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## Summary Highlights

### A - External Audit

#### 1. Positive Social Impact - Substance's Work

- 65 research reports delivered in 5 years
- 4 national conferences delivered
- Nearly 50 other events staged
- 390 organisations have used monitoring and evaluation software
  - Nearly half a million participant records
  - 222,429 outcomes and 39,952 qualifications recorded
- 494,447 Plings activities listed on Plings - [www.plings.net](http://www.plings.net) - in just 3 years

#### 2. External Stakeholders

- A survey of 72 external stakeholders said that:
  - 67% were either 'satisfied' (39.1%) or 'very satisfied' (27.5%)
  - Only 4.3% had been 'unsatisfied'
    - 87.5% (63) respondents said Substance had a positive impact on their organisations
- 75% (54) said Substance had a positive social impact on people they work with

#### 3. Local Economic Impact

- Substance has created 11 jobs in the Greater Manchester area since 2005
- Total spending in Greater Manchester area on salaries and goods and services from 2006-2010 = £1,676,781.
- This is an average overall of £335,356 per year.

#### 4. Ethical Procurement and Investment

- Environmentally friendly products sourced
- New ethical procurement policy being adopted

#### 5. Investment in Third Sector and Cooperative Initiatives

- 60% of clients are from the 3rd sector
- £2000 charitable donations made in 2010 to 4 community/charitable organisations
- Donations of equipment made to charities
- Facilities made available to a range of community partners
- Significant amounts of uncharged staff time to community organisations
- Volunteering of staff to support community enterprises of at least 3 days per month
- A range of volunteering activities by staff out of work time
- 6 studentships/internships at Substance to date

#### 6. Environmental

- Company cycle scheme has enabled over £2,000 worth of cycles to be bought
- At least 76.3% of company expenditure on travel is for public transport
- 38.5% of travel to work is by public transport and 15.4% is by bicycle
- Proportion of bags of recycled to general waste is 2:1
- 97 kWh of energy used per metre squared per year

### B - Internal Audit

#### 7. Governance

- Established as an Industrial and Provident Society
- Bona fide workers cooperative, a member of CoopsUK and of Cooperatives North West
- Objects to:
  - Provide research, consultancy and policy advice and ancillary services;
  - Facilitate practice based implementation
  - Be of benefit to its members and the wider community
- Democratically owned and run
- Elected Board
- Extensive range of company policies including ISO 27001 Data Security

#### 8. Financial Performance

- Growing surplus in first 4 years of trading (year 5 not available yet)
- Total of £806,000 reinvested in product and service development
- Zero debt incurred
- Ranked 17th in Social Enterprise magazine's RBS SE100 index

#### 9. Member Economic Participation

- 80% of all wages to members
- Ratio of 12:4 members to employees as of January 2010
- Ratio of 1:4 lowest to highest wage
- Member share scheme

#### 10. Member Democratic Participation

- 100% member attendance at AGMs
- 100% attendance at General Meetings of members
- 98% attendance at company away days
- Individual staff reviews process
- Informal and online staff communication processes
- Monthly company meetings

#### 11. Education and Training

- 46 training days provided 2006-2010
- Average number of hours of training per employee per year = 26
- £7000 spent on training 2009-2010
- 49 separate conferences and seminars attended
- 72 total attendance days at conferences
- Wide range of informal and on the job training

#### 12. Staff Injury, Absenteeism and Retention

- No staff injuries at work
- Very low absenteeism – ranging from 1.1-3.7 per person per year although record keeping is acknowledged as being poor
- Only one member of staff who has left the organization in 5 years

#### 13. Staff Profile

- Generous employment conditions including company pension set out in Member and Staff Handbooks
- 75% male, 25% female ratio
- Most staff describe themselves as 'white' with one 'mixed' and one 'other'
- No disabled staff
- Average age of 35
- 7 babies born to staff since company formed
- 11 staff based in Greater Manchester; 5 staff elsewhere in England

# Introduction

## i. About Substance

Substance is an experienced social research company working in the youth, sport and community development sectors. We help projects and organisations delivering personal, community and social development to improve and demonstrate impact and value.

### *Structure*

Substance is established as a workers cooperative in the corporate form of an Industrial and Provident Society (30017R).

### *What we do*

We help connect and empower people and organisations at the grass roots with policy makers, funders, government and commercial corporations using monitoring and evaluation technologies and action research approaches.

### *How we do it*

We provide clients with user-centred tools and approaches which can demonstrate impact and value, influence policy and effect positive social change. We provide the people, experience, technologies and networks to make this happen.

## ii. What Substance does - Services

### *Monitoring and Evaluation*

We work with Government, local authorities, housing associations, youth organisations, football clubs and national initiatives to devise and implement effective monitoring and evaluation strategies. Utilising our unique monitoring and evaluation software, SPRS and subsequently, Views, evaluations have included Positive Futures, Kickz and the DCMS Mentoring programme among many others.

### *Research*

We undertake both large scale national research and smaller, focused projects spanning sport, culture, the community and voluntary sector and youth development. Our approach is action research - working with individuals, organisations and policy makers to guide the process and embed the findings in their future practice.

### *Plings*

Plings collects structured activity information from local authorities, the voluntary sector, community groups, national sports governing bodies and other networks. It then publishes it into spaces where young people are likely to find it, including social networking sites, mobile phones and leaflets. In addition, Plings provides feedback tools for young people and parents and analytics tools for local authorities and national voluntary sector networks in order to support better planning and commissioning.

### *Organisation and Programme Development*

We use research, monitoring and evaluation to provide support to organisational, national programme and

policy development. This has included work with national government departments, local authorities, national charities such as the Football League Trust and youth intervention programmes such as Positive Futures and Kickz.

## iii. Development and Growth over 5 years

Substance was born in November 2005 when it registered as an IPS, with four member directors and began trading in 2006. Substance has expanded rapidly and by January 2011 it had a staff of 16, 12 of whom are members.

Substance's Business Plan 2010-12, *New Ideas That Work*, says that the company prioritises social innovation that:

...requires an approach that delineates it from much conventional business or public practice whilst retaining many of the features associated with models of co-operative enterprise that place an emphasis on the empowerment of staff to make their own decisions. Critically, Substance believes the freedom to innovate will spawn the potential and growth of viable business ideas, but that it is the capacity to deliver that will define the realisation of that potential.

We believe that we can achieve much more and have a greater impact on stakeholder as well as shareholder interests, without compromising our commitment to the environment or greater social good, by growing the reach and profitability of our business and creating lasting sustainability. It remains a core aim of the business to effect progressive social change.

## iv. Purpose of this Report

As a company that believes in the benefits of evaluation, demonstrating the social value that organisations deliver and recording the impact and performance organisations have achieved, we have always been keen to understand the role our own organisation has played.

In 2008 social accounting expert Adrian Ashton undertook a social audit of Substance. Highlights of this included:

- On average staff had 1.5 days in training activities and courses
- The ratio between highest and lowest paid for the period was relatively low at 0.79 (for comparison, large national privately owned businesses would typically be 0.05).
- Average employee is absent due to illness for 1.6 days
- The contribution that Substance made to the local economy in 2007 was £354,050 including £100,000 from conference delegates
- The contribution Substance makes to the wider national economy through employers' National Insurance and employee taxes was £82,461, equating to a GVA of £282,017
- 54% of all travel was by train

Although Substance only began trading in 2006, its formal 5th birthday was November 14th 2010. To mark the 5th anniversary of the formation of the company Substance wanted to review the company's performance since we began and to publish the findings.

Informed by our work around determining social value and our understanding of the cooperative sector, we have devised a framework for that reporting as a piece of 'action research' that will also inform our development of new approaches and tools in this area of work in the future.

We have used the Cooperative Enterprise Social Performance Indicator framework as a basis, but have also sought to bring in other elements and to extend the scope and reach of this approach where possible.

#### v. The Structure of the Social Audit

The structure of this social audit comprises 14 elements and is divided into two sections: An Internal Audit and an External Impact Audit.

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#### Substance Social Audit Framework

Section A – External Audit	Section B – Internal Audit
1. Impact of Work	7. Governance
2. External Stakeholder Survey	8. Financial Performance
3. Local Economic Contribution	9. Member Economic Participation
4. Ethical Procurement and Investment	10. Member Democratic Participation
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	13. Staff Profile
	14. Future Developments

## Section A – External Impacts

### 1. Impact of Work and Staff

#### 1.1 Why Measure this?

Social enterprises are first and foremost organisations that have social aims. Substance's Objects are:

- i) To provide research, consultancy and policy advice and ancillary services
- ii) To facilitate practice based implementation
- iii) To be of benefit to its members and the wider community

Our business plan and mission state that we undertake research, monitoring and evaluation and other work that will help to 'effect progressive social change'. Whilst this can be very difficult to 'measure' in any strict sense, some assessment of what work has been undertaken by the company along with external or objective assessments of what impact that work has had is possible. This also helps to demonstrate:

- Evidence of 7th cooperative principle: Concern for community
- Evidence of objective of company being realised

Evidence in this section is divided into:

- Research Projects
- Conferences and Events
- Monitoring and Evaluation
- Information Provision
- Staff Evaluation

#### 1.2 Research Projects

Whilst in some senses all our work is about 'research' it is possible to identify a distinct role as a provider of research services. Our research projects are varied, spanning sport, culture, youth policy and community development. We adopt an action research approach - working with individuals, organisations and policy makers to guide the process and embed research findings in their future practice to ensure as far as possible that they have a positive impact on organisations and individuals.

Substance works with a wide range of organisations, undertaking both large, national research projects and smaller, bespoke studies. Alongside more traditional research methods, we use a range of technologies, including digital mapping, online comment and survey tools and monitoring and evaluation software. These make our research projects fresh and accessible to a range of partners.

##### 1.2.1 Research Reports

Research reports are the principal research output. In total we have delivered 65 research reports since 2006 on a wide range of issues ranging from football clubs' engagement with their communities, to the provision of information about positive activities to young people.

Year	Commissioned Research Reports Delivered
2006 (half year)	4
2007	11
2008	12
2009	19
2010	19
<b>TOTAL</b>	<b>65</b>

These have included reports for: Big Lottery Fund, Sported foundation, Supporters Direct, the Environment Agency, Sport England, UK Sport, The Media Trust, Active Communities Network, Football Foundation and the Laureus Sport for Good Foundation.

Where possible, our reports are publicly and freely available on our website.

#### Supporters Direct Research – The Social and Community Value of Football

Between 2008-2010, we delivered a landmark research project for Supporters Direct, the UK agency that promotes mutual ownership of football clubs. The research explored how the social and community value of football, developed tools for how the social value of organisations can be assessed more effectively and investigated how communities benefit from supporter-owned football clubs. Supporters Direct are now using the research to inform their lobbying of government, to spread understanding of the need to research the social value of clubs as well as their own organizational development.

Dave Boyle, Chief Executive, Supporters Direct, said: *"We commissioned Substance to undertake research into the social value of football clubs to help us develop the arguments underpinning our work and provide a proper evidence base. It was a leap of faith for us as an organisation, as we had never commissioned a project like this, but their work has more than justified it. The final report is fantastic, and has really opened up new avenues for us, including national press coverage. They really understood our aims and as a co-operative, they share a lot of our values too, which makes a real difference. As a team of researchers, they kept us up to date with the project as it developed, and were very accommodating of our own foibles as a client!"*

### 1.2.2 Research Participation

It is also part of Substance’s approach to ensure that people are able to participate fully in our research and are not just considered to be ‘research subjects’. We have used internet based technologies and tools to find new ways of making this happen.

For example:

#### i) The Social and Community Benefits of Angling Project (2009-2011)

- Main survey - 2400 anglers
- Other data collection - 500+ individual contributions
- Interviews - 200 in 2010
- Organisations consulted - 12 national; 100+ local
- Website Usage:
  - o www.anglingresearch.org.uk: 9,000 visits; 27,500 page views; 6,000 unique visitors
  - o www.assynt.anglingresearch.org.uk: 12,500 visits; 5,600 unique visitors; 65,500 page views
- Press: 100+ press articles
- Reporting: 13 Interim reports; 4 reports to the funders; 4 workshops; 16 blog articles

#### ii) Breaking Barriers (2008-10)

- Interviews: 80
- Site visits and observations: 64
- Participants recorded on SPRS monitoring system: 5,524
- 121 Outcomes recorded and 1,000 qualifications recorded
- Meetings with project team: 12

### 1.3 Conferences and Events

We have held two national conferences, in 2007 and 2008, with a third planned for March 2011. The 2007 and 2008 conferences attracted a total of over 400 people. We conducted a satisfaction survey at the second conference, which produced the following results.

	Good	Excellent
Quality of Information, debate and learning	70%	16%
Conference organisation	48%	52%
Delegate bag & information	47%	12%
Overall	71%	15%

We have also held a number of smaller events which include:

- Over 30 SPRS training events for 120 Positive Futures projects between 2006-2010
- 5 consultation events as part of Views development
- Supporters Direct workshop/sessions (2008 - 50 delegates; 2009 - 40 delegates; 2010 – 55 delegates)
- Angling research national stakeholder event (2009 - 50 delegates)
- 4 Angling research workshops 2009-10
- NESTA Prove and Improve conference (2010 - 120 delegates)
- Total Cohesion one day conference in conjunction with the Dutch Embassy (2010 - 150 delegates)

### 1.4 Monitoring and Evaluation - Substance Project Reporting System/Views

For most of substance’s life the main online tool for our monitoring and evaluation work has been the Substance Project Reporting System. In terms of having a positive social impact, SPRS has had a significant impact on the ability of grass roots projects as well as national programmes to accurately and comprehensively monitor their project’s performance.

In total, since 2006, this includes the following:

- Number of organisations that have used SPRS - 390
- Total number of national programmes that have used SPRS - 7
- Number of project participants recorded on SPRS - 496,616
- Number of schemes recorded on SPRS - 27,739

Importantly, in terms of the impact of the tools and their ability to demonstrate the outcomes of projects’ work:

- Number of outcomes for participants- 222,429
- Number of qualifications recorded - 39,952

SPRS is relatively unique in its ability to record qualitative and quantitative data in a joined up way:

- Number of published case studies - 3,389
- Number of session attendances recorded - 5,328,765

SPRS has been superseded by our new software, Views, which builds in greater flexibility and functionality (see www.views.coop). In the box on this page we provide a selection of feedback from projects funded by the Home Office Positive Futures programme that have used SPRS to assist them in their work since 2006.

#### Views from the Frontline: SPRS Feedback from Positive Futures Projects

Substance Project Reporting System (now superseded by Views) has been used as the main monitoring and evaluation tool for the Home Office Positive Futures programme. Below is feedback from the frontline users, Positive Futures’ project workers.

#### Birmingham Kings Norton Positive Futures

*With new funders comes the responsibility to ensure that the project provides quality evidence of the new value of funders contributions. Thank goodness for Substance! The SPRS has made, what can be an irksome chore on occasions, much more straight forward.*

#### Blackburn

*SPRS has given us an insight into the interventions that we have been delivering. The Report function has enabled us to provide documents to our partners and steering group members that evidence what we have done.*

#### Bradford South

*The use of the substance database gives us the ability to input and recall information where necessary, this is very useful in terms of providing partners with information and statistics.*

### Corby PF

*I wrote how much of a joy it has been to go from the normal paper based recording to the dream of using the online web based substance tool. This reporting year it has been bettered and has included functions to make it a lot easier to use and less time consuming. The help and guidance is always there from the Substance crew, who help you out to the best of their abilities.*

### East Riding PF

*The programme has helped us quickly access statistics for funding bids and quarterly reports for various agencies. It has allowed us to build individual portfolios helping us keep track on how each young person is progressing through the scheme identifying what they need to progress onto*

### Islington PF

*Being able to tell the story of how the project is developing and the journeys participants are travelling helps to provide rich evidence locally but we also hope that it makes a contribution to wider attempts to provide an understanding of this type of work.*

### Suffolk PF

*The data measures soft outcomes, e.g. distance travelled by a young person and we see this as a valuable indicator of the projects success. The database also acts as a weekly session attendance register, background information of a young person, key personal details and also a tool to keep the consent and referral details up to date. The database also generates a format to produce this annual report.*

### NW Leicestershire PF

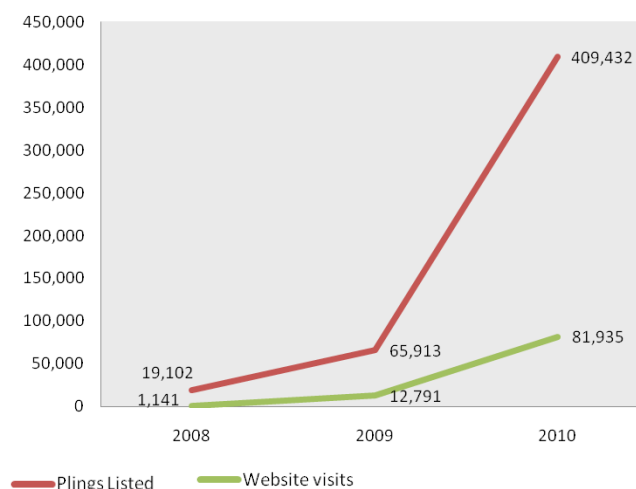
*SPRS has made the monitoring side of Positive Futures much easier and more accessible for all staff. It has also allowed the project coordinator to have a much simplified overview of the project, and allowed easier information sharing with partners. This accessibility of information has allowed us to review the success of sessions, and made adjustments accordingly and review the progress of individual young people and the achievement that they have made.*

## 1.5 Providing Accessible Information - Plings

Plings is a tool that has been developed by Substance to assist local authorities and providers communicate information about 'places to go and things to do' for young people in ways that young people respond to and will use ([www.plings.net](http://www.plings.net)). These include an increasingly well used website, however our action research approach led us to develop a number of other publishing channels which young people said were more appropriate including social networking and mobile phone applications. In addition, feedback channels were created for young people and others to comment on the range and quality of activities in their own neighbourhoods and analytics tools for local authorities to make better planning and commissioning decisions.

In total Plings are advertised in 211 local authority areas and 60 have put in place a strategy to publish their activities via Plings. There are also 36 voluntary sector organisations using Plings to publish events.

### Plings Impact 2008 - 2010



In terms of the number of activities listed and the overall usage of the facility by young people, volumes have increased dramatically, and by over six times between 2009-2010. In three years nearly half a million activities have been listed and nearly 100,000 website visits generated.

Year	Plings Listed	Website visits
2008	19,102	1,141
2009	65,913	12,791
2010	409,432	81,935
<b>TOTAL</b>	<b>494,447</b>	<b>95,867</b>

In July and August 2010 we launched the 'Summer of Plings', concentrating attention on activities provided in school holidays. Between July 1st and September 30th Summer of Plings listed a total of 146,985 Plings and 25,185 visits to [www.plings.net](http://www.plings.net) were recorded with an average of 3.65 pages per visit. It also showcased a number of national events, including:

- BBC Blast: an online community for young performers, writers and artists
- National Youth Agency's Youth Work Week: to celebrate great youth work and generate positive publicity for young people locally
- The Buzz Youth Arts Festival is a 3 week long summer programme of activities for young people aged 8-19 years
- National Fishing Month: a month long event offering hundreds of local events, free of charge, run by a qualified and licensed coach.
- Youth Hostel Association: Do It 4 Real, which encourages students and recent school leavers aged 10-19 to take their own parent-free holiday.



The table below highlights the total number of activities listed over a fixed one month time-frame during the summer holidays and a comparison with 2009.

Time Frame	Total Activities Listed
6th July 2009 – 5th August 2009	18, 403
6th July 2010 – 5th August 2010	61,134

The table below highlights comparative analytics which show a vast increase in the total visits to Plings over the year rising from 909 in 2009 to 10,555 in 2010 for the same time period. The total page views also point to a rapid growth with 48,653 distinct pages being viewed in one month of 2010 which points to 4.61 pages per visitor compared to only 1.13 in 2009. This suggests that people are engaging more with the site and visiting four times more pages than they did previously. The bounce rate, which relates to the rate of people clicking onto Plings and instantly away and therefore not engaging with the content, has almost halved over the year and suggests that more people who are finding the site are engaging with it.

Subject	Results for July 6-August 5th 2009	Results for July 6th – August 5th 2010
Total Visits to Plings	909	10,555
Total Page Views	1,023	48,653
Average pages per visit	1.13	4.61
Bounce Rate	96.37	51.71

Local authorities that we have engaged in Plings have also responded with significant increases in the numbers of activities and providers using the tool. The example of Knowsley is provided in the table below.

Knowsley	06/07/2009 – 05/08/2009	06/07/2010 – 05/08/2010
Activities Listed	229	1084
Venues Listed	53	107
Providers	12	47

In the box on this page we provide some more qualitative feedback from local authorities that have used Plings to communicate their offer of activities to young people.

## Case Study: Plings Feedback From Local Authorities

**Diane. Runs the Morris Dancing Group. Arriva Premier, Westvale Community Centre. 27th July 2010**  
*Getting information onto Plings was dead simple – Joyce at the Council did it all for us so we didn't have to do anything so it wasn't a problem for us and I'd definitely do it again if anything needed updating for our sessions. What was so good about this is that nowadays we have to pay for advertising and everything and we can't afford to do that and so it's great that this internet promotion [PLINGS] is free.*

**Knowsley Activity Staff: Jo Cain Part time Youth Worker who led canoeing sessions for Knowsley Youth Service: 27 July 2010**  
*It's good that modern technology is being more used to promote activities. I think more should be used of promoting activities with mobile phones as 99% of young people carry phones – some even have 2 or - and many can access the internet from their phones so we really need to tap into the mobile culture”.*

**Suzanne Potter: Salford Council Marketing Manager. Telephone Interview: 28/08/2010**  
*Salford is split into different neighbourhoods so I go the neighbourhood meetings to promote the activities. We have the WUU2 website and Plings and this week I went on the radio to promote activities. We did the Plings marketing in Salford which was great, we went out in the bus with laptops and promoted the website and over the next few days we really saw the number of hits to the site go up. So the promotion works and the best method is the face-to-face contact because you know it's the young people you are reaching.*

**James Ward. Dorset Council Marketing Manager. Telephone Interview 05/08/2010**  
*Plings has been very successful. Lots of people talk about mapping information, people talk about processing information and making it accessible but Plings actually does all of this. Everything they set out about doing has been done. So it gathers, processes and makes available the data. The important bit is it has managed to educate local authorities to support them and develop new skills and understanding to get information out to the public. This just wasn't happening before.*

**Andrew Bose. Kent Council. 05/08/2010**  
*The 'Summer of Plings' gave us the opportunity to look at a discrete section of data, that being the Youth Service projects and centres and we set about a data collection exercise and used the templates provided to us by Plings. It was a fairly easy process which was positive. We have put links to the Plings website from our website. This pointed out that we don't have sessional level data and through looking at Plings we realised that we needed that. We now need to look at how we will go about collecting that data. It has helped us think through the relative merits of that approach. Our next step is to go to the young people and ask them what they think.*

**Gary See - Youth Activities & Marketing Co-ordinator Knowsley. 28 July 2010**

*It has opened up a lot of opportunities for us being part of PLINGS in terms of the way we can promote our activities and how we have utilised different types of social media and have embarked on new ways of engaging with children and young people.*

**Charlotte Aged 13. Beverley Ward. Hull**

*If I am bored I find out about things to do from Clued up and Plings. I think there is loads of information but they could do more different stuff ..... not just all youth clubs. With more information about what's on I would try a new activity or try going somewhere different, if my Mum would let me.*

**Jessica. Aged 15. Beverley Ward. Hull 05/08/20110**

*If I am bored and looking for something to do I find out what's on from Clued up in Hull Facebook, I use Plings to look for information that is specific to me like activities that I want to do. I think there is loads to do this summer!*

### 1.6 Staff Assessments – The Positive Social impact of Our Work

Alongside external stakeholder feedback about the positive social impact of Substance's work we also asked staff as part of our Staff Survey in 2010 to provide more specific examples of how their work had a positive social impact. A selection of responses are provided in the table below.

#### Substance Staff Comments on the Positive Social Impact of Work Undertaken

As part of a wider national project we were able to supply information on the performance of a professional football club's community scheme as well as map participants and responses to fan surveys. All this helped them secure significant funding on a new project.

In 2007 I wrote a 'Succession Strategy' for the youth inclusion project 'Coventry Fusion'. The project was subsequently funded and continues to work with young people 'at risk' in Coventry.

Being part of the Positive Futures case-study research project and adopting an 'action research' approach helped North-Liverpool PF shape some of their early planning and delivery approaches.

Have helped to change the way a series of organisations approach the delivery of sports based social development work - e.g. through Positive Futures work

Have helped organisations demonstrate their own impact more effectively and be rewarded for it – e.g. results based funding for Positive Futures

Influenced Government policy regarding the promotion of young people's activity information via Plings and the Information and Signposting project.

Action research with Get Hooked on Fishing has included developing feedback questionnaire to record impact for use in new project- assisting them to evidence their work. We have also assisted in putting together materials for GHOF publicity, set up YouTube site and developed accompanying user handbook.

We provided evidence/case studies for successful Angling Development Board funding bid.

The provision of work placement, Intern and FutureJobs fund opportunities for young people to work in Substance.

Work with several local authorities to improve their processes, systems and impacts

Assistance to a group of young people through the Young Rewired State initiative this summer.

Through training and support on the Substance Project Reporting System, I have been able to help a number of organisations to better monitor and evaluate the work that they do, leading to better access to funding and increased quality of delivery. Specifically I was able to help Wirral Positive Futures to put together a funding bid that secured two years of Sport England funding.

Some of the interview data I collected as part of the angling research project has been used by the Wandle Trust both to evidence the positive impact of their work on the local community, and to support funding bids. The interview data demonstrates the success that Trust volunteers have had: (i) improving the environmental qualities of the River Wandle; and (ii) raising awareness of the river within the communities it runs through.

Information and Signposting research has resulted in Department of Education issuing guidance to all local authorities on how they can more effectively support them to deliver their statutory duty to make information comprehensive, accurate and accessible. This has resulted in local authorities changing their practice and delivering more effective public services.

As part of a wider national project we were able to supply information on the performance of a professional football club's community scheme as well as map participants and responses to fan surveys. All this helped them secure significant funding on a new project.

## 2. External Stakeholders' Survey

### 2.1 Why Measure this?

The Social Audit Toolkit says that:

*As an organisation that seeks to enable others to demonstrate value, to provide cutting edge research that helps move debate, policy and practice on, and one that seeks to make progressive social change, it is vital that our work with and impact on others is better understood.*

Therefore as part of our social audit we wanted to know what stakeholders who are external to Substance thought of us, how they interact with us and what impact on them and wider communities our work had.

It is also important that this sort of exercise helps us demonstrate performance in relation to Indicator 6 of CESPI – ‘customer satisfaction’:

*Customer satisfaction is fundamental to co-operatives, and is reflected in the co-operative virtuous circle which links social goals (fulfilling stakeholder needs) to competitive advantage and commercial success (through growth of the customer base).*

This element of the audit relates to:

- CESPI Indicator 6 – Customer satisfaction
- The Global Reporting Initiative (GRI) that recommends procedures, management systems and compliance mechanisms related to customer satisfaction, including the results of surveys measuring customer satisfaction (PR8).
- Mandatory requirements for organisations seeking ISO9001:2000 certification

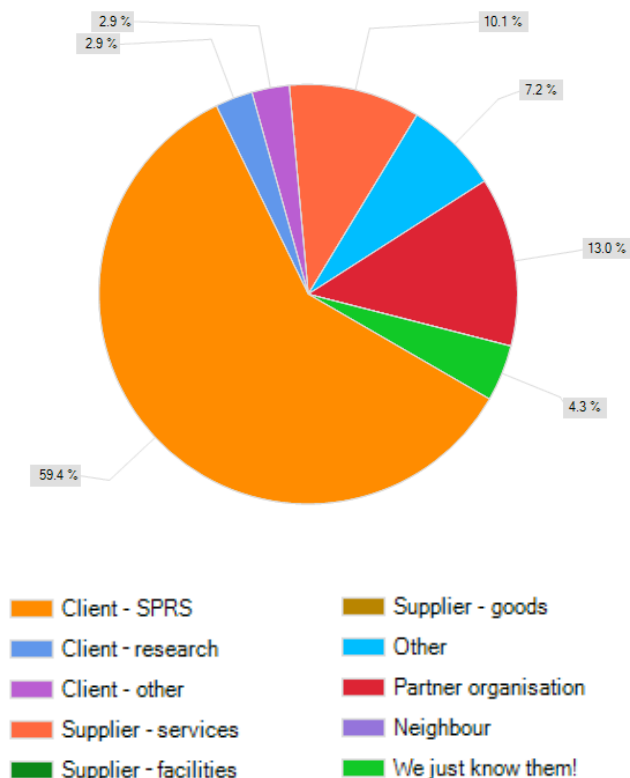
### 2.2 Survey Responses

We conducted an online survey of 300 organisations that are either customers, suppliers or those we have helped or come into contact with in other ways. Responses were received from companies ranging from large clients to small firms that have no commercial relationship to Substance. We had 72 responses, a return rate of just under 25%.

#### 2.2.1 Relationship to Substance

The majority of those responding (nearly 60%) were users of Substance’s monitoring and evaluation software, the Substance Project Reporting System. Given the high number of users of this system, this is not surprising. 13% described themselves as ‘partners’; over 10% were suppliers and 4.3% said they ‘just know’ Substance.

Table 1: What is your relationship to Substance?



#### 2.2.2 Knowledge of Substance's Work

Unsurprisingly, given that over 59% of respondents were those that use SPRS, most stakeholders’ knowledge of Substance’s work was primarily concerned with this.

- Substance provide a detailed database for collation of reports and statistical information on people and programmes
- Substance offer us an online system to record and evaluate young peoples progress
- Do = Project monitoring & evaluation, Social Science research. with a focus on sport and young people. Provide = Innovative technological solutions

However, whilst for some Substance amounted to ‘a programme’, others chose to point out that this extended beyond just the provision of software:

- Advice and guidance on any issues/problems we have with the system, normally a phone based service.

Only 3 respondents said that they did not know in any detail the work Substance undertook, whilst others knew little about work outside of this area:

*- They provide an information management system for our organisation - I do not know if they do anything else*

This suggests that there is an opportunity to communicate the wider work and services to this audience. However, there was also a wider understanding that the focus of work is around young people, social inclusion and the ability to record the impact on people's development and lives.

*- [Substance is] a social enterprise who research the effects of positive activities and relations building for programmes aimed at young people.*

In relation to this, some respondents were more familiar with the Plings tool, which concerns the provision of activities information to young people.

*- Substance provide us with a nice shiny website that is appealing to young people. They support all local authority to display their positive activities in one place.*

One respondent reflected that this work sits within a wider role for Substance, and engaging with national agendas and policymakers:

*- In terms of working on the Plings initiative – we have a good knowledge of Substance's role in developing new initiatives, supporting local authorities at varying levels, liaising with central government, coordinating, and driving the agenda forward.*

*- I'm fully aware of your research and monitoring and evaluation experience. Not so familiar with your political lobbying but I know you are active. I often contact your staff for advice and support. Connecting with like minded people is important particularly within this area of work.*

### 2.2.3 Satisfaction

We asked respondents how satisfied they were with the services that Substance provided, an important indicator of the performance of the company. These are represented in Table 3 below, which illustrates that nearly 67% were either 'satisfied' (39.1%) or 'very satisfied' (27.5%). Only 4.3% had been unsatisfied with work that Substance had done.

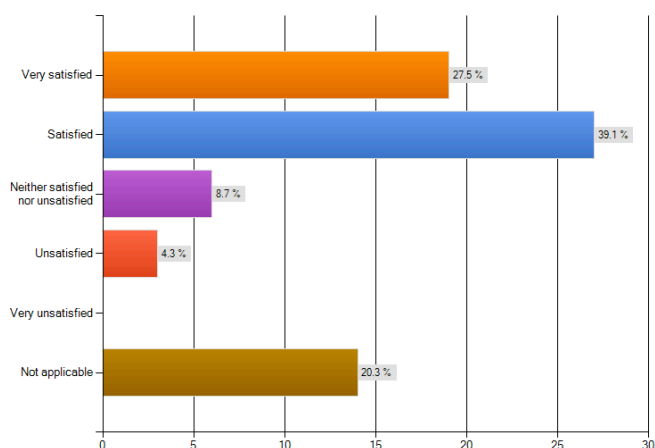


Table 3: If Substance provided you with services/provisions/facilities, how satisfied were you?

### 2.2.4 Our Impact on the Work of Others

In relation to the impact of our work on the work of other organisations, we asked: 'Please tell us what impact Substance has had on what you do.'

There were 63 positive comments in response to this and just 6 that were either negative or said 'none' (e.g. 'None as yet, still inputting the data').

The biggest response reflected a core aim of our research approach, which is to help people identify and demonstrate value in the work they do and therefore develop their work further:

*- By providing the database Substance have allowed me to capture very important monitoring information on a five year community sports project. It has also allowed me to track not just the work the project is doing in the community, but also the impact the project has had on individuals over the last 2.5 years. At the end on the project in 2013, then the information available via Substance will be incredible.*

However, some also suggested ways in which work could be improved:

*- It is a lot more work but helps us with funding bids and accessing figures. I feel that it could offer a lot more and needs different categories adding onto the system.*

Some reflected that the monitoring and evaluation software also enabled improved management and the way their organisation works:

*- Substance helped me to pull together a lot of information in a very concise and eye catching way. The report produced with substance has helped me to win resources for 3 years on row from the same funder. Amazing!*

*- [Substance have provided] a key part of our development through the Research we have commissioned.*

Critically, in a much restricted funding climate, others highlighted the impact of Substance's tools on the ability to generate future resources for both individual projects and the wider sector:

*- Now that we are able to use SPRS across all of our work, it has enabled us to restructure responsibility within projects that enables the professional development of our sessional coaches in data input and report writing skills.*

*- In terms of providing good research this has had an impact upon our influencing and lobbying work which has resulted in more resources for the sport for development sector.*

A handful of responses made comment about the quality of impact and of working with Substance.

*- Substance helps us to dig deeply into the impact our project has upon the lives of young people. Numbers are meaningless, case studies and testimonials are real. The quality of the reports is invaluable for sharing with partners for them to see the role we play*

### 2.2.5 Social Impact

Given Substance's object to 'be of benefit to its members and the wider community', as well as its focus of work on youth and community development, it is also important to understand how the work of the company has wider impact beyond just providing services. We asked respondents:

- Can you identify any positive SOCIAL impact that working with Substance has helped you deliver? This might be with your organisation or people or organisations you work with.

Of 69 responses, 10 said there hadn't been any impact and for 5 it was not applicable. However, 54 respondents said that working with Substance had a positive social impact on people or organisations they work with. For example:

- *[The] most positive social impact has been to see organisations I worked with realising the benefits of Substance's approach - great to see them waking up to the coordinated approach to background research, information management and dissemination and the power of innovative use of social networking tools. To achieve results.*

Impacts on young people, and especially disadvantaged young people was the key area for many, reflecting the focus of work:

- *We can tell which group of young people are not engaging within the project and also the groups of young people disengaging.*
- *Reduction in crime and anti-social behaviour on a local level through supporting community sports based projects and workshops.*
- *Substance helps to reinforce the importance of creating social capital.*
- *Opportunities to develop and share learning which has been of value both to projects and to the wider sector.*

Interestingly, Substance's approach to determining and communicating the value of organisations' work has itself had positive social impact on the organisations themselves and the way they work as well as their engagement with communities:

- *In the work place - new ways of thinking and working / satisfaction with the results / outcomes.*

In the community - new ways of engaging with people and thinking about how to better deliver what we do.

- *Their work and messages provide positive motivation for myself and teams that I work with to focus on making positive social impact.*
- *Substance has helped with the communication within our work place as we are able to liaise and pass on vital information.*

Given Substance's desire to change the way evaluation and research are undertaken – to be more participatory and to allow more self-reflection on work by those who are undertaking it - this is particularly pleasing.

This is carried over into how Substance's work has helped change relationships between organisations and their partners, funders and customers.

- *We would never have been able to receive some of the funding we receive without the evidence delivered by Substance and their training*
- *It has helped demonstrate the amount of partnerships we have through and project and how we are actually making a difference. It has also helped us to identify gaps in our provision.*
- *With our customers - working with them as partners and engaging with them in areas of mutual concern. Substance, and their partners, have positively facilitated this process and moved it towards tangible outcomes.*

### 2.2.6 Should We Do Anything Differently?

We also wanted to know if stakeholders thought Substance should be doing anything different, and if so, what should change. 56.3% said there wasn't anything that Substance should do differently and 43.8% said otherwise.

Of those that responded positively, we asked for constructive criticism about what should change. 35 people responded and these were almost all to do with SPRS. In the main these were to do with the following two areas:

#### i) Service

Some organisations wanted quicker response times – 'a more efficient response to queries' - whilst others referred to 'customer contract management improvement' and 'better communication'. Substance are proud of both a personal and rapid response to queries – service agreements for SPRS specify that email support responses will normally be handled within 3 hours in a working day and telephone queries within two hours.

However, in light of a growing portfolio of clients, in 2009 Substance appointed a Contracts Manager partly to improve client liaison, which had generated some more positive comments: 'Very professional organisation... wish [some other organisations] would model themselves on your efficient practice.'

#### ii) System Changes

Most responses in this section referred to quite specific areas of software configuration, such as searching participants by postcode in the SPRS; and being able to split session records into two parts. Another suggested the inclusion of a spell checker in qualitative evidence sections of SPRS. One respondent proposed 'work placements and skills swaps' (in fact Substance had 6 interns and placements to date). Substance has always encouraged feedback from users, which has driven the improvements to SPRS and now Substance's new monitoring and evaluation software, Views. Indeed Views incorporates many of the changes proposed, including for instance a spell-checker.

2.2.7 Describe Us

We asked respondents to provide us with 3 keywords that described Substance as an organisation. We then used the responses to generate a ‘word cloud’ and the outcome is presented below. The larger the word, the more frequently it was used.

2.2.8 Other Comments

The last section of our survey was an open ended question that allowed respondents to make any further comments about Substance. There were 33 responses, (four non-committal, 29 positive) and a selection of these are presented below.

- Really great company to work with - really enjoy the projects - I find I am always learning new stuff which is good. Nothing negative to report apart from my comments in 6 above.
- Currently, government open data is led by technologists. As researchers, and therefore those who understand statistics, Substance have a real opportunity to shape and lead the open data revolution. They should.
- Really great stuff. Keep it up. It is reassuring to a combination of cutting-edge thinking and skilled people with a problem solving outlook.

- Enjoyed working with Substance and meeting Substance staff and associates. They do important work and hopefully those that fund social programmes (preferably publically accountable bodies – government etc.) recognise this. The importance of sport and popular culture in society can then be more widely recognised. Keep up the good work...

- As a freelance researcher, they are a very good organisation to work with. Not only is the work interesting but it is clear, well organised and, most importantly, aimed at delivering real social benefits.

- I want to thank the guys at Substance for all the help and support they have given to us over the passed year, couldn't of done it without them so a "Big Thanks to Steven & Pete"

2.3 From Proving to Improving

The key developments for Substance in terms of improving on the feedback that the stakeholder survey has provided us are:

- The launch of Views in December 2010
- The adoption of a new customer relationship management (CRM) system in 2011
- The promotion of our Contracts Manager to Business Manager with MBA training



## 3. Local Economic Contribution

### 3.1 Why Measure this?

The economic effect of an organisation on its local community is an important element of understanding its wider social impact. Indeed some enlightened organisations actively seek to promote the local impact of its employment, spending and location. Evidencing the economic effect of the company in a locality also helps to demonstrate:

- The 7th Coop principle: concern for community/sustainable development

### 3.2 Policies

To date Substance has not had a formal local purchasing policy, although it has informally sought to support other local businesses in purchasing and procurement decisions. Substance is at the time of writing in the process of adopting a new procurement policy that will seek to support:

- Cooperative principles
- Local businesses
- Businesses that seek to be environmentally and socially responsible

### 3.3 Substance Economic Impact

As part of this social audit we have sought to quantify the amount of spending and investment Substance has made in its locality. For the purposes of this report we have taken the local geographic area to be Greater Manchester, the conurbation in which Substance is located.

### 3.3.1 Salaries

Substance has created 11 jobs in the Greater Manchester area since 2005.

The figures below represent the investment made in staff salaries by Substance for staff based in Greater Manchester.

In total £1,005,855 has been contributed in staff salaries to the Greater Manchester economy since 2006, which is an average of 79% of all staff salaries and an average of £201,171 per year over 5 years.

### 3.3.2 Expenditure

The figures below represent the amounts spent by Substance for the purchase of goods and services in the conduct of business.

Substance's total expenditure in the Greater Manchester area since the company formed is £670,926, or an average of £134,185 per year.

Table 3.3.1 Salaries

	2006	2007	2008	2009	2010	Average
Salaries to Staff in Greater Manchester	£55,745	£175,550	£190,792	£268,537	£315,231	£190,585
% of Total	100.00	89.8	70.3	68.2	66.9	79.0
Total	£55,745	£195,533	£271,105	£393,185	£470,994	

Table 3.3.2 Expenditure

Area	Total	2006	2007	2008	2009	2010
Greater Manchester	25.5% £670,926	59.4% £42,557	38.6% £119,973	27% £112,391	23.4% £253,081	19.0% £142,925
Other UK	73.8% £1,939,886	39.3% £28,143	60.9% £189,280	72.7% £303,104	75.6% £816,024	80.4% £603,335
Non-UK	0.7% £18,628	1.3% £951	0.6% £1,818	0.3% £1,397	1% £10,590	0.5% £3,874
<b>Total</b>	100% £2,629,441	100% £71,650	100% £311,071	100% £416,892	100% £1,079,695	100% £750,133

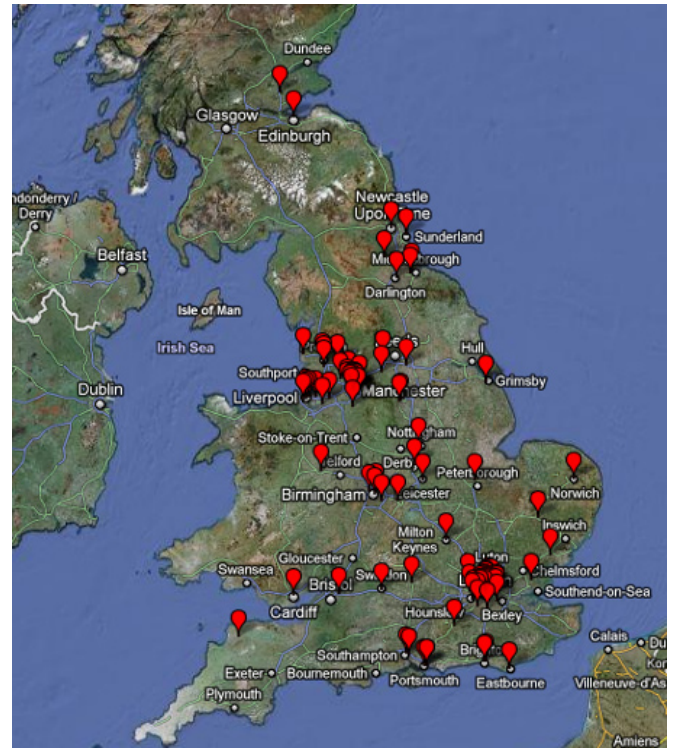
Although the percentage of Substance’s annual spending in Greater Manchester has declined from 59.4% in 2006 to 19% in 2010, the overall amounts have increased every year except 2009-2010 - from £42,557 in 2006 to £142,925 in 2010 (with something of an exceptional high of £253,081 in 2009). The declining percentage is mostly due to increased volume of business involving work with IT and other partners located elsewhere and that 2006 included significant local start up costs.

Overall 25.5% of all spending on goods and services has been within Greater Manchester.

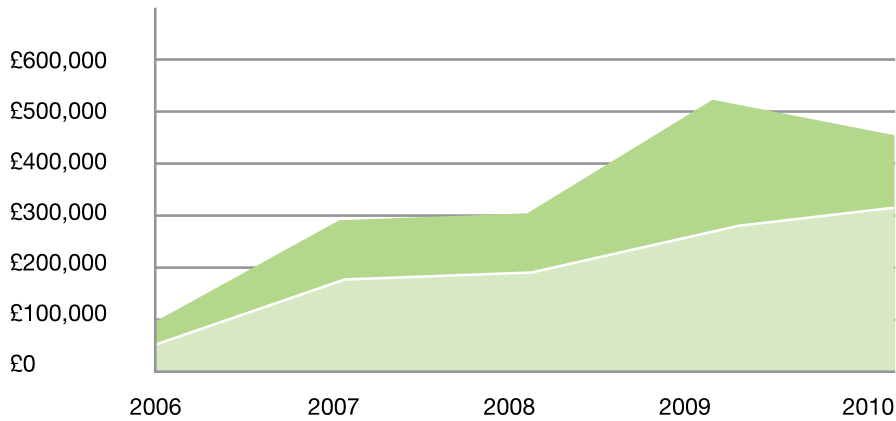
### 3.3.3 Overall Contribution

The total contribution of Substance to the Greater Manchester economy from salaries and purchase of goods and services combined is: £1,676,781. This is an average overall of £335,356 per year.

### Distribution of Substance suppliers



### Expenditure on Staff Salaries and Goods & Services in Greater Manchester 2006 - 2010





## 4. Ethical Procurement and Investment

### 4.1 Why Measure This?

How a company spends and invests its money is important in determining whether that spending or investment has negative or positive impacts. Supporting ethical and environmentally friendly businesses and products – and avoiding ones that harm the environment or society – is one way of increasing the social value of the company. Evidencing this also supports:

- CESPI Indicator 7: Consideration of ethical issues in procurement and investment decisions
- The 7th Coop Principle: concern for community

Although no specifics are given, the guidance on CESPI Indicator 7 asks companies to consider the following elements:

- Policies (restrictions) on procurement and investment
- Evidence of consideration of human rights
- Evidence of understanding of impact of work on ethical/human rights issues
- Sourcing environmentally friendly products
- Avoiding some products
- Collecting supplier information
- Information on investment portfolio
- Membership ethical trading group

### 4.2 Policies

As stated above, Substance do not have a formal procurement policy with regard to local or ethical purchasing although we are in the process of adopting one in early 2011.

### 4.3 Procurement

#### *Human Rights*

Given the nature of Substance's work, and of goods and services required to deliver it, our impact on significant human rights issues through procurement is minimal. However, much of our work concerns enabling grass roots community organisations working with some of the most disadvantaged communities and individuals to demonstrate their impact and value and to effect positive social change.

#### *Environmentally friendly products*

Substance sources environmentally friendly products where possible but our new procurement policy will formalise this approach. We use recycled paper, recyclable ink cartridges and other goods as well as committing to recycling our waste (see below).

#### *Avoiding Products*

We don't have any procurement of goods linked to the arm's trade, pharmaceuticals, oil manufacture or other industries normally proscribed in ethical trading.

#### *Ethical trading group*

Substance is not part of an ethical trading group as such – in our field of work no such trading group exists. However, we are members of both Cooperatives UK and Cooperatives North West.

We also have an 'informally ethical' approach to our work with partners and clients as well as in the way we conduct research work which adheres to standard social science research ethics codes.

### 4.4 Investment

To date Substance has only invested reserves in savings accounts at the Cooperative Bank, itself an ethical investment vehicle.

### 4.5 Ethical Banking

We are customers of the Cooperative Bank who uphold their own Ethical Policy by not doing business with certain business activities. This means that we have to assure them that we have not contravened any environmental legislation and nor have we any involvement in the following sectors: military, fossil fuel, chemical, timber, commercial fishing, nuclear, tobacco, animal testing, fur trade, blood sports, animal farming, biotechnology, Third world import/export.

## 5. Investment in Community and Cooperative Initiatives

### 5.1 Why Measure this?

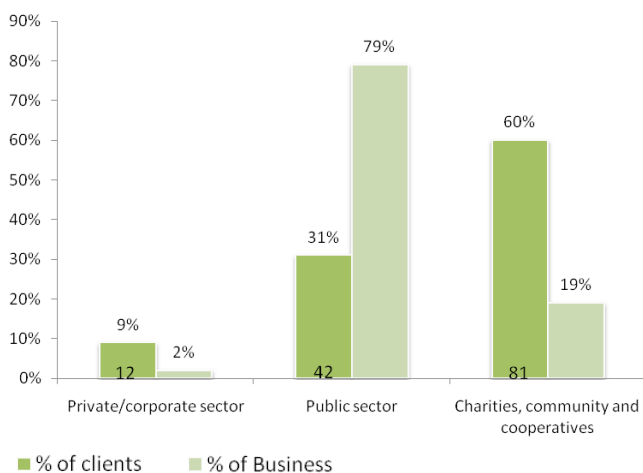
For businesses with social objectives it is important to show how they may be supporting community initiatives outside of their 'core business' work. For cooperatives it is important to demonstrate support for other coops. These help evidence:

- CESPI indicator 8: investment in community and cooperative initiatives
- Co-operative Values: 'Caring for others', 'Social responsibility' and 'co-operation amongst co-operatives'; 'Solidarity';

### 5.2 Doing Business with the Third Sector

Substance works with a large number of charitable, cooperative, community and voluntary sector organisations and our work helps support them demonstrate their value.

#### Business Clients by Sector



Since we began:

- 60% of our clients are from the Third Sector
- This amounts to one fifth of our overall business
- 31% of clients and 79% of business has been with the public sector

#### Distribution of Clients by Sector

Business Sector Code	Number of clients	% of clients	% of Business
1	12	9%	2%
2	42	31%	79%
3	81	60%	19%
Total	135	100%	100%

Key: 1 = Private/corporate sector; 2 = Public sector; 3 = Charities, community and cooperatives

### 5.3 Charitable Donations

In 2010 Substance made four donations to community, cooperative or charitable causes totalling £2000. These were:

- Sponsorship of training equipment for Hough End Griffins Junior Football Team
- Sponsorship for FC United of Manchester youth football tournament in Newton Heath, Manchester
- Digital Freedom in Education and Youth (DfEY) which enabled a group of young developers/programmers to take part in Young Rewired State in August, including a trip to London for the end presentation.
- Donation to FC Inter Mancunia for development

### 5.4 Substance Contributions and Gifts in Kind

Substance and its staff make significant contributions to community organisations in a number of ways:

- Gifts in kind
- Use of facilities for meetings and workshops
- In work 'volunteered' time or work that would normally be charged out.
- Informal support to clients beyond contracted services

#### 5.4.1 Gifts in Kind

Although not substantial, Substance has donated gifts in kind to community based organisations. These include:

- Donation of conference bags to A National Voice young people in care charity (2008)
- Donation of PCs to RecycleIT a Community Interest Company providing training, paid work experience and real jobs for homeless and other long term unemployed people (2010)
- Donation of PC to Assynt Crofters Trust (2010)

#### 5.4.2 Use of Facilities

Substance has limited facilities for use by others as it is mostly occupied office space. However, in 2010, the following organisations have been provided help with meeting room facilities which have not been charged for:

- Leadership Lab
- Inter Mancunia FC refugee football club
- Digital Freedom in Education and Youth (weekend)
- FC United community group
- Local authority youth service

### 5.4.3 Staff Time Normally Charged Out

Alongside more formal volunteering roles, staff are also regularly involved in informal advice to and consultation with other organisations and projects. Some examples are provided below.

Substance Staff advice to Clients Not Charged Out
<i>I give technical advice on various forums plus help out a close network of friends/organisations</i>
<i>Presentations at conferences/seminars. Commentary on documents/publications. An hour a month.</i>
<i>Blaze Cultural Olympiad Programme - advise on their monitoring and evaluation tender</i>
<i>Frequent informal advice and support to Voluntary and Community organisations around using Substance social media tools, both face to face and over the phone. As I'm based within a community organisation on the Wirral I often provide informal technical support to their staff. Average - 5 hours per week.</i>
<i>To Football in the Community schemes and other sport based projects looking to improve practice.</i>

### 5.4.4 Staff Volunteering in Work Time

Substance staff are also involved in volunteering roles that involve commitments during work time that flexible arrangements at Substance enabled them to undertake. Four members of staff provided examples of this, including the following:

- Convenor of North West Evaluation Network requiring 4-5 days per year
- Involvement in litter removal and invasive species removal events with the Wandle Trust (a charity) - 2 days totalling approximately 10 hours
- Involvement in river bank restoration event with the Disley New Mills Angling Club (1 day totalling approximately 6 hours)
- Trustee and Executive Board Member of Clubs for Young People – 0.5 day/month
- Trustee of Cornerhouse (charity cinema and art gallery) – an average of 10 meetings of two hours per year.
- Board member of FC United of Manchester (a cooperative) involving an average of one meeting of two hours per month
- Leadership Lab - although we have a partnership contract, there has been additional work with the partners to develop the project above and beyond contracted hours

### 5.4.5 Staff Volunteering Out of Work Time

Most Substance staff are also involved outside of work time in volunteering or charitable roles (only two members of staff were not). Examples are provided on this page.

Substance Staff Volunteering
<i>Signed up for TAMBA 'twinline' volunteering. Peak Paddlers - 3hours/pw</i>
<i>Hough End Griffins Junior Football Club. 25-30 hours per month</i>
<i>Marie Curie Cancer Care</i>
<i>Board member of FC United of Manchester. Involves 60+ hours per month and sometimes more.</i>
<i>For the past 5 years volunteering at my local church, delivering public discourses and helping to organise events - 10 hours per week.</i>
<i>Volunteering for the Didsbury Lanes Residents Association, helping with various planting days (installing and removing street hanging baskets, for example), the organisation of social events (Neighbours Day, Halloween Party) and attending committee meetings.</i>
<i>Trustee and Executive Board Member of Clubs for Young People - 3 hours a month</i>
<i>Trustee of Wallsend Boys Club - 2 hours per month</i>

### 5.5 Secondments, Work Placements and Internships

Substance has also provided opportunities for younger people to get experience, placements and work at Substance. This has included:

- Work placement and internship, IT student : 2009-2010
- Post-graduate Internship: March–August 2010
- Student placement: June 2010
- Year long student placement: 2010-2011
- We have two more student placements set for 2011.

## 6. Environmental Impacts

### 6.1 Why Measure this?

The impact of any business on the environment is an increasingly important concern. Collating evidence about this also helps to demonstrate:

- CESPI Indicator 9: Net carbon dioxide emissions arising from operations
- CESPI Indicator 10: Proportion of waste recycled/reused
- Evidence of 7th Coop principle: concern for community/sustainable development

### 6.2 Policies

#### 6.2.1 Environmental Policy

Substance's Environmental Policy says that the company:

- Has a preferred method of travel for Substance business which is public transport.
- Uses 100% recycled paper sourced by The Green Stationary Company.
- Recycles all of our paper and cardboard through Emerge Recycling
- Recycles all print cartridges.

#### 6.2.2 Carbon Footprint

To understand the real carbon footprint of a company can be a fairly complex calculation involving net CO<sub>2</sub> emissions on site, metre readings, CO<sub>2</sub> emissions off site and building performance and efficiency. Various circumstances it has not been possible to calculate the actual carbon footprint of Substance for this report although we are implementing a new metering system to make this more possible in the future.

However, using the National Energy Foundation calculator (based on DEFRA's recommended conversion factors as part of its Environmental Reporting Guidelines) we are able to calculate the carbon footprint of energy used in our office space based on electricity usage:

- Substance's only energy source is electricity and we use Opus Energy who source 37% from cleaner, low-carbon supplies, 33% from renewable and 4% from Combined Heat and Power generators .
- We use on average 19,000 KWh of electricity a year (55 per day)
- Energy used per square metre of office space is 97 kWh (National Energy Foundation baseline suggest that 100Kwh per m<sup>2</sup> is a low figure)
- Total emissions are 10,359 kgCO<sub>2</sub> or 2828 kg of carbon

#### 6.2.3 Cycle Scheme

Substance offers staff access to the government's Cycle Scheme to support staff in acquiring bicycles to travel to work. This means that staff can buy bicycles VAT free. To date Substance has enabled bicycles to a total value of £2,157 to be bought.

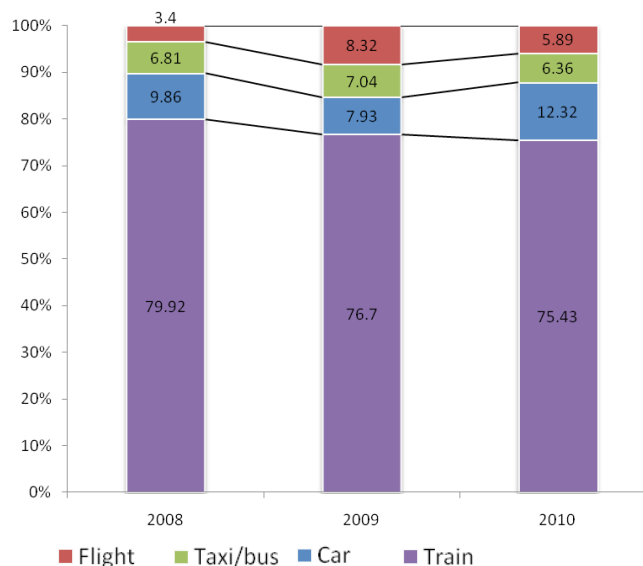
### 6.3 Travel for Work

As stated above Substance requires staff to travel on company business by public transport if possible.

Mode of Travel	Overall Percentage of Expenditure 2008-2010
Car	9.75
Flight	6.75
Taxi/bus	6.77
Train	76.73
Grand Total	100.00

The table above, which details relative expenditure on transport between 2008 and 2010 (up to 1.10.10), illustrates the extent to which we have minimised private aeroplane and car travel – at just 6.75% and 9.75% respectively of all transport expenditure. In contrast, 76.3% of travel expenditure has been on train travel.

#### Expenditure on Travel 2008-2010



### 6.4 Recycling and Minimising Waste

Substance recycles all paper, cardboard, plastic bottles, tin and glass waste. The suggested method for measuring this in CESPI is to calculate the total amount of waste divided by the amount of waste recycled. Substance has:

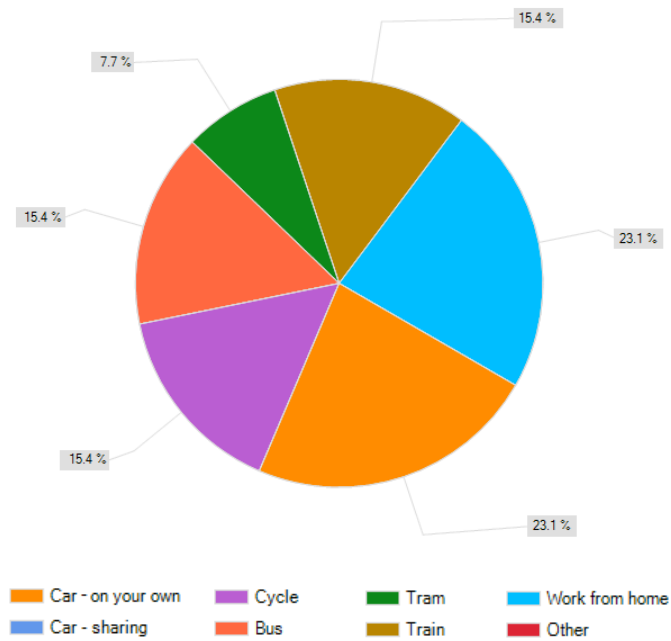
- One bag of general waste removed each week.
- Four bags of recycled waste removed every two weeks.
- This gives a ratio of waste recycled to general waste of 2:1
- Substance spends £140 a year on recycling services

### 6.5 Travel to Work

In our Staff Survey we asked how staff travelled to work most often. The pie chart below illustrates the results and shows that:

- Only 23.1% of travel to work is by private car
- 15.4% of staff travel to work is by bicycle
- A total of 38.5% of travel is by public transport, comprising:
  - 15.4% Train
  - 15.4% Bus
  - 7.7% Tram

#### How do you travel to work most frequently?



### 6.6 Building Performance

Substance rents offices in a large managed workspace with numerous other offices. This is in an old Victorian building and it limits our ability to control the environmental performance of the building.

Nonetheless our landlords report that the building is considered very efficient for one of its age in a number of ways:

- The nature of the construction of the property being steel columns supported on a solid timber frame with 2 ft thick exterior walls with very solid thick timber floors provides the building with a high degree of insulation, staying warm in winter and cool in summer.
- The internal white glazed lightwell allows natural and reflected light to pass into the building reducing the need for heating/cooling and lighting.
- The atrium has been closed in at roof and road level (which were previously open) with a thermal solar reflective specialist insulated glass.
- The heating provided to each unit at the time of the refurbishment was the most efficient energy saving cost effective system available on the market at the time.
- There is an efficient use of space designed to keep common areas to a minimum.
- Lighting may soon be changed to incorporate energy saving technology.

## Section B - Internal Audit

### 7. Governance

#### 7.1 Why Measure this?

It is vital for any business to be well run. However, for a cooperative business and one with objectives about delivering progressive social change, it is also important to record governance structure and performance in some specific ways.

As a registered Cooperative, and a member of Cooperatives UK, we have pledged to uphold a number of cooperative principles relating to governance. This social audit of the company therefore needs to demonstrate:

- Upholding the 1st Coop Principle – open and non-discriminatory membership
- Upholding the 4th Coop Principle – autonomy and independence
- Confirm its status as a coop
- Confirm its community benefit and social objectives as a social enterprise
- Confirm the ownership structure
- Confirm evidence of a number of company policies that show the company is a responsible employer and one that meets legislative requirements.

#### 7.2 Constitutional Aims and Ethos

The objects of the Co operative shall be to carry on any trade, business or service as principals or agents and to:

- (a) Provide research, consultancy and policy advice and ancillary services;
- (b) Facilitate practice based implementation
- (c) Be of benefit to its members and the wider community

In our work we promote progressive social change, justice, community empowerment and regeneration through participatory, democratic means.

#### 7.3 Ownership and Membership Structure

Substance is a bona fide workers cooperative, a member of CoopsUK and of Cooperatives North West. Employees who work for the company for a year have the right to apply to join the coop, regardless of position, status and salary.

All Substance members have equal ownership of the cooperative, with one voting share of a nominal value of £1. The cooperative is run on a one member, one vote basis.

There are currently 5 directors, elected by the membership on an annual basis.

Members have a number of rights which include:

- To elect the board of directors
- To attend Annual General Meetings, receive and vote to accept annual accounts and to vote on resolutions

- To call General Meetings – this can be done by three members of the Co operative or ten per cent of the membership, whichever is the greater.
- To submit resolutions to Annual or other General Meetings
- To change the rules of the cooperative at a Special General Meeting (if three quarters of members vote in favour)

#### 7.4 Meeting the Requirements of Good Governance

The guide to good governance in the Social Audit Toolkit suggests 8 areas of good governance. Substance strives to do this in a number of ways.

- i. Equity and inclusiveness: All Substance members have an equal ownership of the cooperative
- ii. Responsiveness: Members and staff can approach the board directly to raise proposals, issues of concern and the board will respond at the earliest opportunity; all staff are offered appraisals.
- iii. Participation: Members have direct involvement and ultimate control of the cooperative.
- iv. Consensus oriented: Board decisions are arrived at by consensus unless a formal vote is required (such as proposing annual accounts to members). Members can also participate in all general meetings and all staff are asked to participate in monthly Company Meetings and annual away days.
- v. Effectiveness and efficiency: The company strives to meet its constitutional and business objectives.
- vi. Transparency: Minutes of board meetings are available to members and minutes of General meetings must be accepted by the membership.
- vii. Rule of Law: All legal requirements are met and Substance fulfils obligations relating to employment law.
- viii. Accountability: The board is elected on an annual basis and any member is free to stand, vote and submit resolutions.

#### 7.5 Policies and Procedures

Substance has in place a range of policies and procedures that underpin good governance of the company and ensure that we meet legislative requirements. Some of these are referred to in more detail later in this report and they include:

- Human Resources Policy and Handbook
- Environmental Policy
- Health and Safety Employee Handbook
- Equal Opportunities Policy
- Child Protection Policy
- Enhanced Criminal Records Bureau checks
- ISO14001 data Security
- Members Handbook
- Induction Pack
- Medical Records Form
- Job Descriptions and Contracts of Employment
- Data security operating manual

In order to protect the company its staff and its customers, Substance also has:

- Employer insurance
- Professional indemnity insurance
- Public liability insurance
- Contents insurance

As a company that handles significant amounts of research, monitoring and evaluation and other online data – including personal records of both young people and adults – it is vital that we protect those whose information we hold and we have striven to improve this as the company has developed.

In 2010 Substance was awarded ISO 27001 Data Security standard. This included the adoption of a range of supporting policies.

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### **ISO 27001 Data Security Policies**

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Acceptable usage policy

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Access control policy

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Back-up, restore and archive policy

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Clear desk and screen policy

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Computer and computer equipment use policy

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Confidentiality policy

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Contractor security policy

---

Control against malicious and mobile code policy

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Disciplinary policy

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Information labelling categorisation policy

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Information security incident policy

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Physical security and visitor policy

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Recruitment policy

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Staff induction and Exit policy

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Storage and disposal of information policy

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Working from home and off-site working policy

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## 8. Financial Performance

### 8.1 Why Measure this?

It is important for any organisation to be financially viable, stable and sustainable. This is no different for social enterprises or cooperatives. Indeed, without it, the delivery of social benefit to members and to stakeholders, becomes more difficult if not impossible.

### 8.2 Finances

In Substance's last financial year, to 31st December 2009, the company reported the following outturn .

Item	Amount (£)
Turnover	£1,857,077
Expenses	£1,395,726
Surplus before taxation	£462,721
Tax	£26,989
Surplus for Year	£435,732
Net current assets	£672,483

This compares favourably with the previous three full year's trading.

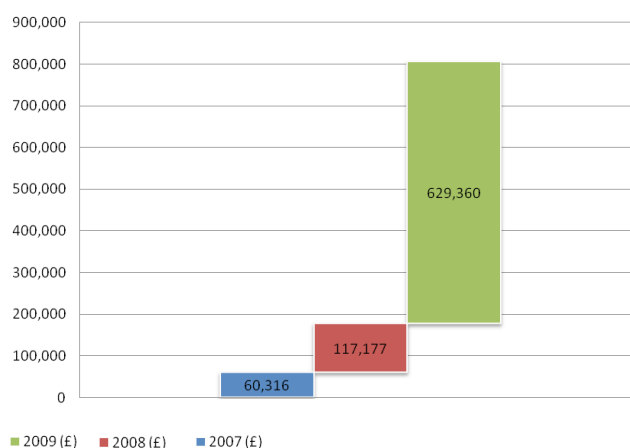
Year	Turnover (£)	Surplus (£)
2008	1,141,601	212,695
2007	556,705	11,469
2006	248,297	101,161

### 8.3 Finance, Capital and Reinvestment

Crucially for Substance, good financial performance has allowed us to reinvest into products, services and staff to support ongoing sustainability, growth and social benefit without taking on debt or destabilising the cooperative. From 2007-2009 Substance reinvested £806,853 in the development of new tools and products, most notably in its online tools, SPRS, Plings and Views. That reinvestment is broken down in the table below.

Product and Business Development	2007 (£)	2008 (£)	2009 (£)	Total
SPRS	60,316	117,177	20,879	198,372
Plings			498,968	498,968
Views			75,074	75,074
Other			34,439	34,439
<b>Total</b>	<b>60,316</b>	<b>117,177</b>	<b>629,360</b>	<b>806,853</b>

### Reinvestment in product and business development 2007-2009



In particular this reinvestment has allowed Substance to work with clients, developers, social intervention programmes and charities to provide solutions to their needs, particularly with respect to enhancing their ability to demonstrate socially beneficial outcomes, outputs and beneficiaries.

### 8.4 Future Business Development

Substance expect to continue this growth, supported by both significant ongoing investment and the ability to take new products to market in the next two years. Substance's Business Plan, New Ideas That Work, has projected revenues by the end of 2013 of:

- Research, events and publications - £2 million
- Partnerships, products and services strand £13 million

Although the climate for public investment in all areas – and especially social intervention projects, young people's services and local authorities – is far more challenging than it was when those targets were set, Substance is adapting to these new environments and seeks to take advantage of new opportunities that are being presented.



In particular, Substance's new monitoring and evaluation software, Views, is being rolled out from early 2011 and will extend Substance's work into new markets. This will be a major element of Substance's growth over the next 3-5 years and in order to make the most of this opportunity and preserve the core research functions of the company, Substance is at present investigating the establishment of a subsidiary.

#### 8.5 Awards and Rankings

In 2010, Substance was ranked 17th in Social Enterprise magazine's RBS SE100 index listing the best performing social enterprises in the UK.

## 9. Member Economic Involvement

### 9. Member Economic Involvement

#### 9.1 Why Measure this?

Alongside wider social objectives, co-operatives are in business to meet the economic, social and cultural needs of their members, or in Substance's case as a workers' cooperative, its employees. Economic participation of members is a fundamental part of doing this, of co-operative identity and an important aspect of ensuring a strong member base, which is essential to the future of the wider cooperative movement. As such evidencing how Substance involves members in the economic life of the company helps demonstrate how we meet:

- CESPI Indicator 1: Member Economic Involvement
- The 3rd Coop principle - member economic participation

However, we believe that for all enterprises, and especially social enterprises, showing how the company involves its employees in its economic life – benefiting from success as well as shaping the future – is a vital element of its social performance.

### 9.2 Evidence of Involvement

#### 9.2.1 Member/Staff Ratios

CESPI Indicator 1 asks cooperatives to measure members' wages as a proportion of the total wage bill. Over the course of 5 years, Substance's staff has expanded almost four-fold to 15. All employees who are with the company for a year are entitled to become members of the cooperative. As such the proportion of members to total staff has varied across the years as well as within years.

The figures below represent the proportion of member wages to overall wages as well as the numbers of members to total staff at the end of each year (note that although this is a useful guide, direct comparisons cannot be wholly accurate because staff have joined and also become members part way through years).

Year	% Member Wages as a proportion of total Wages	Members / Staff Ratio at end of year
2006	83.8%	4/6 (66.7%)
2007	78.1%	7/8 (87.5%)
2008	91.2%	7/9 (78%)
2009	69.3%	8/13 (61.5%)
2010	78.4%	11/15 (73.3%)
<b>Average</b>	80.16%	

#### 9.2.2 Lowest/Highest Wage Ratios

In light of recent financial crises, as well as highly publicised examples of excessive executive pay, it is important for socially responsible companies to demonstrate a degree of equitability in how its resources are allocated amongst staff. This is especially important with cooperatives.

Substance's lowest to highest staff salary ratio is 1:4. This compares favourably with identified best practice of 1:7.

#### 9.2.3 Share Ownership

Membership of the cooperative has increased from the founding 4 members to 12 by January 2011. Each member has an ownership stake in the form of their ordinary voting share held (which has a nominal value of £1).

#### 9.2.4 Withdrawable Share Capital Scheme

In 2008/09 Substance members voted to begin a withdrawable share capital scheme to allow the issuing of non-voting share capital to members in the cooperative. This both rewards loyalty and longevity of tenure as well as rewarding members for the good performance of the cooperative allowing tax efficient benefits to be paid. To date 54,000 £1 shares have been issued to members in share capital and an equal amount has been paid in interest on those shares.

## 10. Member Democratic Participation

### 10.1 Why Measure this?

Whilst some definitions of social enterprise do not seek to measure the democratic performance of companies – and indeed some exclude worker cooperatives – Substance believes that the democratic involvement of staff is fundamental to being a socially responsible business. This has informed our choice of corporate structure since formation. As the statement of cooperative principles says:

Cooperatives are democratic organisations controlled by members, who actively participate in setting policies and making decisions. An involved and active membership is key to a successful and thriving co-operative. Co-operatives should be doing all they can to encourage and facilitate participation of members in the decision-making processes of their organisation.

Demonstrating this helps show how they are meeting:

- CESPI Indicator 2: Member Democratic Participation
- The 2nd Coop principle – democratic member control; workers coop

### 10.2 Member Participation

#### 10.2.1 Annual and General Meetings

Substance is a relatively small worker co-operative but nonetheless has a 100% record of both attendance and voting at all its General Meetings (the founding meeting in 2006; four Annual General Meetings and two General Meetings). CESPI asks cooperatives to assess the average attendance at meetings as:

Total number of members attending meetings throughout the year ÷ number of meetings during the year

On this basis in 2010, Substance had an average attendance of 11, or 100% .

However, Substance has also been keen to involve members, as well as other staff, outside of formal meetings of the cooperative in the form of Away Days, Company Meetings and Staff Consultation.

#### 10.2.2 Company Away Days

Substance facilitates Away Days for all staff and members on an annual basis. The days offer all employees the opportunity to contribute to business strategy and also have social time with their colleagues.

Attendance at Away Days	Attendance
2006	6 people (full attendance)
2007(i)	6 people (full attendance)
2007(ii)	7 people (full attendance)
2008	8 people (full attendance)
2009	11 people (one none attendance)

Away Days tend to focus on the overall direction, development, structure and progress of the company but can also include a focus on specific project development.

#### 10.2.3 Company Meetings

In December 2009, in response to requests at our Away Day in November 2009, Substance instigated monthly Company Meetings to which all staff are strongly encouraged to attend. Substance has held one meeting per month since December 2009, with the exception of August 2010 (due to staff holidays).

The company meetings provide an opportunity to discuss specific issues to do with our work (ranging from how we develop well being measures to the launch of Plings) as well as more general company development and progress.

#### 10.2.4 Other Staff Consultation and Input

##### i) Individual Staff Reviews

Although Substance has not had a formal annual staff appraisal process, we have periodically held individual staff review sessions – in 2007, 2009 and 2010 – something which has been agreed by members and staff annually.

Staff reviews provide a member of staff with the opportunity to discuss his/her role, current responsibilities, development and training needs and their career goals. The first round of staff reviews was conducted in 2007, the second in 2009 and the third is taking place in November/December 2010. All members of staff participated in these processes.

The aim is to provide staff with an opportunity to reflect on their contribution to Substance and for Substance to ensure that the team are happy and fulfilled in their roles and that roles fit with business strategy.

The staff reviews in 2010 cover:

- Time at Substance and in current post
- The main responsibilities of roles
- How do these differ, if at all, from original roles
- How staff would like to see roles develop in the future
- What training or professional development are desired or required in order to develop roles
- What are the most interesting/rewarding aspects of roles
- What are the least interesting/most frustrating aspects of roles
- An assessment of the top three values intrinsic to Substance
- A discussion of where staff would like to see the Substance in one, three and five year's time
- An opportunity to raise any other comments or issues

*ii) Socialcast*

Substance has also developed ways of more informal, ongoing liaison between staff. This includes the use of an internal web space – provided by Socialcast – which staff and Substance associates can post articles of interest, views and information on key developments.

## 11. Participation in Training and Education

### 11. Participation in Training and Education

#### 11.1 Why Measure this?

Measuring employee and member participation in training and education will provide an indication of how much an organisation values these key stakeholders and how it provides opportunities for them to contribute to the success of their organisation. Evidencing this shows how Substance meets:

- CESPI Indicator 3: Employee participation in training and education
- The 5th cooperative principle: Provision of Education, Training and Information

Substance has a range of formal policies for staff as outlined in Section 1. In 2010 we also conducted a Staff Survey to gather information and feedback which covered: Staff Profile, Travel, Training and Skills and Social Impact.

#### 11.2 Policies

The Substance Employee Handbook covers the following areas of employment conditions:

- Probationary Period
- Sickness and Absence Policy
- Disciplinary Policy
- Grievance Policy
- Maternity Policy
- Maternity Support Policy
- Parental Leave Policy
- Wages and Salary
- Childcare Voucher Scheme
- Travel Policy
- Subsistence
- Flexible Working
- Working from Home
- Field work safety procedures
- Training and Development
- Annual Leave
- Substance Contributory Pension Scheme

Substance does not have rigid or set personal training budgets. In our Employee Handbook we state:

*Substance has a flexible approach to the training and development needs of staff. Staff are encouraged to reflect upon their needs and have an honest approach to training requirements.*

Staff are encouraged to raise training requirements with line managers and, although for some this can be criticised as it might allow a preferential or non-transparent approach, no request for formal training has yet been refused. In November and December 2010 we conducted reviews with all staff including a Staff Skills and Training Needs Audit, which will inform training decisions in 2011.

### 11.3 Training

#### Numbers

- All staff have benefited from some training with 3 staff in 2006; 4 in 2007; 5 in 2008; 4 in 2009 and 7 in 2010.
- In total nearly 50 days training have been provided in 5 years
- Substance spent £6,889 on staff training in 2009 and 2010
- In 2010 the average number of hours of training per employee per year was  $365/14 = 26$ .
- This compares favourably with the social accounts statement prepared by Adrian Ashton in 2008 which said that on average staff had 1.5 days training each.

#### Types

The types of training for staff that has been resourced by Substance to date has increased significantly in the last two years and includes the following:

- 2006: Outcome monitoring training (2 days)
- 2007: Training in social media; C-Change cooperative consultancy training (5 days); social audit and social enterprise training (1 day); Cooperative Governance (Coop College 2 day course x 2 staff); Marketing Cooperatives (Coop College, 1 day x 2 staff)
- 2008: Mapinfo Professional. Foundation Course (2 day course x 2 staff); First Aid at Work (5 days)
- 2009: Emotional Intelligence Training (1 day)
- 2010: AAT Level 2 Certificate in Accounting (25 days); Data Security Training - Link Partnership; MBA (14 days per year/3 years); ISO 27001 Training (1 day); Search and Social Media Marketing Course at (Salford University, 10 half days).

However, Substance staff have also benefited from specific advice and guidance from social enterprise experts, including training on company structures, business development and PR.

### 11.4 Conferences and Seminars

Alongside formal training courses, staff have also benefited from attendance at conferences and seminars paid for by Substance. This contributes to knowledge, experience, developing networks, presenting findings and professional development.

Attendances at conferences and seminars over the life of the company have increased significantly, as illustrated in the table below.

Year	No of Staff	No of conferences	Total number of days
2006	3	4	5
2007	4	7	9
2008	4	11	12
2009	6	11	19
2010	8	16	27
<b>Total</b>		49	72

### 11.5 Informal / On the Job Skills

In our Staff Survey in 2010, we asked staff to list ways in which they felt that they had received informal or 'on the job' skills development. This is important to document as it illustrates a company that allows personal and professional development within project delivery and normal working practices. The responses are outlined on this page.

### Examples of informal/'on the job' learning indicated by Substance staff

Developed experience of HR processes, policies and implementation. Developed IT social media skills including online surveys, diaries, mapping. Developed training skills (SPRS etc)

Researching and reading about new technologies.

Largely on the job by being exposed to new challenges in terms of running company/board, business planning, legal responsibilities/guidance, product development, commercial negotiations, representation on government consultations/committees etc... and a visit to No.10!

Project management, financial accounts, tax, additional Excel skills, SQL queries, database structures, software building.

Expanded knowledge and understanding of use of new media in research and evaluation via collaborative work and informal discussions with the tech teams.

Gained new experience in writing for press publicity, hosting practitioner workshops/seminars, report writing and dissemination for public (as opposed to academic) sector.

Yes – by trying and failing, and trying again.

Opportunity to work on Views Marketing Strategy.

I've learnt new computer skills from the Substance technical team, particularly around working with online media tools. Gained experience working with the Voluntary and Community sector.

I have gained new computer software/internet skills; in particular relating to survey design (e.g Survey Monkey) and web page design (Drupal).

2008 received some informal Sage training.

Bags of experience - particularly in running a cooperative and understanding IPS rules and legislation. Online survey methods and some digital mapping knowledge. The responses are outlined opposite.

### 11.6 Professional Memberships

Substance is a member of Cooperatives UK, the UK trade organisation for coops. Members of staff are also individual members of:

- UK Evaluation Society
- University Lecturers' Union
- The Royal Anthropological Institute
- Map Info User group

## 12. Staff Injury and Absenteeism

### 12.1 Why Measure this?

Data on staff injuries and absentee rates provide an indication of how well an organisation controls risks to the health and safety of its employees and others and whether it is a healthy place to work. Work-related ill-health is costly to the employer and not in the long-term interests of the employee. There are statutory requirements relating to recording accidents and injury at work but it is also important to record this to meet:

- CESPI Indicator 4: Staff Injury and Absentee Rates

### 12.2 Policies

Substance's Employee Handbook outlines the company's policy on sick pay, which includes:

- Any employee absent from duty owing to illness (which term is deemed to include injury or other disability) shall be entitled to receive sick pay for one month at full-pay.
- This scale is to be regarded as a minimum and Substance has the discretion to extend the scheme in individual cases.
- After a period of absence employees must complete a self-certification form in respect of all time off, in excess of three days' duration.
- If the absence continues beyond seven calendar days a medical certificate from a doctor is required.
- Matters relating to an employee's health should be treated as confidential, except where there is a "need to know" for operational reasons.

Substance also has policies relating to the provision of eye care vouchers for bi-annual eye tests for all staff.

Kath Edgar (Director) is Substance's Health and Safety trained staff member.

### 12.3 Injury

There have been no recorded injuries at work since formation.

### 12.4 Absenteeism

Average absenteeism is recorded by measuring the total number of staff days of absence divided by the total number of staff. As staff numbers have changed during calendar years, we have used the total number of staff at the year end for each year in order to calculate this. Figures are generated through a combination of returns from our staff survey and staff records.

Year	Number of Days Absence	Number of Staff	Average Days/Staff
2006 (half year)	8	6	1.3
2007	21	8	2.6
2008	34	9	3.7
2009	23	13	1.8
2010	16	15	1.1

These demonstrate exceptionally low numbers of absenteeism. However:

- Substance acknowledges it has been relatively poor in maintaining records in this regard, except where there have been prolonged absences.
- The higher ratio in 2008 was mostly due to one member of staff being absent for 3 weeks due to an operation.

From 2011, Substance will implement a new recording procedure to monitor staff absence more accurately.

### 12.4 Staff Retention and Turnover

Substance has an exemplary record in staff retention. Only one member of staff has left in the company's history and that was due to a partner getting a new post abroad.

### 12.5 Improving the Audit

Substance is committed to improving record keeping as well as performance and as such has introduced more formal recording of staff absenteeism from 2011. We are also exploring ways in which 'well being in the workplace' can be researched and recorded as part of staff surveys.

## 13. Staff Profile

### 13.1 Why Measure this?

Monitoring the profile of staff is important in demonstrating who works for an organisation. Recording details such as gender, age and ethnicity are also requirements for a number of reporting frameworks:

- CESPI Indicator 5: Staff profile – Gender and Ethnicity
- Cooperative Values (Equality)
- Equal Opportunities Commission recommendations

Whilst the profile of staff does not necessarily illustrate wider issues, they can help an organisation monitor who is working for it.

### 13.2 Policies

An equal opportunities policy sets out an organisation's commitment to the development and use of employment procedures and practices which do not discriminate on the grounds of gender, marital status, ethnic origin, religious belief, etc.

Substance is an equal opportunity employer and our Equal Opportunity policy states that:

*We promote equality of opportunity in all of our practices and achieve this through adopting the following aims: Working to ensure that no employee, job applicant or current or prospective user of our services is placed at disadvantage by reason of race, colour, national origin, culture, gender, marital status, disability, class, sexual orientation, age, trade union activities and political or religious beliefs or by requirements or condition which cannot be shown to be justifiable on other grounds.*

Apart from the very initial stages when the company was formed by existing colleagues and those already working on projects with the founding members, we have undertaken appointments in an open and transparent way following best practice in equal opportunities appointment procedures, as outlined in our Equal Opportunities Policy, including the following.

- Advertisements for posts will give sufficiently clear and accurate information to enable potential applicants to assess their own suitability for the post.
- Information about vacant posts will be provided in such a manner that does not restrict its audience in terms of sex, race, marital status, disability, age, part-time or fixed term contract status, sexual orientation or religion.
- Adverts for posts will be advertised appropriately to the specific post.
- All vacancies will be circulated internally.
- All descriptions and specifications for posts will include only requirements that are necessary and justifiable for the effective performance of the job.

- All selection will be thorough, conducted against defined criteria and will deal only with the applicant's suitability for the job.

### 13.3 Profile

As part of the preparatory work for this report, we combined our own HR records with a survey of staff to generate the following profile of staff.

#### Gender

- Male – 75%
- Female – 25%

#### Disability

No staff have a disability.

#### Ethnicity

Substance believe that it is up to the individual to define their own ethnicity – something we carry through to our monitoring and evaluation work and tools. As such our question to staff on this did not prescribe categories that staff had to fit into, leaving it an open question. The results were as follows:

- White British – 8
- British – 1
- White Australian – 1
- Mixed – 1
- Other - 1

#### Age

Substance is a relatively young company, with an average age of 35 and ages ranging from 23 to 49. 7 babies have been born to Substance staff since formation, indicating it is a stable and secure environment for staff to develop other areas of their life.

#### Locality

Substance is a company that is based in Manchester but with some employees living and working from home elsewhere. 11 out of 16 staff are based in Greater Manchester.



## 14. Future Developments

### 14.1 Policies and Procedures

Substance is in the process of developing a number of new policies and procedures that will improve operations and reporting of social impacts. These include:

- Ethical Procurement Policy
- New procurement procedure
- Absenteeism reporting procedure

### 14.2 Social Auditing Tool

Compiling reports as detailed as this can be time consuming and, if records are not properly kept, difficult to backdate.

In order to improve our social auditing – and that of others - Substance is developing an online tool that will work with its new Views monitoring and evaluation platform to:

- Create easy methods of data collection and storage
- Allow real time analysis of performance and statistics
- Automate calculations from accounting and other data
- Create a flexible modular approach to suit individual business needs
- Create easy and flexible methods of reporting

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A full version of the *Substance Social Audit Report 2006-2010* is available on our website.

