Partner organisations				3	4	
College Tutors			2	1	1	

We shall willingly continue our collaboration/partnership in the future...	1	2	3	4	5	DK/NA
Partner organisations				1	6	
College Tutors					5	

We have felt to be working as part of a team with BRAG (Tutors only)...	1	2	3	4	5	DK/NA
College Tutors			1	2		1

Partners comments:

"We look forward to developing our existing relationship in a way which will benefit more members of the community."

"A strong commitment to partnership working in evidence over a number of years

Results of the partnership questions put to Partner Organisations.”

Commentary/interpretation

- Partner views are reassuring with many positive points.
- It is worth noting that 3 of the 4 partner organisations disagreed strongly that BRAG had benefited more from the collaboration than their own organisation.

7.2 Board of Directors

The elected Board of BRAG is both ultimately responsible for the organisation and the mechanism through which BRAG is accountable to its members and to the community. We therefore decided to consult Board members about the role of the Board, about the way it works and about its composition.

The purpose of the Board:

Directors were asked about the relative importance of different roles of the Board. (5 = very important; 1 = not important at all)

Responsible for day to day management...	1	2	3	4	5	DK/NA
Board members	1	1	1	1		

Deciding policy issues and strategic direction...	1	2	3	4	5	DK/NA
Board members				2	2	

Acting as advisors to the organisation...	1	2	3	4	5	DK/NA
Board members				2	2	

Giving support to staff of BRAG...	1	2	3	4	5	DK/NA
Board members			2		2	

Having ultimate legal responsibility for BRAG...	1	2	3	4	5	DK/NA
Board members		1		2	1	

Having ultimate responsibility for the financial good management of BRAG...	1	2	3	4	5	DK/NA
Board members		1		1	2	

The remit of the Board is clear (5 = completely agree 1 = completely disagree)...	1	2	3	4	5	DK/NA
Board members				1	3	

The way the Board works:

I receive enough information about the organisation to fulfil my duties as a Board member...	1	2	3	4	5	DK/NA
Board members			1		3	

The papers for meetings are always circulated in good time (7 days before)...	1	2	3	4	5	DK/NA
Board members				2	2	

The minutes of meetings are circulated promptly after the meeting (within 10 days)...	1	2	3	4	5	DK/NA
Board members	1			1	2	

The meetings are well run...	1	2	3	4	5	DK/NA
Board members				2	2	

I find it easy to participate in the discussion at meetings...	1	2	3	4	5	DK/NA
Board members					4	

The Board meets sufficiently often to discharge its duties...	1	2	3	4	5	DK/NA
Board members					3	1

The membership of the Board:

The membership of the Board is well-balanced as regards local and non-local people...	1	2	3	4	5	DK/NA
Board members		1	1		2	

The membership of the Board is well-balanced as regards gender...	1	2	3	4	5	DK/NA
Board members		1	1		1	1

The membership of the Board is well-balanced as regards professionals and non-professionals...	1	2	3	4	5	DK/NA
Board members		1	1		1	1

The size of the Board is just right...	1	2	3	4	5	DK/NA
Board members			2		2	

Comments of Board members:

"I feel that a wider cross section of the community should be involved. This is obvious but not easy to achieve."

"I believe we require more females, also younger people. There also requires to be more people from the business sector."

“I would like to see more local people get involved either local business or the public.”

Commentary/interpretation

- The limited response from the board is disappointing however; this reflects and highlights the need for additional members of the board to be recruited.
- The current members of the board use the questionnaire to highlight the need for a more diverse representation at board level.
- BRAG is currently looking to recruit new directors onto the Board.

7.3 Local Community

It was decided to take the opportunity of the social audit to undertake a sample survey of residents to find out to what extent they are aware of BRAG and its work and of other social enterprises operating in the local area.

It had been intended to contact a 5% sample of the households via a telephone interview conducted by DTS Services. In the event 600 telephone calls to 478 households resulted in 127 responses (= 1% of households). 62 were unco-operative and 289 not available for comment.

The telephone survey response was supplemented by 69 responses from people stopped at random in Lochgelly High Street.

Question 1 asked if people had heard of or dealt with BRAG and other organisations, as below:

Organisation	Telephone survey		High Street survey	
	Heard of	%	Heard of	%
BRAG	103	81	59	46
Crosshill Business Centre	79	62	49	38
DTS Services	20	15	23	18
Small Business Gateway	43	33	25	20
Transfife Community Transport	54	42	43	34
Benarty Construction	58	45	30	24
Rainbow Crafts	60	47	13	10
BIG Project	77	60	55	43
Benarty Credit Union	55	43	12	9
Kids Come First	49	38	23	18

Question 2 asked about usage of various services provided at Crosshill by BRAG and the quality of those services on a 5 – 1 scale (5 = excellent 1 = rubbish)

Service	Telephone survey			High Street survey		
	used	%	quality	used	%	quality
Rented workshop/office	0	0		0	0	
Photocopying/faxing	3	2	4	6	5	4
Community café	23	18	4	28	22	4
Typing/secretarial service	0	0		1	1	3
Internet café	5	4	5	11	9	4
Conference/meeting rooms	7	6	5	2	2	4
Training courses	11	9	5	8	6	4
Business advice	2	2	54	4	3	3

Question 3 asked about other services people would like to see provided in Benarty and Lochgelly. Responses included: housing refurbishment; more facilities for the disabled; clothes shops for women; laundrettes; something for young people.

44 people from the telephone survey requested more information about BRAG and the Internet Café. High Street respondents were given a free hour voucher for the Internet Café (not many were redeemed).

Commentary/interpretation

- The community survey indicates the difference in awareness levels from the Benarty area (telephone survey) and Lochgelly (High Street). This highlights the need for greater awareness raising in the Lochgelly area.
- There was a higher than expected overall awareness of social enterprises in the area. It varies between 38%-81%.

7.4 Funders

Funders were asked whether BRAG gave them value for money and if they were satisfied with BRAG's use of their funds.

- All expressed clear satisfaction, adding comments such as: "BRAG has built up a good reputation"; "BRAG is well recognised"; "We have no hesitation to give the money".
- Funders also thought that BRAG does give good value for money: "definitely get the outputs"; "difficult to assess....but compares favourably with other similar projects." One funder had carried out a costing exercise to confirm that it was better value (cheaper) to contract with BRAG to provide a service than to do it itself.
- All funders reported that they received adequate reporting on what they funded and that BRAG kept competent records. However, while one person did not want additional information about BRAG, another thought s/he received "lots of information". By contrast two indicated that they would like to know more about the aspects of BRAG which they do not fund. One accepted that lack of a flow of information was a two-way problem and suggested that "better information and more contacts could lead to other projects." Both saw the social accounts as filling an important information gap.

Commentary/interpretation

- There is close formal and informal contact between BRAG and its major funders with mutual exchange of information. It was reported that these contacts lead to other projects and development ideas.
- There is a risk in having close contact with funders in that they may ask for too much information and have too strong a controlling influence.
- New members are currently being recruited to the Board of BRAG.

8 Environmental Impact

BRAG aims to have a minimal impact upon the environment. This will be achieved by taking the following actions.

- The identification of small scale environmental works or image enhancement - linking directly with community strategies/regeneration works; the Self-Build Group previously mentioned are tendering for similar works; environmental projects undertaken by schools/local groups – clean-ups, bulb-planting etc.
- Use of/renovate older buildings/land in the area - possible links to the Fife Environment Trust; the self-builders are part of an information-sharing network for similar groups or individuals, sharing best practice about the use of derelict land for building.
- Whenever possible, raw materials for any spin-off projects will be accessed locally; re-cycled materials are used and, whenever possible, paper etc is recycled through Council schemes.
- Possible development of BRAG that will be beneficial in terms of the environment eg related to emissions/transport; car sharing will be encouraged, as well as the use of local and community transport.
- Trainees are provided with travel allowances to assist in overcoming the barrier of having no transport to training/employment opportunities. Training or access to other services (as detailed in Section 16) will be provided in an easily accessible community-based setting, allowing a broader section of the community to access them – outreach work is also undertaken by staff, minimising the need for transport in some cases
- Tenants encouraged to re-cycle materials; disposal of hazardous waste in accordance with National Waste Strategy Guidelines
- Awareness raising sessions/seminars for the local community - highlighting people's own responsibilities to look after their environment; other environmentally friendly projects linking with current regeneration works.
- BRAG uses, where possible, recycled paper.

9 Compliance

9.1 Equal Opportunities

BRAG aims to be an equal opportunities employer and provider. The Equal Opportunities Policy is available on request. The Board of Directors is fully committed to a programme of action to make our Equal Opportunities Policy fully effective. Staff, tenants and trainees are made fully aware of their individual responsibility to uphold the Policy.

We aim to ensure that no applicant, employee or trainee receives less favourable treatment on the grounds of their religion or belief, race, colour, nationality, ethnic or national origins, disability, sex, marital status, sexual orientation or political affiliation, or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

We welcome applications from men and women for all our courses and will not discriminate against those with disabilities, family commitments or people from minority communities.

Selection criteria and procedures will be monitored and regularly reviewed to ensure that individuals are selected, promoted and treated on the basis of their own merits and abilities. All employees and trainees will be given equal opportunities, and, where appropriate, special training to progress within the organisation.

We are proactively involved with the Ethnic Minority Employment and Training Advisory Group and have elected to take part in open days and promotional events with other partners to encourage people from ethnic minority communities to come forward.

The organisation has a flexible approach and will address Equal Opportunities issues and amend its Policy, recruitment methods, training and facilities as required. As part of Investors in People, BRAG will carry out a gender audit of the organisation that will assist in re-formulating our strategy and allow us to timetable in a range of achievable targets.

9.2 Investors in People (IIP)

BRAG applied for an early assessment for IIP but did not achieve it. This early assessment did identify some weaknesses in BRAG's internal communication and staff roles. These elements are being addressed at the moment.

10 Main Issues on the Five Key Objectives

10.1 On the Values and Objectives...

General

- The response to the values, and whether or not BRAG "lives up" to its values, was generally positive.
- There is overall a positive response to the delivery of BRAG's stated objectives and values.
- Each objective in the Social Audit is being met by BRAG.
- The service delivery areas of Objective 1 and 2 are being well met with a few areas for improvement.
- The improvements to the Crosshill Business Centre will go a long way to resolving problems from learners in Objective 2 and tenants in Objective 3.
- It would appear that BRAG works particularly well and effectively with partner organisations and funders.

Objective 1: To provide a local economic development service, which creates jobs and overcomes barriers

- Most of the stakeholder groups were positive about this objective. The staff were less positive
- The DTS staff felt, in general, that they were unable to comment.

Objective 2: To provide access to learning and training which increase people's qualification levels and promote life long learning

- BRAG learnt from the difficulties with the first batch of students.
- BRAG has tried to address the negative opinions about the toilets and café.
- The relationship with the tutors was positive.

Objective 3: To provide a property and business advice service which will maximise opportunities

- Improved reporting systems need to be developed for Grainger Street and the Lochgelly Business Centre in order to improve tenant satisfaction.
- Most of the stakeholder groups consulted were positive about this objective although the interviews held with tenants revealed a number of specific grievances - especially with tenants in Lochgelly.
- There are not as many inter-connections between tenants as might be expected.

Objective 4: To be a good employer

- The feedback from the staff of BRAG and DTS was not universally positive. However, the consultation process and the early assessment for IIP identified a number of management issues that are now being addressed.
- Most respondents were satisfied with their own job but lacked the support and cohesion of a team.

Objective 5: To influence social and economic development policy and practice

- The senior staff in BRAG put considerable time and effort into this objective as they see its importance to the development of the local area.
- Arguably the connections made in the course of carrying out this objective helps to more firmly establish BRAG as an important organisation in the development of the local economy.

10.2 On the main issues...

In reviewing the objectives and the findings from the social accounts the following issues have to be considered:

Values: The values held by BRAG were not explored in detail. In future this should be examined in more depth. As a social enterprise BRAG is different in its approach and this approach is very much dependent on the values held by the organisation. At the moment it would appear that the values of the organisation are implicit. In making them explicit, the staff and Board members would then have the opportunity to "buy into" the values of a social enterprise and this would make all sections of the organisation more purposeful.

Internal relationships: There would appear to be more work required on building the relationships within the staff team - both the staff at Crosshill and the DTS staff; as well as the lines of communication between the two sets of staff. After an organisation reaches a certain size communication to all the staff often proves to be a problem. Mechanisms could be introduced to improve internal communications.

External Relationships: BRAG is particularly good at forging and maintaining relationships with their funders and partners. At the moment and in the recent past it appears that this is where the senior staff place most emphasis.

Future Expansion: BRAG is always considering how it can expand and a number of issues regarding expansion are under consideration at the moment. The main issue being whether or not BRAG widens its geographical area of operation or decides to concentrate its activities in the immediate area. Linked to this is the fact that although BRAG already operates in Lochgelly, it is still perceived as being a Benarty organisation.

Accountability to the Community: BRAG is a community enterprise with open membership to local residents. Over the past few years it has concentrated on delivering a number of services to benefit the local community and has not

emphasised and developed its accountability to the local community. The fact that it is now doing a social audit may counter this trend.

Accountability to the Board and the Members: It was disappointing that more Board members did not take part in the consultation process. This may indicate a lack of interest; or it may be that the use of questionnaires to canvas opinions was at fault. There is a current move to attract new Board members.

Delivering a service: BRAG delivers a number of services very effectively and is always seeking to improve the service, be responsive to its stakeholders and get better at what it already does.

Awareness locally: BRAG appears to be well known in the Benarty area but not so much in Lochgelly. It will be necessary to address this lack of awareness in Lochgelly with lines of accountability to the Lochgelly community or a more visible presence.

11 Social Audit Process - Strengths and Weaknesses

Strengths

- The whole social audit process clarified and explicitly stated the values, aim, objectives and activities of BRAG.
- The Bi-monthly Meetings which concentrated mainly on social capital (how it is used and how it is generated) were thought to be very "cathartic" for the senior staff as it allowed them to speak openly to outsiders and received comments and suggestions.
- The social audit process highlighted business and management successes and weaknesses. It, in effect, was more transparent.
- It has informed the senior staff, and others in the organisation of the views of stakeholders. It was especially helpful to hear the views of the funders and partner organisations as they are not normally asked for feedback.
- It clarified how relationships can be used and in particular how social capital can be generated and used to benefit an organisation and the social economy. It legitimised a lot of mutual help and networking.
- The social audit report is very comprehensive and the information gathered has been (and will be) invaluable in writing other reports, annual reports, marketing material and funding applications.
- The techniques for the social audit have been created and can be used, in a modified version, in the future.

Weaknesses

- There was a huge volume of work in implementing the social audit. This has detracted from the delivery of services.
- There were problems in getting all the social bookkeeping systems in place.
- There was a lack of engagement amongst most of the staff members and the Directors and it was the two most senior staff members who had the biggest part to play in the social audit process.
- There were a number of methodological weaknesses especially with the social capital objectives. In particular the activity logs were not kept up to date; the contact mapping process was of limited value as it did not measure the quality of the relationships; questionnaires to Directors was perhaps inappropriate; the questions in the interviews and questionnaires on social capital were difficult and open to interpretation.

12 Future Plans

12.1 Dissemination and Dialogue

BRAG intends to report back the findings to the various stakeholders. It intends to write a summary version, which will be widely circulated, published on the web (www.brag.co.uk) and sent to stakeholders. At this stage it is envisaged that it will be a short booklet.

There are plans to publish the socio-economic profile on the BRAG website.

12.2 Follow-up Action

BRAG intends to follow-up the issues and recommendations raised by the social accounts. This will mean active engagement with the main stakeholders.

12.3 The Next Social Audit Cycle

BRAG intends to continue with social auditing. It will consider a review of the values, aims, objectives, and activities with the intention that they can be simplified. A further social audit will begin in April 2003 - but this will depend on finances.

See Section 16 to obtain information on the future of the CONSCISE Project.

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