

SOCIAL AUDIT NETWORK ANNUAL REVIEW 2017/18

The following report describes the activities undertaken by the Social Audit Network (SAN) during 2017/18, and uses the evidence collected from these activities to evaluate the outcomes and impacts which have been created.



Social accounting and audit for the community sector

This report accounts for performance against the activities contained in SAN's Plan on a Page Business Plan (Appendix 1).

It should be noted that at this point, SAN has not attempted to account for whether it is delivering its organisational values. This will be the subject of further research in the coming months.

HIGHLIGHTS from 2017/18...



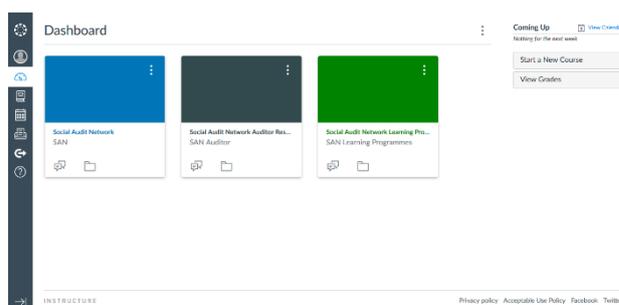
SAN Gathering '**Reporting on Social Value - Good News, Fake News, and the need for Social Audit!**'

Starting a 'social movement' with Neil McInroy of the Centre for Local Economic Strategies



Reunion with sister organisations from across the globe

Launching the SAN Learning Platform



..and making a difference.

The **Social Audit Network (SAN)** is a not-for-profit organisation, incorporated in 2003, which facilitates the exchange of information and experience between practitioners of social accounting and audit in the social economy, community and voluntary sectors. SAN holds regular meetings, events and an annual conference at venues around the UK, distributes a monthly SAN circular to its email network and has developed a website. SAN has a number of sister organisations across the world.

SAN was established by members of a national network of evaluation, social business and community development practitioners which had existed since the mid 1990s in the UK. As interest in social accounting increased, it was decided to formalise and form an organisation which provides support, practice-sharing and learning; as well as regulating the social audit arrangements.

Social Accounting and Audit allows a social economy organisation to build on its existing monitoring, documentation and reporting systems to develop a process whereby it can account fully for its social, environmental and economic impacts, report on its performance and draw up an action plan to improve on that performance. Through the social accounting and audit process an organisation can understand its impact on the surrounding community and on its beneficiaries and build accountability by engaging with its key stakeholders. In this way it can prove its value and improve its performance.

SAN social accounting involves clarifying what a voluntary, community or social enterprise organisation does, what it is trying to achieve and who it is working with. Then, on the basis of this information, it collects quantitative and qualitative information and data which relates to its overall objectives and underlying values. This usually lasts one year and runs concurrent with the financial year. At the end of the social accounting year the organisation brings all the information together in the form of social accounts that are independently audited and after revisions the social accounts form a Social Report.

SAN has developed an approval process for Social Auditors (persons qualified to chair the Social Audit Panels which verify social accounts) and both maintains a register of approved Social Auditors as well as applying a quality assurance system based on feed-back from organisations audited, continuous professional development and occasional peer review.

SAN VISION, MISSION, VALUES AND OBJECTIVES

Vision:

The Social Audit Network will work towards becoming the foremost network organisation in the UK promoting an accessible social accounting and audit process for the community, social economy and public sectors.

Mission:

The Social Audit Network seeks to promote and support social accounting and audit as the preferred means whereby organisations operating in the community, social economy and public sectors report on their social, environmental and economic performance.

Values:

SAN is committed to upholding their values based around...

- Democracy
- Accessibility
- Empowerment
- Partnership
- Transparency

Objectives

- To promote, facilitate and encourage the use of social accounting and audit through the sharing of information and experience
- To lobby and influence other bodies and institutions on behalf of the Social Audit Network
- To establish and administer a process to approve persons who are deemed competent to act as social auditors
- To identify and arrange appropriate training and continuing personal development for social auditors and social accounting trainers/facilitators
- To undertake research and consultation to develop agreed common standards which may be applied in respect of i) the content of a set of social accounts; ii) the processes used in gathering information for and preparing social accounts; iii) the methods by which social accounts can be verified as trustworthy
- To manage SAN competently and with commitment to our values

2017/18 ACTIVITIES

The following report describes the activities that SAN undertakes to deliver the mission and objectives described above.

AREA OF WORK – Network events and training

Conference

The SAN Gathering '**Reporting on Social Value - Good News, Fake News, and the need for Social Audit!**' was held in Liverpool in October 2017. Access to the papers can be found at: <http://www.socialauditnetwork.org.uk/events-training/san-conference-2017/>



65 people attended the Gathering, including 22 SAN Directors and speakers. The event benefitted from the attendance of 3 representatives from SAN India and the emerging SAN Middle East – who brought an insight of the potential power of social audit in those countries. Although the Keynote Speaker, Neil McInroy, was unable to attend at the last minute due to an urgent

meeting with the Scottish government, he sent a colleague with a short video of his proposed speech. This has proven to be of benefit as it gives SAN access to something for use on our website and social media. The video is currently posted on [YouTube](#).



Feedback was extremely positive and included: 'Really interesting' 'It was better than I expected' 'Very thought provoking' 'Excellent presentations – clear and concise' 'Good event – enjoyed the day' 'Good teamwork from Directors' 'Very informative and good networking'

The innovation of a poet in residence was also extremely well received and Lyndsey's poems are also now published at the SAN web pages. Just by listening to what was going on around her, Lyndsey was able to present 2 poems inspired by the event – 'Fake News' and 'The Chain'.

However, there were a small number of negative comments in feedback, including 'Breakout sessions – room was too noisy to hear the quiet voices'. Some things that delegates saw as negative points – such as 'More people should be here!' and 'It was too short!' - should be taken as encouragement for future events.



Financially, the event made a small surplus despite only having one, small donation in lieu of sponsorship.

In conclusion, the 2017 Gathering was extremely successful and well received by the audience. Working with the Women's Organisation is extremely easy and reduces the demand on SAN Directors. The venue is always excellent value for money and a great standard. Feedback from participants was positive and has increased interest in SAN from several parties, including people coming forward to host SAN events, become Members or join the Board. It has also opened opportunities to develop discussions around social audit / assurance of social impact reporting with a range of social, public and business sector organisations.

Training

Four 2-day Prove Improve Account (PIA) workshops were held during the year. Wolverhampton (4 participants), Salford (5 participants), Stockport (3 participants), and Liverpool (9 participants).

Feedback included 'Really enjoyed the learning' 'I hope to use this in my practice at work to develop support' 'Lots of examples and lots of resources – accessible' 'Wonderfully engaging workshop, thanks Lisa!'.


The Wolverhampton PIA involved 3 people attended from Midlands/Telford Credit Unions and one from a local housing association. Following the workshop, a follow up meeting was held with the Credit Union representatives to get them primed for starting their social accounts. A further meeting was also held with Wolverhampton City Credit Union to discuss taking the process forward.



Financially, all PIA workshops made a surplus for SAN. All were delivered by different accredited SAN trainers. Venues were provided by local voluntary / social enterprise organisations, either at cost or free in lieu of participation by a member of staff.

In conclusion, the PIA continues to be our main training offer. The Stockport and Liverpool PIAs used the Learning Platform during the training and participants welcomed access to this. Anecdotally, we know that two participants at the Stockport PIA have both almost completed their first set of social accounts (One Manchester Housing Association and Stockport TPA). One participant at the Salford PIA has used the SAA process to write a social impact report for one of her clients, with a view to that organisation going on to develop social accounts in the future. The PIA course is the most successful entry point to organisations actually starting their social accounting journey.

It should also be noted that a senior manager from One Manchester attended the Stockport roadshow in March 2017, and then sent a colleague on the PIA later in the year, which has now resulted in that organisation starting their social accounting. Co-ordinating our events and training offer appears to be more successful than just holding PIAs with no 'lead in' event.

Roadshows

SAN held a Roadshow in Coventry in July 2017. Despite concerted local efforts, only 3 bookings were taken and although the event went ahead, it did not present the networking opportunity that was hoped for.

A second Roadshow, planned for York St John University in February 2018, was cancelled due to lack of bookings. The date chosen turned out to be both the same date as the national Social Value Summit and a few days after an Impact Management Programme Event where participants were being paid to attend.

In conclusion, it has proven to be extremely difficult to organise regional SAN events without a substantial access to local networks and profile regionally. 2 previous events in the Greater Manchester area built upon contacts through the GM Social Value Network. Similar profile hasn't yet been achieved by SAN in either York or Coventry.

AREA OF WORK – Social Accounting and Audit resources

Guide and Learning Platform

The Guide continues to sell at a steady but slow pace. 50 copies have been sold during 2017/18 – 22 with PIA training and 28 elsewhere, including 5 which have been shipped abroad.



canvas

The Learning Platform was built by Lisa McMullan and Alan Kay during the summer of 2017. It was launched at the Gathering in October 2017. All members of SAN, including all auditors, have access to the Learning Platform. Anecdotal feedback so far has been extremely positive, particularly when used with the PIA training.

52 people now have access to use the Learning Platform.

In conclusion, the Learning Platform will be a huge opportunity for SAN going forward – it replaces the Guide as our USP! It is proposed to use it as the basis for all PIA training going forward. A 'train the trainer' workshop was arranged for 8th March 2018, at which accredited SAN trainers were shown how the Learning Platform can be used to support others in social accounting.

Audit

Initial auditor returns for 2017/18 show very little social audit panel activity across the country. The 3 returns which have been received 31st March 2018 describe only 1 social audit panel. It should be noted that although there are other active auditors, the overall volume of SAN audit panels is probably fewer than 10 in total. However, auditors have reported use of their audit skills in other ways; supporting organisations with their social accounting, carrying out audited self-assessments, other social audit consultancy and delivering training.

One new social auditor was approved during 2017/18 (Sue Osborne). There is currently a waiting list of people wanting to complete their auditor training.

There was no specific social auditor CPD event this year, as the Gathering included a focus on audit and assurance.

In conclusion, despite the lack of social audit panels, auditors generally appear keen to remain committed to being SAN auditors. Their returns describe their involvement in social accounting activity and use of audit materials in support for organisations.

AREA OF WORK – Influencing and Operating as a networking organisation

Membership and partnerships

There are currently 16 ordinary members of SAN (up 2 from the previous year) and 15 UK based social auditor members. There are also 24 overseas auditors, the majority being located in India.

During 2017/18, SAN has developed closer working with the following;

- **Social Value UK** – SAN is a back to back member of SVUK for which there is no charge to either organisation. SAN was invited to lead a workshop at the Social Value Exchange in October 2017, and Jeremy Nicholls (SVUK CEO) spoke at the SAN gathering in October. SVUK have been extremely helpful in promoting SAN events, particularly using social media. Strong personal contacts have been made with some SVUK staff and work is ongoing to explore opportunities for joint regional events.
- **Social Enterprise UK** – SAN has become a 'back to back' member of SEUK, for which there has been no charge to either organisation. Although SEUK has been helpful in promoting SAN events and SAN has been active on social media in support for SEUK, this has been the full extent of joint activity to date. However, SAN was invited to attend the launch of the SEUK sponsored review of Social Value activity in December 2017, which did give opportunity to meet key stakeholders in the social value world.
- **Social Enterprise Mark** – Richard Cobbett from SEM attended and spoke at the SAN Gathering in October.
- **SAN India** – [SAN India](#) continues to expand and operates as a project of the Centre for Social Initiative and Management ([CSIM](#)). There are currently 11 social auditors in India. In 2017/18, SAN UK and SAN India entered into a formal agreement which sees Indian auditors registering with SAN UK for a one-off fee. Certificates are issued for Indian Auditors and SAN India pays an annual fee as a sister organisation. SAN India will grow a SAN in the Middle East, although this new SAN 'sister' hasn't yet been launched.
- **SAN in Australia** is led by the [Mercury Co-operative Ltd](#). This is a co-operative support organisation and is pushing social accounting in Australia. It does not train auditors, although there are a small number of SAN auditors only one still operating in Australia, there have not been any audit panels this year. SAN in



Australia is collaborating with SAN India around an online platform. SAN Director, Anne Lythgoe, took part in a [webinar](#) for SAN in Australia, with the support of the University of Salford. SAN in Australia pays an annual fee to SAN UK as a sister organisation.

- **SAN South Korea** – an annual fee continues to be paid to SAN from Korea, and regular updates are received in Korean. The SAN Guide has been translated into Korean and is used to support a growing social enterprise movement.
- Other opportunities exist through organisations such as Co-operatives UK, New Philanthropy Capital, the Social Value Portal and CLES – although at this stage dialogue has been high level and non-specific in terms of joint actions.

In conclusion, persistence with support and brokering other organisations and networks would appear to be a productive way of getting the SAN message out and raising the SAN profile.

Regional networks



SAN has 11 regional coordinators, located in south central England, south east England, Scotland, north west England (3), north east England, south west England, West Midlands, Wales, and Northern Ireland. Regional activity has been patchy, with the majority of current queries from the office coming from organisations located in the north

west of England. Other enquiries this year have come from the south west, Yorkshire and London. However, analysis of enquiries through the SAN website show that the largest number of enquiries are international – India, Australia and other European countries.

SAN Director Dave Furze has contacted existing regional coordinators and has prepared a separate analytical report. This showed that the majority of regional enquiries related to social impact and its measurement. It also showed that San should put more effort into regionally based events and meetings, using these to talk about social accounting, impact measurement and share case studies.

In conclusion, the Social Audit Network Board has agreed to focus more activity on regional work, including the setting aside of a small budget for running regional events (covering the cost of venues and refreshments, for example). In the north west, a clear division of the region is required. Further effort will be put into the recruitment of additional regional co-ordinators.

Promotional Activities

SAN has taken an active part in several events run by partner organisations, including the Social Enterprise Mark Conference (June 2017), GMSVN Conferences June 2017), SVUK Social Value Exchange (November 2017) and SEUK report launch (December 2017).

Other potential opportunities for promotional activity have included Anne Lythgoe's involvement in the Impact Management Programme, attendance at events with SVUK and suggestions for further discussion with the Charity Commission and CIC regulator. However, these opportunities haven't really had a clear strategy or apparent benefit to date (other than NPC publication of one of Anne's blogs).

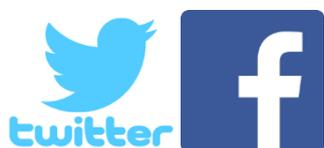
Dave Furze has registered as an Inspiring Impact Champion, which has given SAN some profile with that programme.

A leaflet has been prepared with NMC design and print, which has been used at conferences and roadshow events, and an opportunity exists to meet Alex Sobel MP – although this still needs to be followed up.

In conclusion, the activities of directors in promoting SAN is the main way that our message is shared, and people get to hear about SAN. A clear strategy is required as a focus for these contacts – so that there is a clear 'ask'.

Communications

The majority of communications activity around SAN happens through its Twitter and Facebook accounts. In fact the majority of this activity is led by one person (SAN Director, Sean Smith)....



SAN currently has 1,284 Twitter followers and 386 follows / 409 likes on Facebook

The SAN website has been recognised by directors as needing an overhaul. A lot of the website material has been duplicated onto the learning platform and could be archived. A review of content has been undertaken, but this urgently needs review and a decision made about what happens next.

SAN also needs to make sure that it is GDPR compliant, with a clear record of 'opt in' to receive information from SAN and the opportunity to 'opt out' again. Anne Lythgoe is reviewing this situation with the office.

The Mail Chimp newsletter system works well, but a push is needed to increase numbers of people receiving this.



A regular blog is published at the SAN [Wordpress](#) site. The main contributors are Directors Alan Kay and Anne Lythgoe, with Sean Smith providing an important editorial role. The SAN blog has been reproduced in Australia (Pro Bono News), by NPC in the UK, CSIM 'Conversations Today' in India and has been the subject of much increased social media activity.

In conclusion, social media remains the main SAN communication tool. Efforts should be made to ensure that these are effective and also GDPR compliant. SAN should reflect during 2018/19 on its strategic approach to the management of communications tools, particularly its website.

AGM

The 2017 AGM was held after the Gathering in October. It was attended by 12 SAN UK based members and 3 observers from SAN India. The Chair's report noted the period of financial and other challenge to SAN and its ongoing successes. Two Directors stepped down and with the sad passing of Bernie Speight, the number of elected directors has reduced, currently standing at 8. Since that time, one of Bernie's close contacts has put herself forward to join the Board.

During 2017/18, the SAN Board has operated with 2 separate groupings – an Executive of 5 Directors and other Directors (previously 6, but following the AGM, only 3 people). This shift has been used by SAN previously in periods of austerity, to good effect, and was agreed following the loss made during the 2016/17 financial year.

In conclusion, SAN maintained its compliance with the principles of good governance. The contraction of the Board meant that savings could be made in the cost of meetings, but this split also led to increase in the need for focused communication.

Consultancy



Although SAN itself does not employ staff or undertake consultancy in its own right, it does work with key partners to deliver support and advice, using the SAN social accounting and audit methodology. One of the main reasons that SAN has been able to secure its position financially in 2017/18 following a loss in the previous financial year, has been the successful award of a consultancy contract via the Women's Organisation. Although all the

work will be delivered by the Women's Organisation, SAN will make a surplus from this work which will sustain office activities for 2017/18 and 2018/19.

A one-off training session was held for Voluntary Action Derby. This organisation is awaiting news on the re-funding of their project and have indicated that if successful, they will ask SAN to provide additional support.

Further consultancy tender submissions made by SAN partners using the SAN brand and methodology were unsuccessful.

In conclusion, although SAN itself cannot directly tender for consultancy work, the SAN brand has been used successfully by Director members. This has brought considerable revenue to SAN over the last few years in tithes, finders fees and contributions for intellectual property. It is a critical income stream alongside training and events.

Finance

At 1st April 2017, SAN held reserves valued at £8,255, and had made a loss of £5,483 on a turnover of £21,237 in the financial year 2016/17. This represents a substantial reduction on the turnover of previous financial years, and reflects the lack of Conference activity, fewer training workshops or other events that year. There was also no consultancy or project activity in 2016/17.

However, during 2017/18, SAN has turned around its fortunes, and the latest management accounts (January 2018) show that SAN is anticipated to make a small surplus in the current financial year. This is primarily as a result of the consultancy work led by the Women's Organisation. Prudent financial management has also meant that a large proportion of the income generated from this consultancy work can be added to reserves in order to replace that lost due to the 2016/17 deficit. The accountant is also chasing recovery of the Corporation Tax paid in 2015/16.

However, despite the immediate healthy position, the medium to long term financial outlook is still not promising. SAN has benefitted from injections of income over the last 5 years from consultancy, the majority of which has been led by the Connectives and the Women's Organisation. Although SAN has significantly cut its costs; the income from memberships, sales of Guides and tithes from training and auditing would not cover the amount needed to operate SAN.

In conclusion, SAN is at its most successful with a diversity of income sources and keeping costs to a reasonable minimum. It is a very tight balance to manage. 2017/18 has been a successful year for SAN financially, in that it both made a surplus and increased turnover on the previous financial year. SAN employs no staff (most of the work is done by volunteer Directors), therefore does not need to retain significant reserves. A medium term financial plan is in place which prioritises training and regional events, as well as the securing of sponsorship for the annual Gathering.

Office and administration



During 2017/18, SAN worked with the Women's Organisation to successfully reduce the cost of the office contract. Office tasks are all now done on a task by task basis, with Anne Lythgoe acting as client manager and Sandra Sipaviciute as account manager for the Women's Organisation. This arrangement works well.

The office does the ongoing book keeping, issues invoices and sets up payments at the bank. Anne Lythgoe prepares management accounts for the Board and works with fellow Director Lisa McMullan to authorise payments.

The office provided extremely strong and timely support during the run up to the Gathering in October.

Feedback from the office is discussed during face to face meetings

In conclusion, transition to a more streamlined and Director-led office arrangements appears to be working well and have happened seamlessly. There is a risk however, that many tasks sit with one director (although looking back, this situation has always been the case).

RECOMMENDATIONS FOR 2018/19

- **Increase the regional focus – with roadshow events being held as lunch time 'squeeze sessions' offered free of charge to attract attendance**
- **Establish a strong a regular programme of training across the country – where possible following on from regional roadshow events**
- **Develop relationships with Social Value UK to increase regional interest in both organisations**
- **Recruit new regional co-ordinators where needed**
- **Offer access to the SAN Learning Platform to all PIA workshop participants for one year**
- **Explore how additions and improvements can continue to be made to the Learning Platform**
- **Continue effort to use the SAN brand on consultancy submissions**
- **Hold annual Gathering in Liverpool in autumn of 2018**
- **Follow up mutually beneficial relationships with key partners**

APPENDIX 1 - SOCIAL AUDIT NETWORK 2017/18 Plan

The Social Audit Network promotes and supports social accounting and audit as the preferred means for organisations operating in the community, social economy and public sectors to report on their social, environmental and economic performance.

OBJECTIVE – Network events and training		OBJECTIVE – Social Accounting and Audit products		OBJECTIVE – Operate as a sustainable business	
<p>ROADSHOWS</p> <ul style="list-style-type: none"> Coventry (5th July) York (28th Feb 2018) South Central (date 2018?) <p>CONFERENCE 2017</p> <ul style="list-style-type: none"> Liverpool – 20th October 2017 (54 St James' St) <p>CONFERENCE 2018</p> <ul style="list-style-type: none"> Liverpool – October 2018 (date TBA) <p>OTHER EVENTS 2018/19</p> <ul style="list-style-type: none"> Develop proposal for conferences and roadshows in 2018/19 	<p>Complete JG, AL, DF, AL</p> <p>Complete</p> <p>LM</p> <p>AL</p>	<p>GUIDE / LEARNING PLATFORM</p> <ul style="list-style-type: none"> Develop ideas for Learning Platform for SAA – potential use of 'Canvas' Work with international chapters Clear pricing for discounts on Guide Package on LP based in 10 Simple Stages – toolkit for supporting small organisations Online template for social accounts / social report Explore use of Learning Platform by (and other work with) universities? 	<p>complete AK</p> <p>Complete AL, LA, DF and others</p> <p>2018/19 AK, LM, CMc?</p>	<p>FINANCE</p> <ul style="list-style-type: none"> 1 Page business plan for 2017/18 Financial accounts 2016/17 Budget 2017/18 Using PayPal for Guides – instructions Management accounts 2017/18 <p>OFFICE / RELATIONSHIP WITH WOMEN'S ORG.</p> <ul style="list-style-type: none"> Review contractual arrangements with SAN office (and WO) SAN enquiries – rota for office SAN Administration 	<p>complete complete complete complete</p> <p>AL</p> <p>complete</p> <p>complete AL</p>
<p>TRAINING</p> <ul style="list-style-type: none"> PIA – Salford, 27 and 28 June, PIA – 3 and 4 October, ASAN, Wolverhampton PIA – Stockport, 16 and 17 November PIA – 17th and 18th Jan 2018, Liverpool PIA – Bristol or South Central (date?) PIA – part of package for SSE? PIA – Wales – TBC? ½ day workshop – Derby 18.5.2017 Webinar – SAN Australia Train the trainer PIA – run through training materials and 	<p>complete complete</p> <p>complete LM DF, AL? LA LA complete complete</p> <p>AL, LM</p> <p>AK</p> <p>2018/19</p>	<p>AUDIT</p> <ul style="list-style-type: none"> Maintain list of auditors and overview of audit programme Auditor CPD (at Conference) Discussion about audit and assurance with Soc Ent Mark, SVUK, SV Portal, etc (follow up to conference) Write up FF methodology Follow up with BSI – standards for social value <p>SAN SOCIAL ACCOUNTS</p> <ul style="list-style-type: none"> Planning for 2017/18 social accounts 	<p>AK</p> <p>complete AL, AK</p> <p>DF AL, BT</p> <p>2018/19</p>	<p>PROMOTIONAL ACTIVITIES</p> <ul style="list-style-type: none"> Soc Ent Mark Conference – 6.6.2017 GMSVN Conferences 28.6, 20.7.17 SVUK conference 30.11.2017 SEUK report launch 7.12.2017 Impact Management Programme – offer masterclass SVUK joint events - proposal Charity Commission, CIC regulator Joint promotional work with NMC Arrange to meet Alex Sobel MP 	<p>complete complete complete complete AL</p> <p>AL AL, ML AL SO, AL, CMc?</p>

<p>techniques using Learning Platform – 8th March 2018</p> <ul style="list-style-type: none"> • Scottish Social Enterprise Academy • Refresher PIA course (1 day – am recap, pm surgery on SAA. Aimed at people who have already done a PIA) • ½ day workshop B2B with ½ day promoting social value – Manchester? 	2018/19	<p>MEMBERSHIP / PARTNERSHIPS</p> <ul style="list-style-type: none"> • SAN India (invoice required?) • Australia (invoice required?) • SAN Middle East • 'Manage' communications with members • Revised membership 'offer' • B2B memberships – SVUK • B2B memberships - SEUK • B2B membership – SEM • Relationship with Co-ops UK 	<p>AK AK, AL AK, AL AL complete AL AL, LA AK AL</p>	<p>COMMUNICATIONS</p> <ul style="list-style-type: none"> • Focus on social media – regular and useful messaging • Mail Chimp Newsletter – 2 months • Blog – every 1 month • Forward blog to media (PP, NS etc) • Regular 'mail shot' to full mailing list – every 1 month • Website – review and overhaul to leave some sections not updated 	<p>SS (and all!) AL, SS AK, AL, AL AL, SS SS</p>
<p>AGM / MEMBERS' MEETING(S)</p> <ul style="list-style-type: none"> • AGM at Conference in October 2017. 	complete	<p>CONSULTANCY</p> <ul style="list-style-type: none"> • Voluntary Action Derby • WO evaluation consultancy 	<p>AL LM</p>		
<p>ORGANISATION AND GOVERNANCE</p>	<p>For 2017/18, SAN will operate as a Network with 6 groups of 'members':</p> <ol style="list-style-type: none"> 1. Executive Group of Member Directors: Anne Lythgoe, Lisa McMullan, Liz Allen, Alan Kay, Matthew Lanham (4 meetings/year) 2. Elected Member Directors: Sean Smith, Bill Taylor, Dave Furze, (virtual group, 1 meeting / year) 3. UK based Auditor and other SAN Members / Regional Co-ordinators: estimated to be around 20 people (virtual group, 1 CPD event / year) 4. International Chapters and Auditors 5. Expert Advisors – group of supporters who aren't necessarily SAN members and are not Directors, but with whom SAN has a mutually beneficial relationship (virtual group) 6. SAN mailing list of people who have expressed an interest in SAN (virtual group – not the same as the Mail Chimp list) <p>NOTE: ALL people in the first 4 groups above MUST be paid up Members of SAN – either as auditors or ordinary members.</p>				