



REAP-CSV
SOCIAL ACCOUNTS

April 2005 to December 2006



REAP-CSV

177 Mid Street, Keith, Banffshire AB55 5BL

 01542 888070

 reap@csv.org.uk

SOCIAL AUDIT STATEMENT

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Rod Lovie, Kevin McDermott, Ann Davidson of REAP-CSV at the Social Audit Panel meeting held on 10th July 2007. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes* of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion.

We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of REAP-CSV as measured against its stated values, social, environmental and economic objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

- i) comparing REAP's performance with that of other organisations (external benchmarking)
- ii) consulting with failed grant applicants and trying different consultation methods with staff (eg. focus groups) in order to get more precise answers on the issues rather than relying totally on questionnaires
- iii) widening the scope of economic impact reporting by exploring Social Return on Investment methods
- iv) gathering more evaluative data on a routine basis

The members of the Social Audit Panel were:

- a) Fiona Malcolm, Communities Scotland
- b) Donna Breen, Moray Wastewatchers
- c) Lorna Edwards, Social Enterprise Academy
- d) Patrick Boase, Community Business Scotland Network Services (Chair)

Signed:..... Dated:.....
Chair of the Social Audit Panel

* the notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of REAP-CSV at 177 Mid Street, Keith, AB55 5BL. Members of the Social Audit Panel have acted in an individual capacity.

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1. Background

Introduction

Why Social Auditing?

Social Auditing is a proven tool which demonstrates sustainability in action – how an organisation is meeting its social objectives and demonstrating and measuring its economic and social impacts. From the outset, there has been a recognition within CSV and REAP of the value and importance of measuring performance. This can be attributed to the desire to ensure good project delivery and on a more pragmatic level evidencing the success of the project in order to attract future funding.

This has proven to be the case, with the second REAP Social Audit in 2002 helping us refocus and move from a position of being mainly in receipt of grant funding to one where we accessed more earned income. The Social Auditing process has been shown to be a very useful project management tool which has facilitated both internal and external dialogue at the same time as evidencing the work carried out by the project.

REAP is committed to carrying out future audits internally and facilitating other groups to carry out Audits externally.

Who was involved?

The Social Audit process has involved the full REAP staff team and has been co-ordinated by the Outreach Officer. This is the first social accounts compiled by this member of staff and reflects REAP's wish to integrate the social auditing process into the work of the company.

Thanks must be expressed to the Marr Area Partnership for coordinating the staff responses in order to ensure the objectiveness and neutrality of the process and to all the individuals and organisations who responded to the consultation.

Background

History

Community Service Volunteers (CSV) is a national charity which aims to create opportunities for people to play an active part in the life of their community. REAP is a CSV Scotland project which works with individuals, community groups and agencies to raise awareness and action around sustainable development. Central to this is a belief that people are the key to bringing about change, which is why REAP has sought to make the concept of sustainable development relevant to people's everyday life and concerns.

REAP has been in existence since October 1997 and was set up to meet a perceived need for a project to provide grass roots support to community groups in Moray and Aberdeenshire in line with the principles of Local Agenda 21.

REAP's current funding package comes from the European Social Fund (ESF) and from carrying out contract work for local and national agencies. The ESF funding is secure until December 2007. During the current audit period the project was carrying out a wider strategic review to formulate a funding and development strategy post 2006.

This is the third Social Audit carried out by REAP. The first audit covered the period Jan 2000 – March 2001 and the second covered the period April 2001 – December 2002. Since the last set of accounts were audited in March 2003 there was a break for two years while REAP consolidated its work and then considered its future. **The current audit covers the period April 2005-December 2006.**

Structure

CSV is a UK wide organisation based in London with a supervisory, administrative and support role to local projects throughout the UK. REAP is a CSV-Scotland project and is responsible to the CSV-Scotland Director based in Edinburgh who, in turn, is responsible to the CSV Executive Director in London.

REAP has two full-time members of staff plus two part-time members of staff all based in Keith. During the time of the audit it also had a further two full-time members of staff who now no longer work for the organisation. REAP benefits from the input and guidance of a Local Advisory Group which operates in a purely consultative capacity. The corporate structure is outlined below:

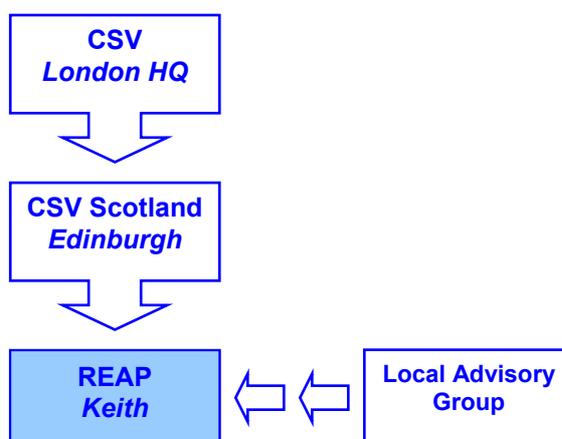


Fig 1.1: Corporate Structure

During the audit period the Local Advisory Group ceased to function. As the REAP-CSV project was facing being wound up, and in order for REAP to continue in a different form, it was decided to elect a steering group to assist REAP splitting from CSV and setting up as a new organisation. As this would be a time consuming and specialist piece of work, it was decided that a new steering group would take on this temporary role rather than the Local Advisory Group.

Working Area

REAP is based in the market town of Keith, and has a geographic remit to work in both the Moray and Aberdeenshire local government areas (coloured orange and yellow in the map below).



Fig 1.2: Map of Grampian

Organisation

Mission

REAP's mission statement is:

“REAP works with local communities and agencies to raise awareness of sustainable development and through this to promote action which seeks to encourage volunteers and agencies to meet locally identified needs”

Values

REAP believe in the core values of CSV which underpin the work of the project and directly link the activities of REAP within the parent organisation. These can be summarised as:

“we value the principles of integrity, objectivity, accountability, openness and honesty”
“we value diversity and equality of opportunity”

In addition, there are other values which inform the work of REAP which can be summarised as:

“that individuals can make a difference and that we seek to create opportunities for people to play an active part in the life of their community”
“that people are the key to addressing the concept of sustainable development”
“that it is our role to deliver our sustainable development remit in a way which seeks to put local people at the heart of decision making”
“that how we do things, and how we engage with people are as important as what we actually do with them”

Objectives

The work undertaken by REAP can be classified into four objectives:

Objective One:

“To help build the capacity of community groups in Moray and Aberdeenshire to identify community needs and develop initiatives to meet these needs.”

This is done by;

- 1.1 supporting community groups and agencies to identify local needs using participative techniques.
- 1.2 supporting existing and new groups where appropriate in order to meet identified needs.
- 1.3 promoting the concept of Social Auditing by providing training and support to community groups and agencies who wish to measure their social performance.
- 1.4 providing practical support in the form of training and workshops.
- 1.5 helping groups identify and apply for funding

Objective Two:

“To work in partnership with other agencies in order to maximise impact and prevent duplication.”

This is done by;

- 2.1 co-working on projects which will help REAP to meet its overall objectives
- 2.2 facilitating the involvement of outside agencies to deliver practical training and demonstration projects
- 2.3 reporting to an advisory group made up of representatives from the voluntary, environmental and public sectors.
- 2.4 sharing experiences and cascading working methods with other groups by writing reports on projects which REAP have been involved
- 2.5 liaison with both Moray and Aberdeenshire Councils in relation to LA2I and sustainable development initiatives
- 2.6 liaison with other sections of CSV.

Objective Three:

“To network voluntary, statutory and business representatives who have an interest in sustainable development.”

This is done by;

- 3.1 facilitating meetings of The Moray Sustainability Forum, and of its sub groups.
- 3.2 facilitating the Moray Against Poverty (MAP) Network
- 3.3 participating in local networks.
- 3.4 sharing good practice in the columns of The Green Diary
- 3.5 providing free advertising for groups and events in The Green Diary
- 3.6 delivering environmental and sustainable development workshops with young people in formal and informal settings.

Objective Four

“To ensure that REAP itself works towards improving its own performance in relation to sustainability.”

This is done by;

- 4.1 discriminating in favour of environmentally friendly products where possible
- 4.2 carrying out an annual green audit within the REAP office
- 4.3 seeking to be a good employer and ensuring that staff have a good work/life balance
- 4.4 giving community groups access to the facilities of the REAP office

Activities

REAP work with a diverse range of community groups and agencies within a sustainable development framework. In practice, this means that we support initiatives which involve people in identifying and acting on local needs, and which bring social, economic and environmental benefits. The range of our activities can be summarised as:

- **Capacity Building** – includes work such as our social audit development work, support for social enterprises, anti-poverty work, and general support to community groups and organisations
- **Participatory consultation** – training and support to help community groups and agencies better consult with people using participatory methods.
- **Training / workshops** – Linked in with capacity building work as well as wider themed workshops and events around sustainability, the social economy, poverty etc.
- **Networking / Forums** – lead role facilitation of the Moray Against Poverty Network involvement with the Moray Environmental Forum, and participation in a wide range of local and national networks.
- **Green Diary** – Production of a free monthly listings magazine profiling local initiatives and events. This has included a scheme to offset the carbon used in the diary's production.
- **Small Grants Scheme** – Annual disbursement of £25,000 in small grants to support the work of small community groups and organisations.
- **Consultancy Work** – Delivered contracts and carried out research work for various public bodies.

The process of recording data of meetings, groups worked with, volunteers etc is designed to provide the European Social Fund (ESF) with information to enable funding to be claimed. This means that not all of the work that REAP does is counted as a small part of our work is ineligible for European funding. However it was decided that this data would be used for the social audit rather than running two recording systems. The data is included in Appendix one where it is split into List of groups by activity, List of groups we have worked with, ESF Returns – eligible volunteering sessions.

These returns show that during the social accounting period the work of REAP has included over 394 individual sessions with over 83 individual groups.

2. Scope of the Social Accounts

Scope of the Social Accounts

The scope for the social accounts has been influenced by the recommendations from the last REAP social audit and by the fact that REAP is currently undergoing a period of transition and is engaged in a process of leaving CSV to set up as an independent local organisation. This transition is being seen as an exciting opportunity to re-examine REAP's role and, if necessary, change its objectives to give direction to the new organisation.

Previous panel member recommendations which were taken on board for this set of accounts include:

- The need to tighten up definitions of principles, key values and rephrasing of activities were included in the process of revisiting our objectives at a stakeholder consultation event held in June 2006.
- The external and internal objectives were separated and only feedback on external objectives were sought from external stakeholders.
- The methods stakeholder analysis was reviewed and changes were made where possible.
- The governance issues were reviewed however these were not reported on extensively because REAP entered a period of transition from May 2006. This is covered in Section 6 – The Future.
- The need for more benchmarking has meant that we have included Environmental and Economic Impact Studies but we have not yet found a method of comparing our performance with that of other organisations. However we recognise the potential for setting more internal targets.

Previous panel member recommendations which were not taken on board for this set of accounts, and the reasons why not, include:

- The desire to utilise focus groups and structured interviews to accompany questionnaires had to be dropped through lack of staff time.
- The use of baseline information from the first green audit to be used for comparison in this audit cycle was dropped as the decrease in staff levels and therefore in resource use means it would not be a useful comparison.
- More detailed research into economic impact was dropped through lack of staff time.

Changes in funding and status of REAP meant the following decisions were made:

- The stakeholders event held in June 2006 would concentrate solely on the future of REAP and be used as an opportunity for stakeholders to comment on future direction and to amend REAP's objectives.
- Contracting Organisations and small grant recipients were given greater importance in the consultation in recognition that contract work for local and national agencies will become a more important part of REAP's funding package.
- The Advisory Group would not be consulted as this part of the organisation only served up to May 2006 to be replaced by a steering group in order to assist the set up of a new company managed by a Board of Directors which would have a different role and would operate in an entirely different manner. However the Local Advisory Group were still consulted as participants in the Stakeholder Consultation Event.

Limits of staff resources also meant the scope was narrowed and the following decisions were made:

- Stakeholder groups including funding organisations, suppliers, the wider community and regulatory bodies were not consulted so that time and effort could be concentrated on the key stakeholder groups.
- The number of supported groups questioned were limited to the individual organisations which REAP has had most contact with and which were not being consulted as a Contracting Organisation.

Methodology

The methodology for this Social Audit has been influenced by the fact that it is the third one the project has been engaged in. It has also been influenced by the fact that REAP is currently undergoing a period of transition and is engaged in a process of leaving CSV to set up as an independent local organisation in January 2008.

Previous Social Audits were carried out using a mixture of questionnaires and stakeholder consultation workshops. Although this was seen to have been successful, it was a suggestion from the last social audit panel that this current audit could attempt to utilise focus groups or structured interviews to allow more information to be gathered in. However due to a decrease in staffing levels and uncertainty over the future of REAP it was decided to rely mainly on questionnaires and evaluation forms to ascertain information on previous work and hold a large stakeholder consultation workshop to elicit stakeholder input into the future direction of REAP.

A breakdown of the methods used to consult stakeholders is included in Fig 2.1: *Stakeholder Methodology Summary*. In brief this meant that:

- Information on how the project is perceived to be delivering on its objectives and activities has once again been covered in confidential questionnaires. These were distributed to members of staff and key supported groups. Staff questionnaire responses were analysed by the Marr Area Partnership to ensure impartiality.
- Separate questionnaires for Contracting Organisations and grant recipients were devised and distributed to organisations as appropriate.
- Green Diary stakeholders were consulted through a questionnaire to contributors and a questionnaire to readers registered as receiving the Green Diary through the e-mail.
- Information on our environmental impact and our economic impact were gathered from data already held in REAP.
- Key stakeholders which will have an ongoing relationship with REAP were invited to a stakeholder consultation event and asked to help define the future direction of REAP by commenting on our plans and changes to our objectives.

The response rates for the consultations are included in Fig 2.3: *Stakeholder Consultation Returns*.

REAP - Key Stakeholders Methodology Summary

Key Stakeholder Groups	Topics you want to ask each stakeholder group about	Consultation Method	When did the consultation happen	Who is responsible for the consultation
Staff	Values, objectives & activities; Terms and conditions; Quality of the working experience	Questionnaire (confidential)	March 2007	Rod Lovie to prepare and distribute. Third Party to analyse
Volunteers	Values, objectives & activities; Terms and conditions; Quality of the working experience	Questionnaire (confidential)	March 2007	As above
Supported Groups / Partners	Values, objectives & activities Quality of individual pieces of work	Questionnaire Evaluation forms etc.	March 2007 Done at time of work	Rod Lovie to prepare, distribute and analyse. Lead officer
Contracting Organisations	Values, objectives & activities. Quality of individual pieces of work and any added value from REAP	Questionnaire	March 2007	Rod Lovie to prepare, distribute and analyse.
Grant Recipients	Values, objectives & activities. Level of satisfaction.	Questionnaire	March 2007	Rod Lovie to prepare, distribute and analyse.
Green Diary Readers	Level of satisfaction with the Green Diary	Questionnaire in Green Diary	Completed - summer 2006	Ann Davidson
Green Diary Contributors	Level of satisfaction with the Green Diary	Questionnaire	Completed - summer 2006	Ann Davidson
Ongoing Key Stakeholders	What should REAP be doing in the future.	Stakeholder consultation meeting	Completed – autumn 2006	REAP staff

Fig 2.1: Stakeholder Methodology Summary

Stakeholder Sample

A list of key stakeholders which would require to be consulted was agreed. These included:

Key Stakeholders Agreed at Staff Meeting on 14/12/06.	Partner or Supported Group	Contracting Organisation	Grants Recipient
Aberdeenshire Council -		✓✓	
Moray Adult Literacies partnership		✓	
Buchan Dial A-Bus	SG		
Buchan Development Partnership	SG		
Buckie Parents - Get Involved	SG		✓
Cairngorms Farmers Market			
CNPA		✓	
Community First (Moray)	SG		✓
COTAG	SG		
Deveron, Bogie & Isla Rivers Trust			✓
Drummuir & Botriphnie Community Trust			✓
Drummuir 21			✓
Dufftown 2000 Ltd			✓
Dufftown Community Resource Centre Ltd			✓
Economic Workshop - Abshire & Moray		✓	
Elgin Youth Development Group			✓✓
Forres Area Credit Union			✓
Grampian Opportunities	SG		
Haldone Associates		✓	
Harlaw Centre	P		
HIE Moray	P	✓✓	
Hip Bumpers			✓
Keith & Dufftown Railway Association			✓✓
Lhanbryde Challenge	SG		✓✓
Loft Youth Project	SG		✓
Mearns Area Partnership	SG		
Mearns Healthy Living project	SG		
MFHP		✓	
Miltoduff Village Hall			✓
Moray Against Poverty	SG		✓
Moray Arts Centre			✓
Moray Carers Project			✓
Moray Council	P		
Moray Environmental Forum		✓	
Moray Wastebusters			✓
Moray Young Carers	SG		✓
Mundole Futures Community Company			✓
MVSO	P		
Outfit-Moray			✓
Rotary Club of Buckie			✓
Roths Community Ltd			✓
Social Enterprise Academy	P	✓	
Tomintoul Angling Association			✓
Volunteer Centre Moray	SG		
YWCA Moray			✓
Totals	13	12	29
Other Stakeholders which were Consulted: Staff (6), Volunteers (3), CSV Scotland Director (1), Green Diary Contributors, Green Diary readership			

Fig 2.2: Consulted stakeholder list

The stakeholder groups which were not consulted further included the Advisory Group members, funding organisations, suppliers, the wider community and regulatory bodies

It was decided that information from Contracting Organisations and grant recipients would be given priority because this was the biggest growth area. Therefore groups which fell into either category would not be given a partner or supported group questionnaire on our objectives unless there was an overwhelming reason – for example we had done a lot of work with the group

All staff and main volunteers were consulted. However, staff at CSV in Edinburgh chose not to complete the questionnaire as they felt their input was not relevant as the decision to separate REAP from CSV had already been made. All contracting organisations and grant recipients were consulted. However organisations which had been refused grants were not consulted as they had not included in the data base. There were only four grants refused in the time of the accounts (12% of applications) because applicants are encouraged to work up applications which have a chance of success rather than submitting applications without consultation.

The Green Diary readership was targeted through a questionnaire issued to e-mail subscribers and through a note in the Green Diary itself. All regular contributors to the Green Diary were consulted by questionnaire and all stakeholders which would have an interest in, or be useful to, the setting up of REAP as an independent organisation were invited to the stakeholder consultation event.

Fig 2.2 below indicates the return rate for questionnaires and the level of attendance at the consultation event.

Stakeholder Group	Out	Returned / Attended	%age
Staff and Volunteers	10	7	70%
Key Supported Groups	13	7	54%
Contracting Organisations	12	10	83%
Grant Recipients	29	21	72%
Green Diary Readers	96	17	18%
Green Diary Contributors	45	27	60%
Consultation Event - Ongoing Key Stakeholders	98	40	41%

Fig 2.3: Stakeholder Consultation Returns

3. Stakeholder Feedback

Values and Core Principles

Staff and volunteers as well as key supported groups were asked to comment on how they felt REAP is living up to its stated values and core principles. It was decided not to ask grant recipients or Contracting Organisations questions on values and core principles because as they were only working with a specific part of REAP they may not be in a position to answer these questions. Instead they were quizzed on how REAP was performing in the specific issues that impact them. The responses for these are included as case studies later in this document.

Values

Respondents were asked to circle a number on a scale of 1 to 5 to reflect their opinion about how far REAP lives up to its stated values. If they had no opinion they were asked not to respond. The responses were as follows:

***“we value the principles of integrity, objectivity, accountability
openness and honesty”***

<i>Not at all</i>	1	2	3	4	5	<i>Very much</i>
Staff and Volunteers				3	3	
Supported Groups				1	4	
Total				4	7	

“we value diversity and equality of opportunity”

<i>Not at all</i>	1	2	3	4	5	<i>Very much</i>
Staff and Volunteers				2	4	
Supported Groups				1	4	
Total				3	8	

Core Principles

Respondents were asked to circle a number on a scale of 1 to 5 to reflect their opinion about how far REAP’s work is informed by its core principles. If they had no opinion they were asked not to respond. The responses were as follows:

***“that individuals can make a difference and that we seek to create opportunities for people
to play an active part in the life of their community”***

<i>Not at all</i>	1	2	3	4	5	<i>Very much</i>
Staff and Volunteers				4	2	
Supported Groups				1	5	
Total				5	7	

“that people are the key to addressing the concept of sustainable development”

<i>Not at all</i>	1	2	3	4	5	<i>Very much</i>
Staff and Volunteers				1	4	
Supported Groups				1	5	
Total				2	9	

“that it is our role to deliver our sustainable development remit in a way which seeks to put local people at the heart of decision making”

<i>Not at all</i>	1	2	3	4	5	<i>Very much</i>
Staff and Volunteers				3	3	
Supported Groups					5	
Total				3	8	

“that how we do things, and how we engage with people are as important as what we actually do with them”

<i>Not at all</i>	1	2	3	4	5	<i>Very much</i>
Staff and Volunteers					6	
Supported Groups					5	
Total					11	

Additional Comments received:

- *Good sense of core values by most staff.*
- *These are real and practical.*

Commentary

The overall views of stakeholders are that REAP are living up to its stated values and core principles. This should be taken into consideration during the process of changing the organisation to ensure this is not lost.

Issues raised from the previous social audit in relation to values and core principles include:

- The need to tighten up definitions and the need to re-work some of our values. *This was done as part of the consultation event and is covered in Section 6.*
- That stakeholders would like REAP to keep them more informed of developments on a more regular basis. *Since then REAP has developed a website and used to produce an e-bulletin on sustainability issues. However the website is now looking dated and the bulletin was superseded by the Community Planning e-bulletin. With REAP to be undergoing a transition into an independent charity this will be the perfect time to redevelop the website and perhaps create an e-newsletter for stakeholders.*
- It was proposed that REAP develop and publicise a simple Complaints Policy. *The standard CSV complaints procedure was adopted. With REAP to be undergoing a transition into an independent charity a whole set of new policies will have to be developed and it should be ensured that a simple Complaints Policy should be included.*

Action Points

1. Improve communications with stakeholders by redeveloping website and instigating an e-newsletter to keep stakeholders informed of the work and values of REAP.
2. REAP will develop and publicise a simple Complaints Policy as part of a range of policies for the new organisation, and make these available to stakeholders.

Objectives and Activities

Staff and volunteers as well as key supported groups were asked to comment on how they feel REAP is performing against its stated objectives and the actions to achieve them. It was decided not to ask grant recipients, the Green Diary readership or Contracting Organisations questions on REAPs objectives because as they were only coming into contact with a specific part of REAP they may not be in a position to answer these questions. Instead they were quizzed on how REAP was performing in the specific issues that impact them. The responses for these are included as case studies in this section along with specific responses from staff and volunteers later in this document.

Objective One – Capacity Building

Objective 1: To help build the capacity of community groups in Moray and Aberdeenshire to identify community needs and develop initiatives to meet these needs.

The capacity building remit of REAP has covered the bulk of the work with supported groups over the past few years. A full list of work with groups which involved working with volunteers is included in the appendices. This work has included providing training sessions on Participatory Appraisal techniques; directly supporting groups like Moray Against Poverty, Moray Environmental Forum etc.; providing training on Social Auditing; delivering workshops; supporting the development of social enterprises etc.

The number of sessions recorded under each activity of objective one which REAP have delivered are as follows:

Activity	Sessions
1.1 supporting community groups and agencies to identify local needs using participative techniques	36
1.2 supporting existing and new groups where appropriate in order to meet identified needs	86
1.3 promoting the concept of Social Auditing by providing training and support to community groups and agencies who wish to measure their social performance.	14
1.4 providing practical support in the form of training and workshops	71
1.5 helping groups identify and apply for funding	13

More details of these and a full list of organisations we work with are included in Appendix One. It should be noted that 83 organisations are listed although this would rise to 112 if groups who participate in some of our work (eg participating in training sessions like Social Audit clusters) were included.

Feedback from Stakeholders

Respondents were asked to score each specific activity under REAP's objectives on a scale of 1 to 5 according to how they think the organisation has performed.

Objective 1: To help build the capacity of community groups in Moray and Aberdeenshire to identify community needs and develop initiatives to meet these needs by...

	Unsuccessful			Successful		
	1	2	3	4	5	DK
1 supporting community groups and agencies to identify local needs using participative techniques						
Staff and volunteers				4	2	1
Supported Groups				1	3	3
2 supporting existing and new groups where appropriate in order to meet identified needs						
Staff and volunteers				3	3	1
Supported Groups				1	4	2
3 promoting the concept of Social Auditing by providing training and support to community groups and agencies who wish to measure their social performance						
Staff and volunteers				2	5	
Supported Groups				1	4	2
4 providing practical support in the form of training and workshops						
Staff and volunteers				4	3	
Supported Groups			1	1	4	1
5 helping groups identify and apply for funding						
Staff and volunteers				3	3	1
Supported Groups			1		1	5
Totals			2	20	32	16

Commentary

Overall the respondents were very happy to endorse the work of REAP in supporting capacity building as a success. However it was disappointing that there were a large proportion of the responses which were 'Don't Know'. This is perhaps hardly surprising as the wide variety of work and the disperse group of stakeholders which REAP works with means that all the work of REAP will not be known by most stakeholders who only see a small part of the organisation. This perhaps highlights a deficiency in utilising questionnaires to gather in feedback on Objectives. A more immediate and focused approach would perhaps be gathering in information on the objectives from stakeholders and workshop participants at the time of the work.

When the 'Don't Knows' are discounted the responses from staff and volunteers were, in general, more critical than those from the stakeholders. This is generally the case in responses to social audits. The lack of additional comments make it hard to read further into this.

Issues raised from the previous social audit in relation to Objective 1 include:

- The need to keep promoting the Social Audit work which REAP carries out because it is essential for sustainability of organisations. *This work is an ongoing part of the core work which REAP undertakes and has been highly promoted.*
- The need to rephrase Activity 1.5. *This was included in the changes to our objectives from the consultation event.*
- Further work with Moray Against Poverty. *A Case Study of Moray Against Poverty follows on page 18.*

Under Objective 1.5 (*helping groups identify and apply for funding*) one of the pieces of work REAP undertakes is to deliver the Community Grant Programme on behalf of HIE Moray. Details of the consultation on this are included as a case study over the page on page 19.

Action Points

1. Instigate a procedure to gather in views on objectives from stakeholders at the time of the work rather than later. This will require a feedback sheet to be drawn up which will include a description of the objective or activity appropriate for that specific piece of work. Stakeholders and participants can then be asked their views on how the work is contributing to achieving the specific objective which the activity aims to accomplish as well as standard questions on how the work is conducted, venue etc.

See also Case Studies for further Action Points under this Objective.

Case Study – Moray Against Poverty

REAP made a conscious decision in 2002 to begin to develop work in Moray around the issue of rural poverty. Over a four year period we allocated one member of our outreach team who provided significant support to develop this initiative. With the support of this officer there were a number of landmarks such as

- The recruitment of a pool of volunteers who were directly experiencing poverty or involved in community initiatives to alleviate poverty – they formed the Moray Against Poverty network (MAP)
- A residential training course was held for volunteers and their children to look at the future direction of MAP.
- The group produced an information booklet called ‘Skint in Moray’ which offered advice on a wide range of subjects from housing entitlement to benefits.
- We facilitated a major action research project which led to the production of ‘Voices from The Edge’, a report produced and written by members of MAP and outlining the realities of poverty in rural Moray.

From the outset REAP had been clear that MAP should be developed as an independent people led organisation rather than being agency dominated. We worked with the committee of MAP to help them in this transition to become a fully fledged independent organisation in their own right. With the support of our Outreach Officer MAP secured funding from Grampian Housing Association and The Rural Challenge Fund to employ their own development worker and secure their own premises in Elgin.

REAP continued to provide administrative support until the new organisation was established, and participated on the Board of MAP for its first 12 months of independence.

The level of support which was given to the development of MAP is based on REAP’s understanding of the community development process and the time that it takes to develop new initiatives, particularly when they are targeted at specific groups such as those experiencing poverty.

Although there is no direct involvement now between REAP and MAP we have worked in partnership by allowing the use of our office in Keith for a weekly advice surgery operated by them. MAP have also participated in the recent social accounting training cluster facilitated by REAP and CBS Scotland.

Case Study – Community Grants Programme

Out of 33 applications, 29 groups were successful in receiving a grant administered by REAP on behalf of Highlands and Islands Enterprise Moray (HIE Moray). These 29 groups were contacted to give their views on the service. 21 organisations returned their questionnaire and their responses were as follows:

How many grants have you received which REAP have administered?

One:	13
Two:	6
Three or more:	2

How did you hear about the Grant Programme? (please tick one)

Have had a grant from REAP before	6
From the REAP website	1
Signposted by HIE Moray	6
Signposted by other agency	0
Advertising	1
Word of mouth	10

Respondents were asked to circle a number on a scale of 1 to 5 to reflect their opinion on the Community Grant Programme. If they had no opinion they were asked not to respond. The responses were as follows:

How satisfied were you with the overall service provided?

Very unsatisfied	1	2	3	4	5	Very satisfied
				7	14	

How user-friendly was the Grant Programme?

Very complicated	1	2	3	4	5	Very user-friendly
			2	8	11	

How relevant was the Sustainability Checklist to your organisation?

Very irrelevant	1	2	3	4	5	Very relevant
		2	8	3	7	

How clear were the objectives of the Grant Programme?

Very confusing	1	2	3	4	5	Very clear
			5	9	7	

Respondents were asked to score REAP's service on a scale of 1 to 5 according to how they think the organisation has performed during the past year.

	Disagree			Agree		
	1	2	3	4	5	DK
The staff of REAP are approachable and friendly				1	19	
REAP's staff are prompt to do what they undertake			1	2	17	
REAP's staff really understand our needs				5	15	
The work of REAP is technically competent			1	3	16	
The staff of REAP can always be relied upon			1	2	17	
REAP has high standards of professionalism in its work				4	16	
Totals			3	17	100	

Sample of additional comments received on REAP's service (see appendices for full list):

- *I always know I will get an honest, straight forward answer to any question I ask.*
- *Always polite, helpful and wanting to help. Encouraging and interested in project.*
- *The grant system is very effectively delivered by REAP. Their professionalism surpasses other grant making bodies.*
- *Very helpful advice given in a number of areas such as funding, rules and constitution for our new group, photocopying etc.*

Sample of additional comments received on the Grant Programme (see appendices for full list):

- *Would obviously like increased funding.*
- *Contact from HIE would be appreciated by voluntary projects.*
- *Info and criteria re the grants scheme could be more explicit about the 'economic' part.*
- *Would hope this grant programme will continue and will continue to be delivered in such an accessible, flexible and simple manner.*

Commentary

Overall the responses from grant recipients were very favourable indeed. This may have been influenced by the fact that they had received money through REAP! However the comments on REAP's performance were very welcome.

The lack of impact of the REAP website or advertising in informing applicants of the grant programme could be worrying in attracting new applicants in the future and may need to be addressed. However Moray has a thriving, well connected third sector in a geographically small area and a lot of information is passed between groups informally and do the result is hardly surprising.

The Sustainability Checklist (see Appendix was not deemed that relevant to many organisations. However this is important to the ethos of REAP and there would be no wish to drop it. Perhaps other methods could be investigated.

It was raised that contact from HIE directly would be appreciated by some groups. There is nothing preventing groups contacting HIE directly for advice and assistance. However REAP would see that HIE Moray contracting their Community Grants Programme to REAP as an important way of enabling community groups to access funding while getting the opportunity of advice on other issues which may be useful to the group

The emphasis of HIE on wishing groups to achieve higher levels of economic sustainability could be emphasised more on the information on the Grant Programme, however this would have to be done in a manner which retains the simplicity of the application process.

Action Points

1. Redraft the application form to reflect the greater emphasis HIE Moray are placing on the economic contribution from the applicants. A guidance note could accompany the application form to make this clear.
2. Promote the Grant Programme through greater use of press releases and publicity materials.
3. Investigate other methods of benchmarking sustainability other than the Sustainability Checklist.

Objective Two – Partnership Working

Objective 2: To work in partnership with other agencies in order to maximise impact and prevent duplication

As a small project, the partnership working element of REAP is crucial. A list of work under this objective is included in appendix one however this figure under-represents the amount of co-working which is going on, particularly on an informal agency basis as this type of contact is not normally recorded in staff quarterly reports.

This work has included carrying out contracts for the NHS, HIE Moray, Moray Council etc; working with groups to carry out pieces of work like Lhanbryde Challenge, Buckie Woman's Project etc.

Under Objective 2 (*Partnership Working*) one of the pieces of work REAP undertakes is to deliver contracts on behalf of public bodies. During the period of the Social Audit REAP delivered 12 contracts which brought in £87,311. This allowed a similar figure to be brought down in ESF funding. Details of the consultation on this are included as a case study over the page on page 24.

The number of sessions recorded under each activity of objective two which REAP have delivered are as follows:

Activity	Sessions
2.1 co-working on projects which will help REAP to meet its overall objectives	99
2.2 facilitating the involvement of outside agencies to deliver practical training and demonstration projects	6
2.3 reporting to an advisory group made up of representatives from the voluntary, environmental and public sectors	5
2.4 sharing experiences and cascading working methods with other groups by writing reports on projects which REAP have been involved	2

Feedback from Stakeholders

Respondents were asked to score each specific activity under REAP's objectives on a scale of 1 to 5 according to how they think the organisation has performed.

Objective 2: To work in partnership with other agencies in order to maximise impact and prevent duplication by...

	Unsuccessful			Successful		
	1	2	3	4	5	DK
1 co-working on projects which will help REAP to meet its overall objectives						
Staff and volunteers				3	3	1
Supported Groups				2		6
2 facilitating the involvement of outside agencies to deliver practical training and demonstration projects						
Staff and volunteers				4	2	1
Supported Groups				1	2	4
3 reporting to an advisory group made up of representatives from the voluntary, environmental and public sectors						
Staff and volunteers		3	1	3		1
Supported Groups			1	1		5
4 sharing experiences and cascading working methods with other groups by writing reports on projects with which REAP have been involved						
Staff and volunteers				4	2	1
Supported Groups			1	1		5
5 liaison with both Moray and Aberdeenshire Councils in relation to LA2I and sustainable development initiatives						
Staff and volunteers		1		4		2
Supported Groups						7
6 liaison with other sections of CSV						
Staff and volunteers		2	1	1		3
Supported Groups			1	1		5
Totals		6	5	25	9	41

Additional comments received:

- *REAPs intention to create a Board and go independent is a very positive move and will give the organisation more mandate and broaden it out. Advisory Group function during my employment was patchy and not rigorous enough (but was supportive).*
- *We have had more contact with Moray Council than Aberdeenshire in the past few years but there has been a planned change of focus to Moray.*

Commentary

As in objective 1 there was a great number of 'Don't Knows' from supported groups. Again this highlights a deficiency in utilising questionnaires to gather in feedback on Objectives. This is covered in the commentary and action points of Objective 1.

The issues of a feeling of distance between REAP and the Advisory Group and CSV was raised as it has been in previous audits. As REAP is in a time of change and setting up a new Board of Directors the existing Advisory Group has been less active in recent months. With the intention to set up a new structure for REAP outside CSV and the necessity to set up a Board of Directors with direct control rather than a steering Group with an advisory role these issues will not be there in future. However this shows the importance of a good working relationship between the new Board of Directors and staff. It will be vital that staff and Board have open lines of communication.

Issues raised from the previous social audit in relation to Objective 2 include:

- The issue of disassociation between staff and CSV and the low attendance at Advisory Group meetings. *This should be addressed by the intention to go independent and create a Board of Directors.*
- Separate external and internal objectives before seeking feedback from general stakeholders. *This was done but there were still a number of questions which stakeholders could not answer.*
- Governance issues of accountability for the project. *This is being addressed by the proposed new structure.*

Action Points

1. Ensure the role of the new Board of Directors is clear to the Board and to staff and that lines of communication are clear and open. If this is instigated from the start it will hopefully prevent feelings of disassociation being formed by either of the parties concerned.

See also Case Study for further Action Points.

Case Study - Contracting Organisations Questionnaire

The 12 organisations which had awarded REAP a contract to carry out work during the period of this Social Accounts were contacted to give their views on the service. 10 organisations returned their questionnaire and their responses were as follows:

How long has your organisation been contracting with REAP?

One off contract **4** 1 year **0** 2 years **2** 3 years or more **4**

Why did you give REAP the contract?

Previous experience of working with REAP **8** Recommendation from others **4**
 Added value of contracting with REAP **0** Competitive pricing **0**

Respondents were asked to circle a number on a scale of 1 to 5 to reflect their opinion on the contract work carried out by REAP. The responses were as follows:

How satisfied were you with the overall service provided?

Very unsatisfied	1	2	3	4	5	Very satisfied
				1	9	

How likely are you to recommend REAP to another organisation?

Very unlikely	1	2	3	4	5	Very likely
				2	8	

Respondents were asked to score REAP's service on a scale of 1 to 5 according to how they think the organisation has performed during the past year.

	Disagree			Agree		DK
	1	2	3	4	5	
The work of REAP is thorough				5	5	
The staff of REAP are approachable and friendly				1	9	
REAP's staff are prompt to do what they undertake				7	3	
REAP's staff really understand our needs			2	5	3	
The work of REAP is technically competent				3	7	
The staff of REAP can always be relied upon				2	8	
REAP has high standards of professionalism in its work		1		1	8	
Totals		1	2	24	43	

Comments

- I have only given a 4 at 'prompt to do what they undertake' – this reflects not enough staff/time it is not a reflection on quality of current staff.*
- Engagement and communication..... has been impeccable*

Respondents were asked which of REAP's objectives best describe the contract.

To help build the capacity of community groups in Moray and Aberdeenshire to identify community needs and develop initiatives to meet these needs	7
To work in partnership with other agencies in order to maximise impact and prevent duplication	5
To network voluntary, statutory and business representatives who have an interest in sustainable development	4
To ensure that REAP itself works towards improving its own performance in relation to sustainability	1

By delivering commercial contracts REAP seeks to create added value by our methods and objectives. Respondents were asked how much they agree with the following statements.

	<i>Disagree</i>				<i>Agree</i>	
	1	2	3	4	5	DK
The social remit of REAP was a positive influence in the decision to award the contract			4	4	2	
REAP created additionality for us while delivering the contract			1	6	2	1
REAP is seen as an impartial organisation			1	7	1	1
The other work ongoing at REAP added value to the contract delivery		1	1	5	1	2
The varied expertise and skills of the workforce added value to the contract delivery				5	2	3
While completing the contract REAP created a learning opportunity so our organisation would now be able to carry out similar work internally		2	3	2	2	1
Totals		3	10	29	10	8

Additional Comments received:

- Not all questions quite applicable to the relationship between the Academy and Kevin / REAP so a few DKs reflect this.

Commentary

The level of satisfaction of the service provided by REAP from those who have contracted with us is very high and contracts were given in the main by those who have previously worked with REAP. This is positive for the prospects of repeat business but may also point to a lack of spotting opportunities or difficulty in gaining new contracts.

While respondents were very positive on the level of service they were slightly less positive on the ability of REAP to add value to the contracts. This was particularly apparent on the questions of whether the social remit of REAP was an influence to award the contract and whether a learning opportunity was created. Although the ability to create a learning opportunity will be limited on certain contracts it appears that the competence and ability to deliver contracts well is rated higher than the social nature of the Contracting Organisation. This should be reflected in any tenders while simultaneously stressing our unique selling point as an organisation which attempts to fulfil a wider social role while carrying out contracts. It is important to note that every contract that REAP has fulfilled has fitted into our overall mission and ethos.

Action Points

1. After a contract is concluded maintain a dialogue with Contracting Organisations in order ascertain how successfully the contract was delivered and in order to keep a visual profile to maximise repeat business. This will include a phone interview at the end of the contract to find out the level of customer satisfaction.
2. To be aware of the differing priorities of organisations in relation to specific pieces of work and to attempt to deliver each contract in a way which meets these priorities.

Objective Three - Networking

Objective 3: To network voluntary, statutory and business representatives who have an interest in sustainable development.

Since the last Social Audit the role of REAP as a lead organisation in networks has diminished with Moray Sustainability Forum becoming part of the Community Planning process and Moray Against Poverty Network establishing as an independent organisation. However, the ability of REAP as an independent organisation to participate in networks has been an important part of our work. A list of work under this objective is included in the appendices. Two of the four activities relate to the Green Diary and the work of this is explored in more depth in a case study as part of this section.

The networks which REAP has been involved with include: Moray Against Poverty Network, Buchan Development Partnership, Ecolinc, Moray Environmental Forum, Loft Youth Project, Community Planning, Lhanbryde Challenge, Womans Project etc.

The number of sessions recorded under each activity of objective three which REAP have delivered are as follows:

Activity	Sessions
3.1 facilitating meetings of The Moray Sustainability Forum, and of its sub groups	20
3.2 facilitating the Moray Against Poverty (MAP) Network	36
3.4 delivering environmental and sustainable development workshops with young people in formal and informal settings	6

Feedback from Stakeholders

Respondents were asked to score each specific activity under REAP's objectives on a scale of 1 to 5 according to how they think the organisation has performed.

Objective 3: To network voluntary, statutory and business representatives who have an interest in sustainable development by...

	Unsuccessful			Successful		
	1	2	3	4	5	DK
1 participating in local networks						
Staff and volunteers				4	2	1
Supported Groups				2	2	3
2 sharing good practice in the columns of The Green Diary						
Staff and volunteers			1	1	5	
Supported Groups				1	4	4
3 providing free advertising for groups and events in The Green Diary						
Staff and volunteers				2	5	
Supported Groups				1	3	3
4 delivering environmental and sustainable development workshops with young people in formal and informal settings						
Staff and volunteers				4	2	1
Supported Groups				2		5
Totals			1	17	23	17

Commentary

The large proportion of 'Don't Knows' for our work with children reflects the reduction in this work since the last Social Audit. This is due to funding for this work finishing and the staff member with expertise in this area leaving.

Objective 3.2 (*sharing good practice in the columns of the Green Diary*) and Objective 3.3 (*providing free advertising for groups and events in the Green Diary*) relate to The Green Diary which is a free monthly diary publication advertising environmental events throughout the North East of Scotland. Details of the consultation on this are included as a case study on page 25.

Issues raised from the previous social audit in relation to Objective 3 include:

- REAP may have to be clearer in articulating why it is unable to respond to all of the invitations to participate in strategic networks such as multi-agency group, given these are secondary to the core objectives. *This is continuing. For example REAP gets invited to sit on all Community Planning Neighbourhood Forums but declines – instead attends theme groups where our input is in line with our objectives.*
- REAP should develop a clear policy that it will not sit on any other group unless it is clearly on an advisory and ex-officio role. Change wording of Objective 3.4 from 'young people' to 'children'. *Policies and objectives are being redrafted as part of the transition to becoming an independent organisation.*

Action Points

See Case Study for Action Points under Objective Three.

Case Study – Green Diary Consultation

The Green Diary is a free monthly publication containing articles and details of environmental events in the North East. It has a circulation of 3,000 copies per month.

Commentary on Returned Data only

Stakeholder Group	Out	Returned	%age
Green Diary Readers	96	17	18%
Green Diary Contributors	45	27	60%

Of the questionnaires returned, 82% of subscribers and 96% of contributors thought the Green Diary was accurate. However 12% of subscribers and 7% of contributors found it difficult to read, with comments highlighting the layout and size of print as a problem to some. One suggestion was to establish an online forum in order to get immediate feedback on events and articles and to encourage input from readers. There were suggestions about having the dates as a centrefold pull out rather than at the beginning and end and having dates for the beginning of the next month included in each issue. Some subscribers wanted more copies in local shops and better website links. They also wanted more information on organic farm shops and updates on stories so that they hear how projects are progressing.

People liked the local and regional information the Green Diary provides which they couldn't easily find elsewhere – 70% of contributors and 47% of subscribers agreed that it was a 'one stop shop' for environmental events in the north east, with the rest of contributors and 35% of subscribers partly agreeing with this.

The best thing about the Green Diary for many is "*the calendar of activities with relevant info. to enable me to participate*". The events listings "*helps me keep informed: the best list of events in the area*".

Contributors put their events in the Green Diary because (as well as providing free advertising!) it reaches "*exactly the right audience likely to participate in our events*"; also to "*reach a wider audience of targeted people; to attract new participants*". They posted their events as "*a good way to contribute to a worthwhile publication*"

Some contributors wanting changes felt that "*coverage of Council events seems to dominate vs NGO's*" and that "*more events, meetings and activities needed in South Aberdeenshire in general*". Ideas included getting a column in the Press and Journal supplement and wider distribution. A telling comment, particularly in the light of uncertainty over future funding, was "*I think the Green Diary does a great job – if it didn't exist, it would be necessary to start one!*"

Full details of the responses are included in appendix three.

Issues raised from the previous social audit in relation to Objective 3 include:

- Some readers would like to receive an electronic version of the Green Diary. *This has been instigated with around 120 readers uploading each issue and there are back issues on the website.*
- Readers had asked for the Green Diary to be printed on recycled paper. *This has been taken on board and it is now printed on recycled paper. Furthermore REAP has conducted a carbon audit of the processes in producing the Green Diary. Full details of this are included in the Environmental Impact Section.*

Action Points

1. REAP will continue to explore options to improve the look, format and distribution of the Green Diary and the look of the online issue. This is important in order to make it more appealing to advertisers.
2. Investigate the possibility to link the Green Diary with existing local online forums rather than creating a new one.
3. Develop an editorial policy and review whether to introduce an editorial board.
4. Investigate how to improve accessibility for the visually impaired.

Objective Four – Internal Performance

Objective 4: To ensure that REAP itself works towards improving its own performance in relation to sustainability

REAP aims to be an environmentally friendly organisation and a good employer. The activities under Objective four relate to the internal performance of REAP. Due to the reduction in staff numbers and the period of uncertainty over REAP's future the annual green audit checklist did not take place during 2006. The Green Audit Checklist is a auditing tool which REAP devised to assist our environmental auditing process. However the environmental and economic monitoring put in place during the last social audit has remained. This is covered in more detail in Sections 4 and 5.

Feedback from Stakeholders

Respondents were asked to score each specific activity under REAP's objectives on a scale of 1 to 5 according to how they think the organisation has performed.

Objective 4: To ensure that REAP itself works towards improving its own performance in relation to sustainability by...

	Unsuccessful			Successful		
	1	2	3	4	5	DK
1 discriminating in favour of environmentally friendly products where possible <i>Staff and volunteers</i>				3	3	1
2 carrying out an annual green audit within the REAP office <i>Staff and volunteers</i>		1	2	1	2	1
3 seeking to be a good employer and ensuring that staff have a good work/life balance <i>Staff and volunteers</i>				3	3	1
4 giving community groups access to the facilities of the REAP office <i>Staff and volunteers</i>				2	3	
<i>Supported Groups</i>				1	3	3
Totals		1	2	10	14	6

Additional comments received:

- *Good track record always ready to improve on this.*

Commentary

Due to the reduction in staff numbers and the period of uncertainty over REAP's future the annual green audit checklist did not take place during 2006. However the environmental monitoring put in place during the last social audit has remained and is ongoing. This probably reflects the wide spread of opinion over the issue. Issues surrounding the green audit and environmental monitoring are included in Section 4: Environmental Impact.

The activities relating to supporting staff and community groups were seen as being very successful. More issues relating to staff and volunteers are included in the case study over the page. Under Objective 4 (*internal performance*) extra questionnaires were sent to staff and volunteers for REAP.

Action Points

1. Every three years, starting in 2008, REAP will conduct a complete green audit, and to monitor on an annual basis.

See also Case Study for further Action Points.

Case Study – Staff Consultation

Staff and volunteers were asked to score issues of the job, conditions and training on a scale of 1 to 5 according to how they think the organisation has performed during the past year. Resources were not available for independently carried-out interviews of staff and volunteers, as proposed in previous sets of accounts, but the questionnaires used in this set of accounts were independently collated by Marr Area Partnership. The survey included 2 members of staff who had left during the period of the accounts.

General	Disagree			Agree		
	1	2	3	4	5	DK
I enjoy the work I do				3	4	
My job is interesting				3	4	
I have a clear sense of my responsibilities				1	6	
My health and well-being at work is taken seriously			1	1	5	
Totals			1	8	19	

Additional comments:

- *REAP is a good place to work, high levels of trust, important to be self motivated, project is small and runs on reputation of manager) who is highly respected and well liked.*
- *Although I work alone and from home I feel I always have the support and good contact with REAP*

Support	Disagree			Agree		
	1	2	3	4	5	DK
I feel part of a supportive team			1	5	2	
My manager gives honest feedback on my performance				5	2	
I get good support from the other staff			1	3	3	
Totals			2	13	7	

Additional comments:

- *Very nice people to work with, strong commitment to sustainable values I found manager and other colleagues very supportive*

Conditions	Disagree			Agree		
	1	2	3	4	5	DK
I am satisfied with the hours I work				1	6	
I am not under too much work pressure		1	1	2	3	
I am satisfied with the pay I receive		2		4	1	
I am satisfied with my other benefits (e.g. holidays, etc)		1		3	3	
I am satisfied with my general working conditions				2	5	
Totals		4	1	12	18	

Additional comments:

- *Hours good very flexible could work more from home when appropriate. Pay is low but flexibility and autonomy do go some way to balancing that. Pressure I put on myself (Did not feel that was placed on me by the organisation). Pressure of short term funding is difficult regarding job security.*
- *Flexibility in work pattern is worth more to me than an increase in wages without flexibility*

Communications within REAP	Disagree			Agree		
	1	2	3	4	5	DK
Communications within REAP are good			1	4	1	1
My ideas and suggestions are taken seriously			1	3	3	
I feel able to influence the decision-making of REAP				2	4	1
I am proud to work for REAP				1	6	
I speak highly of REAP to my friends				2	4	1
Morale amongst the staff at REAP is generally high				5	1	1
Totals			2	17	19	4

Additional comments:

- *I felt that I wasn't always in the loop with all the strands of work that were being developed. Sometimes this made me nervous-that also due to fragility of funding streams.*
- *I think morale is normally high but it does get affected by funding instability*

Communications within CSV	Disagree			Agree		
	1	2	3	4	5	DK
Communications within CSV are good		2	2	2		1
I feel able to influence the decision-making of CSV	2	2		1		2
I am proud to work for CSV		3		2	1	1
I speak highly of CSV to my friends		2	2	1	1	1
Totals	2	9	4	6	2	5

Additional comments:

- *Didn't feel much connection although I felt that they did try to be supportive through the Scottish Director*
- *CSV provides a satisfactory umbrella organisation for REAP but with a changing funding situation this may not work well*
- *Though not frequently, I have had good and friendly communications with CSV in Scotland*

Training	Disagree			Agree		
	1	2	3	4	5	DK
Since joining REAP I have received the training I need to do my job effectively			1	4	2	
The training I have received was worthwhile			1	1	5	
The staff appraisal system is good			1	1	3	2
Totals			3	6	10	
In the past year I have received the following amount of training...						
0.5 days						
1 day						✓
2-5 days						✓✓
more than 5 days						✓✓✓

Additional comments:

- *Staff appraisal could be less intensive and less formal*
- *I have not required training as such for what I do. Was already trained in journalism and photography but appreciated computer help*

Staff and volunteers were asked if they had moved on / considered moving on to other employment or volunteering opportunities for any of the following reasons.

- better pay in another organisation ✓✓
- more chance of career progression in another organisation ✓✓✓✓
- more secure position in another organisation ✓✓✓✓
- wanted a change of scene ✓

Commentary

Although there is general satisfaction over staff issues, the issues which stand out are the scores for work pressure and pay. One indication is that it is staff putting themselves under pressure rather than the organisation forcing pressure on them.

The issue of salaries is raised but for some the issues of flexibility appears to compensate for any perceived low pay. It is interesting that the issues of job security and career progression are ranked higher as reasons to leave than pay.

Issues raised from the previous social audit in relation to staff include:

- Future Audits may benefit from the use of focus groups or structured interviews, particularly to tease out some of the issues with the staff questionnaire. *Due to the reduction in staff numbers this was not deemed practical. However there has been the suggestion that all issues raised in the Social Audit are reported to the subsequent staff meeting to discuss findings and tease out issues.*
- There is still strong evidence to show that staff relate to projects rather than the parent organisation. The question is whether this is a major issue given that all staff report high levels of job satisfaction and mutual support at a local level. *This is perhaps no longer an issue as REAP is becoming an independent organisation.*

Action Points

1. Subsequent staff meetings be used as a focus group to discuss issues raised by the Social Audit.

4. Environmental Impact

Due to the reduction in staff numbers and the fact that there was uncertainty over REAP's future the annual green audit did not take place during 2006. With only an equivalent of 3 Full Time Posts, and no substantial changes in policy or opportunities to improve, it was seen as disproportionate. However the same environmental systems have been in place and the environmental monitoring has remained.

Good practice already in place has continued including; only purchasing re-cycled photocopy paper, composting green waste; re-using envelopes; attempt to limit time spent on computers; recycling paper; recycling glass; recycling tins; recycling photocopier ink cartridges; recycling printer toner cartridges; making notepads from scrap paper; utilising a central collecting point for envelopes and paper.

Monitoring

Procedures for monitoring electricity usage, photocopy paper and mileage have continued and are included in the social audit. No targets for usage reduction have been put in place although there is a goal of a general reduction in resource use. The monitoring date is calculated on a calendar year basis.

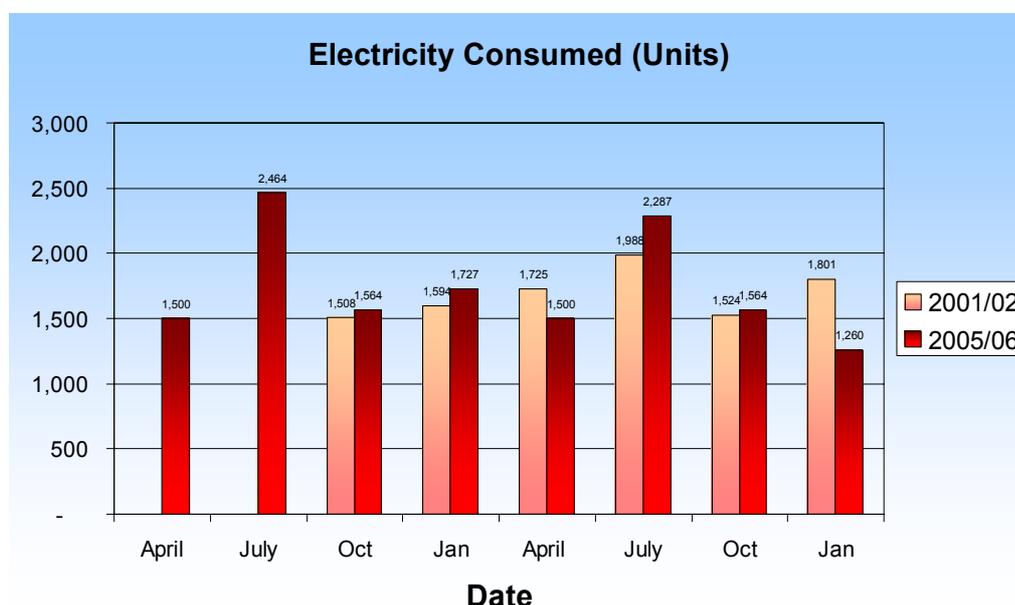
Paper

During 2002 12 boxes of re-cycled photocopy paper had been purchased. This was an average of 1 box per month. During 2005 the average continued as 1 box per month but fell to a total of 9 boxes in 2006 or 0.75 boxes per month. This is probably due to the reduction in staff from 5 FTE to 3 FTE.

The monitoring does not include The Green Diary, externally printed reports or other paper products used. REAP address labels to enable envelopes to be re-used have run out and have not been reprinted. The launch of the new organisation with new logo would be a prime time to print new ones.

Energy

A total of 6,631 units of electricity were consumed in 2006. This is a reduction from the total of 7,630 units of electricity consumed in 2005. This is perhaps due more to the reduction in staff than energy saving initiatives. The table below charts the usage rates (including figures for 2005) which have not been included in the total above.



The shape of the curve with highest usage appearing to be during the summer can be explained by the fact that REAP pay the bills quarterly in arrears so there is a time lag between energy use and payment.

Mileage

The work of REAP is concentrated within communities, therefore all fieldwork staff are required to have access to a vehicle for work purposes. Much of these duties take place in evenings and in locations where there is poor public transport, therefore the vast amount of locally supported work results in car miles being travelled. A mileage rate of 40p per mile is paid by CSV.

The mileage totals are calculated on an annual calendar basis to enable comparison. While the actual mileage travelled is down, probably due to the reduction in staff, the use of public transport has remained consistent. Most of the public transport usage refers to journeys undertaken by rail outside of the normal operational area.

		Public Transport	Car	Total
Mileage	2006	2,527	5,598	8,125
	2002	3,614	8,272	11,886
Percentage	2006	31%	69%	100%
	2002	30%	70%	100%

Additional comments received on environmental issues were:

- *Not enough liaison with new cleaner ref recycled products*

During the period of the social audit the Green Diary underwent a process to make it carbon neutral. Full details are included in a case study over the page on page 32.

Action Points

1. As mentioned in Objective 4 - Every three years, starting in 2008, REAP will conduct a complete green audit, and to monitor on an annual basis.
2. Tighten up practice of purchasing re-cycled and environmentally friendly toilet and cleaning products by consulting with new cleaning company.
3. Move to Green Energy Tariff electricity when possible.

Case Study – Going Carbon Neutral

During 2006 a project was instigated to make the Green Diary 'carbon neutral' by March 2007. This SNH funded project includes calculating the carbon footprint of the green Diary, reducing it as much as possible and then offsetting the remainder by creating opportunities for volunteers and voluntary groups to restore bogs and plant trees. There are problems surrounding carbon offsetting, which can never be an exact science, and should never be used as a salve to an energy-guzzling conscience ("Global warming? Oh, I'm offsetting my carbon by planting trees in Africa so I can carry on flying to the Bahamas each month for meetings" ...).

However, we are hoping to use our carbon neutral project as a tool for awareness raising, encouraging energy efficiency and biodiversity, and of course having green fun planting trees and 'ploutering about' in bogs!

The Green Diary Carbon footprint makes interesting reading. As an inexact science it is difficult to calculate the Green Diary's exact contribution to the tons of CO² the UK emits per annum, but it highlights the main contributions and where changes for the better could be made. Our footprint came in at:



Travel (including staff travel to work)	1,889 kgs CO ²	52%
Paper	1,151 kgs CO ²	32%
Office Energy	375 kgs CO ²	10.5%
Printing Energy	204 kgs CO ²	5.5%

Some of these are relatively straightforward, such as the office energy costs, but others, like the printing energy costs are extremely complicated, and involve working with our printers, MMS Almac of Keith. They have a formula for time used on the printing, inking, folding and collating machines used in printing the green diary so as to be able to charge us, but that is just the first stage of calculating energy costs.

The travel costs are for staff travel to work, volunteer travel for those writing articles, delivering the Green Diary etc and for some of the travel associated with planting the trees to off set the carbon.

Our conversion ratios come from "*Sharing Nature's Costs*" by Chambers, Simmons and Wackernagel. We've already helped our carbon footprint by using recycled paper which has one third of the emissions of 'virgin' paper and encourage 'work from home' schemes as a way of reducing environmental impacts from businesses.

The next step in our project, apart from finishing off the carbon footprint, is to start offsetting our carbon emissions by planting trees and restoring bogs. Already planned are church grounds planting sessions and work at the Red Moss of Netherley.

Action Points

1. Set annual targets for reducing travel costs.
2. Investigate the feasibility of setting up an Editorial Board for the Green Diary.

5. Economic Impact

This section of the social audit will look at the financial aspects of REAP by attempting to evaluate the economic impact on its target area (see map on page 3) and list its most recent set of accounts.

Economic Impact

As a sustainability project, REAP has been keen to use local suppliers of goods and services as much as possible. In the previous social audit we collected information on our discretionary spending (i.e. not including staffing and associated project management costs) to plot size of the local spend. In order to be able to compare 2006 and 2002 it was decided to delete the small grants from the process. This is because grants scheme has changed from one which REAP controlled and which covered the whole of Grampian in 2002, to one which covers only Moray, and which REAP is delivering on behalf of HIE Moray.

		Keith	Moray	Grampian	Scotland	UK	Total
Spend (£)	2006	15,265	18,326	3,792	16,264	8,866	62,513
	2002	5,005	33,465	6,195	15,332	2,603	62,600
Percentage	2006	24%	29%	6%	26%	14%	100%
	2002	8%	53%	10%	24%	4%	100%

The table demonstrates that the project is spending around 60% of its discretionary money locally. Of the expenditure allocated to Scotland, outside of our operational area, over 80% relates to training and consultancy fees paid to organisations like Community Business Scotland Network and Social Enterprise Academy in order to deliver social enterprise and social audit training. While of the expenditure allocated to the UK over 37% is to pay for postage and 34% to pay for phones.

The most obvious changes in spend has been a marked increase of proportional spending in Keith and in the UK which is offset by a marked decrease of spending in Moray. This is mainly due to two changes. MMS Almac, the printers of the Green Diary, moved to Keith from Elgin. The Green Diary costs over £6,250 per year to print and most of the other large scale printing of REAP is contracted to MMS Almac also. The other big change was the introduction of a franking machine to pay for postage. This is paid on account and therefore included as UK expenditure while in 2002 we purchased stamps locally.

The impact of these two changes illustrates the difficulty in measuring the impact on such spending locally. However it is a very useful exercise in focusing policy.

In their training pack "Plugging The Leaks" NEF cite the example of an enterprise in Cumbria with similarities to REAP. The Cumbrian organisation spent 60% of their expenditure within a 10 mile radius, whereas REAP has spent 53% within a 20 mile radius. NEF estimated that the multiplier effect of the Cumbrian groups spending was around 2:1.

Based on this approach, it is reasonable to assume that the economic impact of REAP's spend in Moray is between £33,590 on a zero multiplier at worst and £67,180 on a 2:1 multiplier at best. Therefore, the cumulative impact of REAP's overall spend in our operational area could be anywhere between £37,419 and £74,838. This does not take into account the economic impact of staff salaries (all staff live within Moray) which is the

single biggest project cost. Staff salaries (excluding on costs such as NI and pensions) account for an additional input to Moray of around £83,000 per annum.

In addition to this is the contribution of 'in kind' volunteer time which was made through the work of REAP. During 2006 REAP claimed £34,057 of volunteer hours to enable the organisation to draw down European grants which brought money into the local economy. There are further external economic impacts through the 'in kind' contribution of grant recipients made during their projects. This is because funds from the Community Grant Programme have to be matched by recipients. This is frequently done through in kind contributions like volunteer time which is a further investment in the local economy. However the systems are not currently in place to record these in a useful way and this may be arguable if these can be attributed to REAP work.

Action Points

1. To instigate a recording system which will enable volunteer hours and their leverage cash equivalent to be included as in kind income for our returns to OSCR, our annual accounts and our future social audits.
2. Investigate further methods of measuring economic impact including Social Return on Investment.

Financial Information

EXTRACT FROM THE ACCOUNTS OF CSV

REAP

Income and Expenditure Account for the year ended 31st March 2006

<u>INCOME</u>	£
Admin Fees	5,000
Consultancy	5,600
Grants received	36,691
Tuition & Training Fees	1,870
Government Grants	6,105
Health Authorities	11,722
Local Authorities	18,250
ESF Income	103,798
Other Income	3,347
	<u>192,383</u>
 <u>EXPENDITURE</u>	
Salaries, fees and related costs	114,973
Staff training	60
Staff travel and subsistence	4,083
Volunteer maintenance	5,103
Trainee Costs	1,679
Office expenses	14,886
Property costs	7,244
Equipment Repairs & Consumables	1,043
Goods & Services for re sale	572
Grants paid	25,971
Finance and administration costs	5,733
Accountancy, Audit and HR	7,613
Irrecoverable V.A.T.	290
Bad Debt Provision	(38,223)
	<u>151,027</u>
 <i>Excess of income over expenditure for the year</i>	 <u>41,356</u>
 <i>Balance brought forward at the beginning of the year (Restricted)</i>	 17,103
 <i>Balance carried forward at the end of the year (Restricted)</i>	 <u>58,459</u>

These accounts are an extract from the audited accounts of CSV

C.A.P. Snelling.F.C.A.
Director of Finance
Date 14th June 2007

EXTRACT FROM THE ACCOUNTS OF CSV
REAP

Income and Expenditure Account for the year ended 31st March 2007

<u>INCOME</u>	£
Admin Fees	7,500
Consultancy	26,030
Grants received	27,587
Tuition & Training Fees	11,287
Government Grants	3,734
Health Authorities	16,000
Local Authorities	2,000
ESF Income	92,827
Other Income	7,235
	<hr/> 194,200
<u>EXPENDITURE</u>	
Salaries, fees and related costs	107,211
Staff training	45
Staff travel and subsistence	3,020
Volunteer maintenance	3,238
Trainee Costs	19,136
Office expenses	13,548
Property costs	7,555
Equipment Repairs & Consumables	1,230
Goods & Services for re sale	80
Grants paid	23,226
Finance and administration costs	1,135
Accountancy, Audit and HR	6,978
Irrecoverable V.A.T.	1,130
	<hr/> 187,532
<i>Excess of income over expenditure for the year</i>	<hr/> 6,668
<i>Balance brought forward at the beginning of the year (Restricted)</i>	58,458
<i>Balance carried forward at the end of the year (Restricted)</i>	<hr/> 65,126

These accounts are an extract from the management accounts of CSV

C.A.P. Snelling.F.C.A.
Director of Finance
Date 14th June 2007

6. The Future

REAP is currently undergoing a period of transition and is engaged in a process of leaving CSV to set up as an independent local organisation. This transition is being seen as an exciting opportunity to re-examine REAP's role and, if necessary, change its objectives to give direction to the new organisation. To this end a stakeholders event was held in June 2006 which concentrated solely on the future of REAP and was used as an opportunity for stakeholders to comment on future direction and to amend REAP's objectives

Stakeholder Consultation Event

A stakeholder consultation event was held in June 2006 when 98 people were invited to either an afternoon or evening event. Forty stakeholders attended and they can be broken down into representing the following sectors:

Local Government / Agency:	14
Community / Environmental Group:	14
Voluntary Sector / Social Enterprise:	12

33 people returned their questionnaires and their comments were as follows:

REAP has operated for the last nine years as part of a large UK charity Community Service Volunteers (CSV). Currently the project is considering the option of becoming an independent local charitable organisation.

Go Independent:	30
Stay in CSV:	1
No Response:	2

What is the main reason for your view? (see appendices for full list)

"Local ownership, local control & responsibility"

"Could reflect & be more identified with local needs"

"REAP has a separate, quite defined identity & should develop this & go forward, obtaining funding & developing radical community development projects"

"Freedom of movement – ability to take the project to a new level – flexibility"

"More flexibility to develop & meet local need"

"Time seems right for the next stage of REAP's development of what it can do for Moray"

"Greater autonomy, different funding opportunities. Better development opportunities"

"open up funding sources"

"I believe they can become more sustainable and possibly avoid the peaks and troughs that occur under the present funding situation"

"REAP has much more to offer as an independent locally based social enterprise"

"REAP should be the provider of a Social Enterprise Network. If funding is available I see no reason why REAP should not stay within CSV. CSV is well known"

"local ownership, greater capacity to respond to local priorities."

New Mission Statement, Objectives and Activities

In order to refocus the organisation and in response to previous feedback from stakeholders there was a redrafting of our mission statement and activities. This was amended after our stakeholder consultation workshops in June 2006. The resulting new Mission Statement, Values, Objectives and Activities are as follows and are to be refined by the incoming Board of Directors:

REAP's Updated Mission Statement

REAP works with local groups and agencies to encourage social enterprise, promote sustainable development and raise environmental awareness.

REAP's Updated Values and Principles

The following are the underpinning principles which inform the work of REAP.

- We support volunteers and agencies to identify challenges and work jointly towards solutions which make people the centre of decision making in their community.
- We know that people are the key to addressing the concept of sustainable development.
- We understand that how we do things and how we engage with people are as important as what we actually do with them.

REAP's Updated Objectives and Activities

Business Objective One

“To provide support and training to existing and emerging social enterprise organisations in Moray” by:

- Supporting and facilitating the Moray Social Enterprise Network.
- Providing accredited training in partnership with the Social Enterprise Academy.
- Providing general capacity building training for the Social Enterprise sector.

Business Objective Two

“To develop a base which will act as a hub for social enterprise organisations within Moray” by:

- Carrying out a feasibility study and, if appropriate, developing a hub facility incorporating meeting space, offices and an administrative support service.
- Developing the space as a regional centre of the Social Enterprise Academy.

Business Objective Three

“To raise environmental awareness and involve organisations and individuals in minimising their environmental impact in Grampian” by:

- Producing a monthly carbon neutral “Green Diary” to highlight environmental and sustainable development events in the Grampian area.
- Supporting organisations to measure, reduce and offset their carbon footprints.
- Offering a community eco-survey to initiate environmental projects through a Green Village Project.

Business Objective Four

“To deliver capacity building within the third sector in Grampian” by:

- Providing Social Audit and economic impact training and facilitation.
- Offering a finance and administrative support service for voluntary organisations.
- Assisting HIE Moray in distributing Community Grants and dovetail this with other capacity building work.
- Working with community groups and agencies to further the aims and objectives of REAP.

Comments received on the new objectives etc from stakeholder event include: (see appendices for full list)

“Very sound objectives & principles”

“Concerned that REAP is spreading its net too wide & image will be blurred”

“The sooner the better!”

“These are all good, concise and worth of son of REAP”

“Thoroughly approve”

“Above are OK – the real focus will be on the individual projects and the benefits deriving from them”

“Very clear what you hope to be about”

“In agreement”

“Keep the focus on SE. Mission – much tighter, easier to digest”

“REAP is about the local area & local people & is obviously committed to this area. I think it would be a shame to move from their roots in Keith”

“Avoid duplication when it comes to training – Good luck”

“Keep focussed on Moray as a whole and not move towards Elgin. Think it works well in Keith as it covers more rural areas”

“Within our group we decided that REAP would be better concentrating on SE & not voluntary organisations because groups will get confused between REAP & CSV”

“I believe that these statements are an improvement on previous. They are more direct and to the point”

Staff and volunteers were also asked to rank the new objectives in order of priority from 1 to 4. The results were as follows:

To provide support and training to existing and emerging social enterprise organisations in Moray			
1	2	3	4
✓✓✓	✓✓✓		
To develop a base which will act as a hub for social enterprise organisations within Moray			
1	2	3	4
	✓✓	✓✓	✓✓
To raise environmental awareness and involve organisations and individuals in minimising their environmental impact in Grampian			
1	2	3	4
✓✓✓	✓✓		✓
To deliver capacity building within the third sector in Grampian			
1	2	3	4
✓		✓✓	✓✓✓

There were no suggestions on any other objectives REAP should be addressing and additional comments on this were as follows:

- *I think all these pieces of work/objectives are important*
- *1 & 2 most important to Moray*
- *3 & 4 a major priority nationally*
- *4 is existing core work*
- *We are an organisation on the cutting edge in Social enterprise and environmental awareness and need to be aware of our pioneering role.*
- *I believe REAP is a well managed and committed organisation which engages in valuable projects. REAP has always given me great support and encouragement.*

Commentary

In general the proposed changes were warmly welcomed by the stakeholders. The objectives and activities were seen as concise and would lead to more focus. Staff and volunteers put objective 1 (*to provide support and training to existing and emerging social enterprise organisations in Moray*) at the top but only slightly ahead of objective 3 (*to raise environmental awareness and involve organisations and individuals in minimising their environmental impact in Grampian*). These two objectives perhaps cover the majority of existing time staff spend on project. Objective 2 is one specific objective to develop a physical base as a hub for social enterprise in Moray and Objective 4 is perhaps seen as an underpinning all the other objectives so given a lower priority.

Where We Are Now

REAP's Updated Business Plan

From the Stakeholders Consultation meeting a Business Plan was agreed which outlines a strategy which will allow REAP to expand further the current breadth of work and develop niche elements. This policy would diversify income streams and move the project towards a more sustainable, long term future. Comments received on each issue are included in the appendices. The following diagram illustrates the spectrum of the work REAP can carry out from Social Enterprise to Environmental.



Activity: **Social Enterprise Network**

Proposal: Facilitate a Moray wide Social Enterprises Network.

Rationale: Initial research to be carried out in 2006 with network launched in early 2007. REAP will provide secretariat support to the Network for its first three years.

Activity: **Social Enterprise Training**

Proposal: Develop a social enterprise training strand in partnership with the Social Enterprise Academy.

Rationale: Develop training and capacity building programme in line of Moray Social Economy Partnership research, national research from Senscot and feedback from network.

Activity: **Asset Development – Feasibility Study**

Proposal: Secure a long term base for REAP which has income generating potential and which can support training activity; shared office space and centralised administration services.

Rationale: Carry out feasibility study with funding through The Big Lottery and Communities Scotland New ideas Fund to look at new build or renovation options.

Activity: Social Accounting and Participatory Evaluation

Proposal: Continue to run clusters and provide individualised support for organisations to carry out social audits.

Rationale: Proven tool which demonstrates sustainability in action – how an organisation is meeting its social objectives and demonstrating and measuring its economic and social impacts.

Activity: Administrative Services

Proposal: REAP to offer administration services to social economy and voluntary sector organisations in Moray.

Rationale: Payroll service provision for organisations with employees and management accounting services for small scale groups. Limited income generating potential initially but will act as a social benefit activity for REAP.

Activity: Community Grants Programme

Proposal: Continue to administer this scheme on behalf of HIE- Moray.

Rationale: Accessible grant scheme for local groups. Match funding generated through grants in eligible area. Administration fee covers one day a week for a project officer post.

Activity: Vegetable Box Scheme

Proposal: To set up a weekly vegetable box scheme to deliver to 200 families on low incomes throughout Moray.

Rationale: Feasibility study carried out in 2006 gave indicative costings. Additional market research carried out to identify customers, suppliers and pricing strategy.

Based on feedback from stakeholders it was agreed that REAP would not take this work forward but find another organisation to do so

Activity: Sustrain -Green Village Programme

Proposal: Work with two communities in Moray to measure their global footprint and with a team of volunteers in each community to measure individual footprints.

Rationale: Demonstration project to make sustainability relevant to individuals and communities in Moray.

Activity: “The Green Diary”

Proposal: Continue to produce monthly themed editions.

Rationale: Good public profile for REAP - The Green Diary promotes local activity and is a “carbon neutral” publication.

Activity: Carbon Neutral Project

Proposal: Develop training materials based on the current project to make The Green Diary a carbon neutral publication.

Rationale: Deliver training and support to organisations to help them offset their carbon emissions.

Activity: Consultancy

Proposal: Continue to sell consultancy services which are consistent with core objectives.

Rationale: To increase income earned from consultancy work in order to better position REAP as a social enterprise.

REAP's Updated Structure

19 of the 31 attendees at the stakeholder event indicated that they would be willing to be part of a steering group. From this a steering group of five people were set up as a short term, time limited steering group to help REAP set up its new structure and met from August 2006 to January 2007. This steering group has enabled the new company to be registered in February 2007 and attain charitable status in February 2007. A new Board of Directors has been formed to take the new REAP forward with the new objectives and met formally for the first time on June 2007.

CSV has been involved at all stages of the process and have been supportive and helpful. We are currently in consultation with The Moray Council over the possibility to transfer pensions

7. Actions and Reflections

Compliance

Staff Handbook

As a CSV project REAP complies with all policies as outlined in CSV's staff handbook which is issued to all staff on commencement of employment and is regularly updated. The handbook includes information on;

- CSV's values
- Hours and pay
- Maternity benefits
- Paternity leave
- Holiday entitlement
- Grievance procedures
- Disciplinary procedures
- Staff development
- Equal Opportunities Policy
- Data Protection Act
- Trade union membership
- Health and safety at work

Managers Handbook

A more detailed version of the staff handbook which outlines policies and procedures is available to managers and is updated by the Human Resources Department in London on a regular basis. This pack contains additional information on subjects such as;

- Environmental policy
- Volunteer involvement policy
- Child protection procedures
- Recruitment
- Managing absence

Financial Management Procedures

REAP use CSV's Financial Management Manual which is issued to all managers at a two day financial management training course.

Annual Appraisals

All REAP staff have participated in Annual Appraisals during the current accounting period.

Summary of Action Issues

Values and Core Principles

1. Improve communications with stakeholders by redeveloping website and instigating an e-newsletter to keep stakeholders informed of the work and values of REAP.
2. REAP will develop and publicise a simple Complaints Policy as part of a range of policies for the new organisation, and make these available to stakeholders.

Objective One – Capacity Building

3. Instigate a procedure to gather in views on objectives from stakeholders at the time of the work rather than later. This will require a feedback sheet to be drawn up which will include a description of the objective or activity appropriate for that specific piece of work. Stakeholders and participants can then be asked their views on how the work is contributing to achieving the specific objective which the activity aims to accomplish as well as standard questions on how the work is conducted, venue etc.
4. Redraft the application form to reflect the greater emphasis HIE Moray are placing on the economic contribution from the applicants. A guidance note could accompany the application form to make this clear.
5. Promote the Grant Programme through greater use of press releases and publicity materials.
6. Investigate other methods of benchmarking sustainability other than the Sustainability Checklist.

Objective Two – Partnership Working

7. Ensure the role of the new Board of Directors is clear to the Board and to staff and that lines of communication are clear and open. If this is instigated from the start it will hopefully prevent feelings of disassociation being formed by either of the parties concerned.
8. After a contract is concluded maintain a dialogue with Contracting Organisations in order ascertain how successfully the contract was delivered and in order to keep a visual profile to maximise repeat business. This will include a phone interview at the end of the contract to find out the level of customer satisfaction.
9. To be aware of the differing priorities of organisations in relation to specific pieces of work and to attempt to deliver each contract in a way which meets these priorities.

Objective Three - Networking

10. REAP will continue to explore options to improve the look, format and distribution of the Green Diary and the look of the online issue. This is important in order to make it more appealing to advertisers.
11. Investigate the possibility to link the Green Diary with existing local online forums rather than creating a new one.
12. Develop an editorial policy and review whether to introduce an editorial board.
13. Investigate how to improve accessibility for the visually impaired.

Objective Four – Internal Performance

14. Every three years, starting in 2008, REAP will conduct a complete green audit, and to monitor on an annual basis.
15. Subsequent staff meetings be used as a focus group to discuss issues raised by the Social Audit.

Environmental Impact

16. Tighten up practice of purchasing re-cycled and environmentally friendly toilet and cleaning products by consulting with new cleaning company.
17. Move to Green Energy Tariff electricity when possible.

Economic Impact

18. To instigate a recording system which will enable volunteer hours and their leverage cash equivalent to be included as in kind income for our returns to OSCR, our annual accounts and our future social audits.
19. Investigate further methods of measuring economic impact including Social Return on Investment.

Reflections of the Social Audit Process

Although this is the third social audit which REAP has done, the systems in place of storing information for CSV, European claims etc do not necessarily dovetail with the information required for the audit. However this has been compensated by REAP being more aware of the gaps and what type of information to collect for our social audit.

The change in staffing levels and types work, combined with the fact that REAP is setting up as an independent organisation, has meant that direct comparisons between this and the last set of social accounts has been difficult. However, the continuation of the monitoring of environmental and wider sustainability indicators has been a positive development.

It is only when the accounts are being written does the relevance and the necessity to accurately and continually collecting information becomes apparent. This has been the most useful lesson learned by the author of the accounts during the process for completing the audit.

Plans for the next Cycle

With the opportunity to create new recording systems for the new organisation it is planned that social auditing will be integrated into these systems. There can be more joined up monitoring procedures including the creation of proforma feedback sheets for work as it would be effective to collect more evaluation data at the time, rather than retrospectively. It would also be valuable to collect personal feedback from officers and contracting organisations on completion of contracts. It would be worthwhile making use of the SAN Compliance and Organisational and Governance checklist.

It is intended that the monitoring results be integrated into an annual report for the new REAP. This will enable our annual report to include information on our social, environmental and economic impact. It is then our intention to combine these monitoring results, along with specific research or focus groups, into for a formally audited set of accounts every two years.

Dissemination

Once audited it is the intention of the project to disseminate a copy of the report to:

- CSV Scotland Director
- CSV Executive Director
- Funders
- Board of Directors
- Staff
- CBS Network to add to their training library
- Social Audit Network
- HIE Moray
- Social Enterprise Academy
- Next Steps Consultancy to add to their national register of Social and Environmental Reports

Other stakeholders such as groups and volunteers will be able to view a copy in the REAP office or if requested a full copy will be sent to them. An abridged version will be produced and sent to as many organisations in Moray and Aberdeenshire as possible. It will serve as a document in its own right and also as an example of what Social Accounting is about, so that any local groups who want to find out more about the process can contact REAP.

Both the full and abridged versions of the report will also be made available through the REAP website.



REAP-CSV

177 Mid Street, Keith, Banffshire AB55 5BL

 01542 888070

 reap@csv.org.uk

Appendices

1. Work with volunteers

- List of groups by activity
- List of groups we have worked with
- ESF Returns – eligible volunteering sessions

2. Comments received regarding Community Grant Programme

3. Green Diary Responses

4. Stakeholder consultation event - results