

# **Social Accounts**

## **Indigo Brave**

**April 2004 to March 2005**



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# 1 Acknowledgements

Indigo Brave would like to thank our stakeholders who helped us with our first Social Accounts. Our clients who have spent time giving us valuable feedback about our work as well as inspiring us time and time again with their stories and courage to be who they can be. Seeing people come alive through our work makes it all worthwhile, and without that we would not exist.

Thanks to our Management Board for all their constructive comments and ongoing support.

Our staff, both permanent and freelance are thanked for their dedicated work for Indigo Brave, often working over hours and in challenging situations, and for being honest in their feedback to us.

We would also like to thank SEEM for running the Social Accounting programme and the New Economics Foundation (NEF) for their support and ideas.

Special thanks go to John Pearce at the CBS Network for his support, help and patience with this document, his contributions have been numerous and of great benefit. Without the support for John, SEEM and NEF this document would probably not exist.

## 2 Contents

### **3 Introductions**

These are our first set of social accounts, we have produced these accounts for the year 1<sup>st</sup> April 2004 to 31<sup>st</sup> March 2005 for several reasons:

- To be accountable in meeting our social objectives
- To ensure that we are living up to our values
- To set targets for continuous improvement
- To be transparent in communicating with our stakeholders
- To be a learning organisation, allowing our successes and failures to make a difference to our future operations.

On compiling the accounts it has become apparent that in some areas we are meeting and exceeding our objectives, whereas in others we have missed the mark by some way, and some objectives and activities have just been hard to measure!

What is most important to us in this process is, if we are to justify the time and expense of producing the accounts, we must ensure that the accounts offer data that will allow us to improve over the coming year. The conclusions drawn here must acknowledge what we have, or have not achieved and make suggestions on how to improve over the next year, how to develop the business and take positive action.

### **4 History and Background**

Indigo Brave started off as a small company based in a 1 bedroom flat, founded by Laila Elizabeth Risdon and Vanya Green in 1996. Indigo Brave began as a theatre-in-education company, which worked mostly in schools giving performances, conveying important social issues and messages through the use of drama and music. 9 years and Indigo Brave have moved on from specifically theatre-in-education to an established company, which holds a wide product portfolio.

Indigo Brave is a theatre based training company which works in the education, health, voluntary and corporate sector providing and facilitating training programs and workshops for both adults and young people.

We work in schools and colleges mainly on Inclusion issues and Emotional Literacy facilitating creative workshops for the students and INSETs for teachers (in school training for teachers). Within the health sector we have run many workshops for Mental Health service users and people affected by HIV/AIDS conferences and projects. Our creative style makes our workshops and training sessions unique and because they are fun, and use active learning techniques, it makes learning more effective and longer lasting. All

workshops operate in a supportive atmosphere and are facilitated by highly experienced and qualified facilitators in both the arts and therapy.

Our corporate training programme, 'Inward Bound' has been developed using our knowledge from the arts as well as how people best learn. All workshops/sessions are tailored to meet the exact needs of the individual company. These build Emotional Intelligence and advanced communication skills and personal effectiveness. For the general public, Indigo Brave provides workshops in personal development, singing, theatre and women's workshops which focus on building confidence and self-worth.

We also do charity work in both Romania and Poland mainly working with children and adult carers' and professionals who work with them, facilitating creativity and developing emotional literacy through drama and music.

All of our workshops are creative, inclusive, active, mentally and physically stimulating and fun.

Indigo Brave is currently trading as a Partnership and has 4 permanent members of staff, 2 full time and 2 part time, and approximately 4 freelance employees, employed on a casual basis. Indigo Brave also has a Management Board consisting of 6 people all with different skills and levels of experience.

## **5 Mission, Objectives and Values**

### ***5.1 Introduction***

Indigo Brave already had an existing Mission Statement when they began the Social Accounting process. However although the team liked it, it was considered to be rather long and over complicated.

At an introductory workshop on Social Accounting, facilitated by John and Alan from CBS Network, Suzanne had drafted up Indigo Braves Objectives, activities and Values. Laila, Mathew, Vanya and Suzanne then had a meeting to discuss these ideas, and it was decided that they would each take some time to work on these individually and meet again. At the following meeting, all the ideas were discussed and collected. These were presented to the Management Board on the 15<sup>th</sup> September who were then asked to go away, read through them and get back to the steering committee with any ideas. 2 out of the 5 Board members got back to the team with ideas which were discussed and were incorporated. Suzanne then presented these to the Social Accounting group, again facilitated by John and Alan. Several suggestions were made to help tighten them up, thus making it easier to quantify whether or not Indigo Brave had achieved its objectives and met its values. The final decisions were made at a steering group meeting and are outlined below. The Management Board were sent revised and finalised details. These have since been used for a number of funding applications

## **Mission**

To empower people to maximise their human potential, and to create richer, more fulfilled lives and communities, through creativity, emotional literacy and self awareness.

### **Objectives:**

**1) To run inclusive, challenging and effective workshops designed to maximize peoples potential and explore their own unique creativity.**

- By running innovative and creative based training sessions for the corporate, education and health sector.
- By running highly effective personal development workshops aimed at all members of society.
- By developing closer links and forming effective partnerships in both the public and private sector.
- By moving towards the building of our own centre to provide the perfect environment for our work.

**2) To create and perform theatre.**

- By developing challenging and innovative devised theatre shows which shine a spotlight on our world and provide artistic excellence and quality entertainment.
- By empowering people to create their own theatre, telling their stories and expressing their unique creativity.
- By creating and touring high impact Theatre In Education (TIE).

**3) To be a fair, progressive and good employer, by encouraging learning and understanding to increase potential within the working environment**

- By holding regular reviews and meetings with employees to discuss workload, progression and future aspirations.
- By encouraging staff to develop their work related skills and interests by attending conferences and training courses.
- By helping staff to have a good work life balance.
- By supporting and encouraging personal development.

- By encouraging all employees to take advantage of developing their EQi
- By holding bi-annual company fun days where staff develop relationships outside the work environment.
- By encouraging volunteers to develop their work related skills and interests through attending meetings and training courses.
- By forging links with employment schemes such as E2E and First Data
- By offering all employees a free personal health scheme.
- By creating and updating the handbook as a resource.

**4) To have a beneficial impact upon the community and the environment**

- By reducing, re-using and recycling goods wherever possible
- By purchasing recycled products or goods that minimise environmental damage.
- By looking at a future building that will conserve energy and minimise environmental damage.
- By purchasing Fair Trade Tea and Coffee whenever possible.

**5) To re-invest resource into the Company to ensure sustainability and growth**

- By maximising earned income, without prejudice to achieving our social objectives
- By developing and improving the marketing of Indigo Brave to appeal to as wider audience as possible, both current and future.
- By allocating resources to specifically employ 1 permanent sales and administration assistant.
- By continually developing and refining products to meet the actual need and requirements of clients.
- By investing in the training of directors to ensure cutting edge products are offered.

**Values**

- Creativity – to be inventive and innovative
- Inclusion – we are working towards an inclusive society through creating awareness of differing needs
- Empowerment – we wish to support people to fulfil their potential
- Integrity – to operate in a manner that is congruent to our values.

- Personal Development – we are committed to growth, ours, others, every-body's.
- Respect – to recognise everybody is equal. Dealing with everybody in a respectable manner presuming their best intention
- No Shame No Blame – mistakes will happen, they are a vital part of learning. The quicker mistakes are owned the sooner we can solve the problem.
- Excellence – in all we do

## 6 Stakeholders

We initially identified our stakeholders at a company meeting in early June 2004, Suzanne typed up the list and this was displayed on the wall for 2 weeks for anyone to add any others. No further stakeholders were added.

Stakeholders with an \* were consulted during this process

Key Stakeholders	Sub stakeholders
Young People*	
Schools [50+]*	
Teachers *	
LEA	
Employees - permanent [5]*	
Employees – freelance [5]*	
Directors [5]*	
Volunteers [2]	
Suppliers	
Funding Bodies [2 funders at present]	ACE RIFE EM-Media EMDA SEEM SET
Strategic Influencers	
Placement Providers	
The Renewal Trust	
Building users	
Management Board [6]*	

Customers*	Workshop Participants - Adults and Young People Non-participant buyers Non-participant funders Teachers / schools Audiences Potential Customers
Sponsors	
Bank	
Accountant	
Inland Revenue	
Solicitor	
Competition	
Family and Friends of Employees	

## 7 Scope of the Social Audit

As this was our first social accounting process we decided to only consult a handful of our stakeholders as we did not want to be over ambitious and resource shortages were an issue. These were as follows:

- Workshop Participants – We ran approximately 49 workshops or projects (defined as more than one session) in this social accounting period. Most delegates were given evaluation forms to complete (both adults and young people). However there are some exceptions and omissions and these are discussed later.
- Management Board – Questionnaire to identify their opinions on our Values, Objectives and Mission etc
- Management Board – H-Form to identify what they felt we did well and where we could improve. In the end a meeting did not take place in time and this did not happen.
- Employees – Full time and Freelance – Questionnaire asking them about their working environment and job satisfaction
- Employees – Green Office Checklist – to identify ideas about our environmental policy.

### Objective 1

**To run inclusive, challenging and effective workshops designed to maximize peoples potential and explore their own unique creativity.**

To help us identify if we are meeting objective 1, all our adult course and workshop participants were given evaluations to fill out on completion of their sessions.

Course participants were given evaluation forms to complete. In small workshops, groups of 5-30 people we always receive 100% back, as they are

asked to complete them at the end of the workshop. In larger groups, such as conferences, 100+ delegates we have less control, and we estimate that we receive between 50 and 75% completed evaluation forms.

These include questions such as were the workshops inclusive and challenging and the benefit they felt the session had had. They also contained a section to identify their ethnic background, gender and any special needs. Examples of these evaluation forms can be found in the appendices.

On the whole this was successful. We created a new evaluation form in October 2004, which was designed specifically to help us measure whether or not we are achieving our objectives. Therefore this meant the forms used at the beginning of the accounting year differed.

All our evaluation forms, no matter which design, generated a lot of rich material, however due to there being several different types of evaluation floating around between the Directors and the office, not all course participants were asked the same questions. For example out of the 302 adults who did complete the new evaluation form, for some reason 52 were not asked their ethnic, age or gender backgrounds. This has made it more challenging to compare comments, and we have made sure that only one copy is available now.

The young people on our workshops also evaluated our work, but not in a formal way. At the end of the workshop they are asked to write down their thoughts and feelings about the work on flipchart. This is the only data we collect from the young people. The young people can write down anything they like about the work, how they were, what they learnt etc, and some comments can be particularly poignant, and provide excellent feedback. Although we do ask the teachers to evaluate any changes in behaviour of the young people.

It also needs to be noted here, that any work carried out by our freelance employees under our name is not formally evaluated with the participants as outlined above. This is an oversight and had not been noticed until the compilation of these accounts. So for approximately 5 workshops we have no data at all about the participants ethnic background, age, gender or their opinions on the work. This is something that needs to be addressed by the company for future workshops.

## **Objective 2**

### **To create and perform theatre.**

It was decided that we would not analyse Objective 2 in too much depth this year. Due to lack of resources we did not have the time to look at all of our objectives in a lot of detail. It was however touched on in the Values, Mission and Objectives survey sent out to our Management Board and the permanent members of Indigo Brave, in February 2005.

The members of the Board who were asked were:

**Dennis Briggs**  
**Helen Toft**  
**Hannah Lane**  
**Michele Taylor**  
**Kenny Thwaites**

3 out of the five board members returned their surveys and all 4 members of permanent staff returned theirs (Cassandra had left the company at this point). The 6<sup>th</sup> member of the Board, Natarna Haddon, was not consulted on this occasion due to personal circumstances. The freelancers were not asked their opinions on the values of the company this time round due to lack of resources.

### **Objective 3**

**To be a fair, progressive and good employer, by encouraging learning and understanding to increase potential within the working environment**

In February 2005 all the permanent members of staff and Indigo Brave's 5 current freelance employees, were given a questionnaire to complete. This raised issues such as terms and conditions, pay and working environment, and was given to specifically identify key areas of objective 3. They were given 2 weeks to complete this. All 10 people completed and returned their questionnaires.

The permanent employees questioned were:

<b>Vanya Green</b>	– Director
<b>Laila Elizabeth Risdon</b>	– Director
<b>Mathew Risdon</b>	– Director
<b>Suzanne Jones</b>	– Admin and Marketing Manager
<b>Cassandra Morton</b>	– Sales and Admin Co-Coordinator (Cassandra left at the end of February 2005 to have a baby)

The Freelance employees questioned were:

<b>Lucy Killingly</b>	- Facilitator
<b>Rune Garret</b>	– Facilitator
<b>Mate Le-Mare</b>	– Facilitator
<b>Charlotte Thompson</b>	– Facilitator
<b>Rai Scott</b>	– IT specialist

We decided at the time that confidentiality would be optional, i.e. the questioned could choose whether or not to identify themselves. They were also given the option of choosing to complete the questionnaire electronically. As all the people but one questioned, identified themselves, the person who

wished to remain anonymous did not end up being anonymous. This is something for us to consider in the next social accounting year.

**Objective 4**

**To have a beneficial impact upon the community and the environment**

This was assessed by looking at where and what we purchased. The activity regarding looking at the building that conserved energy is a long term objective and was measured against the funding we succeeded in obtaining to carry out the feasibility study.

The 5 employees of Indigo Brave all completed the Green Office Checklist in October 2004. This generated some very interesting results and are discussed later.

**Objective 5**

**To re-invest resource into the Company to ensure sustainability and growth**

Again this was measured in a general way. The accounts are analysed and reinvestment in the company in the forms of training is discussed, and comments made about the training of the Directors. Cassandra was employed in the role of Sales and Admin Co-Coordinator, on a one year fixed term contract (although had to leave after 6 months as she had a baby).

Any comments made by our customers, either verbally or on the evaluation forms to improve our service were taken on board and actioned where necessary.

**8 Analysis of accounts**

**8.1 Values**

We consulted our full time employees and our Management Board to identify how well Indigo Brave lives up to its values. 9 Questionnaires were sent out and 7 were completed and returned. (numbers in **blue** are employees, numbers in **red** are the Board)

***1) Creativity – to be inventive and innovative***

Very much	4	3				Not at all
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***2) Inclusion – we are working towards an inclusive society through creating awareness of differing needs***

Very much	3	3	1			Not at all
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**3) Empowerment – we wish to support people to fulfil their potential**

Very much	3	2	1	1			Not at all
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**4) Integrity – to operate in a manner that is congruent to our values.**

Very much	4	2	1				Not at all
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**5) Personal Development – we are committed to growth, ours, others, every bodies.**

Very much	4	2	1				Not at all
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**6) Respect – to recognise everybody is equal. Dealing with everybody in a respectable manner presuming their best intention**

Very much	3	2	1	1			Not at all
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**7) No Shame No Blame – mistakes will happen, they are a vital part of learning. The quicker mistakes are owned the sooner we can solve the problem.**

Very much	4	2	1				Not at all
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**8) Excellence – in all we do**

Very much	3	1	1	2			Not at all
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**8.2 Comments about our Values from the Board**

- *Excellent values but there is a danger of being “spread too thinly” to maximise all values – Board Member*
- *It is remarkable to see how authentically your values are demonstrated in all you do – Board Member*
- *Mostly in my experience of IB your values have been important and you stick to them. – Board Member*

It seems that both the Board and our employees believe that we are meeting our values. The greatest area of improvement to meet our values would be in ‘Excellence’, it would be good to see an improvement here next year. One of the comments made about spreading ourselves ‘too thinly’ is a thought often identified within the team as we take on yet another project. It is something that we need to be very aware of if we are to continue to grow and maintain viability. An area that Indigo Brave is not always good at is letting go of a project or idea that is not viable long term. There are some occasions where we need to decide whether to do lots of projects well, or fewer projects outstandingly.

## 8.3 Objectives

1. **To run inclusive, challenging and effective workshops designed to maximize peoples potential and explore their own unique creativity.**

This is Indigo Brave's first and main objective as it encompasses all the work we do and the way in which we generate income, within all the different market segments, corporate, education, health and personal development. We hope to achieve this objective by:

- a) **By running innovative and creative based training sessions for the corporate, education and health sector.**

### Feedback from our Clients

During the year we ran 53 workshops or projects, and worked with approximately 962 people (this is approximate as it is generated from the number of people identified in the ethnic and gender breakdown, it may be the case that not all the people we worked with chose to complete our evaluation forms).

Out of the 133 responses to those questioned about how inclusive, innovative and creative our workshops are questioned on this, 57 felt our workshops were excellent in terms of how innovative they were and 69 thought they were good. In terms of their creativity 65 thought they were excellent and 61 thought they were good. For a more detail breakdown or the overall scores, please see **table: 01** below, or appendix **01**, for a detail per workshop. These clients cover the full spectrum of our client base, including those from the corporate sector, education, including school teachers and organisations working with young people out of the school environment (i.e. Connexions), adults who have developed theatre pieces and clients from other areas of the health sector.

**Table: 01.** Total responses for all our clients evaluated in 2004 – 2005

	Very Poor	Poor	Average	Good	Excellent	No Answer	Total
Content	0	2	37	142	120	0	301
Delivery	0	0	21	136	144	1	302
Professional Benefit	0	0	11	98	94	1	203
Challenging	0	0	14	80	38	1	133
Inclusive	0	0	8	63	62	0	133
Innovative	0	0	7	69	57	0	133
Creative	0	0	7	61	65	0	133
<b>Total</b>	<b>0</b>	<b>2</b>	<b>105</b>	<b>649</b>	<b>580</b>		<b>1338</b>
	Yes	No	No Answer				
Further Training	157	23	23				180

Below are some of the comments from a cross section of our client base. We have selected those from the corporate sector, public sector, education and school pupils:

- The balance between team and personal development was great. It really helped me to focus on continuing to be successful and not trying to manage other peoples perceptions of me. *Corporate client*
- I think the ideas and lessons learnt today will benefit in the future as I start applying them. *Corporate client*
- I know I have to develop my self regard, self esteem and self worth to believe in myself to enable me to flourish personally and professionally – and to believe I can do it and I am capable. *Sure Start client*
- Makes one think about how you communicate and the need for different approaches for different situations. Also makes one realise that you have skills and should feel good about yourself. *Sure Start client.*
- I really enjoyed the session and feel it really benefits, both professionally and individually. *Sure Start client.*
- I was very doubtful of the course value to me before coming but was impressed with the content and the way it was made as relevant as possible to us and delivered enthusiastically. *Dentist*
- Too much to take in all at once. *Police client*
- Used different learning styles – active, movement, encouraged, groups, visual displays etc. Felt I learnt a lot in a fun and informal environment where I didn't lose concentration. *Connexions Client*
- Good start to what I hope will be a valuable experience for young people and me. *Teacher*
- Sometimes the link to work felt intangible. *Enterprising Nottinghamshire Client*
- I think the work you do is great and I am sure it makes a difference in young peoples lives. *Yr 7 Inclusion Project pupil, written in a thank you letter*
- Wicked, the most amazing, greatest funniest experience in the whole wide world. I have learnt a lot – *Year 6 Feeder Project Pupil*
- I enjoyed the lesson very much and felt more braver since I been here! Good job I came 'cos drama is my best subject. – *Year 7 Inclusion Project Pupil*

Overall we feel that the feedback from our clients is very positive. We ran a large number of workshops last year, and with 46% of all clients rating the professional benefit as excellent and 48% as good, we really feel that we are doing something right. Many of the schools who knew our work, made repeat bookings, and our corporate work, a new sector for us in this accounting year, has since generated many repeat bookings, well into late 2005.

We feel very positive about all the comments made by our clients, especially considering 87% of those asked would like to receive further training from us. Having taken away the learning from this year we look forward to pulling up our percentage of clients who rate the professional benefit as excellent, as well as increase the percentages of excellents in terms of content and delivery style.

We asked for feedback on all our objectives from the Board and the employees, below shows the breakdown of whether or not these stakeholders felt we were meeting this activity. A score of 3 meant we were doing ok, 1 means very unsuccessful and 5 meant very successful.

	1	2	3	4	5	DK
a) By running innovative and creative based training sessions for the corporate, education and health sector.		1		1	4	1

On the whole it was felt that we are very successful in this area. However one member of the board felt that we were not meeting this activity as well as we could and commented the following:

- More emphasis needed on the corporate and private sectors. Success and reward is a very healthy route to personal development and self awareness

Our aim is to offer our work to everyone and be fully inclusive. We asked all our participants to record their gender, ethnic backgrounds and if relevant whether or not they have any special needs / access requirements. **Table 02** below identifies this breakdown

**Table 02: Ethnic and Gender Background**

<b>White</b>	British	895	<b>Black</b>	African	0
	Irish	3		Caribbean	6
	Other	12		Other	1
	<b>Total</b>	<b>910</b>		<b>Total</b>	<b>7</b>
<b>Mixed</b>	White & Black Carrib	5	<b>Asian</b>	Bangladeshi	2
	White & Black African	1		Indian	6
	White & Asian	3		Pakistani	0
	Other	5		Other	7
	<b>Total</b>	<b>14</b>		<b>Total</b>	<b>15</b>
<b>Other</b>	Any Chinese	2	<b>Female:</b>	<b>466</b>	
	Any Other	3	<b>Male:</b>	<b>419</b>	
	Preferred not to say	11			
	<b>Total</b>	<b>16</b>			

**b) By running highly effective personal development workshops aimed at all members of society.**

In this social accounting year Indigo Brave has run 2 Theatre of You workshops. 'Talk You Walk' in September 2004, a workshop looking at the many ways we communicate, and 'The Tao of Comedy' workshop in October 2004. Both these workshops were held at our premises. 10 people in total attended the workshops. We have increased the marketing of these workshops, and very slowly we are starting to see numbers increase. These workshops are a high resource and low income generating product. We offer them in an effort to make sure that our work really is available to anyone who wishes to participate. Concessions are often offered.

Some comments from participants include:

- It will help me communicate better, choosing the right way to say things.  
*Participant – Talk You Walk*

- The work has opened me up, but I don't know how permanent that effect will be. *Participant – Talk You Walk*
- The Tao of Comedy has given me insight into communication in general. A lot of what we learnt apply in everyday life. *Participant – The Tao of Comedy*

We asked our Board and employees if they thought we were meeting this objective.

The spread of answers is identified below

	1	2	3	4	5	DK
b) By running highly effective personal development workshops aimed at all members of society.			1	1	2	1

A comment was from one of the directors explained:

- Workshops were highly effective, however ran few of them last year due to the low numbers and Indigo Brave prioritising areas of growth.

**c) By developing closer links and forming effective partnerships in both the public and private sector.**

2 partnerships have been formed. We won a contract with the City Councils Teenage Pregnancy Strategy and the Drug & Alcohol Action Team, providing theatre workshops for schools and parents groups on talking to children about issues such as pregnancy and drugs etc.

We also succeeded in getting on the list of preferred suppliers for Aim Higher, who now recommend and fund our work to schools.

	1	2	3	4	5	DK
c) By developing closer links and forming effective partnerships in both the public and private sector.		1	1	2	1	1

The spread of answers here is unusual as one of the directors and one of the board both felt that we were very successful at this, while the others thought we were less so.

**d) By moving towards the building of our own centre to provide the perfect environment for our work.**

After a long application process, in October 2004 we successfully won nearly £10K for a feasibility study, from Social Enterprise East Midlands (SEEM). Since winning this money we have been working on forming partnerships and trying to identify the best way to maximise the use of this money. This is a very long term project and we are pleased to say that this is a very positive start.

	1	2	3	4	5	DK
d) By moving towards the building of own centre to provide the perfect environment for our work.			2	2	2	

Again there was quite a mixed response to this question. However the Board generally graded us lower, possibly because they have not been fully aware of the headway we have made over the last year.

## In Summary

Generally we feel we have been successful in achieving this objective at a high level. Our customers have been satisfied, we have run personal development workshops for anyone who wishes to participate, have formed several partnerships and links in the community, and have come a substantial way in the development of our centre.

### Areas to consider next year include:

- Next accounting year we need to set some targets for achieving a certain percentage of excellents in terms of the questions asked to our clients, to ensure that we are continuously improving our work.
- We need to identify how many personal development workshops we want to run and the number of delegates we would like to attract.
- We need to quantify the number and type of partnerships we would like to form.
- We need to carry out the feasibility study. The aim is to have this completed by the end of December 2005.

## 2. To create and perform theatre.

We took the decision at the beginning of the accounting period that we would not measure this objective in much detail. We knew at the beginning of the year that we would not be touring any theatre ourselves due to a lack of money and resources. However being a theatre and training company it was felt that we had to acknowledge this in some way.

The Board and employees were briefly consulted on this in February, and the results are below.

	1	2	3	4	5	DK
a) By developing challenging and innovative devised theatre shows which shine a spotlight on our world and provide artistic excellence and quality entertainment.				3 2	1	1
b) By empowering people to create their own theatre, telling their stories and expressing their unique creativity.				3	1 2	1

We ran a large project from October 2004 to May 2005, called Faith in People with HIV. Here a group of 5 people with or affected by HIV, devised, wrote and performed a play in which they told their own story. This was an incredibly dramatic piece of theatre and certainly succeeded in shining a spotlight on our world, and made many of us shift uncomfortably in our seats. Below are some comments from both the cast and members of the audience from the performance in December 2004 held at the Sycamore Millennium Centre. We received 14 evaluations back from members of the audience, although there were more people in the audience we did not record this data.

- Loved it, its strength came from the variety of voice / stories, and beautifully chosen insights, which build slowly. The mixture of comedy and tragedy worked brilliantly as well. – *Audience member*
- Shame about my ignorance even though I thought I “know it all” (isn’t that the problem with everyone?), real laughter, real tears. – *Audience member*

- A sense of realization of how much prejudice there still is, and the fear that surrounds it for both the survivors and their close relations. – *Audience member*
- I felt great, everyone worked well – *Participant*
- Proud, pleased, but exhausted as I had not been to well. - *Participant*

The majority of our work is based around theatre and often course participants will express what they have learnt by performing small role plays or theatre pieces.

	1	2	3	4	5	DK
c) By creating and touring high impact Theatre In Education (TIE).			1	1	3 2	

We did not run and Theatre in Education during this accounting year.

### **3. To be a fair, progressive and good employer, by encouraging learning and understanding to increase potential within the working environment**

#### **a) By holding regular reviews and meetings with employees to discuss workload, progression and future aspirations.**

	1	2	3	4	5	DK
a) By holding regular reviews and meetings with employees to discuss workload, progression and future aspirations			2		2 1	2

In our values and objectives questionnaire we asked our permanent employees and the Management Board how well we were meeting this objective, 3 thought we were totally achieving this and gave us 5, 2 people thought we were neither succeeding or failing at this, and 2 people didn't know (these were 2 board members).

Currently as it stands it is only The Office Manager and Sales and Admin Coordinator who have reviews. Cassandra had a review at 6 weeks and then another at 12 weeks. Suzanne did not have an official review during this period.

All staff are encouraged and are welcome to discuss workload etc during the regular company meetings.

In the Team Questionnaire, the permanent employees and the freelancers were not asked directly about reviews, but it was identified that communication between all parties is clear, 4 out of the 5 permanent employees said that they fully understood what each other member of the teams roles were, and 2 out of the 5 freelancers said yes and the other 3 said partly.

The freelancers meet regularly with Vanya and Laila during workshops and have meetings then to discuss projects. At least 3 of the freelance employees have taken part in supervision sessions during challenging projects.

**b) By encouraging staff to develop their work related skills and interests by attending conferences and training courses.**

In our Values and objectives questionnaire 4 people felt we were fully achieving this, 2 people gave us a value of 4 and 1 person felt we were neither succeeding or not achieving this activity.

	1	2	3	4	5	DK
b) By encouraging staff to develop their work related skills and interests by attending conferences and training courses			2	2	2 1	

When the five permanent members of staff were asked if they had been supported in undertaking training connected to their work 5 out of 5 said yes they had. The five freelance workers were asked the same question, 3 said yes they were fully supported, 1 said partly and 1 said Not Applicable.

One of the freelances commented that,

- *“Indigo Brave have been very supportive, and I am very grateful for the commitment to training”*

One of the Directors commented that.

- *“Indigo Brave is very strong in this area”*

The 3 Directors, Vanya, Laila and Mathew all had an additional training budget of £1000 for the year 2004 –2005, plus some carried over from the previous year. Of this Vanya spent £1970, Laila £2779 and Mathew £3284, all coming within the budget. Their training included Family Constellation (looking at trauma in childhood), Colour Light (a healing method used in their work), singing lessons, Emotional Intelligence, Non-violent Communication, Personal Development Training, Meditation and Arts and Theatre and Dance workshops.

Suzanne and Cassandra both received training relating to their roles. Cassandra received a day’s training on selling, and went out with Vanya and Laila on several workshops, including education and corporate workshops. Cassandra also had an EQi Assessment.

Suzanne attended a training course on social accounting, as well as a ½ day course on Effective Staff Supervision and ½ day on developing an effective environmental policy, and an EQi 360 Assessment.

The freelance staff are trained by both Vanya and Laila, and receive supervision from both of them.

Training is a very strong area for Indigo Brave, the belief being that it is essential if we are to continue to strive to develop cutting edge products and provide an excellent service. It is also agreed that members are part of a supportive team, positive support continues to encourage the staff to develop their work related skills.

**c) By helping staff to have a good work life balance.**

When asked in the Values and Objectives questionnaire 3 people scored this at 5, saying that Indigo Brave are strongly achieving this, 2 people gave us 4, 1 person scored us at 3, neither failing or achieving and 1 person said they did not know.

	1	2	3	4	5	DK
By helping staff to have a good work life balance			1	2	3	1

In the Team Questionnaire 4 out of the 5 felt that the training offered allowed them the opportunity to overcome challenges for personal learning. 1 person said partly.

All five permanent members felt that the benefits, such as holiday pay were fine and felt secure in their employment with Indigo Brave.

All five freelancers questioned about holiday pay agreed that it was not relevant to them, one of them commented on the fact that it was not the reason they worked for Indigo Brave and said,

“I love working for Indigo Brave”.

When the directors were questioned about this the following thoughts emerged.

“The principles of freedom and creativity that underpin my employment are very good however we have no pensions and no written conditions”.

“I feel secure in that I am very much involved in creating our/my future, however there is no certainty as we are such a small organisation”.

**d) By supporting and encouraging personal development.**

This overlaps very much activity b in this objective. Both the permanent staff members and the freelance workers were asked if their work allows them opportunity to overcome challenges and for personal learning. All 5 permanent staff members answered yes it does, 4 of the 5 freelances said yes and 1 said partly.

On of the permanent members of staff commented that,

“...Indigo Brave are very strong in this area!”

This came across as a very strong area in the Values questionnaire.

	1	2	3	4	5	DK
d) By supporting and encouraging personal development				1	3	
				1	2	

**e) By encouraging all employees to take advantage of developing their EQi**

Eqi is the emotional equivalent of IQ. Daniel Goleman comments that:

**At best, IQ contributes about 20 per cent to the factors that determine life success, which leaves 80 per cent to other forces: forces grouped as *emotional intelligence***

All permanent members of staff were offered an Eqi assessment this year (paid for by Indigo Brave), which measures their Eqi and offers strategies to improve areas for enrichment.

During this accounting period both Suzanne and Cassandra took advantage of this.

	1	2	3	4	5	DK
e) By encouraging all staff to take advantage of developing their Eqi				1 1	3 1	1

From the Values questionnaire this is another area that Indigo Brave perform very strongly

**f) By holding bi-annual company fun days where staff develop relationships outside the work environment.**

	1	2	3	4	5	DK
By holding bi-annual company fun days where staff develop relationships outside the work environment.		1	1	2 1	1	1

The spread of answers in this was once again very varied. However during this social accounting period Indigo Brave did not hold any fun days. Several were booked to take place, but were postponed when paid work came into the office. This is a rather ironic problem for the company, who train in the importance of looking after your staff and building relationships! Indigo Brave are aware this is a problem, but at present do not have the resources to turn down paid work.

Two comments were made in the values and objectives questionnaire.

- Have the fun days been bi-annual? (Member of the Board)
- We are committed (to bi-annual fun days).....but we haven't done this yet, has been cancelled several times (Director)

**g) By encouraging volunteers to develop their work related skills and interests through attending meetings and training courses.**

We have not had any volunteers working with us during this social accounting year.

**h) By forging links with employment schemes such as E2E and First Data**

We have links with both E2E and First Data. Both organisations supply volunteers, having trained them to get back into the working environment. Indigo Brave has contact with these organisations, but no volunteers at present.

**i) By offering all employees a free personal health scheme.**

All staff, Freelance and permanent members, are offered Colour Light and Tachyon treatments, all the permanent member of Indigo Brave used this scheme, and Lucy Killingley was the only freelance employee who took advantage.

	1	2	3	4	5	DK
i) By offering all employees a free personal health scheme		1	1	2 1	2	

In the Values and Objectives questionnaire, 3 people scored this at 5, 1 person at 4, 1 person at 3 and 1 person said they did not know.

**j) By creating and updating the handbook as a resource.**

This activity, under this objective is the area where Indigo Brave scored the least. 1 person (a permanent member of staff) scored this activity at 5, however 1 person scored it at 3, 1 at 2 and 1 at 1. 3 people said they did not know (all from the Board)

	1	2	3	4	5	DK
j) By creating and updating the handbook as a resource.	1	1	1		1	3

Since the writing of this objective, the roles within the company have changed somewhat. It used to be that a handbook was kept in the office and any member of staff could refer to it. However with the growth of the company, taking on the Sales and Admin Coordinator, and the roll of the Admin and Marketing Manager changing, it has now become apparent that each role should have a handbook or his or her work, which should then become the responsibility of each person. The generic handbook which covers everything is probably now out of date for Indigo Brave.

**In Summary**

Overall Indigo Brave achieves this objective very well. Both the permanent employees and the freelancers are happy, and feel secure in their employment, there is a strong sense of team and a good support network. However there is one major area of concern. This is regarding pay and hours.

When the permanent members of the company were asked if they felt Indigo Brave pays them a fair wage compared to other employers, only one said yes. 3 said partly and a 1 said no. The person who said yes was the student who was with Indigo Brave on her university placement year, who is paid in line with the guidelines set by most universities.

When we asked then if they were happy with the pay they receive, 1 said yes (Cassandra again), 2 said no and 2 said partly.

Comments from the permanent members of staff were:

- I would like to earn more money however I know Indigo Brave cannot afford it at the moment.
- I am aware that we are very conscious of this and working on changing it. It has been a great learning to create Indigo Brave and I receive many other things, especially extensive training. However, we have now made the commitment to give the directors wages that reflect the work they do.

One of the Board members commented in the Values questionnaire that,

- Long hours and low pay are still a problem.

This is a recognised problem for Indigo Brave. We are lucky at the moment in that we have a very strong and committed team, who (luckily) are not motivated solely by money. However this will potentially cause a problem in the future when we need to expand and cannot pay the market rate for personnel.

The Freelancers felt slightly more positive about pay. When they were asked if Indigo Brave pays a comparable wage, 4 out of the five said yes, and 1 person answered both yes and partly. Indigo Brave pays its freelance workers the wage recommended by the Arts Council. One freelancer pointed out that:

- Arts Council wage has been raised. It was £150 for a days work. It is now £175. *(This is the person who also answered partly)*

When they were asked if they were satisfied with the pay they actually received from Indigo Brave 3 said yes and 2 said partly.

Regarding the health scheme only one freelance employee took advantage of the scheme. We do not know if this is because they chose not to or because they do not know it is on offer. This will need to be assessed next year.

#### **4. To have a beneficial impact upon the community and the environment**

##### **a) By reducing, re-using and recycling goods wherever possible**

Indigo Brave collects all its waste paper and card and this is recycled. Scrap paper is used for printing where possible.

Staff are encouraged to bring in empty juice and milk cartons and these are collected in the office and sent off for recycling.

Empty printer cartridges are saved and returned to the supplier for recycling. Indigo Brave receives a small saving on new orders for taking part in this scheme.

In the Values questionnaire we scored quite highly on this, with the 2 'Don't Know' scores coming from Board members. Please see below for the spread of these results.

	1	2	3	4	5	DK
a) By reducing, re-using and recycling goods wherever possible				2 1	2	2

In the Green Office Checklist, the employees were asked if non-essential copies were photocopied on re-used paper. 4 out of the 5 questioned said yes this was the case. However this is not the case and normal printer paper is used in the photocopier. We do however always do a trial copy of printing before large batches are run off, and 5 out of 5 of us do this. And 5 out of 5 of us agreed that scrap paper is turned into useful notepads before being recycled. A full breakdown of the Green Office Checklist can be seen in Appendix **02**.

**b) By purchasing recycled products or goods that minimise environmental damage.**

All the printer paper we buy in comes from sustainable forests. As the cost of purchasing recycled paper was prohibitive, it was decided that paper from sustainable forests was the next best thing.

	1	2	3	4	5	DK
b) By purchasing recycled products or goods that minimise environmental damage.			2	1	2	2

Our headed paper, compliment slips and business cards are all printed on recycled paper.

**c) By looking at a future building that will conserve energy and minimise environmental damage.**

This is discussed in detail in under objective 1, activity d.

	1	2	3	4	5	DK
c) By looking at a future building that will conserve energy and minimise environmental damage.			1	1	3	

**d) By purchasing Fair Trade Tea and Coffee whenever possible.**

All tea and coffee purchased for Indigo Brave is Fair Trade, and more often than not organic, sugar is normally unrefined organic. Although this is not always Fair Trade and this should be amended. We also offer a full variety of herb and fruit teas and decaffeinated versions.

	1	2	3	4	5	DK
d) By purchasing Fair Trade Tea and Coffee whenever possible.				1	3	3

**In Summary**

Indigo Brave rent a room in the Sycamore Millennium Centre for a very reasonable rent which includes all our utility bills. This is currently very beneficial for us, but does restrict our development of an in-depth Environmental Policy. For example the centre does not use environmentally friendly cleaning products and we have no impact over the choice of energy supplier. The centre currently use Powergen to supply the electric and Business Gas, part of British Gas, as their gas supplier.

The questions in the Green Office checklist regarding energy, have been answered taking into account Indigo Braves office only and not the Sycamore Centre as a whole.

The Green Office checklist has highlighted our strengths and weaknesses. And has also highlighted the areas beyond our control at the moment.

Points and Action Points Identified from the Green Office Checklist are:

- Change the format of the Checklist for next year to include, ‘Don’t Know’ and ‘Sometimes’ tick boxes.
- It has identified that we have some common ideas about our environmental policy, but as there is no formal policy or training it can be inconsistent, the gap was especially noticeable between the employees who are office based and those that work at home.
- We could do more with recycling, we could offer bins for composting material, and plastics etc.
- We print on scrap paper, but we do not as a rule use scrap paper in the photocopier.
- A formal Environmental Policy needs to be drawn up and then implemented. All staff then need to receive formal training on this.

**5. To re-invest resource into the Company to ensure sustainability and growth**

**a) By maximising earned income, without prejudice to achieving our social objectives**

A comment from one of the Directors in the Values questionnaire noted that:

- We had a large grant cut which meant earned income largely went into sustaining the company

However having said that, for the financial period April 2004 to March 2005, income from grants was only £35,500 compared with £86,000 the previous year, as a percentage our income from grants was 36% compared to 66% the previous year.

Because of this reduction in grant funding we could not tour our TIE production “Mix Well...(and allow to rise)”, so were therefore unable to achieve objective 2, and income from theatre work decreased by 90% during this period.

However in spite of this cut we increased our work in health by 252% in terms of income, and in Professional Development by 183%, with much of this work being for voluntary organisations such as Mencap, Sure Start and Connexions.

	1	2	3	4	5	DK
a) By maximising earned income, without prejudice to achieving our social objectives		1		3	1	1

Comments from the Values questionnaire were:

- Earned income is the key to enable more effort into social needs. Improve earnings and improve services to the community

As we work hard on moving away from relying on grant income and more towards generating our own income it is inevitable that some projects will have to sit on the backburner. We can see the importance of not prejudicing our social objectives but

we are also aware that it is not possible to run TIE without funding as it does not generate sustainable income. Therefore it is likely that touring TIE will not be possible unless we are funded. Which is a hugely disappointing and frustrating for us.

**b) By developing and improving the marketing of Indigo Brave to appeal to as wider audience as possible, both current and future.**

We have experimented a little this year with placing adverts in for our Theatre of You workshops in the local papers. This has had a mixed response. One advert generated no knew leads at all and another generate many calls but no actual bookings. We produced our annual Newsletter in May and with this sent our new range of Theatre of You flyers, school Inset flyers and corporate flyers, copies of which can be found in Appendix 03. These certainly made a difference to the number of calls coming into the office. But there is still a long way to go. We need to be more strategic in where and when we place adverts and send out materials. The Newsletter for example is dated as May 2004, which means within a couple of months it is instantly out of date and people are less inclined to pick it up and read it. As we have now reduced the frequency at which we send the newsletter out (due to resources) from quarterly to annually, come later in the year it is not as useful a piece of material as it could be.

We have come a long way in this accounting year, and are preparing to produce a new design of corporate marketing and change the Newsletter from being dated, to having an issue number. These are all changes that will take place in the next accounting year.

In the Values questionnaire the mix of opinions was varied, with one of the directors and one of the board members, every one else felt we were performing more positively with this activity.

	1	2	3	4	5	DK
b) By developing and improving the marketing of Indigo Brave to appeal to as wider audience as possible, both current and future.		1 1		2 1	1 1	

**c) By allocating resources to specifically employ 1 permanent sales and administration assistant.**

We achieved this objective. We employed Cassandra on a one year fixed term contract, and she started at the beginning of September 2004. She was an undergraduate on her university placement. However she ended up having to leave us in February 2005 to have her beautiful baby, Jasmine.

In March 2005 we recruited for a new student to fill this position and the job was offered to, and accepted by Louise Hewlett, who will start with Indigo Brave in June 2005.

	1	2	3	4	5	DK
c) By allocating resources to specifically employ 1 permanent sales and administration assistant.			1 1	1 1	2 1	

**d) By continually developing and refining products to meet the actual need and requirements of clients.**

As discussed in objective 1, activity a, we take into account all the comments made about our work from our clients, and where relevant and possible these comments are taken into account.

The Inclusion Project has been developed after teachers commented that it would be good for us to re-visit the school 2 or 3 months after the project has been completed. We took this into account and now the young people in the target group set themselves targets to achieve over the forthcoming couple of months and we go back to the school to talk about how they have done and strategies to help them further.

When we visited Broxtowe College in July 2004 we received a lot of feedback commenting on how useful the interactive exercises and role play were. We took this into account and have planned to introduced more of these activities in the workshops planned for July 2005. We have also incorporated more active and interactive exercises in our other professional development workshops.

	1	2	3	4	5	DK
d) By continually developing and refining products to meet the actual need and requirements of clients.				1 1	3 1	1

**e) By investing in the training of directors to ensure cutting edge products are offered.**

Training was discussed in detail in objective 3, activity b.

	1	2	3	4	5	DK
e) By investing in the training of directors to ensure cutting edge products are offered.				2	2 2	1

**In Summary**

Currently Indigo Brave are meeting but not exceeding this objective. We need to really focus on maximising earned income to ensure the company can grow and pay its employees a competitive salary. As one of the Board commented, unless we can do this we will be unable to maximise the social benefit we aim for.

We need to continue to develop our marketing and sales areas to ensure our brand image, maximise the number of people who know of our work and increase the number of customers. In July we plan on meeting to identify our sales targets, and plan to produce corporate marketing material by the end of September 2005.

The directors have received a lot of training to ensure our products are all cutting edge. However due to potential cash flow problems in the forthcoming year we plan to look for funding for some of their training.

## 9 Financial Situation

Indigo Braves Financial year currently runs from October to September. However we have manipulated the financial data to reflect the financial situation of Indigo Brave from April 2004 to March 2005.

**Table 03: Net income – April 2004 to March 2004**

<b>Income</b>		
<b>Total Income</b>		<b>£98,866.54</b>
<b>Expenses</b>		
Marketing and Advertising	£2,211.60	
Total Payroll Expense	£54,009.91	
Workshop Facilitators	£4,526.20	
Postage	£635.87	
Rent	£4,425.73	
Supplies	£1,276.46	
Telephone	£3,439.16	
<b>Total Overhead Costs</b>		<b>£73,717.36</b>
Total Project Costs		<b>£10,196.06</b>
Total Variable Costs		<b>£12,328.69</b>
<b>Total Expenses</b>		<b>£96,242.11</b>
<b>Net Income</b>		<b>£2,624.43</b>

## 10 Compliance

Indigo Brave operates an equal opportunity policy, which is displayed in the office. We also follow the Health and Safety policy laid down by the Sycamore Millennium Centre.

At the end of our financial year the accounts are sent to the accountant, and once complete are presented to the Directors and Management Board. They are also available on request.

## 11 Main Issues, Achievements, Conclusions and Recommendations

It seems that all the stakeholders we spoke to were happy with the work Indigo Brave does, and felt that we meet our values and most of our objectives.

Our clients have given a very strong opinion that the work we do is excellent. Out of all the questions asked of our clients, out of the 302 people we asked about content of our workshops only 2 people thought it was poor (this we found out was due to miss-understanding of objectives of the workshop. The feedback from our clients is exceptional and it is something that Indigo Brave should be very proud of. However there is always room for improvement and we think it would be interesting to set some targets for the forthcoming year on how much we would like to improve these statistics by.

One key point that arose from the information obtained from our Management Board is that they sometimes feel they do not know what is going on within the company. There have been several occasions where organised board meetings have been cancelled or postponed because we have felt that we have not had enough 'interesting' things to report on. This has led to comments such as,

- "Don't know enough about what you have been doing recently, know you do run all of the above well, but hard to say recently, any newsletter soon?"
- "I can imagine that you do these things, but I don't know any of it for definite, haven't seen you and your office enough recently!" (speaking about objective 4)

We have identified that regular meetings and correspondence with the Board is important even if we feel we have 'gone off track' or nothing 'interesting has happened for a while'. As otherwise we lose really interesting feedback as well as potential ideas.

Both the permanent members and freelance employees of Indigo Brave are happy working with Indigo Brave. This is an area in which Indigo Brave is incredibly strong. However we need to identify strategies to increase the earned income of the company so employees can be rewarded financially for the work they do. This is very important as a long term strategy to ensure the continued growth of the organisation, until we can afford to pay the market rate for staff, we cannot employ the best people to help the organisation grow.

We need to produce and make all employees aware of a formal environmental policy so we are all singing from the same hymn sheet, as at the moment we vary a great deal between what we think we do and what we actually do.

## **12 Strengths and Weaknesses of the Social Accounting Process**

This process has taken a lot of time to set up. At the beginning we spent a lot of time identifying and clarifying our objectives and values. Although verbally we knew what these were, making sense of them and making them clear enough to present to others was challenging. We also had to clarify our mission, and make it far shorter and simpler. Once this was completed it gave us the basis from which to develop the rest of the work.

Developing and implementing the evaluation forms for the clients took a lot of work between the Admin Manager and the Directors. With Cassandra leaving sooner than expected workloads changed and this pushed the completion of the accounts back somewhat.

As these are the first set of accounts that have been produced and published by Indigo Brave no comparisons over time can be made, but there is now a benchmark from which we can work in the future.

A potential weakness of the information gleaned from the employees and freelance workers is the fact that anonymity was a choice. This could have lead to people not saying things that they thought may cause problems, and could have lead to us missing out on interesting material.

It would have been good to have got some face to face information from our Management Board, and again interesting material could have been lost here.

However, as ever with this type of work, resources were stretched and we have achieved most of what we set out to achieve over the year. And this document will certainly form an interesting base to begin monitoring our work in the future.

## **13 Future Plans for the next Social Accounts**

We have a busy and challenging year ahead of us. Louise, the new Sales and Admin Coordinator will start with the company in June, and it will be all our responsibilities to support her in getting the sales in, needed to generate the income that will allow to increase staff salaries and re-invest in the company for continual growth.

We will continue working on the development of The Centre For Human Potential and will complete the feasibility study during the coming year. It would be an interesting area of stakeholders to talk to for the next social accounts and monitor the wider feelings surrounding the centre.

We will continue to talk to our clients about our work, and this will continue to be monitored in a similar manner.

Employees will once again be asked for their opinions on their employment and conditions, thoughts about our values and objectives.

On reflection on the findings of this report and Environmental policy will be developed and it will be interesting to see just how congruent opinion is on this matter, this time next year. As well as seeing how many positive changes we manage to get in place.

We will review our social objectives and see if they are still relevant to Indigo Brave in the coming year and amend them where necessary.

Below in **Table 04** outlining the main areas of activity and a time plan to achieve the items by.

**Table 04:**

Date	Activity
<b>End Sep / Beg Oct 2005</b>	Write and Agree an Environmental Policy
<b>End Sep / Beg Oct 2005</b>	Meeting to agree and amend if necessary our Mission, Objectives and Values. Consider including an objective regarding more specifically our corporate work, and to have official written contracts for all permanent members of staff  Set precise targets to achieve throughout the year, for example the number of 'Excellents' in workshop evaluations, the number of times we make contact with our Board etc
<b>October 2005</b>	Board Meeting with Trustees - Devise a method of monitoring how in touch the Board feel with the developments of Indigo Brave
<b>November 2005</b>	Permanent Employees to complete the Green Office Checklist - slightly revised to suit our needs
<b>End Nov / Beg Dec 2005</b>	Permanent Employees and Board to complete the Objectives and Values questionnaire - slightly revised to suit our needs
<b>January 2006</b>	All permanent and freelance employees to complete the Employee Questionnaire - slightly revised to suit our needs

We will stick to our social accounting guns and aim to gather even more accurate and varied data from which to report next year. It is all very good reflecting on the work we have achieved over the last year, but the important thing now having identified our areas of weakness, is to go out and make the changes necessary to improve it.

## **14 Dialogue**

These social accounts will be published in full and sent out to the Management Board and all employees and freelance employees. They will also be made available to anyone who wishes to read them. A link on our website will take people a downloadable version.

We also plan to produce a glossy synopsis of the accounts, which we will send out in October / November to all our contacts in our database to show them the successes that they have helped make possible.

It will be used a marketing tool, allowing us to shout about the good things that we have achieved over the last year, in quantified and provable way.

## **15 Appendices**