

		Report to: Northwards Housing Board 21 July 2015		Item No: <h1>10c</h1>	
Title:		Yes Social Accounts			
Date:		9 July 2015			
Author:		Robin Lawler	Tel No:	720 5821	
E mail:		Robin.lawler@northwardshousing.co.uk			
Confidential:		No			
For: (Please tick action required)		NOTING ✓		DISCUSSION	
				APPROVAL	
PURPOSE OF REPORT					
Yes has produced social accounts for the period 1 April 2014 to 31 March 2015. The purpose of the accounts is to understand the broader impact of YES for their key stakeholders and funders, thus creating the business case for the future of this type of intervention across Manchester and other areas.					
RECOMMENDATION					
It is recommended that the Board notes the social accounts.					
IMPLICATIONS					
Risk Management		None directly			
Regulatory & legal compliance		None directly			

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	N/A		
Area Panel:	N/A		
Task Groups:	N/A		
Ward Councillors:	N/A		

Yes Social Accounts 2014-15

Why

YES (Your Employment Service) was launched to help north Manchester residents' access local jobs and to enable people to engage in meaningful activities such as training and volunteering opportunities. The decision to complete a set of social accounts for the period 1 April 2014 to 31 March 2015 is to understand the broader impact of *YES* for their key stakeholders and funders; creating the business case for the future of this type of intervention across Manchester and other areas.

The report has been compiled by The Connectives, an independent group of experienced consultants, with a track record at board, executive and senior leadership levels in commercial and social enterprises.

At a time when many organisations recognize that their social and economic success are inextricably linked; *YES* took the decision to undertake a social impact assessment of its activities in the M40, M8 and M9 postcode areas of Manchester.

Method

The social accounting and audit approach adopted for this assessment means that the information presented in this report has been drawn from existing monitoring documentation, reports and surveys undertaken in the area combined with findings from additional consultation to create a baseline and over future iterations the social accounts produced will seek to prove the ongoing impact of the work undertaken by *YES*.

The work done is underpinned by the principles and methodology developed and promoted by the Social Audit Network (SAN):

This report follows the Social Audit Network's recommended format to ensure that it complies with the underpinning principles. It will include information on methodology, scope of the report, quantitative and qualitative performance and impact information on social, economic and environmental activities.

Headline

Social Value Summary

HACT Value Activity	HACT Social Value	YES outcome	Social Value
Access Internet	£1150	1976	£2,272,400
Voluntary Activity	£2357	13	19,120
Employment	£12034	65	£801,710

The estimated Social Value of some of YES activities is £3,093,230. This does not take into consideration the number of people who have gained confidence, the social value of this is £13065 for each outcome. And does not include the number of people able to access local advice at a value of £3,906,552.

The cost of the YES service is £177,000 which includes a £20,000 in kind contribution from Northwards Housing. The social value for every £1 spent is a return of £17.47.

In the next cycle of accounts *YES* will be reviewing all their objectives and activities, this set of accounts will be available in a summary document but in full on the *YES* website.

Please note: The appendices of the Yes Social Value accounts are available on Northwards' Governance Website



YES Manchester Social Accounts
1 April 2014 – 31 March 2105

Adrian's poem

**There's a place just down the road from me
Where you can do a job search or complete a CV
They give you helpful advice and also run courses
They help people find work using all their resources
The staff there are willing to go the extra mile
Greeting us customers with a friendly smile
Unlike the Job Centre they'll give you their time
Hence I don't mind creating this rhyme
The staff don't judge you by your previous deeds
They evaluate you by your needs
They try to help people whose lives are a mess
So thank you Northwards and the staff at Yes**

CONTENTS

YES Manchester Social Accounts

1. Introduction	4
2. Background Information	5
3. Previous Social Accounts and Audit	8
4. Vision, Mission, Organisation Objectives and Activities and Values	8
5. Stakeholder Analysis	10
6. Scope of the Social Accounts	11
7. Methodology	11
8. Report on Performance and Impact	13
9. Other Stakeholder Views	31
10. Key Aspects Checklist	34
11. Compliance	35
12. Issues for Action and Achievements – Recommendations	37
13. Social Value Summary	39
14. Plans for Dialogue with Stakeholders	39
Appendices	
Appendix 1 Breakdown of Services Users	40
Appendix 2 Exit Questionnaire Employment	42
Appendix 3 Exit Questionnaire Training	43
Appendix 4 Full Narrative on Exit Questionnaire	44
Appendix 5 Questions asked at Interview	50
Appendix 6 Yes/Northwards Intra Group Agreement	51
Appendix 7 Grant Funding Agreement with MCC	60
Appendix 8 Key Aspects Checklist	67

YES Manchester Social Accounts

1 Introduction

YES (Your Employment Service) Manchester is a CIC (Community Interest Company) that was launched to help north Manchester residents' access local jobs and to enable people to engage in meaningful activities such as training and volunteering opportunities. The decision to complete a set of social accounts for the period 1 April 2014 to 31 March 2015 is to understand the broader impact of *YES* for their key stakeholders and funders; creating the business case for the future of this type of intervention across Manchester and other areas.

The report has been compiled by The Connectives, an independent group of experienced consultants, with a track record at board, executive and senior leadership levels in commercial and social enterprises. Specialised in growing value and measuring impact in social, economic and environmental terms; the team have used a social accounting methodology to ascertain the impact of the programme from the perspective of several stakeholder groups including:

- Service Users
- Business owners/managers
- Voluntary and community sector service providers
- *YES* Board members
- *YES* Staff members

At a time when many organisations recognize that their social and economic success are inextricably linked; *YES* took the decision to undertake a social impact assessment of its activities in the M40, M8 and M9 postcode areas of Manchester.

The social accounting and audit approach adopted for this assessment means that the information presented in this report has been drawn from existing monitoring documentation, reports and surveys undertaken in the area combined with findings from additional consultation to create a baseline and over future iterations the social accounts produced will seek to prove the ongoing impact of the work undertaken by *YES*.

The work done is underpinned by the principles and methodology developed and promoted by the Social Audit Network (SAN):

- Clarify purpose
- Define scope
- Engage stakeholders
- Determine materiality
- Make comparisons
- Be transparent

- Verify accounts
- Embed the process

This report will follow the Social Audit Network's recommended format to ensure that it complies with the underpinning principles. It will include information on methodology, scope of the report, quantitative and qualitative performance and impact information on social, economic and environmental activities.

2 Background Information

YES opened in August 2013 to provide job opportunities, training, business advice, money advice and work experience to tenants and residents throughout north Manchester. They were helped to set up by Northwards Housing; Chief Executive Robin Lawler said Northwards was aware it needed to "do more than repair, let and rent homes", which is why in April 2013, it set up the '*YES*' Community Interest Company a social enterprise with the council to help reduce unemployment, get people back into work and provide opportunities for people to gain training and work experience through volunteering. Northwards continues to play an important role in their development as an organisation as well as being part of the *YES* Board. They are based in Newton Heath in the M40 postcode, a district with some of the highest unemployment levels in the city (10%). More than half of people who live there claim housing benefit. *YES* directly helps the community to not only gain new skills and employment, but also access the internet and learn how to use digital technology.

The clientele are diverse, and evenly split between male and female. *YES* caters for all age ranges, some clients are recently unemployed whilst others have been unemployed for over two years. Appendix 1 shows the breakdown of service users by age, gender and ethnicity.

YES partners include:

National Careers Service – providing careers advice and information on a wide range of jobs, training course resources and funding

Manchester Adult Education Service - providing careers advice and information on a wide range of jobs, training course resources for adults through on line and college provision

FC United of Manchester – providing a range of youth and adult programmes in the community

Probation Service - statutory criminal justice service that supervises high-risk offenders released into the community. NPS works with the National Offender Management Service.

Manchester Solutions (now the Work Company)– who work with some of the most disadvantaged and disengaged people within Greater Manchester and beyond through the delivery of programmes funded by the Skills Funding

Agency, the Department for Work and Pensions, the Probation Service and local authorities

Manchester Credit Union – offering fair savings and loans schemes

Blue Orchid - one of the largest providers of Business Start Up and Growth Support in the UK.

In the 2010 Index of Multiple Deprivation¹, Manchester was ranked the fourth most deprived local authority in England; Manchester was also ranked second most deprived in terms of income deprivation; third in terms of employment deprivation and fifth in terms of the extent of deprivation (how widespread within the district it was). Miles Platting and Newton Heath scored in the top 1% most deprived areas showing that the area has a history of challenging issues around employment, health and disability, and income deprivation for older people.

Claimant count (Job Seeker Allowance claimants October 2014)

(Source: NOMIS © ONS; Public Intelligence)²

City of Manchester (as a % of population aged 16-64)	3.1%
Greater Manchester (as a % of population aged 16-64)	2.4%
North West (as a % of population aged 16-64)	2.2%
UK (as a % of population aged 16-64)	2.2%

However, the statistics outlined in the paragraph above show the extent of the challenge for Manchester and the context in 2011

Miles Platting and Newton Heath Ward Electoral Registration

Summary up dated in July 2014 states:

34.6% of JSA claimants are long term unemployed (one of the highest in the City), much higher than the Manchester average of 29.1%. The ward has 29.4% of working age claiming out of work benefits (highest in the City) and 8.5% NEET. (Connexions, and DWP claimant count (Crown copyright) data 2014)

Whilst the number of residents claiming out of work benefits has fallen – there is a view that the number of residents claiming ESA has risen. From October 27, 2008 Employment and Support Allowance (ESA) replaced Incapacity Benefit (IB) and Income Support paid on incapacity grounds for new customers. If a person is not available to work due to a health condition or disability may be able to get ESA. ESA offers claimants personalised support and financial help, so that they can work if they are able to.

Manchester City Council in its Miles Platting, Newton Heath and Collyhurst South Ward Plan 2012 – 2014³ committed to (amongst other things):

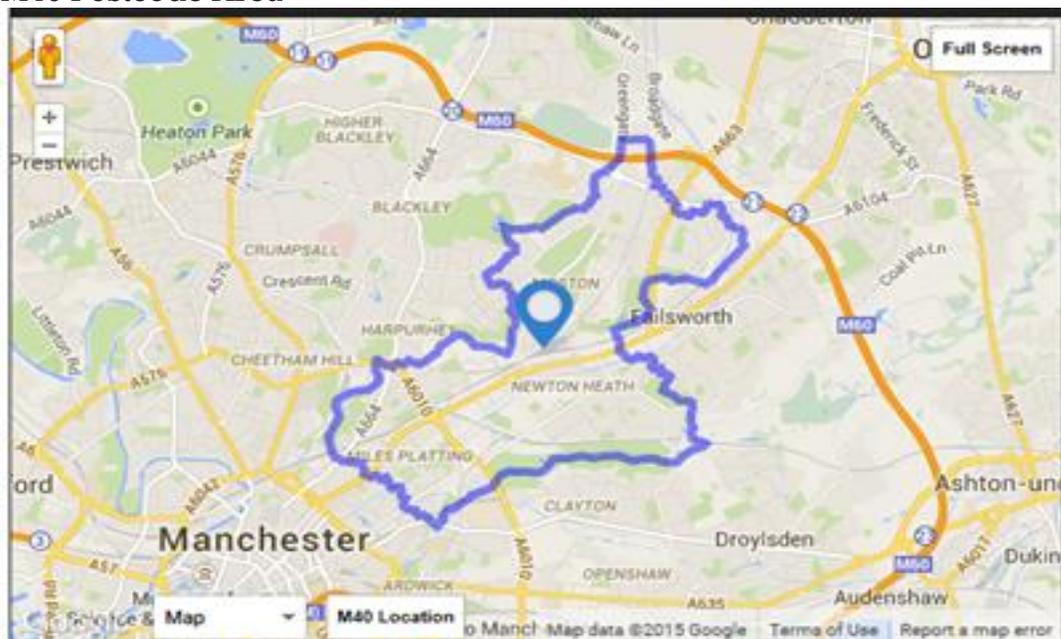
¹ <https://www.gov.uk/.../statistics/english-indices-of-deprivation-2010>

² A01 Manchester Factsheet (updated November 2014)
www.manchester.gov.uk/.../a01_manchester_factsheet_updated_november2014.

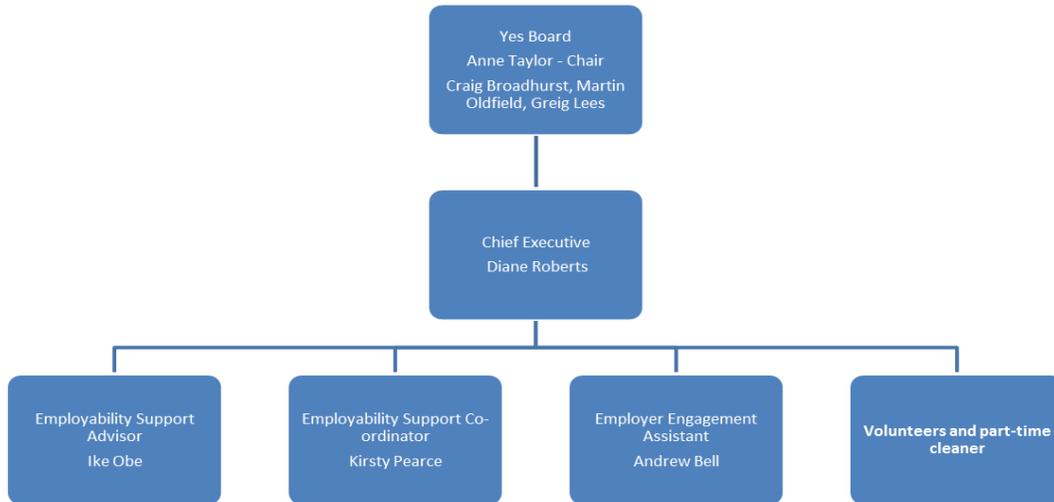
³ www.manchester.gov.uk/.../miles_platting_and_newton_heath_ward_plan

- Encourage and support community associations and third sector organisations to establish and resource Work Clubs in the ward.
- Reform though working with key local groups and housing providers to proactively identify and address issues, and ensuring residents benefit from this, for example through recruiting local people to become Community Champions who will filter information and advice to friends and neighbours.
- Support and promote volunteering opportunities to individuals and the local community to, where possible, find solutions for ward issues and local problems.
- Promote and support the Healthy Living Network (Zest) and other agencies to engage local residents in health and wellbeing initiatives.

M40 Postcode Area



The Team at YES include:



Diane Roberts who is the Chief Executive had been employed by Northwards Housing previously, when the YES project went live Diane was the lead and has been the driver of its ongoing development; she was joined at the start by Kirsty Pearce. The organisation grew when they decided to appoint a number of volunteers who would support work being undertaken with visitors to YES as well as have the opportunity to place this work experience on their CV; volunteers are critical to the success of YES, they have often had to deal with many of the challenges of their customers and have a unique and empathic understanding which enables them to stand in the shoes of many of the people who are accessing services from YES. The decision to engage volunteers and not to employ extra staff gives YES the flexibility to have a range of people who share the same situation as service users and have the empathy needed to support people whilst not creating prohibitive overheads for the organisation.

Andrew Bell joined the team in April 2014 as Employer Engagement Assistant, he had previously been a volunteer; Ike Obe joined in November 2014 as Employability Support Advisor.

3 Previous Social Accounts and Audit (where appropriate)

This is the first set of social accounts to be created to demonstrate the social impact of the work of YES.

4 Vision, Mission, Organisational Objectives and Activities and Values

In August 2013 the Board agreed and published the vision and values for YES:

Vision

“We will build confidence, drive ambition and inspire people to be the best they can be.”

Values:

Always Positive – about individual talent; helping people realise their ambition

Community First – helping businesses to tap into local talent

Their role in north Manchester is to:

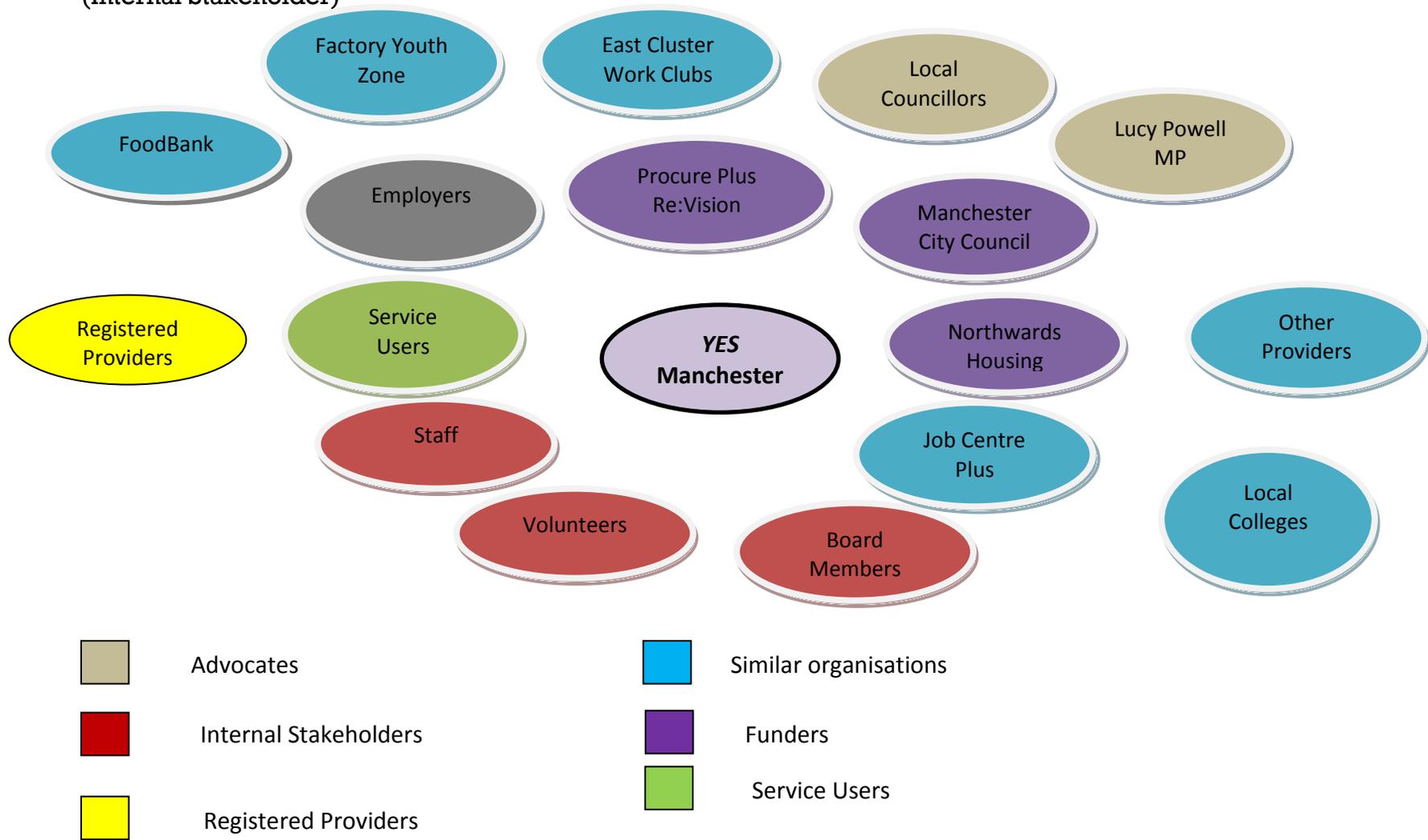
- 1. Support people to identify and engage with a range of activities which lead to a quality of life and a meaningful use of their time.*
- 2. Improve the well-being of residents in the north Manchester area by signposting and supporting access to a range of services.*
- 3. Tackle digital exclusion through providing access to a range of IT services and products for those people who may not have access to these in their own homes or who do not know how to negotiate their way through an on line world.*

To achieve these objectives they provide the following activities/services from their offices in Newton Heath:

- Accessing jobs and training opportunities across Manchester proactively targeting businesses who can choose to use *YES* as one of a range of recruiters to vacancies so that local jobs go to local people
- Providing free Wi-Fi and use of 21 PCs so that jobseekers can access on line job vacancies
- Support jobseekers in creating CVs and setting up e-mail addresses
- Provide opportunities for volunteering to build confidence and job readiness
- Signposting to the services of partners and key stakeholders to deal with a range of connected issues e.g. health and wellbeing
- Hiring out rooms to partners so that they can provide services at the point of need
- Providing advice and support for those who want to set up their own businesses
- Signposting to the local food bank
- Providing emergency money to fund travel to interviews
- Supporting people moving from the Pathways to Work programme
- Creating a sense of community in Newton Heath
- Building confidence in people who have lost much of their focus.

5 Stakeholder Analysis

This stakeholder analysis was formed with the CEO Diane Roberts, Greig Lees (Board Member) and Kirsty Pearce (Internal Stakeholder)



6 Scope of the Social Accounts

For the purposes of this first set of accounts *YES* will be consulting with the inner circle of stakeholders, following this set of accounts they will undertake a broader stakeholder review to review how the service can be improved and extended. Due to the timescale for this set of accounts and the availability of valid data *Yes* will be reporting on Objective 1 only and will pick up data and outcomes for Objectives 2 and 3 in the next set of accounts.

7 Methodology

OBJECTIVE	ACTIVITY	INDICATOR 1	INDICATOR 2	INDICATOR 3	CONSULTATION
		QUANT.	QUAL.	NARR.	METHODOLOGY
Support people to identify and engage with a range of activities which lead to a quality of life and a meaningful use of their time	Accessing jobs and training opportunities across Manchester	Total number of jobs/ training opportunities that have been gained	Interview with employer or other training provider who access jobseekers from <i>YES</i>	Case study from jobseeker	Jobseeker data collected by <i>YES</i> Telephone call with employer/training provider Interview with Job seeker
	Proactively targeting businesses to use <i>YES</i> as one of a range of recruiters to vacancies so that local jobs go to local people	Number of businesses engaging with <i>YES</i>	Interview with employer who access jobseekers from <i>YES</i>		Telephone interview with employer Jobseeker data collected by <i>YES</i>

	Providing free Wi-Fi and use of 21 PCs so that jobseekers can access on line jobs vacancies	Footfall data – total number of people attending the office		Casestudy with jobseeker/volunteer	Data collected by <i>YES</i> Face to face interview with jobseeker/volunteer
	Support jobseekers in creating CVs and setting up e mail addresses	Total number of people accessing CV and email advice		Casestudy with jobseeker/volunteer	Data collected by <i>YES</i> Face to face interview with jobseeker/volunteer
	Provide opportunities for volunteering to build confidence and job readiness	Total number of volunteers	Types of volunteering opportunities that have been provided by <i>YES</i>	Casestudy with volunteer	Data collected by <i>YES</i> Face to face interview with jobseeker/volunteer
	Providing advice and support for those who want to set up their own businesses	Total number of people advised and new businesses created	Types of new businesses created	Casestudy	Data collected by <i>YES</i> Face to face interview with jobseeker/volunteer

8 Report on Performance and Impact

In our assessment of impact *YES* is seeking to:

- report on the degree to which the organisation is living up to its Values
- report on each Organisational Objective using narrative description, quantitative data, qualitative information and appropriate calculations and interpretations. Organisational Objectives should consider the social, environmental and economic dimensions of performance and impact as appropriate
- Provide commentary which sets the context, interprets the data, summarises the findings, and highlights issues for action.
- Demonstrate social value

Objectives			
Support people to identify and engage with a range of activities which lead to a quality of life and a meaningful use of their time			
Activities	Output	Outcome	Impact
Accessing jobs and training opportunities across Manchester	Total number of jobs and training opportunities	Improved self esteem	Improved community participation
Proactively targeting businesses to use <i>YES</i> as one of a range of recruiters to vacancies so that local jobs go to local people	Number of businesses engaging with <i>YES</i>	Increased disposable income in families	Improved local wealth
Providing free Wi-Fi and use of 21 PCs so that jobseekers can access on line jobs vacancies	Number of people using PCs and WiFi facilities	Increased digital participation	Increased digital participation with other service providers
Support jobseekers in creating CVs and setting up e mail addresses	Number of jobseekers interacted with for job search purposes	Jobs secured	Improved self esteem

Provide opportunities for volunteering to build confidence and job readiness	Number of volunteers	Increased self esteem	Increased community participation
Providing advice and support for those who want to set up their own businesses	Number of people who have accessed support to set up their own business	Number of new businesses	Increased community wealth Creation of new job opportunities from new businesses
Improve the well-being of residents in the north Manchester area by signposting and supporting access to a range of services.			
Hosting counselling sessions to tackle mental health issues and build confidence	Number of counselling sessions	Raised self esteem	Improved family dynamics Improved resilience
Providing opportunities for people to engage with a range of services, build new networks and feel integrated to the community	Number of opportunities created	Reduced social isolation	Improved community participation

Objective 1

Support people to identify and engage with a range of activities which lead to a quality of life and a meaningful use of their time

Indicators of the quality of life include not only wealth and employment but also the built environment, physical and mental health, education, recreation and leisure time, and a sense of social belonging. *YES* exists to help grow employment in the M40, M8 and M9 areas and as a consequence wealth, but they recognise that quality of life and meaningful use of time can ensure individuals and communities are sustained and provide energising environments to their residents.

Activity 1

Accessing jobs and training opportunities across Manchester

YES have created a number of employment and training opportunities for their service users since they began operation. In the period of the accounts they have achieved:

Total footfall in the accounting period	17365
Average weekly registration	38
Total number of service users into employment/self-employment from all postcode areas	65
Total number of service users into training or volunteering	16
Total number of service users into employment/self-employment from M40 area	52

Across the social accounting process it is useful to establish the likely economic impact of the activities undertaken. In order to complete this process in a way that withstands public scrutiny YES have employed the Social Value Bank tool. This enables monetary values to be applied to changes in the community that might traditionally be difficult to enumerate.

Title: Community investment values from the Social Value Bank

Authors: HACT and Daniel Fujiwara (www.hact.org.uk / www.simetrica.co.uk)

Source: www.socialvaluebank.org

License: Creative Commons Attribution-NonCommercial-NoDerivatives license (http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB)

The HACT Value Calculator states that:

- The average value of placing someone into fulltime employment is £10,767;
- Where someone moves into a job which they consider has some security attached to it raises the average value to £12,334.
- In addition to the above; where service users have training to assist in their work search HACT Value Calculator places an additional value of £1567 on the above average value;
- Where service users access Government Training Programmes the average additional value is shown as £9447.

If you take the value of placing someone into fulltime employment and add in the value of assisted work search, this brings the social value of 65 service users into employment via training to assist work search to £801,710.

YES works closely with the local housing providers to support their tenants and residents find employment. Northwards Housing has a unique part to play with YES, they helped to set up the CIC; they are funders and Greig Lees Head of Regeneration sits on their Board. His view as a key player in one of the funding organisations is:

- Good numbers of people are attending which might reduce the amount of funding needed from Northwards as other funders can be attracted.
- The service contributes to Northwards activity in protecting tenants experiencing welfare reform, although we want to increase the numbers of people accessing YES that are Northwards tenants

The challenge for YES is to negotiate a way through continuing to grow the number of service users but not replace the other services that operate in the area; provide services to Northwards tenants to justify the funding whilst extending their services to other housing providers.

The service users can identify what it is that makes YES successful. Below is an extract from interviews with YES Jobseekers who have moved into employment:

Kelly (Employed)

What brought you to YES?

I wasn't getting anywhere with the Jobcentre, I had been out of work for 11 years and on income support and jobseekers allowance, I had been looking for work but was finding it difficult to find something that fit in with my children

How did YES help you?

Every single one of the staff is approachable; they take notice of you and really help. I got a cleaning job first but I wanted to work in Care, YES helped me find work as a support worker. Now I have a car, I don't ever want to be out of work again. I have much more confidence in myself, when I didn't have a job I felt down and my life was going nowhere. Now I feel I can really achieve things.

Michaela (Employed)

What brought you to YES?

I came to Yes about 12 months ago, I had been working and then was made redundant and had to take a zero hours contract, that was making things very difficult for me and my young daughter.

How did YES help you?

They are absolutely fantastic, friendly and welcoming staff and service users, I have told all my friends and family about them. They reassured me when I had knockbacks, they helped me with my CV, gave me confidence, helped me look for jobs and told me about jobs when they came up – they have been so productive.

I am a pen and paper type of person so I wasn't good with technology but they had patience with me. They have given me a sense of self-worth. I have

confidence and they made me feel worthwhile. What does it say to your children if you don't work – it makes me feel proud I am holding my head up in this community.

I messed about at school, I was too embarrassed to tell people that I didn't understand, but now my daughter is in top sets – she wants to be an author. I still come in to use the computers. YES has been a real investment in the community – it's not a hangout place but people are friendly and they take you for what you are. People in this community like to go where they are accepted for what they are. The staff make you feel welcome and at ease. The Jobcentre just want to tick the boxes and some of their processes can be very daunting.

Sally Cosgrove Employer Medacs

I didn't know a lot about YES until I was contacted by Andrew. We provide care for vulnerable adults in Newton Heath. I went to do a presentation about the kind of work we do, what the pay is, what the hours are and how the shift patterns work. 7 people were interested and of those 5 have completed the training and we are waiting for references.

Newton Heath is a very tight knit community and we find that our service users prefer to be looked after by people who are from that community, so being able to go to YES and talk to people who have grown up in this community works really well for us.

It's a bit early for me to tell whether people will stay longer and how they compare because we have just taken our first group. However, I am about to do the presentation to another group so its working well so far.

A Newton Heath resident who got a job as a painter and decorator at Manchester Working said:

"I ended up living on the streets. I wanted to sort my life out – that wasn't the life I wanted to have, it was going nowhere. I decided to move to Manchester because it was far away from London and it was a fresh start. "Once I was on my feet, Northwards Housing was able to help me find a flat and then I came here to Yes. What YES taught me is that I can do anything if I put my heart to it and gave me the confidence to try."

Summary

It is clear that YES has a significant impact on those service users and volunteers that it comes into contact with, providing the type of service that the Jobcentre is not able to. There is evidence that YES has a wider impact in the community by creating disposable income and a sense of community. It is the stories that are told by service users which have the most impact given this is the voice of the person served and best informs the development of the service to meet current and future needs. The HACT value calculator places an average value of £3919 on people feeling a sense of belonging to their neighbourhood. Where residents are over 50 HACT places a value of £6004,

this should not be discounted given that 14.5% of service users are in that age range.

There is high footfall into the office at *YES*, the numbers which have been collected indicated the numbers of service users signing into the building to use the facilities, however we know that this number includes repeat visits from some users who may come in several times a week; as a consequence the numbers into work may seem low compared to the total interactions. It is important however not to under estimate the impact of the numbers into work when you consider that in the 2010 Index of Multiple Deprivation, Miles Platting and Newton Heath scored in the top 1% most deprived areas and 27% of residents claim benefits within the ward compared the city average of 17%. It will be worth following up with Medacs when *YES* complete the next social accounts to understand how *YES* jobseekers compare with those from others sources.

100 people into work/training May 2014 - since opening



Activity 2

Proactively targeting businesses that choose to use *YES* as one of a range of recruiters to vacancies so that local jobs go to local people

Being able to have employers use you as a preferred supplier for their vacancies gives *YES* Service Users a significant advantage. In the period of the social accounts *YES* have worked with a number of employers who have

agreed to bring their vacancies only to YES; in the main these have been where jobs are below £15,000 and are unskilled work. During the accounting period YES have moved service users into the following organisations:

	Company	Postcode	Business
1.	Midland Hotel	M60 2DS	Hospitality
2.	Asert	M12 6JH	Call Centre
3.	Sharps Futures CIC	M40 5BJ	Digital/Technology
4.	Lightbowne Hall Care Home	M40 5HQ	Care
5.	The Sheridan Suite	M40 8EA	Hospitality
6.	Avro Hollows TMO	M40	Tenant Management Organisation
7.	Servacare	M8 5BN	Care
8.	Join The Dots	M1 1FN	Office/Admin
9.	Manchester Working	M8 5RB	Manual/Construction
10.	Continental Landscapes Ltd	M40 2XP	Manual/Gardening
11.	Hub Le Bas	M40 2AF	Manual/Engineering
12.	Clayton Hall	M11 4WH	Manual/Gardening
13.	Learning Unlimited	M2 2AN	Trainee / Apprenticeships
14.	FC United of Manchester	M4 7JA	Football/various
15.	GMP	M40 5BP	Police/various roles
16.	Northwards Housing Limited	M9 8GQ	Housing/various roles
17.	Whitebeck Court	M9 7HR	Extra Care
18.	Norlands Nursing Home	M40 8NQ	Care
19.	Mears	M41 5D	Call Centre
20.	Burton Copeland	M40 5AG	Office / Law
21.	Fine lady Bakeries Manchester	M40	Manufacturing
22.	Saville Productions Ltd		Administration
23.	GMP	M112NS	Administration
24.	Mathers	M40	Engineering
25.	Manchester University	Manchester	Various

They have also secured the commitment from the following employers to use YES for their recruitment to employment or volunteering opportunities:

Employment Opportunities			
1.	REM Engineering Limited	M35 9BW	Manual
2.	Rullion (ALSTOM)	WA14 1FB	Engineering
3.	OPAL-The Shaw Centre	M9 5UX	Care
4.	The Bakery	M40 2TP	Catering
5.	Iceland Foods	M40 2JF	Retail
6.	Boots (Manchester)	various	Retail
7.	Yo Sushi (Manchester)	various	Catering
8.	MCFC (via EM Regen)	M11 3FF	Football\Various

9.	Manchester Working	M12 6JH	Manual
10.	JLY UK Ltd	M4 4HU	Manual
11.	MEDACS	M17 1HH	Care
12.	VESTA CARE	M24 4GJ	Care
13.	ASDA	M40 2JL	Retail
Placements / Volunteering			
1.	Fujitsu UK	M40 5BP	Digital/various roles
2.	Fareshare /Emerge	M112WJ	Recycling/manual
3.	Lightbowne Care Home	M40 5HQ	Care
4.	OPAL-The Shaw Centre	M9 5UX	Care
5.	Burton Copeland	M40 5AG	Office / Law
6.	Imperial War Museum	M17 1TZ	Exhibitions

Having the opportunity to earn a salary when you have been dependent on benefits gives many service users a sense of freedom and pride. The HACT Calculator puts an average value of £13065 on a feeling of confidence; in particular this value looks at those who have lost confidence and then regained confidence in some way.

The following are extracts from interviews with service users:

Michelle (extract from interview)

I am no longer claiming benefit, paying bills is back on track and it has given me confidence. I am doing an NVQ2 at work. I can now get out and do things and meet other people in my community. I have money to treat myself- the first thing I did to treat myself was to buy some perfume - Anais Anais (about £20).

Kelly

YES helped me find work as a support worker. Now I have a car, I don't ever want to be out of work again. I have much more confidence in myself, when I didn't have a job I felt down and my life was going nowhere. Now I feel I can really achieve things.

Kirsty Employee

How does what you do add value to employers?

For our employers it's a free service – we can narrow it down to candidates who will really fit. Because we know people really well we can match them for employers and find the best candidate. We prepare them for the interview with questions and we even have people bring in old clothes for those who have interviews but nothing to wear to the interview. What's clear is that we know when people are ready to take on a particular job because we have helped them overcome some big challenges. For some of our service users, going for an interview is a big deal.

Greig Lees Board Member says:

What has been done well?

- *Created a niche through a new local offer for residents – starting to make traction with businesses too*
- *The fact that people are not mandated to go to YES means that they are willing to go and happy to receive the service*
- *The ability to be flexible means YES offers more than its original vision.*

The following extract is from an employer who had filled a vacancy with the help of YES:

Andrew,

Your reactivity to our needs has been first class. In less than 2 working days we have got the people we need. If you come across any Pattern Makers - please let me know.

All the best

Jon

Jon Mees

Mathers Foundry

Technical Manager

Paula Law from Manchester Working says:

The jobs seekers from Yes Manchester all have assessments prior to being sent through to our company as a potential candidate. They receive C.V. and interview skills and have general Maths and English assessments. This assists in sending the potential right candidate appropriate for the role advertised.

We work closely with Yes Manchester and have taken candidates from the hard to reach groups, which have proved challenging in some cases. Therefore, there has been a mix of trainees who have stayed and left the business. We have a good working relationship with them and continue to provide opportunities for the unemployed.

Summary

YES have a good relationship with local employers who are looking to recruit to vacancies which are consistent with the types of work their service users are hoping to secure. The challenge for YES according to YES Board Member Greig Lees is:

I am conscious that we might overreach from the core purpose – we don't want to be the last man standing in the area because other agencies assume we can deliver everything. I am aware of likely future cuts to funding – this could mean that the focus shifts to being an advice provider.

As a consequence working closely with employers and partners will be a core capability moving forward.

There is evidence from the case study interviews that some jobseekers get into work with the help of *YES* and then move into other jobs with their ongoing support. Knowing their service users well gives *YES* an advantage when it comes to placing people into employment, they can take the time to make sure that people are job ready before sending them for interview. In the accounting period they have placed 65 people into employment and 16 people into training or volunteering – making them job ready. Tracking of service users is always a challenge; the numbers shown in the accounts are for those who have completed success questionnaires. *YES* staff are aware that there are other service users who may have secured employment but have not informed *YES* of the outcome.

It would be useful for *YES* to collect data about the length of time people stay in work and when they leave whether this is to a role which could be described as a progression – this will be considered in the next reporting cycle.

It is worth noting at this stage of the accounts that; whilst *Yes* supports personal empowerment – people taking responsibility for their own futures with support; perhaps what differentiates *Yes* from many other employment and training initiatives is the willingness of the staff and volunteers to go the extra mile. Service Users tell stories of the staff and volunteers taking their clothes home to wash them ahead of interviews; providing make up for interviews; bringing in food and washing powder to the office; organising fund raising charity events and even a service user homing another homeless service user. It is activities like this which makes *Yes* a successful and outstanding service.

Activity 3

Providing free Wi-Fi and use of 21 PCs so that jobseekers can access on line jobs vacancies

The Government Digital Inclusion Strategy published in December 2014 states user research and consultation, has identified 4 main kinds of challenge that people face to going online:

- access - the ability to actually go online and connect to the internet
- skills - to be able to use the internet
- motivation - knowing the reasons why using the internet is a good thing
- trust - a fear of crime, or not knowing where to start to go online

For some service users cost and affordability is a barrier, particularly those on the lowest incomes or benefits. The up-front investment for the hardware can be the biggest issue. For many it is the feeling that they could not justify the initial outlay given their uncertainty over how regularly they would use it, or how personally beneficial it would be and their capability to use it effectively. Whilst on line job search is quicker and easier for those who are both conversant with the use of technology and have access to that technology it can significantly disadvantage job seekers who are not confident with the

technology or who are unable to afford the technology. Many jobs are still recruited through word of mouth – estimates suggest 60-80%, and that companies employ a range of approaches to attract employees. The table below shows some of the most popular approaches.

Table 4: Most effective methods for attracting applications, by year and Industry sector (% of respondents)

	All				Sector (2013)			
	2013	2012	2011	2010	Manufacturing and production	Private services	Public sector	Not-for-profit
Own corporate website	62	61	59	63	50	56	78	70
Recruitment agencies	49	53	54	60	69	56	29	35
Commercial job boards	38	32	27	33	27	47	33	33
Employee referral scheme	33	35	29	35	41	49	7	17
Professional networking (such as LinkedIn)	31	22	16	14	35	43	15	17
Local newspaper advertisements	29	26	32	36	29	20	33	49
Specialist Journals/trade press	24	29	27	31	14	13	47	33
Encourage speculative applications/word of mouth	23	20	25	24	29	25	13	20
Apprenticeships	20	17	11	12	21	19	26	16
Jobcentre Plus	19	20	25	23	21	18	13	29
Search consultants	17	20	15	22	22	18	16	12
Links with schools/colleges/universities	14	16	13	18	12	16	15	10
Secondments	12	10	11	11	4	11	23	10
National newspaper advertisements	12	10	11	16	3	4	32	16
Social networking sites (such as Facebook)	9	8	4	3	0	13	7	10
Alumni (previous employees)	6	7	5	5	8	7	5	1
Links with other local organisations making redundancies*	6	7	7		9	6	6	1
Local Employment Partnership (LEP)	4	3	3	6	0	4	7	3
Other	6	6	5	5	8	3	8	7

Base: 457 (2013); 516 (2012); 604 (2011); 464 (2010)

* New item added in 2011

RESOURCING AND TALENT PLANNING 2013

YES have set up their centre to provide opportunities to be able to view jobs on line by providing 21 PCs for use by users attending the centre. The HACT value calculator places an average value of £1150 on people being able to access the internet; based on the number of registrations in the period this equates to £2,272,400 of value. In the scope of these social accounts they have counted 17,365 user visits (an average of 69 per day which may include one service user making multiple visits) to access on line job search facilities. As a result, service users have secured 81 jobs, training opportunities or volunteering activities. (52 are from the M40 area). An interview with a service user highlighted:

Michelle (Employed)

What brought you to YES?

On the first day that it opened I came in, I had been unemployed 18 years and had tried to get back into work but hadn't had a lot of help.

How did YES help you?

They helped me set up my UJM (Universal Job Match) account and a CV, I didn't have a computer at home, I had tried to use the one in the library but hadn't worked out how to. Ike put me forward for this job; they helped me learn how to send e mails and how to make looking for a job quicker. I have had a full time cleaning job since February this year. It has changed me completely – I am no longer claiming benefit, paying bills is back on track and it has given me confidence. I am doing an NVQ2 at work. I can now get out and do things and meet other people in my community. I have money to treat myself- the first thing I did to treat myself was to buy some perfume Anais Anais (about £20). I get along with my daughter much better now I am working because I am not sitting at home all day. YES have more time to help, you feel welcome when you come here.

Kirsty Employee

How have you helped Service Users access technology?

When we first opened here the Jobcentre would send people to us to register on the Universal Job Match system - they didn't have time in the Jobcentre to show people how to do it, I had to learn how to do it so I could help others. We had to take time with our Service Users to go through the main steps to show them how to use it so that next time they could do it on their own. Often after we have done that in a couple of weeks' time you can see them helping others to get on line. Lots of people don't realise that employers use e mail to send out interview appointments and job offers – I had to spend time with them to help them understand what a real e mail address was.*

I remember a woman coming in – she was really down and looked upset – now she chats to everyone and giggles and is having fun with others. She has made friends in here with people who have been in the same situation it's made a real difference to her.

(* Universal Jobmatch is a service offered through Government Gateway. This service has been designed to help you find and employ the most suitable jobseekers for potential jobs. You can post jobs, review CVs and get updates on jobseekers who match your requirements)

Exit interviews are undertaken with service users who have moved into employment or other opportunities, below is a summary of those interviews, Appendix 2 shows the exit questionnaire Employment; Appendix 3 shows the exit questionnaire Training; Appendix 4 shows the full Exit Questionnaire document:

Number of completions	Average point score out of 10 – showing the value of the service given by YES
75*	9.2

(*The above data is the total number of completed exit interviews undertaken since Yes became operational – the data has not been collected in such a way that it can be split down for accounting period.)

Summary

Providing free Wi-Fi and use of 21 PCs so that jobseekers can access on line jobs vacancies is probably one of the most significant services that YES provides. This coupled with the 1:1 support from staff and volunteers means that many service users who have not been job ready can get support to access technology to search for and apply for jobs online. When you go to the YES office you are struck by the number of people who are arriving, checking job sites, being signposted to other organisations that can help and then leaving. Perhaps most significantly is the fact that jobseekers are helping each other find work, either by bringing their attention to jobs they have seen or by letting them know about jobs they have seen on previous occasions. This sense of community is palpable and sums up what YES is about.



Activity 4

Support jobseekers in creating CVs and setting up e mail addresses

The Government Digital Inclusion Strategy published in December 2014 states that in 2013, 89% of young people were using a smartphone or tablet to go online, up from 43% in 2010. However there is a generation of people who have yet to use this technology to communicate with a range of contacts. Recent research published by the BBC found that 21% of Britain's population lacks the basic digital skills and capabilities required to realise the benefits of the internet. Around a third of small and medium enterprises (SMEs) don't have a website, and when we include voluntary, community and social enterprises (VCSEs) this figure rises to 50%.

As the number of people offline decreases over time, those remaining become increasingly difficult to support. 5% of the adult population do not have basic literacy skills (2.6 million people), making using the internet a bigger problem for this group.

YES is committed to working with those who need to access a range of support to complete a CV and then use e mail communication to send that to recruiting organisations. Over the period of these accounts 17,365 (an average of 69 per day which includes one service user making multiple visits) service users have interacted with YES for the purposes of job search, leading to 81 jobs and training opportunities.

Below is an extract from an interview with a service user:

Kelly (Employed)

What brought you to YES?

I wasn't getting anywhere with the Jobcentre, I had been out of work for 11 years and on income support and jobseekers allowance, I had been looking for work but was finding it difficult to find something that fit in with my children

How did YES help you?

They were really approachable and gave me lots of confidence, it's the best place I ever been to look for work. I signed up with them, I use the computer, I made an appointment to sort out my CV. I had done a 4 day course with the Jobcentre about writing a CV, but after an hour with Ike we went into more depth than I had before. I didn't have a computer or Wi-Fi at home. I still come in to talk to the staff and other service users looking for work.

My boyfriend came here and has got a real good job with security in Construction, I have told my Aunty and my boyfriend's brother – I have told loads of people to come here to look for work.



Summary

Help with the completion of CVs is perhaps the highest mentioned comment on the exit surveys shown in Appendix 4; of the 75 completed 11% cite help with their CVs as being significant. Many of the service users at YES have not needed to complete a CV, however the UJM system now requires jobseekers to upload a CV for job match purposes and an increasing number of employers ask for CV by e mail for job applications. In particular the case study interviews remark that the support given by Ike has been helpful – one of the people interviewed had attended a 4 day Jobcentre programme to help with job search but found the support from YES was more helpful. She remarked that the time taken by YES to understand each person is what makes a difference.

Activity 5

Provide opportunities for volunteering to build confidence and job readiness

The HACT Value Calculator places a value of £2357 on volunteering activity. TimeBank the national volunteering charity recognises some of the benefits of volunteering:

- Gives your CV a boost – a survey of some of the UK's leading businesses by Reed Employment found 73% said they would employ someone who had volunteered over someone who had not.
- Get back into work - a great way to get a reference and fill gaps in your work experience.
- Improve your confidence – learning and doing things that you might not normally get the chance to can be a real confidence boost.

- Improve your health- Research in the USA has found that volunteering can do everything from helping you to sleep better to boosting your immune system.
- Meet new people–Volunteering with people who are as passionate about a cause as you are, is a great way to meet like-minded people.

A pilot study, by Katharine Gaskin and Barbara Dobson at the Centre for Research in Social Policy (CRSP) on behalf of the Joseph Rowntree Foundation⁴ looked at the economic value of volunteering. The study's analysis produced an annual 'volunteer wage bill' of between £2,000 and £14,000 per organisation, based on local rates of pay. The total value of the work done by the volunteers in all twelve organisations they reviewed in the study was between £70,000 and £80,000 per annum. When the National Average Wage Rate of £7.83 was applied, the figure increased to £120,145. Thus, analysing particular tasks and using appropriate local wage rates gave a quite different estimate of the market value of volunteering.

During the accounting period YES have worked with 13 volunteers who have accumulated 2442 volunteer hours between them, at an average cost of £7.83 per volunteer hour this amounts to £19,120. YES have added 19% of additional value to their employee budget of £100,000 per year. In the accounting period 6 volunteers have moved into work; 3 volunteers are continuing with the possibility of 2 other volunteers moving into work. The average time volunteering before work is 21 weeks and the range of volunteering time is 8 to 36 weeks before getting work. The average age of volunteers is 42 – with the age range being from 29 to 53 years.



⁴ www.jrf.org.uk/sites/files/jrf/sp110.pdf

The following is an excerpt from interviews with two volunteers.

Marika (Volunteer)

How did you become a volunteer?

I did a customer service course here about a year ago, I was looking for a job in customer services and after the course I had the opportunity to become a volunteer.

What has it meant to you being a volunteer?

2 years ago I was new to this country from Malta, I moved here in August 2013, my husband was looking for a job and we saw the sign – we popped in and we needed help.

I now feel very confident, I have met new people and made new friends and learn and raised my skills. I know much more about the area and now it feels like I have lived here for ages. When I am working as a volunteer its like being a different person – I leave all my problems behind me and I am using my skills. My confidence is coming from my heart, I know what to do and I am helping others. When you say to an employer you are volunteering its like saying I am ready for work and the employer knows that. The interviews I have had have focused on that

In what ways has it helped you understand and deal with technology?

At home I don't get a chance to get on line but when I am at YES I can use the computers, I have found for people over 50 it can be a bit scary for them, I explain how important it is to use the computer for jobs, paying bills and shopping if you can't get out of the house.

Marika has had 4 interviews but has so far been unsuccessful finding work.

Summary

YES volunteers are pivotal to their success:

- Volunteers are from the local community and help bring the community into YES
- Volunteers know what it is like from the Service Users perspective – they can have empathy and legitimacy with them
- Volunteers say to employers we are already job ready and have recent work experience

It would be useful to understand how many volunteers have gone into work and the average time spent volunteering before they secure employment.

This will be considered in the next accounting cycle.

Activity 6

Providing advice and support for those who want to set up their own businesses

A representative from Blue Orchid has been operating from the YES Project since 2014 starting 6th January where they have been available every 2 weeks on a Monday to give advice for those people who want to set up their own business. Blue Orchid help budding entrepreneurs plan and launch their business idea with the Blue Orchid's Startup service. They have been offering free one-to-one support and a training programme; their advisors can help with:

- Advice to help plan and start a business
- Specialist training workshops including: marketing, book-keeping and social media.
- Business plan preparation
- Accessing finance
- Specialist support for a range of sectors.

In partnership with HACT (Housing Associations Charitable Trust) & CDFA (Community Development Finance Association)⁵, Northwards Housing has launched a £165,000 start-up business loan fund for local residents. The loan fund along with the package of support that comes with it (mentoring and support to develop business plans, cash flows, etc.) aims to encourage local enterprise, particularly targeting those residents who may find it difficult to access affordable credit elsewhere. The loan fund is being rolled out in partnership with Yes as we feel that this really complements their offer; including their partnership with Co-operative Academy Manchester which will incorporate a number of business start-up incubation pods which can be leased at affordable rates.

In the accounting period YES have submitted two applications to the Northwards scheme and have another 10 people in the pipeline looking to start their own business.

Lorraine who is setting up her own business and had support from YES said: I met Diane at the Manchester Communications Academy where she mentioned that YES were working with a partner to provide small business loans. At that point I had my business plan but I was looking to get some funding to set up a childcare business. The staff at YES were friendly and approachable and have kept in contact with me in case I need any more support. YES are keen to support my business because it will be based in Collyhurst and will provide affordable childcare to those residents who are trying to get back into work – I will also be recruiting staff for the business from the local community. I am really impressed with the work they do and have sent family and friends who are looking for work to the YES office.

⁵ <http://www.cdfa.org.uk/2014/05/06/7434/>

Conclusions:

The above assessment against the *YES* objectives and activities shows that the *YES* model works and provides a service to the community to support and assist people into work, training or volunteering. It is also clear that in providing these services they have supported, with partner agencies, a sense of community identity in the M40 area of Manchester.

There are opportunities for *YES* to look at extending the model they have built; this will raise questions about; sustaining a quality service; replicating the experience that service users have from the team at *YES*; and meeting the requirements of funding agencies.

The challenges are, not to become a victim of that success by overwhelming some of the other providers of similar services and continuing funding for the future. In the words of Board member Greig Lees, *YES* needs to be conscious about ensuring its funding sustainability:

YES needs to attract additional funders to reduce the risk of all income being dependent upon the public sector, or at least compete for commissioned services – we need diverse sources.

9 Other Stakeholder Views

In December 2014 *YES* held a Focus Group with Service Users, Staff, Volunteers and Partners as part of a 'View from the Bridge' activity for the Board Away Day review, the outcome of that focus group cuts across all of the Activities listed above so is presented here as feedback on the objectives of *YES*:

What does Yes Manchester do well for you and for others?

Service Users

- Help with CVs, applying for jobs
- Staff and service users working together to help people find work
- Help with interviews
- Confidence looking for work
- Personal service - go the extra mile
- Sharing expertise
- Nothing similar in the area
- Computer skills
- They give you time
- You can go into town for help but that costs you money

Staff/Volunteers/Partners

- Its varied depending on the need
- Continuing skills and an up to date skillset for service users and volunteers
- Opportunities to build a network

- Gets me out of the house
- Gives people a chance despite their past
- DWP not giving people the help they should be
- Its all people together – not them and us
- Its like a community
- Not a judgemental environment
- Integrates the community
- Volunteers are role models
- Volunteer network

What would you change or stop at YES?

Service Users

- Open the Job Club longer
- Nothing it just works well

Staff/Volunteers/Partners

- More employer engagement locally to raise awareness
- More space
- Nothing – it may change the trust/bond between people
- Staff training for conflict management – we don't want security folk here
- Digital jobs board - we need one
- We should evolve as we go
- Training and awareness up to date for volunteers – they turnover as they find work
- Capturing all the data about outcomes and tracking the data needs to be better

If YES were to grow – what would you want to see?

Service Users

- Staff that are the same as here
- A manager who is organised like Diane
- Chances to help people
- Volunteers – they are an important part
- Use the current staff to train any new staff
- People who are prepared to go above and beyond (Ike took home my clothes to wash them for an interview)

Staff/Volunteers/Partners

- A positive environment
- Tough love and professionalism
- Bigger building
- Volunteers who get it or go
- Recruit people with the same ethos
- Put volunteers into the new place so the ethos can evolve
- Sharing of good practice – people speaking to each other
- Good practice manuals to share which show client centred approach
- Valuing and respecting difference

- Not regimented like the Job Centre
- Ethos has to be developed over time – Diane is a part of that
- Voluntary attendance
- People encouraged to take personal responsibility
- Maintain relationship between services users and volunteers

What would be the benefits of growing?

Service Users

- More jobs
- More people into employment
- Are bigger companies as successful as we are – is there a danger you cease to be an individual
- Will same trust exist
- Ratio of service users to staff and volunteers is important

Staff/Volunteers/Partners

- Employers might use us more
- Would have a better local economy
- If we are too big will it change the ethos
- We should grow organically
- If we are chasing the funding is that right – would we end up ticking boxes like other providers
- In a bigger organisation would it be about process and less about empathy like SEETEC
- Volunteers are significant

Other Comments

- You can't get the same personal advice from the Job Centre
- You have to book in to use a PC in the Job Centre
- Volunteers have become role models in the community – Alison talked about being asked by a member of the Job Centre staff to help show someone how to use a computer
- Have a lack of hierarchy makes a difference
- We really want people to get jobs
- Job Centre refer many people to us

View from an Internal Stakeholder – Kirsty Pearce



In what way does YES show its values in the way in which it operates?

People will come in and have no confidence and don't want to tell you their problems. After 10-15 minutes of sitting here they open up. The environment is friendly and we acknowledge people straightaway. Once they look around and see people getting the help that they need then their barriers drop. We haven't got a set procedure so we can do whatever works for individuals. We really listen to people. I was once in the situation they are in now and I really wanted someone to sit down and listen to me and help me. I remember telling my story to 3 different people at the Jobcentre and I don't think anyone really listened to me. Here we can give them the time they need, listen to them and then we can help them when we know what they are about.

10 Key Aspects Checklist

The report on Key Aspects using the check-list, plus attachments, should be submitted as part of the social accounts. The check-list covers the organisation's approach to human resources; its good governance; its "asset lock"; its financial sustainability; its environmental policy and practice; and its local financial and economic impact as an organisation.

See Appendix 8

11 Compliance

YES has identified the regulatory and quality standards with which it is required to comply and affirm, with reference to evidence, that it does so.

See Appendix 6 for the YES/Northwards Intra Group Agreement and see Appendix 7 Grant funding agreement with MCC

Below is an extract from the CIC regulations from the Office of the Regulator of Community Interest Companies:

- I. Every community interest company (CIC) must have up to date Articles, a copy of which must be delivered to the Registrar of Companies. This is the key document that establishes the company's constitution.
The Articles together with the Memorandum, application to register a company (form IN01) and community interest statement (form CIC36) provides the main evidence upon which the Regulator will determine whether the company is eligible to be formed as a CIC.
- II. The Memorandum of Association. The Memorandum is a short document which confirms that the subscribers wish to form a company and agree to become a member of the company. If the company is limited by shares they agree to take at least one share in the company.
- III. The Articles of Association. The Articles set out key information about the internal allocation of powers between the directors and members of the company, the rules which govern a company's internal affairs, such as, appointment and powers of directors, conduct of meetings and rules for the transfer of shares.
- IV. Articles of Association for a CIC. For a company to be eligible to be formed as, or converted to a CIC, the Articles must comply with the related legislation. These require CICs to include in their Articles certain specified provisions about the company's form, asset lock and governance (see 5.2. below). Any provisions in a CIC's Articles, which are inconsistent with the legislation, will be of no effect.
- V. The Asset Lock is designed to ensure that the assets of the CIC (including any profits or other surpluses generated by its activities) are used for the benefit of the community. A transfer of assets must satisfy certain requirements. This means that, subject to the CIC meeting its obligations, its assets must either be retained within the CIC to be used for the community purposes for which it was formed, or, if they are transferred out of the CIC, the transfer must satisfy one of the following requirements:
 - a. It is made for full market value so that the CIC retains the value of the assets transferred;
 - b. It is made to another asset-locked body (a CIC or charity, a registered society or non-UK based equivalent) which is specified in the CIC's Articles of Association;

- c. It is made to another asset locked body with the consent of the Regulator; or
- d. It is made for the benefit of the community.

Provision to this effect must be included in a CIC's Articles.

- VI. Statutory obligations. These obligations are aimed at ensuring that the company maintains proper financial records, produces accounts and maintains statutory records such as registers of members and directors and provides Companies House with information to keep the public record up to date.
- VII. Annual reporting requirements. A community interest company (CIC) is required to prepare and deliver annually, to the Registrar of Companies:
 - a. accounts;
 - b. a CIC Report with a £15 filing fee (see Chapter 4);
 - c. an Annual return with a £15 filing fee (see Chapter 8.2 below).
- VIII. Annual accounts. As with ordinary companies the directors of CICs are required to deliver copies of their accounts for each financial year to the Registrar of Companies who will place them on the public file. The accounting requirements for a CIC are the same as those of other companies (the amount of detail, and the extent to which an audit is required varies with the size of the company, and according to whether it is public or private). These requirements are explained in the Companies House booklet "Life of a Company – Part 1 Annual Requirements GP2". Failure to meet these requirements (and those relating to the CIC Report) can lead to the prosecution of the directors and the imposition of civil penalties on the company.
- IV. Corporate Governance. Whatever structure is adopted, it is up to the directors and members to ensure it is complied with and is in the best interest of the CIC and its community. In serious cases, the Regulator has the power to take legal action in the name of the company, but the Regulator is unlikely to be in a position even to consider doing this unless the members, in particular, take their governance responsibilities seriously.
- VV. The Companies (Audit, Investigations and Community Enterprise) Act 2004 ('the CAICE Act') established the Regulator as an independent statutory office-holder appointed by the Secretary of State. The Regulator's appointment was subject to an open public recruitment process monitored by the Office of the Commissioner for Public Appointments. The Regulator's powers and duties are set out in the CAICE Act and CIC Regulations 2005.
- VVI. Northwards Equality and Diversity Policy. Northwards believe that every person has the right to be treated with dignity and respect. In line with our obligations under the Equality Act 2010, Northwards will oppose all forms

of discrimination and unfair treatment related to the **nine protected characteristics***, which are:

- a. Age
- b. Disability
- c. Gender Re-Assignment
- d. Marriage and Civil Partnership
- e. Pregnancy and Maternity
- f. Race (including ethnic origin, nationality, nation origin)
- g. Religion or Belief (or non-belief)
- h. Sex
- i. Sexual Orientation

Northwards will ensure that meet our legal obligations under the Equality Act, and that we take a proactive role to advance equality of opportunity for everyone. We will comply with the Equality Act Codes of Practice issued by the Equality & Human Rights Commission, including the Code of Practice on Equal Pay, the Code of Practice on Employment, and the Code of Practice of Services, Public Functions and Associations. We will also comply with the regulatory framework for social housing providers.

12 Issues for Action and Achievements - Recommendations

The social accounts will have revealed a number of issues that have to be tackled as well as achievements to celebrate. These should be listed in this section.

- Due to the timescale for this set of accounts and the availability of valid data Yes have reported on Objective 1 only and will pick up data and outcomes for Objectives 2 and 3 in the next set of accounts.
- Yes have been considering expanding their service to other geographical areas. These accounts show the value which could be added to other localities of a community employment and training service in areas of high deprivation – Yes should consider whether they want to augment similar services by setting up alongside what may already exists or whether they would add more value by partnering voluntary/community organisations already working in these areas by sharing their good practice.
- The footfall data which is collected by yes does not exclude service users who visit the centre more than once in a week. The HACT calculator places an average value of £1977 on people being able to obtain advice locally; if we were to multiply this by the number of registrations taken during the accounting period it would equate to £3,906,552, a considerable amount of value. It would be helpful if yes were to analyse registrations by individual user visits– this will give us a clearer idea of the value of advice given locally.
- Yes should identify plans to collect evidence to support Objectives 2 and 3; in particular they should consider setting up focus groups to collect narrative

data and add questions connected to wellbeing, health, confidence and impact to their exit questionnaires.

- Yes should look at how they collect data about the length of stay in a job – in particular where people have accessed fulltime from part time employment or have been promoted this can show increases in disposable income in the community. Where people may have left work and not moved into another job yes can understand whether there are changes in their services which need implementing to support people in employment.
- Those Employers who have been interviewed as part of the social accounts should be followed up in the next cycle of social accounts so that YES can fully understand the impact of their interventions and identify opportunities for improving the ways in which they work with service users.
- YES should set up a programme of consultations with employers and volunteers to add into the next cycle of their social accounts
- YES should review their objectives and activities for the next cycle of social accounts
- YES to extend the stakeholder consultation process to include partner organisations such as Manchester City Council and Job Centre Plus. In particular with Job Centre Plus review the impact of changes in the Universal Job Match Process.
- In the next set of social accounts look to measure progress from volunteering – review how many people move onto to other options and what they include.
- In order to assess changes on Health and Wellbeing review the Manchester City Council Working Well Update.
- It would be worth YES considering if it is possible to track the length of time in employment for those people who do find work – this would help YES to understand the impact of their services and potentially look at ways of improving what they do.
- YES are about to extend their provision to Blackley and Harpurhey, in the next set of social accounts the outcomes from these locations should be included.
- Yes believe that their work has changed the community for the better – in the next accounts it would be useful to look at how have lives changed and how has the community changed; are people being proactive rather than passive; is there participation in other events in the community.
- Yes should review the possibility of reviewing their environmental impact for the next set of accounts.

13 Social Value Summary

HACT Value Activity	HACT Social Value	YES outcome	Social Value
Access Internet	£1150	1976	£2,272,400
Voluntary Activity	£2357	13	19,120
Employment	£12034	65	£801,710

The estimated Social Value of some of YES activities is £3,093,230. This does not take into consideration the number of people who have gained confidence, the social value of this is £13065 for each outcome. And does not include the number of people able to access local advice at a value of £3,906,552.

The cost of the YES service is £177,000 which includes a £20,000 in kind contribution from Northwards Housing. The social value for every £1 spent is a return of £17.47.

14 Plans for Dialogue with Stakeholders

A short description of how the social accounts will be used, and how they will be communicated to and discussed with stakeholders should be included. This may involve the writing and publication of a summary version of the social accounts.

In the next cycle of accounts *YES* will be reviewing all their objectives and activities, this set of accounts will be available in a summary document but in full on the *YES* website.