

*Co-operative Assistance Network Limited*

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**Social Accounts**

**2006-2007**

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## **Co-operative Assistance Network Limited Social Accounts**

Unaudited.

**January 2007**

### **About CAN**

Co-operative Assistance Network Limited (CAN) is a democratic, worker-owned enterprise in which membership is open to all workers who satisfy membership criteria. CAN is simultaneously: a Worker Co-operative; a Co-operative Development Body; a Social Enterprise Development Body, and a Social Enterprise. CAN has been working in the field of Co-operative and Social Enterprise Development since 1989. CAN works to a mission statement that combines its social and commercial objectives:

"To assist in the development of Co-operatives and other Social Enterprises" and  
"To be a good example of a Worker Co-operative"

CAN meets its commercial objectives and social objectives simultaneously by providing services which are paid for by clients themselves or on behalf of the clients by agencies such as Co-operative Development Bodies, Local Authorities, Business Links etc. These services include:

- Training
- Information Advice and Guidance
- Development Consultancy E.g. Business Plan Development
- Company Registration Service
- Research Services

CAN provides specialist services across a core area corresponding to the parts of England covered by the South West, South East, London and East of England regions. It also carries out some work outside this core area.

Co-operative Assistance Network is a Company Limited by Guarantee Reg. No. 2454057. Registered Office: The Coach House, 2 Upper York Street, Bristol BS2 8QN

Website: [www.can.coop](http://www.can.coop)

Membership of CAN is only open to workers who have satisfied a probationary requirement and work for more than 20 hours per week. The Directors of the company are democratically elected from and by the members ensuring democratic worker control, independence and autonomy.

During the period this report relates to, 8 people worked in the business with varying hours amounting to 5.3 Full time equivalent workers over the 12 months.

### **Purpose of this report**

This Social Account aims to report on the social impact of CAN's business according to criteria agreed by the members of the co-operative. It aims to provide insight into the benefits that CAN brings to the community and environment, whilst also revealing the true costs of delivering its services beyond financial considerations.

This report covers the period 1 June 2006 – 31 May 2007.

### **New categories reported on**

This years report includes extra categories of information that were not reported on last year:

- Carbon emissions arising from the co-operative's operations
- Staff turnover

### **Basis of calculation**

Outputs have been quantified using SAGE accounts, Annual Accounts, Company Register, worker timesheets, expenses sheets and worker calendars. Additional information has been gathered by enquiry.

### **About the Indicators**

The indicators reported on in this document come from 2 sources:

1. "Key Co-operative and Social Performance Indicators" for Worker Co-operatives as promoted by Co-operatives UK.
2. Indicators that CAN workers and members decided that they would like to report on and monitor.

### **Benchmarking**

Performance against indicators for previous years is shown, where that information is available. Following consultation with stakeholders (clients) which indicated they would be useful, benchmark figures are provided to allow comparison of CAN's performance with other organisations, where these figures can be obtained.

### **Consultation with clients**

Consultation with clients during 2006-7 regarding the previous year's report (2005-6) revealed that they would appreciate figures as well as percentages to be reported to enable them to understand the context. The reporting format has been adjusted accordingly.

Clients also inquired as to the outcomes and impacts of CAN's work (see below for more on this).

We welcome feedback on this year's report which can be provided in writing or via email. Please see CAN website for up to date contact details at [www.can.coop](http://www.can.coop)

## Match to Co-operative Principles

### Values

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.

### Principles

The seven co-operative principles are guidelines by which co-operatives put their values into practice. Below we show how the indicators map onto the Co-operative Principles.

| <b>Principle</b>   | <b>Indicator</b>  |
|--|---|
| 1 <sup>st</sup> Principle: Voluntary and open membership       | Membership as a proportion of the workforce   |
| 2 <sup>nd</sup> Principle: Democratic member control           | Directors as a proportion of members<br>Average member attendance at General Meetings   |
| 3 <sup>rd</sup> Principle: Member economic participation       | Proportion of wages paid to members<br>Wages and profit distribution to employees   |
| 4 <sup>th</sup> Principle: Autonomy and independence           | Autonomy and independence is provided by our company structure  |
| 5 <sup>th</sup> Principle: Education, training and information | Average number of hours training received<br>Total days of training delivered   |
| 6 <sup>th</sup> Principle: Co-operation among co-operatives    | Investment in co-operative initiatives<br>Ethical issues considered in procurement<br>Total trade with other co-ops and CDBs                      |
| 7 <sup>th</sup> Principle: Concern for community               | Investment in co-operative initiatives<br>Proportion of waste recycled or re-used<br>Ethical issues considered in procurement<br>Carbon emissions |

## Recommendations for CAN

### Data collection

- Number of co-operatives/social enterprises worked with – this has been implemented between 31 May 2007 and the compilation of this report
- Journeys made by workers. Currently there is minimal data available, and each journey has to be cross checked against timesheets/calendars. If journeys are recorded on VISA spend/expenses sheets by workers to include the start and end points (and whether or not return) in addition to the form of transport, and subsequently entered into the SAGE book-keeping package, the time taken to collate transport will be greatly reduced.
- Customer and client satisfaction. Feedback from training is received but not collated. There is no formal system for gathering indications of client and customer satisfaction. Implementation of this on an ongoing basis is recommended. Online surveys provide an opportunity to gather information with a low time commitment. Alternatives to consider include hard copy questionnaire issued at the end of each contract or piece of work.
- Impacts and outcomes of outputs produced. This is probably best approached by collaborating with others in the Co-operative Development Body sector to produce proxy figures which can be extrapolated to provide a valid estimate rather than a labour intensive attempt to track each individual piece of casework – except where project budgets allow.

### Data availability

- Data from the finance department should be made more easily available to worker(s) carrying out analysis of social outputs. Copies of finance department documents should be uploaded to the server as part of the process of completing annual accounts, if they are not uploaded on an ongoing basis.

## Member/worker involvement and participation in CAN

### Democratic participation

|   |      |     |
|---|------|-----|
| Membership as proportion of the workforce   | 63%  | 50% |
| Directors as a proportion of members  | 60%  | 75% |
| Average member attendance at General Meetings as a proportion of total membership | 100% | 94% |

CAN is a democratic worker co-operative with membership open to workers who have passed probation and work over an agreed minimum number of hours. The Directors are elected from the members. These indicators help us to understand how successful CAN is at achieving participation.

### Economic participation

|   |                  |                  |
|---|------------------|------------------|
| Proportion of total wages paid to members                                       | 72%              | 77%              |
| Wages and profit distribution to all employees<br>(As a proportion of turnover) | £ 114,313<br>72% | £ 107,785<br>68% |
| Profit distribution to employees as proportion of turnover                      | 0%               | 0%               |

These indicators help us to understand the level to which CAN is able to benefit its members and workers – those people whose work generates the turnover and profits. There was no profit distribution to employees in 2006-7. All profits were reinvested in the co-operative except 1% allocated to supporting the development of co-operatives (see below)

## CAN staffing

|  |     |     |
|--|-----|-----|
| Average number of hours training per employee              | 29  | 9.5 |
| Average number of accidents/injuries per employee per year | 0   | 0   |
| Absentee rates (average days per employee)                 | 2.8 | 6.5 |

**Benchmark:** Available statistics put the national average for days taken sick in 2006 was **8.4** days (Chartered Institute Personnel and Development website) or **7 days** (CBI website)

Staff Gender make up:

|        |         |         |
|--------|---------|---------|
| Male   | 63% (5) | 63% (5) |
| Female | 37% (3) | 37% (3) |

A gender benchmark obtained from Office of National Statistics indicates that the working population is made up equally of both genders (i.e. **50%**)

Staff Ethnicity make up:

|                 |      |      |
|-----------------|------|------|
| White           | 100% | 100% |
| Ethnic Minority | 0%   | 0%   |

**Benchmark:** Statistics available for the general population indicate a make up of 92.1% white and 7.9% Ethnic minorities. The national measure is crude but has been used as CAN operates and recruits across 4 government office regions.

|                |     |    |
|----------------|-----|----|
| Staff Turnover | 13% | 0% |
|----------------|-----|----|

Explanatory note: 8 staff employed during the year. 1 left.

2007

2006

## Support provided to co-operatives and social enterprises

In meeting its social objectives, CAN provides a variety of development services to clients establishing or developing Co-operatives and Social Enterprises. The amount of training delivery is outlined below. Future reports will include further measures of the type and extent of support provided. Work is being undertaken to establish cost-effective yet reliable means of establishing the impact of co-operative and social enterprise development work.

|                                       |      |    |
|---------------------------------------|------|----|
| Number of training days               | 84   | 67 |
| Number of half day training workshops | 13   | 18 |
| Total days of training delivered      | 90.5 | 76 |

## CAN as an active part of the co-operative movement

These indicators help us to understand how successful CAN is at supporting and inter-trading with other parts of the co-operative movement.

|  |          |           |
|--|----------|-----------|
| Proportion of pre-tax profits invested in co-operative initiatives | 19%      | 22%       |
| Actual amount  | £ 1,821  | £ 867     |
| Proportion of turnover invested in co-operative initiatives        | 1.15%    | 0.55%     |
| Total trade (sales and purchases) with other co-ops                | £ 4,211  | £ 14,580  |
| As percentage of total trading activity                            | 2%       | 8%        |
| Total trade with Co-operative Development Bodies                   | £ 63,750 | £ 111,956 |
| As percentage of total trading activity                            | 35%      | 64%       |

## Ethical Issues considered in procurement

### CAN Ethical Procurement Policy

A premium of up to 10% on cost is acceptable in order to source supplies from a Co-operative or Social Enterprise, a source that demonstrates high ethical standards in trading and social responsibility or supplies that are produced in an environmentally conscious way. We encourage Democratic control, Fair trade, Employee or community ownership, Investment in the community, Ecological sustainability and seek to avoid any involvement with Human rights abuses, Anti-trade union activity, Arms trade, Animal experimentation, Bloodsports and Environmental destruction

This Policy assists the co-operative to carry out ethical procurement. However, suppliers that meet its preferred status (co-operative or social enterprises) are not always available.

## Environmental Impact

|                              | 2007 | 2006 |
|------------------------------|------|------|
| Proportion of waste recycled | 75%  | 73%  |

This figure was based upon an estimate provided by CAN's Office Manager, based on number of 80 litre sacks of waste recycled and number dealt with as business waste.

No figure is available for re-use of paper. All non confidential paper that had only been printed on one side was re-used where possible as standard practice.

### Carbon emissions (kg)

|                     |        |     |
|---------------------|--------|-----|
| Transport emissions | 2,276  | - * |
| Office emissions    | 17,000 | - * |
| <hr/>               |        |     |
| Total emissions     | 19,276 |     |
| Emissions offset    | 0      |     |
| Net emissions       | 19,276 | - * |

\*Not measured previously

### Transport emissions: CAN's transport emissions are **less than those produced by 2 return flights from London to New York.**

The emissions were accurately measured using expenses claims, invoices and VISA card expenditure couple with timesheets to establish journeys made by the co-operative's workers and type of transport used. Distances were calculated and a calculator at <http://www.transportdirect.info/> was used to establish the carbon produced by each mode of transport. CAN is committed to using public transport where practicable. Public transport was used for 78.4% of journeys. Had private transport been used for all journeys, the carbon produced would have more than doubled to in excess of 5 tonnes.

### Office emissions: An "average office" with 5.3 FTE workers would produce approx 59 tonnes of carbon, **more than 3 times the estimate for our co-op.**

CAN has dispersed offices, some based in workers homes, and in the corporate HQ the co-operative shares energy bills with several other businesses of varying sizes. We decided to use a proxy value for the carbon produced by our office operations. We used the Business Link Business Climate Champions web tool to work out an approximate value for a business with 6 office based employees. <http://www.businessclimatechampions.org/>. Based on answers given about energy efficiency measures in place, our annual carbon usage for office operations represented a 60% saving on a typical office of a similar size - the maximum the calculator could discount. An average office with 6 workers would produce **67 tonnes**. However, CAN does not use all the equipment/facilities in an "average office" (e.g. air conditioning and heating not used, use of natural light) and our workers are not always office based. We carried out further adjustments to create a more reliable figure and to reflect the employment of 5.3 FTE rather than 6 FTE workers.

**Offsetting:** CAN is mindful that carbon offsetting schemes have varying levels of credibility and effectiveness, and wishes to assess options before offsetting. The **19 tonnes** of emissions recorded here will remain on the "environmental balance sheet" until they are offset by CAN. The nature of offset scheme used (e.g. forestry, wind farm development, energy capture or technology development) will be reported in future reports. We will also be encouraging the establishment of co-operative/social enterprise suppliers of offsetting.