



Social Accounts Summary 2004

The Centre for Women's
Enterprise & Employment



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**Train 2000: The Centre for Women's Enterprise & Employment
Social Audit Statement 2004**

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Helen Milne and Lisa Macmillan of Train 2000 at the Social Audit Panel meeting held on 26 May 2005. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes of the Social Audit Panel Meeting*. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion.

We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of Train 2000 as measured against its stated values, social, environmental and economic objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

- i. That Train consider developing its stakeholder analysis in such a way that changing relations with different stakeholder groups can be tracked;
- ii. That Train consider finding ways of consulting in greater depth with certain sub-groups of stakeholders in future social accounting cycles: possibly in the first instance partners with mutual clients and specific groups of clients;
- iii. That Train extend its reporting on the economic impact that the Centre achieves.

The members of the Social Audit Panel were:

- a) John Pearce, Community Enterprise Consultancy & Research (Chair)
- b) Yvonne Sampson, Regional Women's Enterprise Co-ordinator NWDA
- c) Tracey Mawson, The Mersey Partnership

Signed: *J. Pearce*
Chair of the Social Audit Panel

Dated: 1 August 2005

* The notes of the Social Audit Panel meeting form part of the Social Accounting and Auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of Train 2000 at Wellington Buildings, The Strand, Pier Head, Liverpool L2 0PP. Members of the Social Audit Panel have acted in an individual capacity.

Welcome & Introduction

Welcome to Train 2000's first Social Accounts Summary for January to December 2004. Through this summary document we aim to give you an insight into our many achievements and developments over the year, which include;

- We provided a range of award winning services to more than 1,000 women across the Merseyside area.
- We supported more women than ever before from Black and Ethnic Minority and Disabled Communities to start up and develop their own businesses.
- We launched our two year Positive Action Business Adviser Training Programme, with the recruitment of 10 Positive Action Advisers and an Advice Skills Co-ordinator to run the project.
- The launch of an on-line learning programme as a way of providing enterprise support to isolated women.
- We launched our brand new business game The Elevator Pitch in a bid to engage younger women into enterprising activities

And much more...



Above: 2004 saw Amanda Tisdale open up her own business Amanda's the Design Florist. Amanda has a physical disability.



Left: The Elevator Pitch, an enterprising game for women. Train 2000's Executive Director Maggie O'Carroll is pictured with winning competitor Glen Fletcher and one of the event sponsors Angela Hannaford of Barclays Banks.

About Train 2000

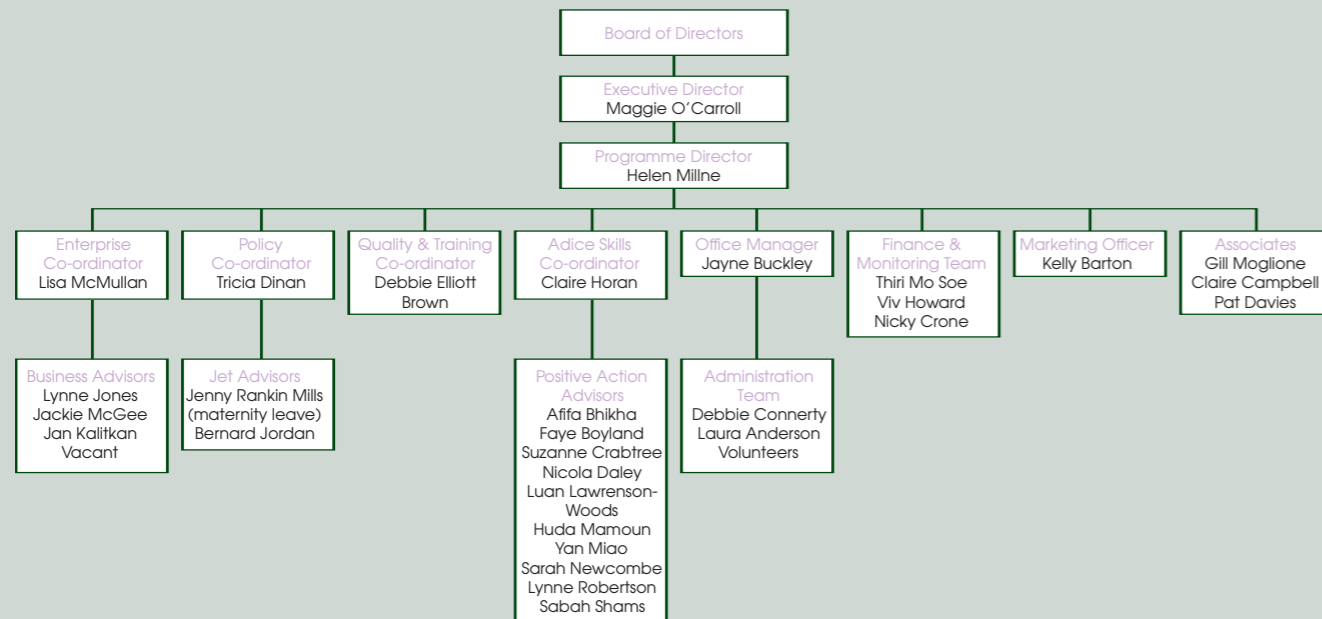
Train 2000 is a not-for-profit social enterprise which opened up in 1996 to provide a range of high quality business support services for women throughout Merseyside. The organisation was established after our founder members, drawn from the voluntary, private and education sectors, recognised that existing business support provision failed to incorporate the specific needs of women seeking self-employment. Their original vision of an integrated business support service has led to Train 2000 being recognised as one of the leading women's enterprise development centres in the UK.



Train 2000's Executive Director and one of the founding members Maggie O'Carroll.

Our Team

2004 was a busy and action-packed year for Train 2000 which led to the recruitment of 14 new paid members of staff. And, by the end of the calendar year our full team was made up of 27 paid staff members.



Our Services

At Train 2000 we deliver our wide range of high quality services through the POWER Programme (Promoting Opportunities for Women in Enterprise and Regeneration)

The programme is continuously evaluated and we welcome regular feedback from our clients, so that it can be improved and updated on an ongoing basis.

The programme offers the following core services:

- Business start-up and development advice
- Accredited Business Enterprise Training
- Bridging the benefits gap & Welfare Advice
- POWER Loan Fund
- Jobs Education & Training Service
- Personal POWER - Personal Development Training
- Executive Education in conjunction with Liverpool John Moores University
- Providing Networking Opportunities

Mother of seven Michelle Bennett received Train 2000's Power Loan Fund this year to help develop her business The Express Kitchen.

At Train 2000 we are committed to equality of opportunity and to ensure that women from all sections of the community can access our services, we have put a range of additional support measures in place, including;

- Childcare and other dependant costs
- Travel and subsistence allowance
- Translation of resource materials for those whose first language is not English
- Interpreting facilities for one-to-one business counselling
- Production of resource material on tape or large print format
- Provision of interpreters for the deaf at workshops and one-to-one business counselling.
- Access to women only provision which is often a requirement for some cultural communities.



Why we undertake Social Accounts

It is vital for Train 2000 to undertake this social accounting process as it allows us to ensure that we are achieving our mission, values and objectives. And, through the findings of our social accounts we are able to identify opportunities for ongoing developments and improvements for the future.



Far left: Helen Millne, Train 2000's Programme Director and Social Accountant.

Centre: Lisa McMullan, Enterprise Co-ordinator for Train 2000 and Social Accountant

Left: Rita Bebbington, secretary of Train 2000's Board of Directors

Consultation

In order to undertake our social accounts for 2004 we consulted with the following groups of people who we identified as our main stakeholders;

- POWER Programme Clients
- POWER Programme Funders
- Business Support Agencies
- Strategic Partners
- Staff Team Members
- Board of Directors
- Consultancy Clients, and
- Other Stakeholders

Research

To review our performance throughout 2004 we collected together and undertook a whole variety of research including;

- The completion of questionnaires by members of staff, board of directors and clients.
- Reviewing monitoring systems kept by Train 2000 such as Financial Control, Client Based Activity and Staff Records
- The collation of promotional material such as newspaper articles, photographs, client case studies and other publicity items.
- An analysis of client evaluations following business advice and training courses.
- An evaluation of the Comments, Compliments and Complaints forms which are placed in the reception area and training rooms for client feedback.



Above: This is just one of the articles that appeared in the newspapers during the year.

Right: Power Programme client Cheryl Barrow.



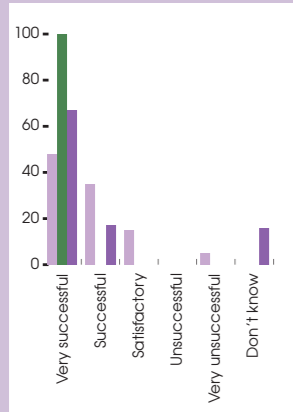
Mission, Values and Objectives An Analysis of our Performance

Mission

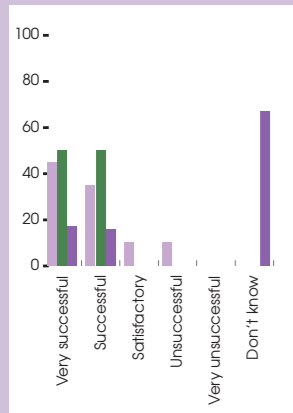
Train 2000 is an innovative women's organisation that provides quality enterprise and employment services and influences policy in order to improve the economic position of women.



All of our stakeholders were asked whether they believed our mission statement was appropriate for the organisation and 100% of the respondents agreed that it was.



To be inclusive, recognising the needs of individual women and particularly ensuring that we reach and respect the needs of disadvantaged and under-represented women.



To be innovative, continually improving the way we work and provide services by incorporating new ideas, information and methods.

- Staff Team
- Board of Directors
- Strategic Partners

Values

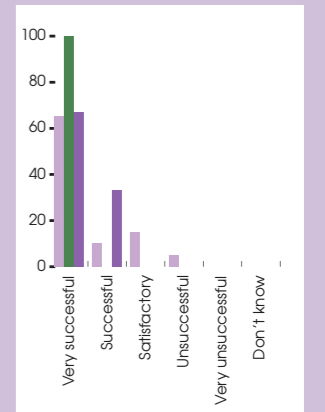
We asked our stakeholders, the staff, board of directors and strategic partners, how well they thought we lived up to each of these values. The results are illustrated for each group as a percentage.

Speaking of Train 2000's values one stakeholder said;

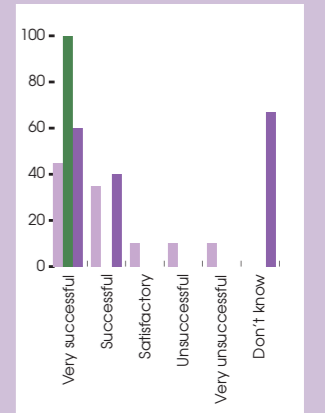
"Train 2000 has always delivered quality work. The organisation is innovative and works in partnership effectively."

Conclusions

- Our mission, values and objectives were revised in 2004 and we would therefore expect those involved in this process to have a good understanding of them.
- It is heartening to see that our external stakeholders recognise their purpose.
- There is always room for improvement and we aim to ensure that team members can feed their ideas to management so that the organisation can improve in the future.



To work in partnership, adding value to what we do by working with others to build trust, develop mutual understanding and through reciprocal actions develop social capital.



To strive for quality, committing the organisation to improvement and high standards in all aspects of its activities and working environment.

- Staff Team
- Board of Directors
- Strategic Partners

Objectives

Objective One

To provide a range of quality, client sensitive enterprise and employment services for women in Merseyside.

We do this by:

- 1.1 Raising the awareness and aspirations of women across Merseyside regarding their enterprise and employment options, through for example advertising, coverage in local media, promoting role models and organising awards.

Throughout the year, we pursued a rigorous marketing strategy in a bid to ensure that this objective was being as fully met as possible and some of the activities that we undertook to achieve this, included;

Gaining Promotion and Press Coverage

Not only did we advertise the POWER Programme in the local newspapers throughout Merseyside, but we also gained a great deal of editorial space and achieved a high number of media outputs by targeting press releases and client success stories to newspapers such as the Liverpool Echo, Daily Post and a number of other trade magazines, papers and newsletters.



This is just one of the adverts that was placed in the local newspapers during 2004.

“Before I came on the course I had ideas, now I have the confidence to open my own business and be my own boss.”
BET Programme

The Elevator Pitch

2004 also saw the launch of our brand new business game The Elevator Pitch which was designed specially to promote enterprise as an option to women. The game was launched on National Women’s Enterprise Day during Enterprise Week and involved shortlisted competitors pitching their business ideas to a panel of judges whilst taking a high speed ride in the 440ft Elevator inside Liverpool’s Radio City Tower.



Left: One of the winning competitors Leila Romaya pitches her bid to Judge and Train 2000 Board of Directors member Alison Price.

Below: – Train 2000’s new look website relaunched in June 2004

Partnership Promotion

We liaised with other enterprise and employment support organisations and community groups throughout the area, to promote the work of Train 2000.

Website

Since its relaunch in June 2004 the Train 2000 website has proved to be an excellent tool for awareness raising. Attracting more than 2,000 visits per month it is packed full of success stories, the latest Train 2000 news and much more.

The impact of these awareness-raising activities proved to be a success, with 1188 women across Merseyside accessing our services in 2004, compared to 1022 in 2003.



1.2 Developing and providing accessible services for individual women and groups of women.

Accessibility is high on the agenda at Train 2000 as we work continuously to ensure that there are no barriers facing the women we provide our services to, when they visit our organisation.

In order to address this, we have put the following accessibility interventions into place;

- Training sessions are held during school hours and term time.
- Women with childcare or carer responsibilities are given financial support
- Interpretation and translation for women whose first language is not English
- Training materials are available in a variety of accessible formats such as large print and CD Rom.
- Accessible venues

“Thanks to you, your training and support, I’ve just been appointed...so I’m back in fulltime employment and loving it. I’m sure I’m only one of your success stories but your service really did help make a difference in my life - I can’t thank you enough.”

JET



Accessible. Our promotional flyer now contains four different languages.

Women accessing the POWER Programme

Client Profile - The Facts

- 23% Lone Parents
- 22% from Black or Minority Ethnic Communities
- 6% described themselves as having a disability
- 11% under 25, 74% aged 25-49 and 15 % were over 50
- 55% employed, 41% unemployed and 4% were students prior to entering the programme

“Have used other specialist organisations, the approach here is much more supportive and personal, felt encouraged and uplifted, inspired and ready to move forward.”

Start up and development advice

Linda Murphy opened up Lynne's Kitchen, at the Exchange Bar on Old Hall Street in Liverpool.



1.3 Developing and providing appropriate enterprise and employment services for individual women and groups of women.

2004 was an extremely successful year and saw an increase in the numbers of women accessing many of our services. The following are some of our most notable achievements;

* We have exceeded our targets for the number of women accessing our services in these areas;

And in 2004, as a result of the number of businesses Train 2000 has helped to start up **136 jobs have been created on Merseyside.**

	Targets 2004	Jan-Dec 2004
Gateway Support	1000	1188
One-to-one business counselling	250	560
Welfare Rights Advice	50	123
Undertaking Business Enterprise Training	120	210

Right: In 2004 Train 2000 client Michelle Schofield opened up her own hairdressers, Urban Angels in the Old Swan area of Liverpool.

Far right: Toywa Newton accessed one-to-one business advice throughout 2004.

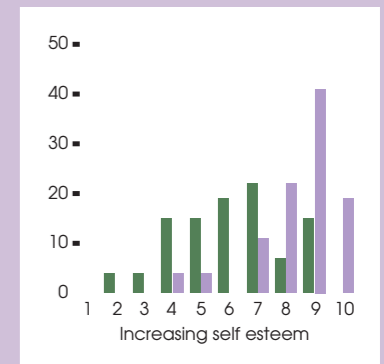
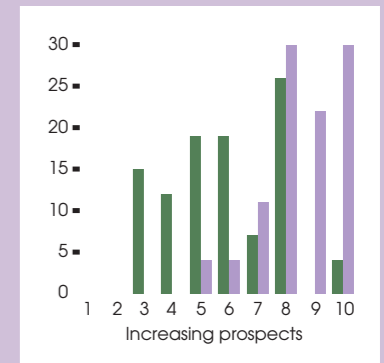
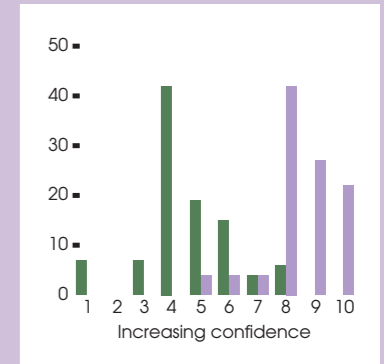
“I have been to many doctors with depression, even taken tablets. I have never felt good about myself until now ... I can now face a future.”
Personal POWER



We are particularly pleased that throughout 2004 we managed to reach women from all sectors of the community, resulting in the following:

- From 2003 to 2004 the number of employed women moving into self-employment increased from 53% to 60%.
- There has been a marked increase in the number of unemployed women accessing our POWER Loan Fund.
- The number of lone parents accessing the POWER Loan Fund increased from 38% in 2003 to 53% in 2004.
- 21% of women accessing our services are from Black and Minority Ethnic Communities.

One very important aspect to Train 2000 is the impact that our services have on our clients. The following charts represent how clients felt that their **confidence**, **prospects** and **self-esteem** had altered after accessing our services.



■ Before
■ After

1.4 Strengthening enterprise networks for women through, for example, effectively working with other enterprise support organisations, banks and business networks.

Partnership working has always been an integral part of our programme and throughout the last year we have:

- Re-opened dialogue with Liverpool City Council on the subject of women's enterprise.
- Undertaken ongoing work and discussions with Business Link Merseyside.
- Worked more closely with the Prince's Trust offering clients who access both of our services a £500 grant.
- Worked with Liverpool John Moores University to offer Executive Education.



Rachel Kearney received one-to-one business advice and accessed the Jobs Education and Training Service during 2004.

Conclusions

- Our profile has been raised through targeted and varied marketing.
- Ongoing awareness raising is needed to ensure that more young and disabled women access our services.
- The Elevator Pitch proved to be an effective way to engage new clients and promote Train 2000 amongst partnership organisations.
- The website has proved to be an excellent tool to promote our services.
- Women from different cultures, ages and areas etc. are now accessing our services
- The POWER Programme is a complimentary package of enterprise and employment services and allows us to respond to our clients' needs.
- The economic position of women is being improved through the POWER Programme with more women-run businesses being started and with the increase of self-esteem, prospects and confidence of women.
- Partnership working needs to be on going to be provide an effective service for clients.

Afro-Caribbean hairdresser Constance Olabegi received one-to-one business advice before opening up her salon FAMAC, in Southport.



“When I first started these sessions I just had an idea in my head, which seemed just that! Now I actually believe that I can put it into action and succeed.”
BET Programme

Objective 2

To influence local, regional, national and international policy and practices in the area of women's economic development.

We do this by:

2.1 Networking with a range of appropriate organisations and Government bodies, formally and informally, for example by participating on appropriate boards, steering groups and engaging in a range of activities.

During 2004 Train 2000 contributed to the work of the following organisations;

- North West Women's Regional enterprise Steering Group
- The Northern Way
- Self-employment Providers Group
- The Merseyside Social Enterprise Initiative



Sabah Shams, Sarah Newcombe and Yan Miao on one of their training days as part of the programme.



Advice Skills Co-ordinator Claire Horan is pictured with members of the Positive Action Business Advice Team; Faye Boyland, Luan Lawrenson-Woods, Sarah Newcombe, Huda Mamoun, Suzanne Crabtree, Lynne Robertson, Nicky Daley, Yan Miao and Afifa Bhikha. Not pictured is Sabah Shams.

2.2 Gathering information, developing models, highlighting issues and identifying evidence based solutions to disseminate appropriately.

2004 saw the introduction of the Phoenix Development Funded BAT (Business Enterprise Training) Programme. This innovative programme is providing Train 2000 with the opportunity to test a model for supporting and increasing the number of women and black minority ethnic business advisers.

The advisers recruited to these positions come from a wide variety of backgrounds and have undergone different experiences.

The introduction of the BAT team is a learning activity for the organisation. Findings and lessons will be gathered regularly and will be disseminated to other practitioners and policy makers.

Throughout the year we have also worked to influence policy by contributing to the following amongst others;

- Masters in Social Enterprise - Liverpool John Moores University
- Community Development Finance Initiative Survey
- Written response to Business Link Merseyside Business Strategy
- Contribution to the Gender Agenda Report

"Train 2000 continue to be a source for knowledge of best practice."

BAT Facts

- 5 of the 10 women are white British; 1 is white other; 1 is Pakistani; 1 is Indian; 1 Chinese and 1 black African
- 4 of the women are aged 31 years or under; 4 are between 32 and 41 years; 2 are over 42 years
- All of the women have either level 3 or 4 qualifications (level 4 is degree equivalent)
- 2 of the women have a disability
- 5 of the women speak a second language; their combined skills bring 10 new languages to the organisation

2.3 Representing Train 2000's view on women's economic development issues through, in particular, in producing policy documents and responding to policy consultation, participating in policy think tanks, conferences, seminars and exhibitions.

In 2004 our organisation was involved with a number of key developments in the field of enterprise and economic development. We contributed to the development of the following:

- *The Gender Agenda Report*

This report takes a long look at the economic position of women in Merseyside and makes a number of recommendations.

- *Small Business Service, Phoenix Development Fund; Sharing Best Practice*

We have been active in sharing our experiences in the delivery of women's enterprise support services and have for example hosted visits from other gender specific service providers.

- *Conference Contribution*

We have contributed to a number of conferences including Promoting Female Entrepreneurship run by the Phoenix Development fund in Birmingham and Promoting Entrepreneurship amongst Graduates at Leeds Met University.

- *International Sharing of Best Practice*

During this social accounting period Train 2000 members have been involved with a number of trans-national activities including the AWE Partnership and Innova SME, a project involving sharing good practice between Austria Slovenia and the UK.



Train 2000's Enterprise and Policy Co-ordinator, Tricia Dinan.

- *Development of Women Enterprise Support Infrastructure*

Train 2000's Tricia Dinan acted as the chairperson for Prowess in 2004; Prowess is an organisation which seeks to create an environment where equal numbers of men and women are involved in business start up and growth. And, to further develop this infrastructure Train 2000 has maintained links with WBN (Women's Business Network.)

- *Women's Enterprise Panel*

When the Chancellor and Secretary of State for Trade & Industry established the Women's Enterprise Panel in 2004 Tricia Dinan was invited to join the group, where she represents the experiences of those working with women entrepreneurs.

Conclusions

- During 2004 we have forged many new relationships with policy influencing organisations and have been recognised as valuable contributors to policy development.
- Train 2000's development is enhanced by the fact that we have a clear understanding of the strategic environment.
- Information needs to be shared and communicated continuously amongst the organisation.

"Train 2000 seem passionate and hardworking about their work and are well connected with various decision makers. Keep going you're doing a great job!"

Objective 3

To maintain and develop Train 2000 as a sustainable organisation.

We do this by;

3.1 Maintaining a strong structure for governance that enables effective decision making and direct giving.

Train 2000 is a company Limited by Guarantee and is managed by a board of voluntary directors, who meet up at quarterly intervals. The board members in 2004 were;

Jackie Williams	Chair
Huda Mamoun	Vice Chair (resigned Oct 04)
Rita Bebbington	Secretary
Tina Kavanagh	
Alison Price	
Jeanette Traynor	
Margo Cox	Resigned Feb 05
Pauline Hogg	Resigned Feb 05
Maggie O'Carroll	Executive Director
Ruth Livesey	Adviser
Maria Branigan	Adviser

3.2 Ensuring that an effective team is in place using good practices in selection, recruitment, retention and having clear internal communications.

2004 was a busy and successful year, which saw the staff team increasing immensely, with the recruitment of 17 new people.

“My work is of a varied nature and tests all my skills and allows me to identify weaknesses.”

The profile of the staff team in 2004 was as follows;

- 100% women
- 37% of black or minority ethnic origin
- 11% women with disabilities

Terms and Conditions

At Train 2000 we are committed to providing good employment opportunities and family friendly terms and conditions.

Staff feedback on terms and conditions

- All respondents to staff questionnaires stated that the terms, conditions and policies underpinning their employment are good.
- 95% felt free from bullying, harassment and discrimination within their work.
- 90% consider Train 2000 to pay a fair wage compared to what other people in the organisation earn.

Job Roles

Each member of the Train 2000 team has a job description which is reviewed formally on an annual basis through the Joint Progress Review process.

Staff feedback about their roles

- This should be laid out as above, so as to make it look more readable/interesting.
- 95% of staff agreed that their job is interesting.
- 85% felt that their work is valued in the organisation.

Training and Development

We are committed to the personal development of staff within the organisation and members of the team have been supported to undertake a variety of short courses, accredited programmes, conferences and trans-national activities.

- 85% of respondents felt that their work allows them to overcome challenges and for personal learning.

Communications and Support

All staff are regularly involved in team meetings, Away Days and liaise with other colleagues and their line managers.

- 100% of respondents felt they get honest feedback from their line manager.
- 90% said they understand the work being undertaken by different departments.

“It’s refreshing to work in a supportive and fairly relaxed environment.”

3.3 Securing appropriate financial resources to allow the implementation of Train 2000's strategic objectives.

Train 2000 secured a variety of public sector and some private sector funding for the POWER Programme for 2004. Funders of the Programme have been:

- *European Social Fund*
This funding was given specifically to assist elements of the programme that support employed women.
- *Phoenix Development Fund*
Funding from this project has supported the POWER Programme and the POWER Loan Fund.
- *EQUAL*
Funding from Equal has enabled Train 2000 to participate in a number of Trans-national activities and to share learning and understanding of the issues that effect women in enterprise.
- *Enterprise Promotion Fund*
This helped to fund Train 2000's business game the Elevator Pitch and was set up to test new ways to show women what enterprise is all about.
- *Greater Merseyside Learning and Skills Council: Local Initiative Fund and Learning in Neighbourhoods Fund*
Funding from this project has been used to encourage women leaving further and higher education to consider enterprise as an option.
- *Home Offices - Active Communities Unit*
Through this funding Train 2000 has been able to support work with community and social enterprises and particularly with women from BME communities.



Fashion designer Nicola Price accessed the Power Loan this year to help open up her business Lily's.

- *Information Advice and Guidance Partnership*
This funding has enabled Train 2000 to support women into jobs, education and training
- *Barclays Bank*
Barclays Bank provide staff to help with elements of delivery within the POWER Programme.
- *Liverpool John Moores University*
Train 2000 works closely with JMU to deliver training to women and the university has assisted in the accreditation of the POWER Programme.



Competitors pitch their business idea to Train 2000's Maggie O'Carroll as they take a high speed ride in the Elevator at Radio City Tower.

3.4 Implementing a comprehensive development and marketing strategy for Train 2000.

Strategic Development

In February 2004 our business plan was agreed and since then the Board of Directors have instigated research into the need for a Women's enterprise Centre in Merseyside. One of the key aspects of this research was a visit by Train 2000 to Wisconsin in the USA, where there are more business incubation centres than in any other state in America.

Marketing

During 2004 we have developed our approach to Marketing and have been more strategic than in previous years; investigating both our current practice and new models for marketing.

We have adopted a new corporate identity, utilising a new logo and the strap line "The Centre for Women's enterprise and Employment."

Since August 2004 we have had for the first time a Marketing Officer in post and this has had an impact on the implementation of our marketing strategy.

3.5 Underpinning all activity with appropriate quality systems and working environments.

At Train 2000 we are committed to quality within the services we provide and in our working environment. Our commitment to continuous improvement can be seen through the number of external awards and qualifications we have received throughout the year, which include:

- Our training secured SPEDI (Small Firms Enterprise Development Initiative) accreditation.
- The Matrix Quality Standard for systems and services to staff and clients.

And, in 2004 we also secured funds to lease additional floor space and new furnishings to ensure that every member of the team has their own workspace. We also invested £40,000 on a new ICT infrastructure.

Conclusions

- The number of questionnaires returned from board members was disappointing
- Due to rigorous recruitment and selection procedures Train 2000 now has a diverse staff team.
- Overall staff are happy with their terms and conditions
- We need to ensure that staff better understand how their contribution impacts upon the organisation.
- We continue to provide quality enterprise and employment opportunities for women.
- Train 2000 has initiated exciting strategic developments for the future.
- The marketing campaign has proved to be effective and this will further develop.



Wisconsin Women's Incubation Centre,
November 2004.

Our commitment to the environment

All staff at Train 2000 are committed to the environment and are constantly looking for ways in which we can improve in this area. In 2004, we have;

- Recycled 100% of our waste paper.
- Recycled all of our printer cartridges
- Women developing their business plans are encouraged to consider environmental sustainability within their planning.

Our impact upon the economy

The work undertaken at Train 2000 has a significant effect upon the local economy;

- For every £1 of income for Train 2000 this generates £2.28 for the local economy.
- In 2004 we supported 99 women to start up in business and it is estimated that these businesses will contribute £4,950,000 gross value to the economy.
- Of the 99 businesses started up 39% had previously been economically inactive.

What next for Train 2000?

At Train 2000 we are committed to the social accounting process and see it as an excellent learning opportunity that will help us to incorporate our findings into the overall development of the organisation.

We will continue with this process and will develop the future planning of the organisation, working closely with our clients, board of directors, staff and all other stakeholders.

This summary document and the full Social Accounts are available on our website at www.train2000.org.uk