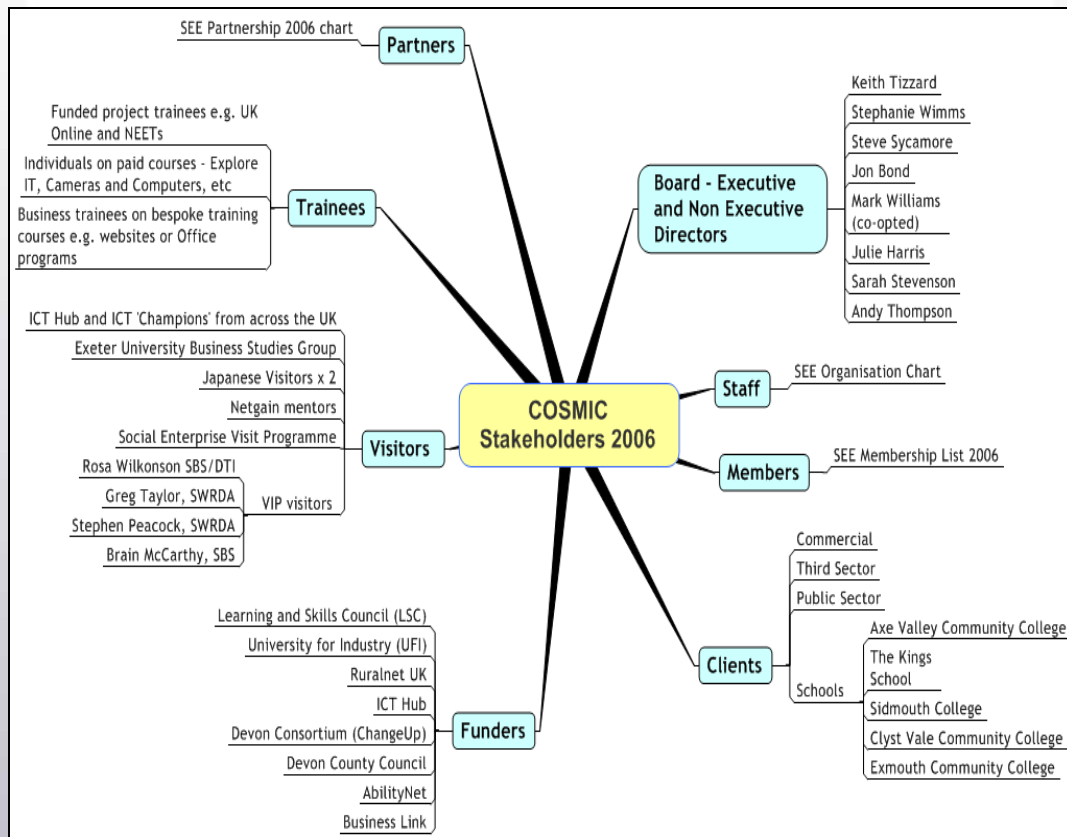


STAKEHOLDERS

The consultation process which we adopted took the form of online questionnaires resulting in a quick and easy form for stakeholders to complete on the Internet, which then fed data directly into a database from where it could be analysed and reported from.

Key Stakeholders

The Social Accounting Group spent some time looking at the people and organisations that we considered it would be essential to involve in our social accounting process. We arrived at a list, which includes all those people who we would like to see helping us to forge a future for the Company, and used this as our 'litmus test'.



Copies of the online survey forms used for consultation purposes and a set of results from each survey can be found at Appendix 5.

Membership List 2006

Adam Retter	Hannah Storie	Keith Tizzard (b)	Rob French (s)
Adrian Rutter	Ian Clifford	Kim Reynolds (s)	Rob Stammers
Andy Thompson (s) (b)	James Bending	Mark Williams (b)	Sam Anderton
Angela McTiernan	Jenny Archard	Menna Williams (s)	Sarah Stevenson (s) (b)
Becky Reynolds (s)	Jim Carthy (b)	Neil Farnworth (b)	Shirley-Ann Williams
Ben Mayo-Smith (s)	Jon Bond (b)	Nick Hall (s)	Stephanie Wimms (b)
Cathy Debenham	John Elliott (s)	Penny Heath	Steve Sidebotham
Chris Hughes	Jon Keene (s)	Peter Brewer	Steve Sycamore (b)
Chris Miller	Julia Taylor (s)	Peter Faithfull	Tim Schofield
Gaynor Hitchcock	Julie Harris (s) (b)	Peter Goff (s)	
Graham Fereday	Julie Seddon	Petra Schofield	

(s) = staff member

(b) = board member

Analysis of our Social Accounts

We now move into the main body of our report. The following pages cover how well we have achieved the recommendations that resulted from the second social accounting cycle. We also set out objective-by-objective how well we performed and what our stakeholders have told us in response to consultation. We have used quantitative and qualitative data together with commentary from the company and our stakeholders to provide a full context and explanation of findings so that the recommendations make sense.

Wherever possible we have related information directly to a value or objective, but some naturally overlap and we have tried to cross-reference where this happens. At the end of the report is a section detailing commentary and feedback on issues which are not directly covered by any specific objective but which reflect our values and are important to focus on in this report.

How did we do after 2004?

Although a full social audit was not achieved in 2005, we did report in our annual report for last year how the recommendations made in the 2004 report had been progressed (or not). We have reflected below a full account of progress against recommendations since 2004 and the last full social audit.

1 : To involve and support the community and voluntary sector

RECOMMENDATIONS – 2004	ACTION 2005	Update 2006
That COSMIC seeks actively to pilot and implement a Technical Support Unit in Devon and Somerset within the VCO sector through ChangeUp plans	Achieved and continuing in 2006	DeVICE project completed successfully in 2006. New project 'Evolve' to come online in 2007.
That attempts continue to be made to find a way to offer longer opening hours in the Internet Café	No further progress	Still no progress – staff capacity and resource limit this ability. Without volunteer input or additional resources this recommendation is considered unachievable.

That an IAG (Information Advice and Guidance) service be launched to enhance our existing services and to benefit members of the local community	Achieved with limited success	Ongoing but with very limited impact or outputs. Now being integrated with all training delivery and not considered as a separate 'stand-alone'.
That COSMIC seeks actively to pilot and implement a Business Support Service offering advice to the VCO sector	Partially achieved through WOBBLE – online resources for sustainability for VCOs in Devon www.wobbleproject.org	Incorporated into strategic review discussions in 2006 – activities agreed for forward plans focussing on social enterprise support
That COSMIC continues to try and strengthen its links with the local community through promotion, events and work schedule.	Partially achieved – better links with local schools and better advertising arrangements	Events targeting local community in 2006 with limited success. Now aiming to achieve partnerships with local organisations to promote our work and strengthen community links.

2: To be a good employer with a supportive structure in a productive working environment

RECOMMENDATIONS – 2004	ACTION 2005	Update 2006
That 360 degree feedback be used in the annual appraisal process	Achieved – but needs further refinement and improvement in future	Ongoing refinement of annual appraisal system
That training plans produced for individual staff be reviewed every six weeks at supervision to ensure all opportunities for professional development are identified and considered	Partially achieved – process needs to be regularly reinforced by line managers	Achieved and ongoing
That increased flexible working practices be investigated to meet both Company and staff needs	Flexible working hours and homeworking policies now fully adopted	Achieved and ongoing consideration of improvements
That the Leadership and Management model of IIP be further investigated and a plan be produced	No progress – IIP review in October 2006 will present opportunity to undertake this planning	To be taken forward in 2007 now that IIP has been achieved again

3: To target young people by providing support, guidance and opportunities to gain experience of IT and by focussing on their skills and value within the employment market

RECOMMENDATIONS – 2004	ACTION 2005	Update 2006
That new Modern Apprentices are employed in areas of Technical Support and Programming	1 new modern apprentice (tech support) employed during 2005 and 1 further (programming) planned for 2006	2 Modern Apprentices appointed in 2006. Consideration of employment of further MAs ongoing.
That COSMIC continues to empower young people by offering work experience to those students who will benefit the most	Work experience provided to 8 young people, including six young people who took over the running of the Company for Enterprise week in November	Work experience provided for 5 young people including three in Enterprise Week
That further funding be sought in order to progress and grow our services for young people	Ongoing	Ongoing – focus on multimedia and providing young people with ‘voice’

4: To ensure the company develops in a way which is fit for purpose, high quality, dynamic and financially sound

RECOMMENDATIONS – 2004	ACTION 2005	Update 2006
That COSMIC pilots and sets up if appropriate a design-for-print service and commences marketing with clients	Achieved with limited success – further work needed in 2006 (see Annual Report 2005)	Developing partnership arrangements for this service and further marketing to be done.
That a review of pricing policies and procedures be undertaken	Ongoing	Full review as part of Marketing Plan.
That the hosting of websites and email be subject to further reviews and improvements	Achieved – new hosting arrangements achieved with improvements in service to clients – speed and reliability	Further improvements achieved in MS and Linux based hosting, and with email defence systems (spam and virus).

5. To develop and sustain a productive and professional relationship with the business and commercial sector

RECOMMENDATIONS – 2004	ACTION 2005	Update 2006
That attendance at Business South West is continued	Achieved for 2005 – but costs likely to prohibit for 2006	Not continued in 2006 due to cost
That investigations into other business exhibitions are undertaken	Ongoing	Included in Marketing Plan review and ongoing

		as part of regular review
That meaningful partnerships are formed with organisations which will be of mutual benefit to both	Achieved with other VCOs but not with commercial partners as yet	Continued to develop new and strategic partnerships – see Appendix 11
That marketing activity continues in a structured and organised format in accordance with the marketing plan	Ongoing and improving	Complete review of Marketing Plan achieved and now under regular review
That marketing on a local level be continued in a pro-active manner to raise awareness of COSMIC and its activities	Achieved	As above
That existing COSMIC customers be encouraged to recommend our services to their colleagues and partner organisations	Achieved partially – telemarketing campaign during Spring 2005	Ongoing – needs to be reviewed annually as part of Marketing Plan
That COSMIC undertakes to promote the understanding and usefulness of Social Accounting to its clients	Ongoing	Ongoing including through this Social Audit process – summary to be distributed widely

Company Review

RECOMMENDATIONS – 2004	ACTION 2005	Update 2006
That the new Company structure is one that allows the appointment of Staff Members as Executive Directors	Achieved at AGM 2005	Achieved
That work is put into identifying the role of members so that it becomes more effective	Members survey August 2005 – needs follow-up work	Ongoing with further review necessary in 2007
That efforts are put into securing non-executive directors who are able to provide the strategic steering that COSMIC requires	New NEDs elected at AGM 2005 and training undertaken in these roles	Ongoing recruitment and induction as required
That the new values and objectives are adopted by COSMIC for 2005 onwards are monitored to ensure that they do justice to the Company	New values and objectives adopted at AGM 2005 and now being monitored as part of ongoing business planning and evaluation process	Strategic review process undertaken in 2006 and now in place for regular annual review following on from social audit process.

Environmental

RECOMMENDATIONS – 2004	ACTION 2005	Update 2006
That COSMIC formulates and adopts its own Environmental policy	No progress in 2005, but staff training in place for January 2006	Achieved and with ongoing development in 2007
That the environmental practices already in place are maintained	Achieved	Ongoing
That new environmental practices, including the use of local suppliers wherever possible are adopted during 2005	Partially achieved and improvements being sought for 2006	Ongoing