

# Co-operative Assistance Network Limited

## Social Accounts Report on the trading year 2013-14

### **Mission**

The CAN mission is **to assist the development of co-operatives and social enterprises**. It pursues this mission by:

1. Working directly with clients
2. Producing information resources and analytical tools that are made available free-to-use by an open source community of existing clients and other development bodies.

### **1. Working Directly with Clients**

The model of social production is:

- Take **inputs** (basically the time and expertise of our trainers and consultants and the accumulated tools, resources and systems built up over previous decades)
- **Organise, improve and deliver** this capacity through continuously improved systems and resourcing (planning, research and development of resources, internal consultancy and mutual support, project management, record keeping and monitoring, human resource development, financial administration and management, service review, quality monitoring and continuous improvement, responsibility taking and governance)
- Deliver **Outputs** at the right time and right place to right quality and appropriate to need (training workshops, Information Advice and Guidance sessions, more extensive consultancy exercises and direct provision of business services such as accountancy, social accountancy, personnel administration etc.)

CAN keeps accounts of all work undertaken by its workers by the (tenth of) delivered hours. Between June 2013 and May 2014 CAN provided outputs of:

<b>Hours delivered to the “coalface” of work</b> directly with or on behalf of clients	<b>1352</b>
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To:

<b>Co-operatives / Social Enterprises</b>	<b>98</b>
Distributed across their business functions as follows:	
Business / Strategic Planning	34
Finance	42
HRD	05
Legal and Governance	44
Marketing	05
Quality Assurance / Continuous Improvement	04
Social Accounts	01
(some clients drew down services in more than one area hence) <b>total</b>	<b>136</b>

These outputs produce positive **Outcomes** by which we mean that the co-operative and social enterprises that we serve will, as a direct result, be better governed, better led, better managed, more productive and more efficient. These outcomes can be quantified to a reasonable and affordable degree of accuracy by examining the objectives of the work we are commissioned to do and that has subsequently been signed off as achieved by those who commissioned it.

The health warning is implicit in that statement: it is an honest assessment of outcomes produced with evidence to hand through the systems in place to ensure we meet our own quality standards, the satisfaction of our clients and our contractual obligations. We do not have and cannot afford a worker to follow behind each of our delivery workers auditing the achievement of each outcome claimed against some externally developed and validated standard. We do however, have an internal auditor whose job it is to work out how we might constantly improve conceptual and accounting accuracy.

Outputs are generated by clients and CAN working together. An output is counted where we believe we can demonstrate that:

- We have made a critical contribution to the work through which the output was generated
- It is a substantial output making a significant difference to the quality of a client's governance, management, business performance, and/or social impact.

Business Plans generated or revised	20
Significant amounts of new external capital raised	04
Development Needs Analyses and Reports produced	27
Groups of Directors trained for their role	06
Direct support with / provision of Accountancy function	33
Direct support with / provision of HR function	03
Direct Support with provision of Society / Company Secretary function	02
Financial Management Systems	03
HR Lead workers trained / supported in their role	01
Legal registrations	17
Member / Community Share Issues assisted	02
Quality Systems developed	03
Sets of Secondary Rules / Policies and Procedures developed	12
Provision of directors to boards	10
Social Accountants trained for their role	01
Society / Company Secretaries trained for their role	02
Treasurers / Finance Directors trained for their role	03
Mission Statements developed	01
<b>Total outcomes generated</b>	<b>150</b>

These outcomes will in turn have a positive **Impact**. This is even more difficult for a small enterprise such as CAN to quantify because as a business service organisation its impact is largely indirect, by empowering other enterprises to maximise their own social impact. If, for example, CAN worked with a community credit union to help it become a lender to community businesses in its locality it might enable that credit union to support another enterprise to provide more care services five years down the line. How much of that social product is down to CAN? All of it because without the missing piece of the jigsaw that social product might never have been achieved? Or very little of it because the care workers actually did the work and their community business might have been able to get a loan elsewhere? Even if the Credit Union was the only source of finance then the Credit Union was built on thousands of volunteer hours by hundreds of activists over decades and CAN provided just one small piece of their jigsaw. Another example is registrations of new enterprises achieved: we believe our input is critical in helping those establishing new

enterprises to make an informed choice of a legal structure, ownership and governance model which suits their needs and which they fully understand how to operate. However, it is their Members that create that enterprise not CAN; so it would be wrong of us to say that we created 17 businesses or 70 jobs during the year.

What we can say is that we have provided services of high quality at very affordable prices which has meant that enterprises were able to call on assistance they required to provide services in the following trade sectors:

Environment protection / regeneration	04
Community services development	04
Social care	10
Childcare	04
Community centres	04
Enterprise development	14
Renewable energy generation	18
Education and training	02
Sustainable food production	02
Housing provision	04
Sustainable building	03
Recycling	01
Ethical financial services	04
Sustainable transport	02
Refugee support	01
Community mediation / counselling	02
Other	19
<b>Total</b>	<b>98</b>

And therefore we were instrumental in some way in **assisting** hundreds of people to do the many wonderful things that **they do**.

We will strive to find a logical and affordable methodology to quantify this impact over time. All thoughts on this are gratefully received.

## **2. Production of Information Resources and Analytical Tools**

The model of social production is:

1. Take **inputs** (knowledge that could benefit co-operatives and social enterprises)
2. **Organise, improve** and **deliver** this by a process of prioritisation, time-budgeting, commissioning and peer review
3. **Deliver** by making it available by placing on our website and directly emailing targeted recipients.

### **Number Published**

Data not available – systems for capturing this data are under development.

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

is a registered society under the Co-operative and Community Benefit Societies Act 2014, No. 30714R

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