

**Contents page**

<b>Section no.</b>	<b>Contents of section</b>	<b>Page no.</b>
Section 1	Foreword from the Chairman	2
Section 2	Introduction to the 2005 Social Accounts	3
Section 3	ASAN – why it exists, what it does and who does what	6
Section 4	Activities in the Year 2005 to 2006	11
Section 5	What happened following the Social Accounts for 2004	15
Section 6	A review of ASAN's stakeholders	17
Section 7	The scope of the 2005 Social Accounts	20
Section 8	Report on ASAN's social performance	21
Section 9	Environmental impacts	65
Section 10	Economic impacts	67
Section 11	Concluding comments on the 2005 Social Accounts and recommendations for the Board of Management.	75
Appendices		
Appendix 1	Staffing Structure for 2005	79
Appendix 2	Sample questionnaires	80
Appendix 3	Information on the ASAN Community Investment Fund	90
Appendix 4	Environmental Policy	93
Appendix 5	Renewable Energy	94
Appendix 6	Green Office Checklist	97
Appendix 7	Panel notes for the 2004 Social Audit.	105

## **Section 1 Foreword from the ASAN Chairman**

This will be ASAN's fourth social accounts since it was established as a community organisation in 1995. In fact although ASAN has been in existence for ten years now, it was actually incorporated in 1998, it took on its first member of staff in 2000 and it undertook its first social accounting exercise in 2002. Since then the organisation has run accounts year on year. We believe we are still learning about the process. From the Boards point of view, it is really only in the last two sets of accounts that we have started to play a major role in managing its work.

Readers of the accounts will notice that the Board have decided that they will review the accounts fully in the business planning session which takes place annually in February. There are really two reasons for this. One is practical and the other is sound business sense.

Firstly we have decided to undertake a review in this way because we do not have time in the organisational year to have a full discussion about the accounts contents. We believe that it is important from an organisational point of view that the accounts are presented to the Annual General Meeting. We don't believe there is sufficient time in our year for the whole Board to look at the accounts and the make some meaningful responses.

Secondly and this follows on from the first point, we think that the social accounts should be drawn closely into the workings of the organisation and not as some sort of sideshow. The outcome of these accounts is very important to the Board and we are therefore keen to reflect properly on its contents before making considered judgements about where we go next. It seems right and proper to us therefore that we use the business planning session in February to incorporate the outcome of the accounts into our plans for the coming year.

You will see recommendations made by staff in the accounts. They done this based on the analysis of the consultations. It is right and proper that they should do this and it certainly helps the reader to understand what the accounts are telling us. These recommendations are then used as the basis for our discussions in February.

I do hope that those who read this accept and understand the position that we take on this timetable. We are always open to suggestion and welcome contributions from our partners and other stakeholders. Thank you for taking the time to read our 2005 accounts. We are pleased with the process and the time our stakeholders take to participate in it. We hope that you will continue to do so.

**Frank Amadedon, OBE  
Chairman of the Board of Management.**

## Section 2 Introduction to the 2005 Social Accounts

These accounts are the fourth social accounts produced by ASAN. The process used to develop the accounts has been similar to that used in previous years. The main difference this year will have been that following the Panel meeting in November 2004, it was agreed that the Board of Management would agree an action plan for the coming year once it had had a chance to consider the accounts in more detail. The timetable for social accounting leaves the Board little time to consider their contents and so it was agreed that the Board would give a more detailed reaction to the accounts in the February Board planning day. The outcome of the Boards discussions are as set out in Section 4.

Following the Board Planning Day, ASAN staff reviewed the stakeholder map for the organisation and while this exercise didn't produce a very different group of stakeholders, it was a useful exercise for staff involved. One of the more complex areas for consultation in the past had been that of funders and partners. The timetable for this years accounting activity is as set out in Table 1.

**Table 1 - Timetable for the 2005 accounting period.**

The accounting process	Time	Comment
Board agrees response to 2004 accounts	February	This has now been achieved through the away event. Results need to be incorporated into the business plan.
Stakeholder mapping + agreement on scope	May/June	Staff event to resolve this and feed back to the Board in July meeting
Consultation process	Ongoing but to include opportunities from July onwards through to end of September.	Following agreement on scope, discussion needs to be had on the likely consultation opportunities and those consultations which need to be set up specifically.
Drafting of 2005 Social Accounts	To be completed by mid to late October	Report and summary are drafted by ASAN Co-ordinator with assistance
Sub-committee considers draft accounts.	Mid to late October	Finance and Resources Sub-committee consider draft report and make recommendations.
Social Audit panel meets.	Week beginning 31 <sup>st</sup> October, 2005	Panel considers draft report and summary if ready and makes recommendations on process.
Report and summary are published.	By week beginning 21 <sup>st</sup> November, 2004	Commitment to publish findings of audit in social report and publish summary in annual report.
Annual General Meeting	7.30pm on Thursday 24 <sup>th</sup> November.	Social Accounts are made available for public consideration in hard copy and electronically.

The 2004 Social Accounts had attempted a broad and rather scatter gun approach to collecting information under the heading of Strategic stakeholders. Some 80 emails had been sent out to various people who had made contact with the organisation either in relation to funding or in relation to partnership developments. This year a different approach has been employed with staff identifying three key people in their own work areas which they felt should be approached. The resulting list of some 30 people covered funders and those involved in project development as partners. The result has been a rather more effective exercise as the relevant part of Section 6 demonstrates.

Another major development in this years social accounts is the appearance of sections on Environmental and Economic impacts. These two sections have been introduced in line with the guidance in the updated Social Audit Network manual. The Environmental Impacts section was already a planned addition following on from comments made by the Panel last year. The Environmental section remains modest for the moment but this is an area that ASAN plan to invest in. The development of the All Saints Campus is an excellent opportunity for some real life energy saving and generation. ASAN plans to install a bio mass boiler using locally sourced recycled wood. Planning permission has also been submitted to construct a wind turbine on Southside Sports to demonstrate how wind energy can power the floodlights. ASAN's new business partnership with Greenworks also enables the organisation to develop a real response to alternatives to landfill. The Greenworks business involves recycling office furniture from large corporates which would have otherwise ended up in landfill.

There was some discussion at the 2004 Social Audit Panel about how ASAN needed to be able to start benchmarking some of its work against other organisations. ASAN staff have taken this discussion very much to heart and in April of this year, ASAN was at the forefront of organising a meeting on social accounting in partnership with the Development Trusts Association. This meeting attracted over 60 people from across the West Midlands and on the back of the success of the event, ASAN approached the Government Office for the West Midlands with a proposal to

establish a social accounting cluster in the region. Funding has been made available and in partnership with the Social Audit Network, a development programme has been drawn up involving eight organisations. The cluster is being run using Social Audit Network guidance taken from the new manual. The cluster work should result in seven new organisations producing sets of social accounts during the course of 2006. Two of these organisations are development trusts.

Finally the scope and nature of this years accounts follows the principles set out by the Social Audit Network. These principles are:-

***Multi-perspective*** – As in previous years, these accounts have tried to cover every part of the ASAN stakeholder map. This year in addition, a review of the stakeholder position at ASAN was undertaken and a new and simplified map produced.

***Comprehensive*** – Again as in previous years, ASAN has attempted to include all elements of the work of the organisation. Where there are stakeholder exclusions as for example with the groups now using the Workspace, this has been because it has

been felt that the relationship with ASAN is still unclear. Excluded stakeholders are referred to in the text in Section 6.

**Regular** – This will be ASAN's fourth set of social accounts year on year. The process is now intended to be integrated into the annual planning cycle. This will continue to be the practice in future years.

**Comparative** – This remains probably the weakest area for the accounts but this is probably the case for many organisations undertaking social accounting across the UK and further afield. ASAN is able to demonstrate internal benchmarking with the car parking business. Other types of benchmarking are more complex to achieve. It is hoped that with the emerging cluster work, comparisons can be drawn with the development trusts engaged in that programme.

**Verified** – ASAN is again submitting its accounts to an independent panel. The panel will have changed this year with two members retiring and two new members coming in for the first time.

**Disclosed** – Traditionally ASAN has published a full set of accounts on its website following their formal launch at the Annual General Meeting. The organisation makes its accounts available to anyone who wishes to find out more about them and on average takes about 10 enquiries a year for copies. Again as in previous years, a summary document will be submitted to the panel on the day of the Panel meeting with a request that this be agreed for submission in the organisations annual report.

### Section 3

#### ASAN – why it exists, what it does and who does what

##### 3.1 Basic organisational information

Name of organisation:	All Saints Action Network Ltd (ASAN)
Status:	Company limited by guarantee
Registered Office:	The Community Centre, All Saints Road, Wolverhampton. WV2 1EL.
Company no:	3591314
Charity no:	1095257
Subsidiary company:	ASAN Management Services
Status:	Company limited by shares
Registered office:	The Community Centre, All Saints Road, Wolverhampton. WV2 1EL
Company number:	4608531
VAT number:	811 6294 44

##### 3.2 Vision

ASAN's overall vision is to improve quality of life for all people living and working in the All Saints area of Wolverhampton

##### 3.3 Mission

The mission of ASAN is to:

*“Work in partnership to create a sustainable organisation responsive to local needs through the development and management of enterprise, employment and environmental projects.”*

##### 3.4. Strategic objectives.

The strategic objectives for ASAN are as follows:-

- (1) To create a sustainable environment through the provision of locally managed services.
- (2) To become financially self sustaining through the development of physical assets and social enterprise.
- (3) To provide a route to employment through training, the development of skills and building local capacity.
- (4) To develop and manage the organisation effectively

### **3.5 Values**

ASAN have the following values which will help to inform its decision making process:

- ▶ **To be accountable to and representative of the local community**
- ▶ **To act commercially and with entrepreneurial flair**
- ▶ **To be creative and innovative in all that we do**

To value our staff, trainees & volunteers

### **3.6. Brief history**

ASAN first came together in 1985 as a group of residents and local organisations who were concerned about the decline of All Saints. During the course of the next two years a bid for Single Regeneration Budget funding was made in collaboration with the City Council. In 1998, ASAN was incorporated as a charitable company established to improve the quality of life for everyone living and working in the All Saints area of Wolverhampton. At the end of 1999, ASAN appointed its first Co-ordinator using the SRB funds it had been allocated by Advantage West Midlands. SRB funding finished in the financial year 2003/2004. ASAN has gradually broadened its finance and funding sources and is aiming to decrease its reliance of grant funding year on year.

ASAN is a development trust and a local network bringing together a wide range of partners from the community, voluntary, public and private sectors in and around the All Saints area. These includes a number of well established organisations in the area including the Haque Centre, the Women's Resource Centre, and the Church of All Saints and St.Johns, the All Saints Community Association, Duke Street Community Association, Oxford Street Seventh Day Adventist Church and Bhagwan Valmik Sabha. ASAN also works with other school, religious and community organisations, the police, Wolverhampton City Council, Wolverhampton Primary Care Trust and local businesses. ASAN is a founder member of the Wolverhampton Network Consortium and is actively involved in the Consortium's activities. In the last three years, ASAN has become engaged in the Governments New Deal for Communities programme known as the ABCD Partnership.

### **3.7. Area of operation**

All Saints is a small residential area in the northern part of the Ettingshall Ward in Wolverhampton. The area is typified by very old, densely packed terraced housing ringed by declining industry. This has resulted in extensive dereliction and a poor physical environment, made worse by significant previous clearance which has left the area littered with plots of land including a large site by All Saints Road/Steelhouse Lane.

A map of the area covered by ASAN's area of benefit is attached as Appendix 3. Some of the housing stock is in a poor condition and although group repair and enveloping schemes have been introduced in recent years, this has merely served to give the area a superficial lift in appearance. Some homes have communal access to the rear causing gardens to merge into scrubland and owner occupation is in decline, particularly in terraces to the North of the area. Many of these have become private rented accommodation which are hard to let and house prices have fallen with evidence of high voids and vandalism. Some private landlords have been effective at

managing their properties while others have contributed to the ongoing decline of the area. Some have indicated a willingness to work with ASAN and are keen to link with the Phoenix Empty Homes Initiative and target hardening measures. In addition, there is a band of inter-war council housing to the south (Bowdler Road) and north (Duke Street) of the area.

The area has received minimal inward investment in recent times and suffers from many of the problems associated with inner urban areas. Crime is very high (rate of 203.5 per 1,000 population, 123.6 in wider borough) and has increased since 1996. West Midlands Police have recently created an All Saints Crime Fighting Initiative funded through the Home Office and this has begun to have a major impact on crime locally. However the area remains a red light area and the police recognise that there is a close association between prostitution and drug related activity.

The area is ethnically diverse, with English and Punjabi commonly spoken, together with Gujarati, Urdu and some Hindi speakers. Educational attainment in the secondary schools serving Blakenhall and All Saints is rising but remains low by Borough standards, with a number of pupils leaving school without a job, training or further education. Because of the general decline in the area, school numbers have also declined and has resulted in a decision being made by the City Council to merge Grove Junior and All Saints Primary Schools. This has resulted in the closure of the school buildings at All Saint

### **3.8. Organisation & management**

ASAN is a company limited by guarantee which was incorporated in 1998 to pursue any charitable purpose for the benefit of residents in the All Saints area of Wolverhampton. ASAN has fairly wide ranging powers within which to achieve this, including the power to acquire and develop any assets which it may think necessary to promote its objects.

Towards the end of 2002, ASAN established a trading subsidiary to enable it to undertake trading activities which would support the objectives of the charitable company. This wholly owned subsidiary is called ASAN Management Services and is responsible for managing trading activities associated with the car parking business, consultancy and ASAN's development arm.

Membership of ASAN is open to any individual person or organisation which supports the objects of the company and who have paid or agree to pay any subscription which is in force at the time. These members elect the Board of Directors which in turn is accountable to the people of All Saints. The Board may comprise of not less than ten and not more than sixteen persons as follows:

Not more than 10 from the category of Organisation Members

Not more than 4 from the category of Individual Members

Not more than 2 appointed by Wolverhampton Metropolitan Borough Council

In addition, up to three people may be co-opted onto the Board and at least one third must stand down at each Annual General Meeting. The current composition of the ASAN Board includes 13 Directors who are mainly residents from the All Saints area together with representation from local organisations and a local councillor, as follows:

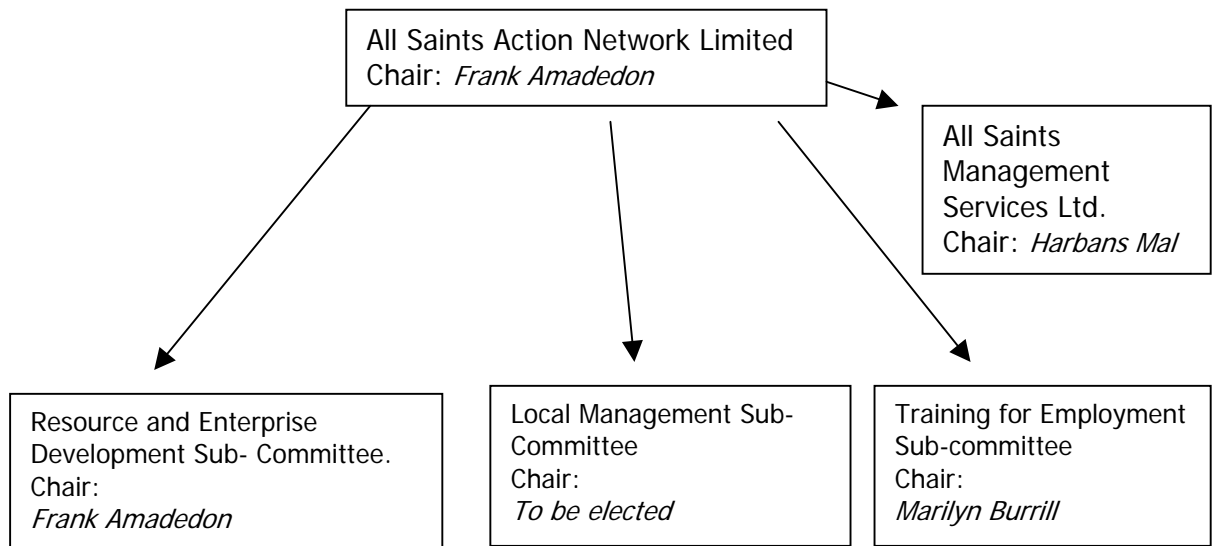
**Table 2 – The ASAN Board as elected at the AGM in November 2004.**

<b>ASAN Board</b>		
<b>Position</b>	<b>Name</b>	<b>Status on Board</b>
Chair/Director	Frank Amadedon OBE	Community Director
Director	Jas Chandel	Organisation Director (Haque Centre)
Director	Enos Bell	Organisation Director (Oxford SDA Church)
Director	Marilyn Burrill	Organisation Director (WARS)
Director	Colin Gough	Community Director
Director	Councillor Roger Lawrence	City Council Director
Director	Harmish Mal	Community Director
Director	Christina Moore	Organisation Director (Womens Res. Centre)
Director	Darren Thompson	Community Director
Director	Nicholas Crombie	Organisation Director (Heantun H.A.)
Director	Neil Paddock	Community Director
Director	Colin Smart	Community Director
Director	Rev. David Frith	Organisation Director (Church of England)

The Directors are responsible for overall direction and policy of the organisation. Board meetings are currently held every 10 weeks and are serviced by the Co-ordinator who is responsible for the development and implementation of projects, supervision of staff and to oversee day-to-day operation of the organisation.

In addition to the Board, the Directors have three “sub-boards” who have responsibilities to develop and manage the implementation of the four strategic objectives set out in 1.4. above. The structure is as follows:-

**Figure 1. Committee structure, 2005.**



### **3.9. Staffing structure.**

The staffing structure for 2005/2006 is set out in Appendix 4. The organisation will be led by a senior management team made up of the Co-ordinator, the Finance Manager, the Business Development Manager and the Training Manager. Staff teams will exist for Greenworks, the Big Garage and the main office at the Community Centre.

The main staffing developments for 2005/2006 are the appointment of a staff team to run the Greenworks franchise, the appointment of a Team Leader for the Big Garage, the appointment of a Marketing and Information Officer and a Reception/Admin post. A full diagram of the current staffing structure appears as Appendix 3.

### **3.10 Technical and other support**

ASAN is currently supported by a range of advisers who provide expertise in the following areas:-

Financial Audit:	<i>Tildesley and Tonks</i>
Insurance Brokers:	<i>Berkeley, Applegate and Webb</i>
Legal Services:	<i>Manby and Steward</i>
Social Audit:	<i>Keith Stamp</i>
Architectural Services:	<i>David Wilson Partnersnhip</i>
IT Support:	<i>Essential Logic</i>

## Section 4 Activities in the year 2005 to 2006

### 4.1. Local area management strategic objective

The following section is an extract from ASAN's current business plan written at the latter part of the year 2004/2005. The format is of a series of proposals set out across the organisations strategic objectives. While not all of these activities are necessarily going on in the way described, most of them are being undertaken in some form or another.

The **All Saints Community Forum** will continue to develop with a new worker in post funded by the ABCD Partnership. The Forum will take place four times a year although it is clear that for issues to be adequately dealt with, a lot of activity will take place between forum meetings. ASAN will seek to engage residents on a more regular basis through a revitalised LAMP group. The LAMP Group will have the opportunity to meet more often and feed their work into the quarterly forums. It is premature to gauge which issues will be prominent in the coming year although it seems almost certain that these will include local planning matters, the environment, local services such as waste management and the police and community safety concerns.

The **Phoenix Project** will appoint its first members of staff during the early part of the year. There will then be a period when the new manager in post will establish a data base of landlords and other information about the properties owned by private sector landlords. The project will then move into its second phase which will involve encouraging landlords to adopt tighter and more effective management practice. The Phoenix Project will offer landlords a management service which it is hoped will provide the basis for better management of the area and estate. The project will also enter into discussions with other landlords about their contribution to the management of the estate. As the project develops, ASAN plans to look for opportunities for the development of a locally based housing management organisation. Discussions will therefore take place with RSL's and the Council over potential future developments.

ASAN will continue to play a role in the **All Saints Masterplan**. This will involve engaging residents where appropriate in planning proposals. The proposed Strategy for Community Involvement will be helpful here setting down how the local community and planning authorities can engage on planning developments. The Strategy for Community Involvement will appear at the beginning of 2006 but ASAN will wish to test its potential through work in the Masterplan as it develops.

ASAN will also seek to look for opportunities to engage in physical developments particularly within the Conservation area. Discussions have already taken place with the Buildings Preservation Trust and it is hoped that these may lead to some form of joint venture longer term.

ASAN will be seeking to attract resources to enable some consultation to take place on planning issues.

ASAN will continue to engage in supporting housing development in the area particularly within **Raby Street and Vicarage Road**. A residents group has now been formally established and ASAN will be requesting that funds be made available for the group to undertake their own feasibility and technical work.

Finally and in relation to **area management activity**, ASAN will be aiming to work alongside a newly rejuvenated LAMP group to influence local services and create a more effective management infrastructure. The Monday rubbish trawl will continue but other local

initiatives will also be considered as and when they are proposed by residents and local agencies.

#### **4.2. Business and enterprise development strategic objective**

**ASAN Management Services** will continue to be the only trading vehicle for ASAN for the next three years unless it becomes clear that to establish a further or further subsidiaries would be a sensible move. Individual businesses are currently managed within the subsidiary and the Board are made aware of progress within each area of activity by means of regular reporting.

**The Big Garage** will continue to be the brand name for ASAN's car parking business. The name is now well established and is understood as a car parking business. It remains unclear how long either the Big Garage or Corn Hill will be able to remain in business. ASAN will continue to ensure that good relations are maintained with the owners of both sites. A recent visit to Tesco was aimed at trying to secure a good deal when a new lease is drawn up. Planning permission for both sites has been secured on a year on year basis. ASAN continues to negotiate over the use of the Oxford Street site and it seems clear that a deal will be struck during the course of 2005/2006. A restructuring of personnel as a result of the Greenworks business will enable ASAN to appoint a junior manager over the current car parking staff. This will have the affect of freeing up time elsewhere in the organisation to develop new potential sites.

**The Tara Consultancy** has had a reasonably successful trading year picking up some important pieces of work. The consultancy has its first full-time member of staff appointed during 2004/2005 and the coming three years should enable the organisation to move on and appoint its first manager. Tara has established a track record in a number of key areas of work including expertise in developing sustainable organisations, in community consultancy and in wider and more general support to community and voluntary groups. This expertise will be developed partly through its trading activities and partly through ASAN's training objective. Some of this activity will be promoted in partnership with the DTA and other development trusts in the West Midlands. Tara will continue to pursue one off opportunities confined to the West Midlands area.

**Southside Sports** has established itself as a local neighbourhood centre for sport development and for hiring of sports facilities. While 2005/2006 will see a consolidation of this position, the most significant development for the facility will come when changing facilities are introduced. This development should take place as part of the refurbishment of All Saints Workspace during the latter part of 2005/2006 in readiness for use in 2006/2007. This should then make the facility for marketable for its trading activities.

**All Saints Workspace** is at the heart of ASAN's business development. It will be ASAN's first asset and will enable the organisation to start developing new business activity and further property acquisition. In the early part of 2005/2006, the building will be acquired by ASAN and during the latter part of the year, a refurbishment programme will commence so that by the end of the year and early part of the next year, the facility will be ready for letting to the Learning Hub, local social and community enterprises and local businesses and as a meeting and conference facility. The newly refurbished building will provide employment for a manager and a cleaner/caretaker but will also encourage many new jobs and training opportunities via the new facilities which will be available.

**ASAN Greenworks** is an exciting new development for ASAN being the first franchise arrangement that the organisation has become involved in and the first major opportunity to engage in recycling activity. The business will also enable ASAN to finally start making use of the Boot Factory, a building that has been at the heart of ASAN's plans for nearly three years.

While the heritage of the building has been somewhat compromised, ASAN is still hopeful of making progress in undertaking work on the roof in partnership with English Heritage. The business created will offer employment opportunities for a minimum of 6 people with a similar number of training/apprentice opportunities.

Negotiations will continue with the Adult Education Service over the externalisation of the **Moreton Print project**. A plan for externalisation has been produced by ASAN and accepted by the City Council. This will involve agreeing a legal structure suitable to the organisations needs and a set of business aims and objectives. Following on from this, a business plan will be produced in the early part of 2005/2006 and it is anticipated that the organisation will start trading under its new business arrangements by the end of the financial year. In the longer term, the print operation can be enabled to make its own way or be retained within the ASAN family of businesses.

ASAN will continue to be a key player in the **Wolverhampton Social Enterprise Network**. There remains a relatively small number of trading social or community enterprises in Wolverhampton and the Network aims to support social and community enterprise through the creation of a supportive network organisation. During 2005 and 2006, the Network will appoint a Business Manager who will be responsible for assisting in the development of opportunities for enterprises. The Manager will be based in All Saints Workspace.

Finally ASAN will continue to **support new and existing social enterprises** within All Saints and beyond. This will include the existing links with the Women's Resource Centre and with any other organisations wishing to develop joint working relationships. ASAN still hopes through the WSEN to negotiate with the City Council over the future of recycling activity in the Borough. Other enterprise opportunities will undoubtedly emerge. The Greenworks franchise may well give rise to other related recycling ventures. ASAN will also seek to support ventures which make use of the Workspace.

#### 4.3. Training and capacity building strategic objective

ASAN will continue to look for opportunities to develop **further first rung learning** either directly through a further LSC contract or possibly through another source of funding support. It is likely that such work will be undertaken in conjunction with the group of organisations that now make up the All Saints Learning Hub.

As part of this work, ASAN will accredit confidence building and self defence training for women.

This financial year it is proposed that ASAN forms a **Community Investment Fund**. The fund will be aimed at supporting smaller organisations in activity that is aimed to make them more sustainable in the longer term. More details of the fund will become available in the early part of the current year.

The **development of the Learning Hub** will also be a priority for ASAN. At the moment the Learning Hub is being developed as a partnership between a range of organisations led by the Adult College, the City College and All Saints Community Education. The key to the development of the Learning Hub will be its ability to create a clear role in the community and demonstrate how it can sustain itself long term.

Where the opportunity arises, ASAN will continue to provide **capacity building support to community organisations**. The support offered can be wide ranging including short course training on how to set up and run small organisations or it might involve more specialist input

to assist on financial management. The existing accredited community enterprise training units regulated through the Open College Network are likely to be of value to organisations not just in Wolverhampton but also across the West Midlands. ASAN hopes to be able to work with the DTA on a further LSC contract which will provide capacity building support to enterprise across the Black Country.

In continuing to develop Southside Sports, ASAN will seek to enhance its ***sports training programmes***. As with existing work, some of these will be through outside organisations and some will be organised internally.

Finally ASAN will be working with the DTA to set up and run a pilot programme for training staff and board members managing ***organisations undertaking social accounting and auditing***. The organisations involved in this training will be involved in an ESF funded programme accredited through the Open College Network.

#### **4.4. Being an effective organisation strategic objective**

##### ***Financial management and project monitoring***

Some modifications to the staffing structure this year will enable ASAN to make better use of its finance systems. During the course of the year, it is anticipated that sufficient revenue will be generated to allow the appointment of a Finance Assistant. This will take pressure of the existing arrangements and allow staff to undertake more effective monitoring across the organisation. A new timesheet is also being introduced which will enable staff involved in a number of projects to account for their time more efficiently.

##### ***Marketing and information***

From the start of the current financial year, a new Marketing and Information post will be created using existing resources following the discontinuing of the Business Administration post. This new post will be used to provide much needed marketing support for the various elements of the ASAN family of enterprises and projects. In addition the post will be used to enhance the organisations website and generally improve communication between ASAN and its partners.

##### ***Personnel management***

ASAN still has no dedicated personnel function and has tended to rely on advice and support available from other organisations locally. During the course of the current financial year, ASAN will "buy into" personnel services offered by a local consultancy. ASAN's requirements will be put out to tender in the early part of the year and a final decision will be made by September on which company to work with.

##### ***Social accounting***

The social accounting cycle continues to be a key element of ASAN's work in demonstrating its social and environmental performance. ASAN has now produced three sets of accounts in three years and will continue to produce annual accounts in the future.

##### ***Admin and Reception***

The organisation will continue to run an admin and reception function for its various operations including Greenworks and the ASAN main office.

## **Section 5**

### **What happened following the Social Accounts for 2004**

#### **5.1. The Social Accounts for 2004.**

- 5.1.1. The Social Accounts for 2004 can be found on ASAN's website at [www.asan.org.uk](http://www.asan.org.uk). The next few paragraphs set out the key issues which ASAN plans to address in the coming year.
- 5.1.2. With regard to ASAN's strategic stakeholders, ASAN failed to adequately gain useful feedback on its performance. There may be a number of issues at play here.  
Firstly the definition of a strategic stakeholder is problematic. Not all strategic stakeholders will see themselves as "strategic". It may also be the case that such stakeholders are not clear about the social accounting process and their role in it.  
Secondly ASAN's database may not have been up to date at the time that the stakeholders were being consulted. It remains open to question therefore whether the people contacted were the most appropriate to comment on ASAN's performance at that time.
- 5.1.3. The Social Audit Panel noted the need for greater integration of the social accounting process into the ASAN planning cycle and for the Board to continue to take greater responsibility for the social accounting process. This will be partly about ensuring that staff and Board members understand their role in the process. However it is also important that ASAN understands the work it is doing and how it should be properly measured for social accounting purposes.
- 5.1.4. The consultation with Tara clients went well with a generally good response from all those who contact was made with. There was room for improvement however in some areas. For example, there was criticism from 25% of clients on the development of an adequate work plan. There was also some question about whether Tara had moved a project along as agreed.
- 5.1.5. ASAN's car parking business activities were generally well received by customers. It is clear that there is now a large number of steady customers who regard the role of the staff as very important. Our customer was apparently highly regarded. The car park staff themselves feel however that they are not valued sufficiently.  
Some additional services are suggested for the Big Garage. Some customers would also like a more long term arrangements.  
For Corn Hill, customer service is rated highly, facilities as middle or low. For storage customers at the Big Garage there are a number of comments about wishing to see services included in the storage deal such as workshop facilities for those who wish to work on their vehicles.  
Finally it is clear that many customers are generally unaware that ASAN is a community enterprise and by implication therefore are unaware of the community investment that ASAN is making on behalf of All Saints.

- 5.1.6. For Southside Sports this year, the audit was limited. This was because the facility had only recently opened. The consultation was restricted to a short questionnaire with key sports stakeholders. Responses were generally positive although some stakeholders questioned whether or not broader social issues were now being tackled by Southside.
- 5.1.7. There were generally strong comments on the Rubbish Action Zone which was held in July 2004. Local people support the activities that take place finding them a valuable part of a service provided by the City Council. ASAN has continued to run its own Monday rubbish service for larger items which is also very popular.
- 5.1.8. Feedback on First Steps to Work has been wide ranging with two separate pieces of evaluation. Feedback is mostly good to very good from those who received training. A stronger framework for measuring learner feedback will be instituted in future years.
- 5.1.9. ASAN currently has no environmental reporting. An environmental policy has recently been adopted and it is the Boards intention to start reporting for the next annual general meeting.

## **5.2. Key proposals for 2005.**

- 5.2.1. The Board at its awayday in February discussed at some length the role and purpose of the social accounting process. The Board recognised the importance of measuring its social performance across the organisations activity and set out some guidelines for staff to follow for the current accounting year.
- 5.2.2. The guidelines are as follow:-
  - a) There is a continuing need to gain proper feedback from our strategic stakeholders. The list of strategic stakeholders to be consulted will be agreed in advance with the Board. They will then be consulted about their role in the social accounting process. Once this has been undertaken, they will be asked for their views on ASAN's performance.
  - b) The role of ASAN in the wider community must be at the heart of the social accounting process. It is important that local people understand the work which ASAN is undertaking and this should be achieved by more effective marketing to the local community. In addition ASAN's work with the local area will be strengthened by the introduction of a Community Investment Fund paid for from surpluses achieved through ASAN's community enterprise activity.
  - c) ASAN has recently adopted an environmental policy. This policy sets out a framework for how ASAN will approach its environmental actions and how these will be reported on. The coming social audit report for 2005 will give the organisation the opportunity to attempt its first environmental audit.

## Section 6

### A review of ASAN's stakeholders

At an ASAN staff meeting in May, the current stakeholders for the organisation were reviewed. Members of staff were asked to indicate who they thought were affected by the organisation or had some affect on the organisation. The list that follows is the result of that exercise. The categories were developed following the meeting and have since been refined as set out in the second diagram in this section.

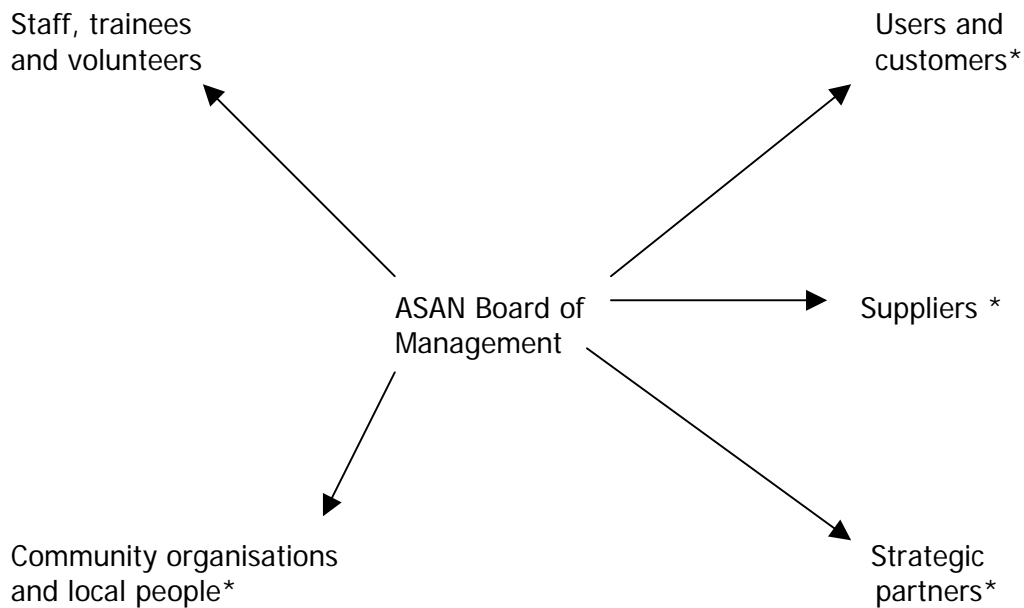
**Table 3. Stakeholder mapping exercise at ASAN on Friday 27<sup>th</sup> May, 2005.**

1. Local community	2. Staff	3. Users and customers	4. Organisations in the local community	5. Funders	6. Suppliers	7. Landlords	8. Partners
Young people Adults Volunteer coaches Individual Learners Residents Anti social elements	Greenworks ASAN office Volunteers Car Park staff Southside staff Trainees	Car park customers Storage customers Workspace tenants Tara consulting users Car Dealerships Greenworks customers Southside individual users Southside Groups Tenants clients Women's Refuge (Haven)	Vol groups Parkfields Dragons Re-entry ASWRC Haque Centre ASCE Local businesses Training Opps	CBC ABCD WNC LSC Sport England AWM Future Foundations IAG Network	CBC Stationery Insurance Computers Bank Legal Accountancy ISE BACF Greenwork suppliers Training Opps Architects Surveyors	Simon Hill Tesco Bovale City Council	Greenworks CBC ABCD Police PCT City College WCC WNC RBS LSC BC Sports Pships WSEN LSP Adult College



In developing the stakeholder consultation process for the 2005 accounts, the stakeholder list was refined and simplified. The figure below sets out the most recent stakeholder map for the organisation. Currently ASAN does not differentiate between key stakeholders and other stakeholders. The current ASAN view is that all stakeholders have equal status.

**Figure 2. ASAN Stakeholder map 2005.**



The stakeholder groups set out above in Figure 2 link to the lists in Table 1. In order to simplify classifications however, certain stakeholders have been grouped together. The link between Table 1 and Figure 2 is explained in the table below.

**Table 4 – Simplification of stakeholder categorisation.**

Stakeholders groups used in this years Social Accounts/Figure 2	Stakeholder groups from mapping exercise. /Table 1
Staff, trainees and volunteers	Column 2
Users and customers	Column 3
Community organisations and local people	Columns 1 and 4
Strategic partners	Columns 5, 7 and 8
Suppliers	Column 6

## Section 7 The scope of the 2005 Social Accounts

ASAN has consistently sought to be as comprehensive and multi-perspective in each of its accounts over the last three years and this year is no exception. There are two groups of stakeholders who have been excluded but in both cases there are strong reasons why consultation at this stage is of limited value. For more details, each stakeholder group or sub group is referred to below. The scope of the accounts derives from the stakeholder mapping exercise undertaken in May of this year. Following on from that exercise it was decided to contact groups in the following five categories:-

1. Strategic partners
2. Users and customers
3. Suppliers
4. Community organisations and local residents
5. Staff, trainees and volunteers.

In more detail:-

1. *Strategic Partners* – This grouping is made up of funders and organisations that ASAN works closely with. This group has been consulted in last years audit but not with as much success as ASAN would have liked. This years consultation is a marked improvement with 30 key individuals associated with the organisations work being requested to comment on ASAN performance.
2. *Users and customers* – This is the most substantial stakeholder grouping. For the purposes of this report there are six sub categories who have been consulted. These are customers of the car parking businesses, Workspace tenants, users of Tara Consultancy, customers of ASAN Greenworks, customers of Southside Sports, users of ASAN's training programmes. This is a very diverse stakeholding group and more detail on each of the sub-categories is included under each sub heading in Section 8. One of the stakeholder groups in this section has not been consulted. Workspace tenants have not been included in this set of accounts. A full explanation appears in Section 8.
3. *Suppliers* – This is a grouping which is relatively small and one which is perhaps the most problematic when it comes to consultation. ASAN has attempted to have a dialogue with suppliers this year. ASAN continues to try and have a policy of sourcing locally although this rather depends on the quality of the service on offer.
4. *Community organisations and local residents* – Within this stakeholder group, there are three sub categories. These are users of the Monday Rubbish collections, users of the Community Forum and community organisations within the All Saints and neighbouring areas. In this group, community organisations have this year not been included in the accounts. An explanation for their exclusion follows in Section 8.
5. *Staff, Trainees and volunteers* – Membership of this group is self evident. The staff complement has grown this year and is now spread across four sites.

**Section 8**  
**Report on ASAN's social performance**

This section of the accounts deals with the outcome of the consultations that were undertaken to establish how our stakeholders feel we are performing against our stated objectives. In order to satisfactorily undertake this consultation, a series of different methods have been used. This section works its way through the different stakeholding groups making links to the relevant objectives that are ASAN's core business.

The Stakeholder Groups consulted and related to the relevant organisational objective and value are as set out in the table below.

**Table 5 Objectives ,values and stakeholders consulted**

<b>Objective</b>	<b>Value</b>	<b>Stakeholder group consulted</b>
Local Management objective	To be accountable to the local community To be creative and innovative in all that we do.	Community Forum Rubbish Trawl Strategic Partners
Business and enterprise development objective	To act commercially and with entrepreneurial flair. To be creative and innovative in all that we do.	Big Garage customers Corn Hill customers Tara customers Southside Sports customers Greenworks customers Workspace tenants Strategic Partners
Training for employment objective	To be creative and innovative in all that we do To value our staff and trainees and volunteers	Learners Community organisations. Strategic Partners
Effective organisation objective	To be accountable to the local community. To value our staff and trainees and volunteers	Staff Strategic Partners

## 8.1. Strategic Partners

### Background to the consultation

These are termed strategic partners in order to refer to their strategic significance in the work of ASAN. These key stakeholders are all individuals working on behalf of a variety of organisations in the public, private and not for private profit sectors. No list of those involved is included to preserve anonymity. 30 individuals were contacted and 11 replied.

This consultation deals with the following strategic objectives:-

Local Management and neighbourhood issues.  
Business and enterprise development  
Training and capacity building

Each person was emailed an attachment with a questionnaire which can be found in Appendix . The answers to the questionnaire have been brought together in one summary which follows below.

1. Please indicate which of the three areas of ASAN's work you best understand or have experience of.

<i>Local Management and neighbourhood issues.</i>	<i>2</i>
<i>Business and enterprise development</i>	<i>9</i>
<i>Training and capacity building</i>	<i>2</i>

2. What in your view does ASAN do well?

*1) An innovative and self supporting well developed organisation which has a long term strategic vision for the community it serves.*

*2) A very effective and successful community based economic regeneration agency. Retaining a clear set of principles and delivering to an agenda that is both sustainable and meets the needs of local people.*

*3) They have been bold and business like and have been prepared to make large commitments. They manage their finances well and organise people well with established systems. They have solid contacts with the community.*

*4) Works well within the local community developing opportunities. Monitors and supports partners within their networks.*

*5) Strategic planning linked to effective delivery – ASAN's greatest strength is its integrated approach between enterprise, training/capacity building and participation in neighbourhood management related activity.*

*Enterprise growth – ASAN has developed a successful model of using enterprise to support other areas of organisational activity.*

*Networking and sharing best practice – ASAN effectively shares its experience with partner organisations which helps to disseminate best practice across the city and the sub-region. ASAN identifies opportunities for its own organisational growth but also in supporting other organisations and networks to grow.*

*6) Spearheading the development of local networks as a founder of Wolverhampton Network Consortium. Development of strategic vision for the area. Attraction of external funding.*

*7) Working with local residents at their pace.*

- 8) *Run successful enterprises; understand and use process skills to manage the change process when dealing with new initiatives.*
- 9) *Interface with local residents.*
- 10) *Work with communities, listens, identifies and develops.*
- 11) *Foster participation with residents; foster empowerment/capacity building amongst residents; explains its vision – which it does have.*

3. What in your view does ASAN not do so well?

- 1) *Do not know well enough to comment.*
- 2) *Does not promote itself and its achievements widely enough across the region and nationally eg New Start, Regeneration and Renewal to name a couple of publications.*
- 3) *As they have grown, I think they have stretched their internal communications. They could be more pro-active in promoting themselves and business development.*
- 4) *Could not identify things not done so well as all our experiences have been positive*
- 5) *I cannot offer a view of areas ASAN does not perform well. As a sub-regional funding and strategy organisation, I have always found ASAN easy to work with, sometimes under very difficult and unrealistic timescales imposed by external agencies.*
- 6) *Sometimes not fully wit the grain of wider public sector policies for the area.*
- 7) *Not sure I have enough experience of ASAN's activities to judge.*
- 8) *Use its proven track record to influence strategic players sufficiently*
- 9) *Rely too much on consensus and not enough leading from the front.*
- 10) *Not Aware of anything.*
- 11) *Communicate with the outside world about its successes and its plans.*

4. What do you like about ASAN?

- 1) *All Saints Action Network attracts an supports local hard to reach communities in the All Saints area of Wolverhampton. It has a flexible approach in meeting the needs of the local community.*
- 2) *Responsiveness, creativity and always looking forward in a realistic way.*
- 3) *They are friendly, approachable and helpful. They are keen to work with us to make something really good.*
- 4) *Open and friendly, very inclusive, always open to partnership working. The changing polic*
- 5) *The areas identified under the first question represents what I like best about ASAN. The organisation has recognised new and innovative methods of working and organisational development which meet the changing policy and funding environment whilst remaining faithful to the needs and aspirations of the communities it was set up to serve. Staff and volunteers at ASAN have always been willing to share their experiences and knowledge with other organisations.*
- 6) *Big and imaginative vision, Successful track record of delivering much needed projects. Champion for a very deprived community. Its vision has helped to inspire other less well developed networks and communities.*
- 7) *Development Trust; not pretentious about their skills and experience. Down to earth and approachable.*
- 8) *Inclusive approach, professional and pragmatic; good team approach.*
- 9) *Good at social engagement. Good at creating focus for local improvement.*
- 10) *They care about the community they work in.*
- 11) *Friendly and successful and organised.*

5. What do you not like about ASAN?

- 1) *Do not know well enough to comment.*
- 2) *Nothing*

- 3) *We would like them to be more proactive in a business sense. Both in the local business community and directly with us.*
- 4) *Everything is good for us.*
- 5) *Please refer to Question 2 above as my response to this question is largely the same. I enjoy working with ASAN and look to create opportunities for future joint programme development or to use ASAN services to help deliver my organisational priorities.*
- 6) *Needs to develop much greater integration with ABCD New Deal for Communities programme although to date making such links has not been easy.*
- 7) *Not able to comment.*
- 8) *Sometimes need to give stronger leadership, particularly when leadership is invested in ASAN and other parties look to ASAN for leadership. Tendency to overly seek consensus when this stage has already passed.*
- 9) *No so good at understanding the private sector.*
- 10) *Nothing in particular.*
- 11) *–*

## 8.2. Users and customers

### 8.2.1. Big Garage and Corn Hill Customers

#### Background to the consultation

The consultation has been similar to previous years. This is a deliberate policy allowing ASAN to look at customer service year on year. The car parking business as ASAN remains a key element of its trading activity. It is the major income generator and currently ASAN is in negotiation to take on a further car park at Oxford Street. The business has been very successful over the three years of its operation. The one major drawback that ASAN still faces with both sites is in the short term nature of the tenancies available. ASAN is on a month to month notice period on both sites. This effectively means that with just one months notice, the landlord could demand the site be taken back under his/her control. This lack of security of tenure reduces the potential for ASAN to either get grant aid for changes to facilities at either site or borrow to make changes. This clearly has a major impact in terms of long term investment. ASAN ensures that health and safety issues are of paramount importance on both sites but beyond this, considerations on investment to improve the sites have to be weighed up carefully. The new site planned for Oxford Street should be on a minimum of a three year lease.

#### Results of the Big Garage car parking and storage survey

We sent out 144 survey forms and 109 were returned.

\* All results stated are in (%).

#### 1) How long have you been using the Big Garage?

	2003	2004	2005
Less than 3 months	26	6	27
3-6 months	21	6	22
6-12 months	18	20	12
More than 12 months	35	68	38
Don't know	-	-	1

#### 2) How did you become aware of the Big Garage?

	2003	2004	2005
Advertisement	7	10	4
Signage	32	24	20
Word of Mouth	56	52	65
Other	5	14	10

#### 3) How many days per week on average do you park at the Big Garage?

	2003	2004	2005
One	6	2	4

Two	1	8	11
Three	10	18	22
Four	25	8	9
Five	51	54	27

4) Were you aware that we offer services other than parking (e.g. car washing)?

	2003	2004	2005
Yes	96	96	98
No	4	4	* 2

\* (2% of users have been using the Garage less than 3 months)

5) Have you ever used our car wash service?

	2003	2004	2005
Yes	26	35	29
No	74	65	71

6) Are there any other services or facilities you would like to see us offer?

	2003	2004	2005
Yes	83	14	21
No	17	86	70
Don't know	-	-	9

2005 comments:

- **More lights in the overflow area**
- **Reserved spaces**
- **A discounted weekly rate for Monday to Friday parking**
- **Petrol**
- **Better lighting, hard to see in the mornings**
- **24 hour parking**
- **Parking until 8:30pm or later**
- **Small repairs**
- **Better lighting and unformed staff**
- **Valeting**
- **Weekly pass paid on Mondays**
- **Motorcycle parking**

7) Are you satisfied with our security arrangements?

	2003	2004	2005
--	------	------	------

Yes	99	96	93
No	1	4	2
Don't know	-	-	5

**2005 comments:**

- Entrance lights are poor
- The quality of CCTV recording is not good it could be improved
- No lights in bus area

8) On a scale of 1 to 5 (being 1 the lowest), how do you rate the following?

2003 results (%)						
<i>MARK</i>	1	2	3	4	5	No response
<b>Signage</b>	1.4	4	22	42	29	1
<b>Access</b>	0	1	18	44	36	0
<b>Lighting</b>	1	8	32	32	26	0
<b>Exterior</b>	1	6	38	35	18	3
<b>Interior</b>	5	4	47	32	15	0
<b>Toilets</b>	7	4	26	25	11	26
<b>Customer service</b>	0	1	3	26	68	1

2004 results (%)						
<i>MARK</i>	1	2	3	4	5	No response
<b>Signage</b>	2	6	27	41	24	0
<b>Access</b>	2	6	25	33	33	0
<b>Lighting</b>	2	16	25	39	16	2
<b>Exterior</b>	4	16	33	31	15	0
<b>Interior</b>	2	10	39	31	18	0
<b>Toilets</b>	4	6	22	31	12	25
<b>Customer service</b>	0	0	6	12	82	0

2005 results (%)						
<i>MARK</i>	1	2	3	4	5	No response
<b>Signage</b>	0	15	21	46	18	0
<b>Access</b>	1	1	21	41	36	0
<b>Lighting</b>	12	16	26	31	15	0
<b>Exterior</b>	1	14	39	33	13	0
<b>Interior</b>	1	14	35	38	12	0
<b>Toilets</b>	2	9	34	28	7	20
<b>Customer service</b>	0	1	3	36	60	0

9) Is ASAN achieving its Social Objectives?

	2003	2004	2005
Yes	-	37	27
No	-	2	1
Don't Know	-	61	72

10) Are there any further comments or suggestions you wish to make?

- Feel secure parking at the Big Garage; long may you continue to offer this service.
- The overflow car park should be improved, it's full potholes and needs tarmacing, other than that I am very happy with the price and service offered.
- Very happy with car park facilities and attendants always very pleasant!
- Staff are always very pleasant, informative and very obliging. Toilets could be improved.
- Prepaid parking permits for 1 month, 3 months, 6 months, and 12 months with an increasing discount the longer the prepaid permit is for.
- Very polite and friendly staff, ideal for Wolverhampton City workers as out of town parking.
- Grateful the garage opens early; I start work at 7:30am.
- Staff always friendly.
- Not aware you had toilets at the Big Garage.
- Excellent customer service very polite and very helpful!
- Need to keep price £2.20 and sometimes need more assistance on locating available spaces.
- Staff are always very polite and helpful.
- Pleased to park at the Big Garage as I work in town and had to pay a lot to park. Maybe a discounted season ticket would be a good idea.
- Parking here is good value, though the lights may need improving as the nights are drawing in.
- Although staff are polite and respectful, sometimes it is hard to identify them as they have no uniforms now as they used to have. It would be better if they were in uniform.
- If the rundown out of use buses were removed this would create a lot more car parking spaces, as it can be difficult to park at times.
- I have found the customer service to vary depending on who is on duty, but on the whole excellent.
- Lighting needs to be improved.
- If you pay for 5 days parking at the start of the week it should be £10.00, however £2.20 is reasonable and it should not go up anymore.
- I think if more people were aware of you, you would be busier. Advertising best with free papers etc.
- Some of the staff where I work could do with late night parking 9pm Mon to Thursday, would need improved lighting though.
- I think you're in a good location just outside the town centre with good access, under cover with all day security.

### *Conclusions for Big Garage 2005 customers survey*

- Word of mouth is clearly the most common method of making known the Big Garage to potential customers.
- 27% of our customer's park their car on every working day.
- A massive 98% of our customers are aware of the other services than car parking.
- Only 29% has ever used the car wash service.
- 70% of the customers don't need extra services in the garage.
- 93% of users are satisfied with the security arrangements in the garage. Those who are not would like to see lighting and CCTV improved.
- The garage is rated highly on the aspects: Customer service, access and signage
- The garage is middle rated on the aspects: Lightning, interior, exterior and toilets.
- Customer's comments are used up in the recommendations for improvements on the next page.
- Most customers are unaware of ASAN's Social Objectives

## **Results of the Corn Hill parking customer's survey**

We sent out 75 survey forms and 38 were returned.

\* All results stated are in (%).

### **1) How long have you been using the Corn Hill?**

	<b>2003</b>	<b>2004</b>	<b>2005</b>
Less than 3 months	-	8	13
3-6 months	-	23	13
6-12 months	-	26	18
More than 12 months	-	43	56

### **2) How did you become aware of the Corn Hill?**

	<b>2003</b>	<b>2004</b>	<b>2005</b>
Advertisement	-	3	2
Signage	-	23	33
Word of Mouth	-	53	50
Other	-	21	* 15

\* 10% were previous Big Garage customers

\* 5% worked across the road from Cornhill

### **3) How many days per week on average do you park at the Corn Hill?**

	<b>2003</b>	<b>2004</b>	<b>2005</b>
One	-	3	5
Two	-	3	5
Three	-	5	21
Four	-	15	5
Five	-	69	64

4) Are there any other services or facilities you would like to see us offer (e.g. car washing)?

	<b>2003</b>	<b>2004</b>	<b>2005</b>
Yes	-	85	19
No	-	15	76
No comment	-	-	5

- Opening during Bank holidays, Easter etc.
- Staying open until 8pm

- No price increases to maintain the really good value
- Saturday parking
- Car washing & valeting (inside and out)
- Tyre Checks and replacement service as a Joint venture with a tyre specialist
- Weekly or monthly passes to reduce queuing and funding change
- More lighting

5) Are you satisfied with our security arrangements?

	2003	2004	2005
Yes	-	97	95
No	-	3	* 5

\* The 5% of customers not satisfied with security arrangements chose not to explain their reasons.

6) On a scale of 1 to 5 (being 1 the lowest), how do you rate the following?

2004 results (%)						
<i>MARK</i>	1	2	3	4	5	No response
<b>Signage</b>	10	10	38	21	18	3
<b>Access</b>	0	10	28	26	36	0
<b>Lighting</b>	10	13	44	18	10	5
<b>Toilets</b>	38	18	8	13	3	21
<b>Customer service</b>	0	0	10	23	67	0

2005 results (%)						
<i>MARK</i>	1	2	3	4	5	No response
<b>Signage</b>	24	29	31	11	5	0
<b>Access</b>	3	8	34	42	13	0
<b>Lighting</b>	18	16	26	24	5	11
<b>Toilets</b>	34	18	5	5	5	32
<b>Customer service</b>	0	0	0	34	66	0

7) Do You Believe ASAN is Achieving its Social Objectives

	2003	2004	2005
Yes	-	26	24
No	-	3	5
Don't know	-	71	71

*8) Are there any further comments or suggestions you wish to make?*

- As I said no price rises would be nice - you are the cheapest in town.
- The guys at the gate are always very pleasant - even when you leave the chap with the hat always wave's goodbye. It's a nice car park.
- Staff are always polite and friendly - always feel that the car is secure, not glitzy and slick which is great, always feels user friendly.
- I feel completely satisfied with leaving my car here five days a week the security is fine.
- All staff are very professional and helpful.
- Attendants very polite, always helpful and friendly.

**(There were an additional 5 comments similar to the above praising the staff and the service they provide, stating that they are a credit to the organisation and should be rewarded for the service that they provide).**

- The attendants at Cornhill are always very friendly and accommodating & always willing to help.
- It would be easier if you could purchase a Monthly or weekly pass to save having to find change and reduce queuing.
- The car park at Cornhill forms the only secure place to park nearby for all staff at St David's Court. The Big Garage is the only other place that is secure but it is further away and through the subways, which is dangerous to walk through.

*Conclusions parking customers survey Corn Hill Car Park*

We distributed 75 forms and 38 were returned, which is just less than half.

- 56% of our customers park their car already for more than a year at the Corn Hill car park. There have been a small number (13%) of new customers who're using the Cornhill for less than three months a reflection of the unavailability of vacant spaces.
- Word of mouth is clearly the most common method of making Corn Hill car park known to potential customers.
- The lion's share of our customer's park their car on every working day (64%).
- 76% of customers don't need extra services at the Corn Hill car park. The 19% who do like to see other services are mostly asking for car washing and valeting, late night opening, more lighting and discounts for advanced payments.
- 95% of customers are satisfied with the security arrangements at the Corn Hill car park. Those not satisfied chose not to give any further comments.
- Cornhill is high rated on the aspects: Access and customer service.
- Cornhill is middle rated on the aspects: Signage and access.
- Cornhill is low rated on the aspects: Signage and toilets.
- Most customers are unaware of ASAN's Social Objectives

### **8.2.2. Workspace “tenants”**

The Workspace tenants represent those stakeholders who have taken up organisational residence in the former All Saints School, now known as the Workspace. ASAN works with the City Council in managing the building but does so with no legal responsibility. The organisations who currently use the building also have no legal rights to be there.

The legal position with the school is that it is currently owned by Lord Barnard of Raby Castle. He has a tenancy at will with Wolverhampton City Council. They are anxious to remove themselves from this arrangement but are prepared to hold on until ASAN has secured an acquisition and refurbishment package. This package is almost in place. It is hoped that the building can be acquired by Christmas and refurbished by Christmas of 2007.

With respect to the “tenants” of the building, it has been decided that consultation with tenants will take place once the term has a legal force – in other words when ASAN has secured the freehold of the building, consultations will commence. It is therefore proposed that the tenants of the Workspace be included in the 2006 Social Accounts.

### 8.2.3. Tara Users

#### Background to the consultation

TARA Consultancy has been trading largely in the Black Country for nearly four years now. The organisation badges itself as a community consultancy. This means that it seeks to recruit consultants to work for it from the local community. Increasingly however Taras work is now breaking down into two quite distinct areas. Firstly the organisation continues its very local approach to consultancy seeking to offer a niche community development approach. This approach is currently under review with a piece of research which is trying to identify how Tara is strategically viewed by its clients. Secondly the organisation is also involved in work across the region. This work is won usually on the basis that the organisation has a particular expertise in community economic regeneration.

For this consultation exercise, questionnaires were sent to 13 clients to collect feedback and 5 questionnaires were returned. A break down of the questionnaire follows below:

<p><b><u>Question1: Contracting</u></b></p> <p>Did Tara provide a work plan outlining how the work would be carried out?</p> <p>Yes                    100%</p> <p>No                      0%</p>	<p>If yes was the work plan clearly laid out with realistic project milestones and with clear costings</p> <p>Yes                    100%</p> <p>No                      0%</p>
<p>Do you wish to suggest any changes in the contracting &amp; implementation process?</p> <p>No                      10%</p>	
<p><b>Question 2: Project Delivery</b></p>	
<p>Did Tara satisfactorily achieve the project progress milestones as agreed?</p> <p>Yes                    100%</p> <p>No                      0%</p>	<p>If any issues arose during project delivery were you informed of them in sufficient time and was any refinement in project delivery jointly agreed?</p> <p>Yes                    90%</p> <p>No</p> <p>N/A                    10%</p>
<p><b>Question 3: General satisfaction &amp; comments</b></p>	
<p>In general how satisfied were you with the performance of Tara with respect to the project undertaken on your behalf? <i>(Please circle)</i></p> <p>Not satisfied                    0%</p> <p>Satisfied                         30%</p> <p>Very satisfied                    60%</p> <p>No comments made            10%</p>	<p>Do you wish to make any general or other comments that would enable Tara to improve the quality of its research and consultancy activity</p> <ol style="list-style-type: none"> <li>1. There were a few mistakes in the final report which in-depth reading would have showed.</li> <li>2. Look forward to working with you again in</li> </ol>

	the future
	3. None 50%

TARA client questionnaires compared with last year.

Questions asked	2004	2005
<i>Did Tara Provide a Work Plan</i>	90%	100%
<i>If yes was it Realistic and Clear</i>	80%	100%
<i>Was Progress with the Project as Agreed</i>	90%	100%
<i>Did Tara Liaise satisfactorily throughout</i>	100%	90%

## 8.2.4. ASAN Greenworks Customers

### Background to the consultation

This is the first consultation with ASAN Greenworks customers. ASAN Greenworks is now just six months old. In the 2006 accounts, it will be easier to get a fuller picture of the organisation.

ASAN Greenworks is a franchise operation undertaken with Greenworks ( a national charity). The business of Greenworks is the storage of office furniture, its sale and in some cases recycling of scrap furniture.

All ASAN Greenworks customers (180) were asked to complete a postal questionnaire. 53 replies were received. The questions and the summary of answers follows below.

### Question 1a Which of the following were important in deciding to use Greenworks for your furniture? (please tick all that apply).

Feature of organisation or service provided	No of responses (out of 53)
Not for profit status	25
Local to you	28
Charitable status	20
We can deliver	28
Wide range of stock	30
Social enterprise	16
Commitment to local community	22
Low cost	45
Environmental performance	18

**other – please specify:** friendly staff, it's a great win win project,

### Question 1b Out of the above, which was the key factor?

For the majority of people, low cost is the dominating factor. Less important but mentioned were wide range, willingness to deliver, the fact that ASAN Greenworks is a social enterprise, commitment to the local community and the fact that the organisation is committed to caring for the environment.

### Question 2 How did you hear about us?

Type of communication	No of responses
Email	5
Advert at Big Garage	1
On TV	2
Internet	14
Leaflet	4
Recommendation	8
Local paper	3

Other sources cited were Wolverhampton city council, Wolverhampton Network Consortium, the ASAN office, the Wolverhampton Social Enterprise Network directory, live local, internet newsletter, passing by, Barclays bank, schools, and the ABCD Partnership.

**Question 4 What magazines or other publications do you read or subscribe to in relation to your business?**

Publications subscribed to or read	No of responses
Third Sector	4
Charity Times	3
Local Authority	5
Social Enterprise	2
Various trade journals including computing, dental, Autotrader, Caterer, Unison, Sign Magazine, The Engineer	1 each

**Question 5**

**Would you recommend us to other organisations?** Yes 53

**Would you buy from us again?** Yes 53

**If not:** None

**Question 6: If you have any further comments or suggestions improve it, please leave your comments below.**

*The comments were as follows:*

Good customer service x 2  
 facility is good for small, limited funding groups like ours.  
 Keep doing what you are doing – very hard for you to improve.  
 Helpful/Friendly staff x 6  
 friendly delivery driver and great furniture.  
 Keep up the excellent work.  
 Pleased with furniture, great choice,  
 Value for money helpful especially Scott,  
 Discounts over £100/£200 special offers,  
 Excellent choice, e-mail special offers,  
 We value the opportunity to purchase good quality items at reasonable prices from  
 An ethical outlet which is community supportive and environmentally driven,  
 Extended opening times,  
 Recycling good for environment,  
 Very good/quick service quality desks,  
 Fantastic,  
 Ask express and star to do free write up use local radio,  
 Update website,  
 Supply keys for lockable items,  
 We think you are doing a good job in serving the community through being non-profit making and a help to other charities.

### 8.2.5. Southside customers

#### Background to consultation

Southside Sports is now in its second year of operation, and continues to develop itself as an affordable facility for local groups to take part in sport, and sport related education. This years audit seeks to assess ASAN's performance in relation to these two factors. Questionnaires were distributed to the two main user groups (sports pitch users, and learners) of the facility. The questionnaires were adapted to make them suited to each group. Both questionnaires can be seen in Appendix 2.

Sports Site Users
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Five responses were received from users. This consists of at least one response from each of the following groups.

- Adult Group/Team
- Junior User Group/Team
- Five a side group
- School

Scores were ordered with the most positive response (Strongly Agree) receiving a score of 5, and the least positive response (Strongly Disagree) receiving a 1. Due to the low number of responses, data has been evaluated as averages rather than percentage.

Statement	A	J	F	S	Av.
Southside Sports provides a service to the community	5	5	4 5	5	4.8
Southside Sports is both a visual and practical asset to the AI Saints are and its residents.	4	5	5 5	5	4.8
Local young people make regular use of the facility	3	5	4 5	3	4
I am/ My group is clear about the procedure for booking an accessing Southside Sports	5	5	5 5	5	5
I know/My group knows about the organised young peoples activities which take place at Southside Sports.	4	4	5 4	3	4
The charging structure for Southside Sports is affordable in comparison to similar facilities	2	5	5 4	5	4.2
The facilities at Southside meet my/my groups needs	5	5	5 5	5	5
I/My group would like to see other sporting activities taking place at Southside Sports	3	5	4 4	5	4.2
The facility is being used to its full potential	5	3	4 5	2	3.8
I ?my group receives a quality service from Southside Sports and its employees	5	5	5 5	5	5
I/My group would recommend the use of Southside Sports facilities to others	5	5	5 5	5	5
How often have you used Southside? (1-3, 4-6, 7-10, 11-15, 16+)	16+	16+	16 16+	16+	16+

Key:

A = Adult Club J = Junior Club F = Five a side Group S = School Av. = Average

Additional comments from pitch users.

“Would like boards removed for whole pitch use”

**“Would like lights on tarmac area, so this can be used for warm ups”**

**“Would like to see it used for competitions during the closed (football) season”**

<b>Learners</b>
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Thirteen people who have attended training courses provided by Southside have provided feedback for this year's audit. The users were asked to comment on the organisation of the course, the venue, and the course itself.

<b>Location of venue</b> Convenient 100% Inconvenient 0%	<b>What did you think of the course generally?</b> Excellent 80% Good 20% Poor 0%
<b>Overall accommodation for course?</b> Excellent 54% Good 38% Average 8% Poor 0%	<b>What did you enjoy most?</b> All of it 22% None of it 0% Practical 67% Theory 11%
<b>Overall Organisation and Planning of Programme?</b> Excellent 38% Good 62% Average 0% Poor 0%	<b>What topic did you enjoy least?</b> All of it 0% None of it 90% Practical 0% Theory 10%
<b>Who paid for the course?</b> Self 23% Club/Work 69% Parent/Guardian 8% Other	<b>If physical training was involved, how did you find the physical exercise or techniques?</b> Hard 0% Challenging 89% Easy 11%
<b>How useful did you find the course?</b> Very useful 85% Quite useful 15% Not Useful 0%	<b>Did you achieve your learning aim?</b> Yes 100% No 0%
<b>Did you feel able to fully participate in the discussions and training involved?</b> Yes 100% No 0%	<b>Would you recommend this programme to anyone else?</b> Yes 100% No 0%
<b>Have you enjoyed the programme?</b> Yes 100% No 0%	<b>Do you want any information on any further courses in your area?</b> Yes 80% No 20%
<b>Did you understand the language used to deliver the programme?</b> Yes 100% No 0%	

#### Additional comments from learners

"Communication skills taught will help me speak and socialise with other people"

"Modern techniques changed my perspective on football"

"I really enjoyed the whole experience. A great effort from everyone involved – Thank you"

"I hope to one day become a coach on a full time basis, either at club level or for the community"

"I couldn't fault the course. Before the course, I didn't even know Southside Sports was there. I was surprised with the set-up, and found the organisation rather professional."

"Brought new knowledge and skills to pass on to my team."

"Course leader and lecturers were fantastic. Information well presented. Very highly recommended accommodation and pitches. A+++"

"Excellent Coaches"

"Well done for putting on a good course"

"Good for CV, good overall introduction to football"

#### **Conclusions and Recommendations**

The response rate for questionnaires was poor for the user groups who use the facility. This is due to allowing users to take questionnaires away with the promise of a return at a later date. More emphasis should be placed on verbal feedback for obtaining views from this group, as users tend to arrive, play, and leave, with little time or intention of doing anything else.

However, we were fortunate enough to obtain a response from at least one user from each of the user categories who make use of the site – Young peoples groups/clubs, Adult groups/clubs, 5 a side users, and schools.

Responses were generally positive, with users agreeing that the facility is a visual and physical asset to the community. There are notable negative comments from two user groups. One highlights that they do not believe the facility is affordable in comparison to other similar venues, and another, which highlights that the facility is not being used to its full potential. However, there were no further comments or justification for these views.

In contrast, the response rate from learners was very good. With thirteen forms returned, this represents a 48% response rate. However not all users completed the second side of the questionnaire, suggesting that questionnaires need to be shorter and 'to the point'. Learners made particular reference to the quality of the tutors, facilities and organisation of the course they attended. One comment from this groups highlighted that he did not know of Southside Sports before attending the course.

#### Conclusion

The general findings of the audit suggest that the users and learners of the facility find the service Southside Provides to be useful to them and/or their group. The feedback also suggest that generally, users agree that the facility is an asset to the local community.

Further work needs to be done to market the facility. The audit has highlighted that there may be a significant number of potential users who are unaware of the existence of the facility, and current users, who may not be aware of some of the other activities which take place at the site.

Southside also needs to develop a method of recording user views on a regular basis. Not only for the purposes of Social Accounting, but also to ensure that a quality service can be provided and concerns addressed sooner.

### 8.2.6. Learners

#### Background to the consultation

The consultation with learners during the course of this accounting year is limited to ASAN's involvement in training with residents in the Greets Green NDC area (as part of a consultancy contract) and with some local community safety training undertaken with residents in the All saints area. In the previous accounts, ASAN had just completed an LSC contract aimed at providing training for local residents in All Saints and neighbouring areas. This contract was not renewed.

In September of this year, ASAN has again become involved in a different training contract with LSC although this time as a junior partner in a wider consortium and offering a different type of training. ASAN has learnt that working with the LSC throws up real challenges in trying to sustain a level of service to the local community. There appears to be little thought given within the LSC to longer term contractual relationships.

The consultation in relation to the work with the Greets Green Partnership follows below in four separate elements.

- 1) The Business Acumen course – Full course evaluation
- 2) The Business Acumen course – study visits evaluation
- 3) The Business Acumen course – Finance management unit.

#### 1) Greets Green learners – Business Acumen Course – Full course evaluation

Six people who have attended Business Acumen course provided by TARA consultancy have provided feedback for this year's audit. The users were asked to comment on the organisation of the course, the venue, and the course itself.

Ethnicity		Learners were age from 29 –71 yrs old
Afro Caribbean	10%	
Yemeni	10%	
Sikh	40%	
British White	40%	

#### Location of venue

Convenient	100%
Inconvenient	0%

#### Overall accommodation for course

Excellent	10%
Good	90%
Average	0%
Poor	0%

#### What did you think of the course generally?

Poor	0%
Good	80%
Excellent	20%

**Was a cost involved?**

Yes	0%
No	100%

**How useful did you find the course?**

Very useful	50%
Quite useful	50%
Not useful	0%

**Was the training methods used by the facilitator appropriate?**

Yes	100%
No	0%

**Did you feel able to fully participate in the discussions and training involved?**

Yes	100%
No	0%

**Do you feel you will be able use the knowledge & information gained in the course in your everyday life?**

Yes	90%
No	10%

**Have you enjoyed the programme?**

Yes	100%
No	0%

**Did you understand the language used to deliver the programme?**

Yes	100%
No	0%

**Which topic did you enjoyed most?**

Strategic management & visits	40%
Financial management	40%
Human management	10%
All units	10%

**Which topic did you enjoy least?**

Budget	10%
Strategic management	10%

**If physical training was involved, how did you find the physical exercise or techniques?**

Hard	
Challenging	
Easy	
N/A	100%

**Were you able to take part in-group discussions?**

Yes	90%
No	0%
No comment received	10%

**Did you achieve your learning aim?**

Yes	90%
No	0%
Partly	10%

**Would you recommend this programme to anyone else?**

Yes	100%
No	0%

**Did you have any problems, if so what are they?**

*Comments:*

Finding time to complete course work  
Common strategic unit  
Work commitments

**Do you want any further information on any courses in your area?**

Yes	90%
No	10%

*Comments:*

Media studies  
Becoming more effective organisation  
Not sure

**Additional comments from learners**

- Workbooks & sample of methods found very useful
- Work commitment meant that I couldn't finish my course work on time.
- First class course
- Informative on aspects to encountered on daily basis.
- Very useful and beneficial
- It taught me how an organisation can improve and raised awareness

<b>2) Greets Green Business Acumen Study Visits Evaluation</b>
--

18 learners completed questionnaires

Please rate the Study visit in relation to the following areas using the guide below:

- |                                      |                                |
|--------------------------------------|--------------------------------|
| 1. Time could have been better-spent | 4. Useful and interesting      |
| 2. Not very interesting/helpful      | 5. Very useful and interesting |
| 3. Useful                            | (Please circle your choice)    |

**Did you find the visit appropriate to the course?**

1 (0) 2 (2) 3 (1) 4 (4) 5 (11)

---

***Do you think the visit will benefit your future projects and plans?***

1 (0) 2 (2) 3 (1) 4 (0) 5 (12)

---

**Was the visit well organised?**

1 2 3 4 (4) 5 (14)

---

***Did you find the presentations to be useful, educating and interesting?***

1 2 3 (2) 4 (2) 5 (14)

---

**Was the level at which the presentations were delivered?**

Easy [12] Just right [ 3 ] Difficult [ 2 ]

---

**How did you rate the venues & refreshments?**

Poor Fair Good (8) Excellent (9) Very good (1)

---

**What did you like most about the Study Visit?**

Presentation (3) Very interesting (8)

Visiting new enterprises & re-use old buildings (5) No comments (2)

**What did you like least about the Study Visit?**

Nothing (9) Didn't like walking (2) Very interesting (1) Good (2)

Not enough time (2) Waiting for others to turn up (1)

**How do you think future Study visits might be improved?**

Getting more community involved (2) More time to visit other sites (2)  
Always for room for improvement (4) Good work (2) Nothing (8)

**3) Greets Green Business Acumen – Financial Management Unit**

4 learners completed financial session's evaluation form. This was carried out at the end of the unit to find out what difficulties learners may have faced but learners had one-one support as a mentor to identify issues before they arise.

<p><b>Awareness of appropriate budget heads and drawing up a budget (12 Jan)</b></p> <p>Time could have been better-spent 0%                      Useful and interesting 50%                      Not very interesting/helpful 0%                      Very useful and interesting 25%                      Useful 25%</p>	<p><b><i>Record financial transactions and produce a cash flow (19 Jan)</i></b></p> <p>Time could have been better-spent 0%                      Useful and interesting 25%                      Not very interesting/helpful 0%                      Very useful and interesting 50%                      Useful 25%</p>
<p><b>Knowledge of the key elements of a funding &amp; finance strategy (26 Jan)</b></p> <p>Time could have been better-spent 0%                      Useful and interesting 0%                      Not very interesting/helpful 0%                      Very useful and interesting 50%                      Useful 50%</p>	<p><b><i>Knowledge of the key elements of a risk management strategy (2 Feb)</i></b></p> <p>Time could have been better-spent 0%                      Useful and interesting 25%                      Not very interesting/helpful 0%                      Very useful and interesting 50%                      Useful 25%</p>
<p><b>Was the level at which the training was delivered:</b></p> <p>Easy 0%                      Just right 100%                      Difficult 0%</p>	<p><b>How did you rate the venues &amp; refreshments?</b></p> <p>Poor 0%                      Fair 25%                      Good 50%                      Excellent 25%</p>
<p><b>How did you rate the administration of the course?</b></p> <p>Poor 0%                      Fair 25%                      Good 50%                      Excellent 25%</p>	<p><b>How did you rate the quality of support provided to learners?</b></p> <p>Poor 0%                      Fair 25%                      Good 0%                      Excellent 75%</p>
<p><b>Please add any other comments below</b></p> <p><b>Very useful to my personal development 90%</b></p> <p><b>(10% had no comment)</b></p>	

## 8.4 Community organisations and local residents.

This category is divided into three separate sub categories which follow below.

### 8.4.1. Users of the Monday rubbish collection

#### Background to the consultation

This service is one that ASAN has retained for nearly two years now following the end of SRB funding which enabled rubbish collections to be made by a local SRB funded area caretaker. The service is widely regarded locally so ASAN has kept it on at their own expense. It is sometimes thought by local residents to be part of the Council service. Other residents think that ASAN is funded to provide the service. The service is reviewed each year as part of our strategic review of ASAN activity but it seems likely that it will be retained as an important link with the local community. Nine users were consulted. The answers to the questions were as follows:-

<p><b>How often have you used the Monday morning rubbish collection?</b></p> <p>Once 10%</p> <p>Twice 45%</p> <p>3 or more times 45%</p>	<p><b>Did you have any problems booking the collection?</b></p> <p>Yes 0%</p> <p>No 100%</p>
<p><b>Were there any problems with the collection?</b></p> <p>Yes 0%</p> <p>No 100%</p>	<p><b>Are you aware that the service is a voluntary one operated by Asan and totally independent of the Wolverhampton City Council?</b></p> <p>Yes 80%</p> <p>No 20%</p>
<p><b>In general how satisfied were you with the performance of Asan and its staff.</b></p> <p>Not satisfied</p> <p>Satisfied 40%</p> <p>Very satisfied 60%</p>	<p><b>Do you wish to make any general or other comments that would enable Asan to improve the quality of its research and consultancy activity:</b></p> <p>No 75%</p> <p>Had no comments 25%</p>

#### 8.4.2. Community Forum participants

##### **Background to the consultation**

The All Saints Community Forum is now run under contract with the ABCD Partnership. ASAN is required to run four forums a year. This evaluation took place as part of the July forum. This was the 3<sup>rd</sup> forum at that time. So far this year 4 quarterly forums have taken place. 13 sheets have been filled; two groups have also been asked questions about this. The responses to the questions are set out below.

##### **1. Do you have any GOOD points about the All Saints Community Forum?**

- 1). Good thing to have
- 2). Get to know what is going on.
- 3). Good, meet everybody, it's alright
- 4) Have a chat get to know what it's about
- 5) The forum gives local people an opportunity to air their views in running the local area forum.  
Issues are raised that may have been missed by the local authority.  
Meetings are a bit of a social event for a few.
- 6) Fairly well turn out, catering was good.  
It's good to have a voice or a chance to be heard and speak, chair tried to control the forum fairly well more people attended.
- 7) Get to understand things of what is happening  
Useful that there is a translator  
It's good that we have somewhere to go to express our views  
Know what's happening in the area.
- 8) Cars over  
Express your views
- 9) Everybody get help  
Benefits the area  
Update on the area on what's happening on developments taking place
- 10) Raises awareness regarding social health & safety, Anti Social behaviour, also what is needed within the community.
- 11) It is good they have it as residents are aware of what projects and what is going on in the area, also the main thing is that residents can talk about issues and concerns they have as there is a place they can come to express these views.
- 12) It is a good thing to have again able to talk about issues should keep it going.
- 13) Good, alright.

##### **2. Do you have any BAD points about the All Saints Community Forum?**

- 4) Not doing anything

- 5) A few people certainly seem to have their own agenda and do seem to try to hijack meetings  
Translation service for non English speakers is very poor and slows meetings down
- 6) 1 resident approached the panel about prostitution his approach about this was not civil where as there are other issues as fly tipping.
- 8) Nothing gets done
- 10) New community members are needed as issues discussed are often repeated by community authority. These issues are being dealt already.

**Do you have any other comments?**

- 2) Businesses being living here for 13 years
- 3) Streets are not very good needed cleaning
- 5) Need to incentives locals to attend / get involved, try local businesses for sponsorship  
Diversify take a more holistic approach to the community's needs address issues like health, entertainment, encourage community spirit.
- 9) 86 All Saints Road  
250 All Saints Road  
76 All Saints Road
- 10) We need a youth forum also the wider community. Outreach needed for the prostitution issues discussed at every meeting.
- 11) Quite a bit has changed in the area a good thing as there is not much mess than there used to be in some areas. But need to still complain about the noise that goes on in the evening when people are trying to sleep  
As for new tenants they really do make a mess and are rough.

**Forums this year**

**January 2005,**

17 issues were raised by residents. From those 17 issues 2 are still on going.  
The number of resident's attended 21, these include the

**April 2005,**

7 issues were raised, some of which were domestics that residents approached me at the office these were dealt without mentioning at the forum. As they were private issues. 3 of these issues were already raised at the previous forum. 4 issues were new. 6 issues have been resolves. 1 issue is regarding the Royal hospital which is still on going. 65 residents attended

**July 2005,**

4 issues were raised. Feedback is given on what progress is being made, some of which are being overlapped as they are being dealt with currently. 37 residents attended

**October 2005**

7 issues were raised these are being dealt with; currently a decision is needed to be made by the community Project officer and myself on which we are going to do.  
41 residents attended the Forum

### **General comments**

Views about the forums are mixed as the feedback shows above. They are an opportunity for views to be expressed and often people will feel unhappy about saying very much in public but will come to the Forum to make contact with an agency and then have a private chat. All forums are conducted in a minimum of two languages.

### **8.4.3. Community organisations**

ASAN was initially funded to provide support to local community organisations. The committee of management partly reflects this function. As ASAN has developed however, so has its role and function and support to community groups has become a relatively small part of the day to day operation of the organisation.

This year there has been no consultation with community groups because there has been no formal programme of support ongoing since the SRB funds ceased in March 2004. The Board of Management discussed the need for support to the local community at the most recent Business Plan review session in February. Following that meeting, it was decided to establish a Community Investment Fund using some of the surplus funds which ASAN now generates. In the 2006 Social Accounts, ASAN will consult with groups in the area about the use of the Community Investment Fund. In these social accounts, further details on the Community Investment Fund and how it works is attached as Appendix 3.

## 8.5. Staff, volunteers and trainees.

### Background to the consultation

#### Staff Team Audit 2005

This years staff audit as sought to enquire on a deeper level than last years which used the Investors In People report as a consultation document. This year we have sought to gain a clearer, truer and more honest picture of how the staff view the organisation its ideology & operation and individual roles their role within it.

Questionnaires were given to all employees and volunteers 18 were completed and returned.

### 1 Working for ASAN

*The following questions ask you about your feelings about your job, your terms and conditions and about training.*

#### Pay

Do you consider that ASAN pays you a fair wage compared to other employers or contractors?

Yes = 66% No = 34%

Do you consider that ASAN pays you a fair wage compared to what other people within the organisation earn?

Yes = 56% No = 39% Don't Know = 5%

Are you satisfied with the pay you receive?

Yes = 50% No = 45% Don't Know = 5%

Comments:

I know I get a lower wage for what I do and the skills I have compared to others outside of ASAN. This I can easily prove, but I guess this has to do with the fact that money is a issue within the organisation. However, when ASAN starts getting more money from the enterprises etc, all staff should have their pay scales reviewed and receive pay rises if it is justified.

Minimum hours per week should be contracted for casual workers.

Football coaching rates should be paid for sessions with male/female groups.

I guess it comes down to experience really over the skills you have.

Cannot comment on what other people earn? Everyone at Asan does a different job, so I would expect everyone is on a salary that reflects what Asan considers to be the going rate for the job.

There is currently no scope to earn more than a flat wage e.g. performance related bonus.

There is no pay review structure

There is a irregularity in so far as employees who should be on the same rate are not, making those who are paid less feel under-valued.

The impression I have been given from others doing similar work is that I may well be £3,000 to £4,000 behind them in salary, and I have even been told that I could not possibly be earning similar wages to some people I have worked alongside simply because they know I work for ASAN.

I do not know what other people within ASAN earn.

Performance pay is a good idea but in general all staff pay needs to reviewed to what they actually do. I do realise that we have to secure our own funds for our jobs etc but we need to review pay scales regularly.

### Terms and conditions of Employment

*ASAN intends to provide good employment opportunities underpinned by family friendly terms and conditions.*

Are the terms, conditions and policies underpinning your employment good?

Yes = 33%                      No = 11%                      Partly = 33%      No Answer = 11%

Do you feel able to contribute to and /or influence their development?

Yes = 50%                      No = 11%                      Partly = 33%      No Answer = 5%

Do you feel secure in your employment with ASAN?

Yes = 22%                      No = 17%                      Partly = 56%      No Answer = 5%

Comments:

As long as funding is secured, the job is secure.

Terms are good, all reasonable request for holiday and TOIL are granted, Line Manager will listen to concerns and give productive responses.

At the outset I did not understand my responsibilities for events at another venue. This does concern me. As with all funded positions there is always a element of uncertainty about your future, but your future depends on your success.

I feel reasonably secure.

Not knowing who is coming from one week to the next. (customer/groups)

There are a number of issues around current policies and procedures that have remained unresolved and need to be addressed. In particular contracts and procedures need to be checked by someone with the appropriate expertise and someone within the organisation needs to be responsible for maintaining and updating personnel records

There is also an issue about the lack of security of employee records.

### Environment

Are you provided with the facilities that you need to do your job?

Yes = 67%                      No = 5%                      Partly = 28%

66%

Do you work in a comfortable and safe environment?

Yes = 56% No = 11% Partly = 28% No Answer = 1

Do you feel free from bullying, harassment and discrimination within your work?

Yes = 50% No = 17% Partly = 33%

Comments:

Small & dingy

All staff need up to date DDA training. I often hear comments made regarding colour, background and ethnicity. There is a lack of respect from one or two individuals.

I felt bullied in the past, which made me none productive at work, and after research I realised I was being bullied in a none aggressive manner, which was why, I did not realise it until a friend and colleagues pointed it out to me. Now things are fine in fact they are so much better for me personally. I won't let that happen again I recognise the signs of a bully.

There is a problem with local anti social behaviour that needs to be resolved, so far there have only been attacks on property but people feel it will only be a matter of time before there is a personal attack, or on personal property.

There is an overwhelming feeling of dissatisfaction within the Asan office brought about by the actions of one person whose attitude to other employees needs to be challenged. There have been stand-up shouting matches, bad language and insults thrown and false allegations made about employees.

#### **Development within the organisation**

Have you been supported in undertaking training connected to your work?

Yes = 50% No = 28% Partly = 22%

Does your work allow you opportunity to overcome challenges and for personal learning?

Yes = 44% No = 17% Partly = 39%

Comments:

I want to do a training course that is 100% relevant to my job but I refuse to pay for it myself as I feel Asan should support me on this one. Money within the organisation is the issue once again.

Everyone is happy to give you their time to answer questions or explain things. I have learned a lot in a short time. I have undertaken training which I now make use of in my work.

### Work areas

Do you have control over your own area of work?

Yes = 45% No = 5% Partly = 50%

Do you have a clear sense of your responsibilities?

Yes = 72% No = 0 Partly = 28%

Are you involved in decision-making about your own area of work?

Yes = 45% No = 17% Partly = 34% No Answer = 5%

Are you satisfied with your involvement with decisions that affect your work?

Yes = 34% No = 17% Partly = 39% No Answer = 11%

Do you feel your ideas and contributions are taken seriously?

Yes = 39% No = 17% Partly = 22% No Answer = 11%

Comments:

Some of the outputs I must achieve are unrealistic in my opinion.

My ideas are taken seriously but not enough time allowed to develop it further but that may be because I need to change my work plan to accomplish new ideas.

### Your Role

Is your job interesting?

Yes = 67% No = 11% Partly = 22%

Has your role developed or become more varied in the last year?

Yes = 50% No = 17% Partly = 28% No Answer = 5%

Do you feel that your work is valued within the organisation?

Yes = 61% No = 11% Partly = 17% No Answer = 11%

Comments:

I love my job.

I feel if my work were valued, I would be better rewarded. I have never been given the opportunity to express this view to people who make the decisions regarding pay.

**Shared learning**

Do you feel part of a supportive team?

Yes = 55% No = 28% Partly = 17%

Do you get honest feedback on your performance from your line manager?

Yes = 67% No = 17% Partly = 11% No Answer = 5%

Do you get positive support from other staff members?

Yes = 61% No = 5% Partly = 28% No Answer = 5%

Do you understand the work that is undertaken by different teams within ASAN Ltd.?

Yes = 55% No = 28% Partly = 17%

Comments:  
 Support in general is reasonable but then problems in the office (as referred to previously) have led to feelings that there is a lack of cooperation.  
 Moral in the office is high not sure about the Garages and Greenworks.

**The Organisation**

Do you feel able to influence the decision making of the organisation?

Yes = 17% No = 45% Partly = 39%

Is morale generally high at ASAN Ltd?

Yes = 11% No = 11% Partly = 56% No Answer = 22%

Comments:  
 Morale in the office is ok but it could be a lot better. There is constant bickering and squabbles happening all to frequently between staff and gossiping is an issue in the office. It does however seem to revolve around one particular staff member who always seems to be involved in every argument in the office

**2 Thinking about things that influence your happiness or motivation in work, please choose five factors from the list below and rank them in order of importance to you (1 being the most important and 5 being the least).**

12 members of staff completed this question

Factors	Rating of importance												
Pay	2		2	3	2	2	3	1	1		1	2	3
Terms and conditions of employment	1		2			3		2		5		1	1
Job security	5		1		3	1	1		2	1	2	3	
Comfortable workspace and appropriate facilities			1								3	5	2

Safety from discrimination, bullying and harassment		2	1	2		5						4		
Ability to grow and be challenged through work	3	5	1		4		2		3	2	5			4
Involvement in decision making and control over own work		1	1						4					
Praise, recognition and appreciation of work done			1	1	1		4			4				
Opportunities to develop and advance in your role, or in other roles in the organisation	4	3	1	4	5	4	5		5	3			4	
Shared learning and communication		4	1	5										5

Pay stands as the main motivator for work followed by Job security and then Terms and conditions.

### 3 Values and Key Objectives

#### Vision

ASAN's overall vision is to improve quality of life for all people living and working in the All Saints area of Wolverhampton.

Is this the right vision for ASAN?

Yes = 78% No = 0 Partly = 22%

Comments:

Good vision, but if you ask a member of the community what they know about Asan, and what Asan is doing for them, they will probably struggle to come up with something!

Yes although we do need to do more on a more practical and physical level for the All Saints community.

#### Mission

ASAN is an innovative organisation that is "Working in partnership to create a sustainable organisation responsive to local needs through the development and management of enterprise, employment and environmental projects".

Is this the right mission for ASAN?

Yes = 78% No = 5% Partly = 11% No Answer = 5%

Comments:

Absolutely, ASAN is unlike other organisations, in that it strives to support itself, and not be dependant on grants.

Yes but we need to see more direct action.

Will understand if I new more about this but for what I do I say yes.

Asan's mission statement is too long, detailed and full of jargon.

#### Values

*Please score each specific value on the 1-2-3-4-5 scale according to how you think ASAN has performed since the beginning of the year. Please circle one number: 3 means OK - neither particularly successful, nor especially un-successful; 1 means very unsuccessful; and 5 means very successful.*

*The (No.selected) represents how many of the 18 employees who returned questionnaires chose the rating above it and Dk = Don't Know.*

To be *inclusive*, recognising the needs of individuals and particularly ensuring that we reach and respect the needs of disadvantaged and underrepresented members of the community.

Ratings	1	2	3	4	5	DK	No Answer
No. selecting	17%	5%	39%	5%	5%	23%	5%

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

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No. selecting</b>	<b>11%</b>	<b>5%</b>	<b>28%</b>	<b>23%</b>	<b>11%</b>	<b>17%</b>	<b>5%</b>

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.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No. selecting</b>	<b>5%</b>	<b>17%</b>	<b>28%</b>	<b>23%</b>	<b>5%</b>	<b>17%</b>	<b>5%</b>

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

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>11%</b>	<b>17%</b>	<b>23%</b>	<b>17%</b>	<b>11%</b>	<b>17%</b>	<b>5%</b>

## Objectives and Activities

*Please score each specific activity under the five objectives on the 1-2-3-4-5 scale according to how you think ASAN has performed since the beginning of the year. Please circle one number: 3 means OK - neither particularly successful, nor especially un-successful; 1 means very unsuccessful; and 5 means very successful. If you do not know, please circle DK*

*The (No.selected) represents how many of the 18 employees who returned questionnaires chose the rating above it and Dk = Don't Know.*

### Objective 1

**To create a sustainable environment through the provision of locally managed services.**

We do this by:

- 1 Developing and supporting the local area management activities

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>17%</b>	<b>17%</b>	<b>23%</b>	<b>0%</b>	<b>33%</b>	<b>5%</b>

- 2 Establish a coherent approach to the development of the All Saints core area through an effective implementation partnership

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>17%</b>	<b>28%</b>	<b>11%</b>	<b>0%</b>	<b>33%</b>	<b>5%</b>

- 3 Establish a housing development and management function within the organisation

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
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**No selecting 5% 28% 23% 11% 5% 23% 5%**

- 4 Use of the ASAN asset base to develop a renewable energy strategy and programme

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>11%</b>	<b>17%</b>	<b>23%</b>	<b>0%</b>	<b>5%</b>	<b>33%</b>	<b>11%</b>

**Comments**

Lamp is our weakness.

- 33% of staff are not fully aware or do not understand the values of ASAN.

**Objective 2**

**To become financially self-sustaining through the development of physical assets and social enterprise**

*The (No.selected) represents how many of the 18 employees who returned questionnaires chose the rating above it and Dk = Don't Know.*

By:

- 1 Consolidation of ASAN businesses through effective management and ongoing development.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>11%</b>	<b>17%</b>	<b>23%</b>	<b>17%</b>	<b>23%</b>	<b>5%</b>

- 2 Creation of new business opportunities through ASAN developed initiatives or through joint ventures working.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>11%</b>	<b>5%</b>	<b>28%</b>	<b>17%</b>	<b>23%</b>	<b>11%</b>

- 3 The creation of a community owned asset base which will enable ASAN to retain wealth within the local community and develop independent income streams.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>11%</b>	<b>5%</b>	<b>23%</b>	<b>23%</b>	<b>28%</b>	<b>5%</b>

- 4 The development and management of existing assets such that they secure the future financial stability of ASAN and provide a means by which ASAN can re-invest in community infrastructure.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>17%</b>	<b>17%</b>	<b>23%</b>	<b>11%</b>	<b>23%</b>	<b>5%</b>

**Comments**

Business development is Asan's strength.

Garages – Good

Greenworks – Not sure

Southside – Not meeting potential

We need to lead the way in a Eco friendly sustainable Housing Development and the area would probably benefit from the development of a residential facility for the growing OAP population of All saints.

**Objective 3**

**To provide a route to employment through training, the development of skills and building local capacity**

*The (No.selected) represents how many of the 18 employees who returned questionnaires chose the rating above it and Dk = Don't Know.*

By:

- 1 The provision of support to community organisations and groups within and adjacent to All Saints through a variety of support measures including training and organisational advice.

<i>Ratings</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>DK</i>	<i>No Answer</i>
<i>No selecting</i>	<i>5%</i>	<i>23%</i>	<i>17%</i>	<i>11%</i>	<i>11%</i>	<i>28%</i>	<i>5%</i>

- 2 The provision of a range of training programmes which enable local people to build their capacity and prepare themselves for the labour market.

<i>Ratings</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>DK</i>	<i>No Answer</i>
<i>No selecting</i>	<i>11%</i>	<i>23%</i>	<i>11%</i>	<i>55</i>	<i>5%</i>	<i>33%</i>	<i>11%</i>

**Comments**

Not enough time spent on the training side of Asan

The community could be better informed of opportunities.

We do support local groups, not sure if we get much feedback from people we have trained who have gone on to get jobs?

We are not running enough training programmes.

**Objective 4**

**To develop and manage the organisation effectively**

*The (No.selected) represents how many of the 18 employees who returned questionnaires chose the rating above it and Dk = Don't Know.*

- 1 The development of strategies for raising funds through regeneration programmes and other funding mechanisms and the development of income streams through community enterprise.

<i>Ratings</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>DK</i>	<i>No Answer</i>
<i>No selecting</i>	<i>5%</i>	<i>11%</i>	<i>17%</i>	<i>23%</i>	<i>17%</i>	<i>17%</i>	<i>11%</i>

2 The establishment of systems, which enable the organisation to operate effectively.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>28%</b>	<b>11%</b>	<b>23%</b>	<b>5%</b>	<b>17%</b>	<b>11%</b>

3 The continuing management of the social accounting and other processes within ASAN to ensure that there is ongoing impact measurement.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>11%</b>	<b>11%</b>	<b>28%</b>	<b>5%</b>	<b>28%</b>	<b>11%</b>

4 The provision of a proper system of support for staff across the organisation.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>0%</b>	<b>33%</b>	<b>23%</b>	<b>5%</b>	<b>5%</b>	<b>17%</b>	<b>17%</b>

5 The provision of a computer system, which enables the organisation to communicate effectively with its partners and those with whom it works.

<b>Ratings</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>DK</b>	<b>No Answer</b>
<b>No selecting</b>	<b>5%</b>	<b>5%</b>	<b>17%</b>	<b>23%</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>

#### 4 Additional Comments

Please add any further suggestions you may wish to make about other objectives you should be tackling; operational practices; or anything else, which might help us to improve our social benefit performance.

##### Comments

We waste too many resources within Asan especially paper.

We are not an environmentally friendly organisation and drinking free trade products does not qualify.

Training should be available to all staff if they wish to do courses.

There seems to be confidential issues in the office – anything discussed as part of a team is being disclosed to the public and other staff are having to face the consequences.

Employment contracts need to be updated; some staff do not have a current contract which could leave the organisation in serious breach.

#### Conclusions & Recommendations

##### Working for ASAN

- Approximately 50% of Asan's employees are currently unhappy with their earnings and a review of salary structure might highlight whether or not their dissatisfaction is

justified and give the organisation a chance to explain the current pay scales to employees.

- 33% of staff felt the terms, conditions and policies underpinning their employment are good, but 44% were only partially satisfied. It may well be worth discussing terms, conditions and policies with all employees to clarify if this is through a lack of understanding or dissatisfaction with the terms, conditions and policies.
- The area of individual contribution towards Asan's terms, conditions and policies along with job security also need to be addressed through discussion in order to ensure happy, secure, confident and productive staff throughout the organisation.

### **Environment**

- Most staff seem to be happy with their individual working environments and their interactions with each other, but there do seem to be some tensions and possible personality clashes that require action, possibly in the form of a few Team Building away Days.
- This should encompass all the employees of ASAN aiming to entwine all the organisations operations and staff into one united Body.

### **Development within Asan**

- Although Asan supports training throughout the organisation it would appear that not all employees are aware and some seem to feel that it is unavailable to them. This requires clarification and all opportunities for personal development need to be made clear to ALL employees.
- 28% of staff say they have not been supported in undertaking training connected to their work and another 17% say they that their work does not work allow them the opportunity to overcome challenges or for personal learning.

### **Work Areas**

- The majority of staff feel they have enough control over their work areas and a clear sense of their responsibilities, but 16% feel they do not get the opportunity to be involved in decision making about their own area, decisions that affect their work and believe their ideas and contributions are not taken seriously.

### **Your Role, Shared Learning and the Organisation**

- These questions also highlight the fact that a number of employees up to 25% feel that they have little input in the development of the organisation and feel unable to influence decision making, leading to them questioning their value to the organisation, which in turn leads to a lack of commitment.

### **Mission, Values & Objectives**

- There is a high proportion of 'don't know' replies from staff in relation to ASAN's mission, values and objectives questions. Obviously, there is a need for this to be explained in detail to all employees, as they either do not wish to know, or have simply not been told.

We can assume that this did take place during induction, but where is the proof? We would need to record this somehow. However, we must be aware that for many employees, employment does not go beyond attending work and getting paid - it is up to ASAN to emphasise the importance of its mission, values and objectives.

## Section 9 Environmental impact

In the most recent version of the Social Accounting and Auditing Manual produced by the Social Audit Network, organisations are now requested to include sections on environmental and economic impact. As stated above, ASAN during the early part of the year adopted its first environmental policy. A copy of the policy can be viewed in Appendix 3. Environmental impact is still in its early stage of management and development at ASAN. There are three areas which ASAN is seeking to measure its performance in this accounting year. The three areas are:

*1) Recycling through ASAN Greenworks business established in March 2005.*

This is the first year of ASAN's running of the Greenworks franchise. The franchise aims to reduce the amount of waste which goes to landfill. All of the office furniture received by ASAN whether usable or unusable would have ended up in landfill were it not for the Greenworks approach to reuse.

The following statistics are drawn from the first six months of operation.

489 tonnes of furniture received at ASAN Greenworks for recycling either for sale or to recycling operators.

64 tonnes of metal collected from dismantling unusable office furniture and sent to recycling operators.

175 tonnes of dry wood collected from dismantling unusable office furniture and sent to recycling operators.

*2) Development of renewable energy.*

ASAN has over the course of the last year begun to think about more efficient use of energy and the generation of renewable energy. This thinking has developed as a direct result of the organisation becoming involved in property management and ownership.

A strategy paper was drawn up earlier in the year and this appears as Appendix 5. The strategy will be implemented over the longer term. However a number of initiatives have been developed which will commence the process of developing renewable energy.

Firstly in the plans for the refurbishment of the Workspace, ASAN plans to replace the existing gas boiler with a biomass boiler.

Secondly ASAN plans to construct a wind turbine to power the energy needs of Southside Sports.

Funding has been secured for both of the above initiatives but planning permission is still being sought for the wind turbine.

*3) The Green Office Checklist*

The Social Accounting Manual provides the template for the use of the Green Office Checklist. This has been completed at ASAN and will form the basis for the development of environmental practice across the organisation. Where ASAN has some control over recycling issues ie in relation to supplies or paper for example,

progress is being made. Where there is less control as for example with energy use, less progress is being made. The completed checklist can be found in Appendix 6.

The main findings of the checklist audit were as follows:-

*Paper* – ASAN is quite proactive with regard to its paper recycling making use of the Council's new dry recycling programme.

*Energy* – Currently ASAN has limited ability to influence how it impacts on energy use. It rents or leases all of the buildings currently in use. With the development of the new Workspace project, there will be opportunities to take energy use much more seriously and make real changes within the organisation.

*General office issues* – With regard to general office issues, ASAN is making reasonable progress in relation to recycling and sustainable approaches to office activities.

*Transport* – ASAN has still to make much impact on its approach to transport.

*Health and Safety* – The organisation is generally proactive towards health and safety undertaking regular risk assessments in various parts of its activity and then using these for discussion purposes in staff team meetings.

*Implementation* – Some progress has been made with regard to the issues raised by the checklist. This is the first year that it has been used. The issues which are in need of review will be considered as part of a staff team exercise and where appropriate, recommendations sent on to the Board of Management.

## Section 10 Economic impacts

The following section is taken entirely from the Social Accounting Manual produced by the Social Audit Network. For the purposes of the 2005 Social Accounts, ASAN has only attempted Part 1 of the exercise. Parts 2 and 3 will be considered for use in the next set of accounts. The figures used are based on information drawn from the Financial Year 2004 to 2005.

### Measuring Economic Impact

All organisations, whatever their nature, have an economic impact on their stakeholders and on the local community in which they operate. This impact can be significant but it is usually under-reported, and often ignored, in Social Accounting. Yet all social economy organisations have information which they could use to demonstrate their economic impact. These impacts include the effect of employing people who were previously unemployed, the effect of purchasing locally, the consequence of attracting new investment, etc.

- **Part One:** this note suggests some of the questions which organisations might ask themselves about economic impacts and for which they generally will already have the information or can easily obtain it.
- **Part Two:** briefly describes two tools which have been developed through the *new economics foundation (nef)* for measuring economic impact. (not included in this years accounts)
- **Part Three:** outlines two ways in which financial information held by an organisation might be interpreted and presented. (not included in this years accounts)

### Part One

#### 1 Creating employment

The information provided by the questions below allows an organisation to demonstrate the monetary value of the wages it pays and, where relevant, to show how previously unemployed people whom it employs are now contributing to the public purse rather than using state funds in the form of benefits.

- How many people does the organisation employ?

All Saints Action Network Ltd: 10

ASAN Management Services Ltd: 9

**Total:** 19

- How many new jobs have been created within the last twelve months?

All saints Action Network Ltd: 3

ASAN Management Services Ltd: 2

**Total:** 5

- What is the total value of wages paid annually by the organisation?

	<b>Total Gross Pay</b>	<b>Employer's NIC</b>	<b>Employer's Pension</b>	<b>Total:</b>
All Saints Action Network Ltd:	£144'170.95	£11'822.08	£6'629.11	£162'622.14
ASAN Management Services Ltd:	£87'677.58	£6'548.51	£0.00	£94'226.09
<b>Subtotal:</b>				<b><u>£256'848.23</u></b>

- How many of the workforce live locally? (I.e. within the target locality if appropriate)

There are **7** of the staff that live within the All Saints area.

- What is the value of the tax and National Insurance (NI) contributions paid by the organisation on behalf of the workforce?

	<b>Tax</b>	<b>Employee's NI</b>	<b>Employer's NI</b>	<b>Total:</b>
All Saints Action Network Ltd:	£23'643.79	£10'625.69	£6'629.11	£40'8998.59
ASAN Management Ltd:	£10'134.46	£5'627.62	£6'548.51	£22'310.59
<b>Subtotal:</b>				<b><u>£63'209.18</u></b>

- How many of the workforce were (long-term) unemployed before coming to work for the organisation?

Three members of staff were known to be unemployed before coming to work for the organisation.

- What is the value of the tax and NI contributed by/for those previously unemployed workers?

<b>Name:</b>	<b>Tax</b>	<b>Employee's NI</b>	<b>Employer's NI</b>	<b>Total:</b>
Staff member 1	£455.88	£350.15	£407.44	£1213.47
Staff member 2	£0.00	£43.44	£50.55	£93.99

Staff member 3	£1319.38	£781.95	£909.90	£3011.23
<b>Subtotal:</b>				<b><u>£4318.69</u></b>

## 2 Using volunteers

It is possible to use accepted rates to calculate the £s value of (= monetise) volunteer work. Acceptable rates run from £5 per hour for labouring work for example, through £5.46 for clerical work to £13.85 for managerial work. The rate used in calculations should relate to the work done as a volunteer, not to the normal work of the volunteer. Thus a manager doing labouring work may be counted at £5 per hour.

- How many hours of volunteer work does the organisation use for its own benefit
- How many hours provide services to its beneficiaries and the community?

There are 13 of volunteers on Board of Management providing services to the organisation and the community. There are:

10 members	4 Board meeting	3 hours per meeting = 120 hours
5 members	6 Financial meeting	3 hours per meeting = 90 hours
5 members	6 Training meeting	3 hours per meeting = 90 hours
2 members	4 Community meeting	4 hours per meeting = 32 hours
4 members	cheque signing	2 hours per month = <u>96 hours</u>
<b><u>Total:</u></b>		
<b><u>428 hours</u></b>		

## 3 Investment in training

It is possible to put a £s figure on an organisation's investment in the capacity of its personnel (staff, volunteers, directors) and, therefore, in the local community.

- How much (and what) training does the organisation provide and/or pay for its workforce, its volunteers, its Board/Management Committee members or for others in the community?
- What is the cost in £s of providing this training?

**Payment for training:**

<u>All Saints Action Network Ltd</u>		<u>ASAN Management Services Ltd</u>	
Staff Training	£575.90	Staff Training	£74.04
Staff Training Ent com	<u>£440.08</u>	Training sports-field	<u>£338.41</u>
	<u>£11015.98</u>		<u>£412.45</u>
<b><u>Subtotal:</u></b>		<b><u>£1428.43</u></b>	

**4 Inward investment**

Social economy organisations are often successful in attracting capital for projects in their localities and many do this in partnership with others.

- How much finance has the organisation attracted into the community for its own enterprises, projects and programmes? (eg: as grants, as loans or as other forms of investment?)

NDFC Grant Sportsfield	£29'582.65
SRB3/Net work	£26'932.01
BBF salary	£22'231.00
ABCD – community Forum	£5'385.37
LSC – Step to Work	£53'812.76
WNC Learning Chest Sports	£1'687.17
2003/4 RAZ ABCD	£12'632.28
<b>Total:</b>	<b><u>£152'263.24</u></b>

- How much finance can the organisation claim to have helped pull into the area on behalf of, or in partnership, with other organisations and agencies?

All Saints Community Association	£1600
Asian Women Group	£5500
<b>Total:</b>	<b><u>£7100</u></b>

**5 Purchasing policies**

Information can be extracted from the accounts to show the level of local and/or ethical purchases.

- Does the organisation have a local purchasing policy?

Yes

- What percentage of the annual spend goes to local suppliers? And how much to regional, national or international firms?

Suppliers:	Number of Suppliers:	Percentage:
Local	67	55%
Regional	26	22%
National	28	23%
International	0	0
<b>Total:</b>	<b>121</b>	<b>100%</b>

- Does the organisation have an ethical purchasing policy (ie. buying from fair trade or from other social economy firms)?

N/A

- What percentage of purchases are sourced from fair-trade and/or social economy suppliers?

N/A

#### **6. Dialogue with suppliers.**

This consultation has been fairly limited this year. Of the 15 suppliers originally identified, nine were contacted and the results of this exercise were set out below. There has been some considerable discussion within ASAN about the value of this kind of exercise. It is unlikely that in making contact with suppliers they will give a negative image of the organisations performance simply because they want to retain ASAN's custom. The value of this type of consultation remains under review.

Name of Supplier	Are the invoices paid on time?	Do we make our needs clearly known?	Local or non local	Private or social enterprise
Essential Office	Very prompt	Very clearly	Local	Private
BACF	Yes	Very helpful and considerate.	Local	Social
A Stat Office Technology	Yes within 30 days	No problems	Local	Private
Tildesley & Tonks	Yes	No problems	Local	Private
AMAL Consultancy	Yes	Excellent Guidance	Non local	Private
Adept Security	Yes	No re school and Boot Factory arrangements	Local	Private
Greenworks	Yes	Yes	Non local	Social
Essential Logic	Yes	Yes	Non Local	Private
Woseley Hire	Yes	Don't know – supplier too big	Local but part of a national company.	Private

## 7. Trading discounts

Offering discounts to specific target groups may be part of a social benefit strategy.

- What is the £ value of any discounts which the organisation offers certain groups of people (eg. residents, pensioners, local community groups)?

(Income without discount) £8736.27

Income from Southside Sports Booking £7862.64

**40% of customer were given 25% discounts value of £873.67**

## 6. Contributions to the community

Many social economy organisations make cash donations (or in kind) to various local projects.

- How many and what value cash donations have been made in the past year to local organisations or projects?

N/A

- What has been the value of any contributions in kind that may have been made to local groups?

This contribution is as set out in the table below

£:

Staff Training	575.90
Pubs and Subs	477.58
Meeting Expense	227.10
Photocopy	1396.27
Stationery	566.87
Network Costs	30.45
Other Office Costs	1777.19
Telephone	363.34
Post and Packing	119.32
Bank Charges	169.85
Insurance	796.13
Community Forum Expenses	63.00
Social Audit	789.77
Com Strategy Pyt Revenue	15000.18
Advertising	637.50
Professional Fees	30.55
Annual Return Fee	1222.00
<b>Total:</b>	<b><u>24'243.00</u></b>

- What has been the value of free services which may have been given to local residents or organisations? (eg. photocopying, use of rooms, transport etc.)

50% of all Dept 100's expenses at the value of £11'221.50

£24'243.00 / 50% = £11'221.50

- How much time have staff members devoted to working for the benefit of the community rather than doing their main job within the social enterprise?

Staff member 1	42 hours per month	504 hours
Staff member 2	8 hours per month	96 hours
Staff member 3	8 hours per month	96 hours
<b>Total:</b>		<b><u>696 hours</u></b>

- What has been the £s value of that support to community organisations?

Staff member 1	504 hours @ £24 per hour	£12'096
Staff member 2	96 hours @ £17 per hour	£1'632
Staff member 3	96 hours @ £17 per hour	£1'632
<b><u>Total:</u></b>		<b><u>£15'360</u></b>

## **Section 11**

### **Concluding comments on the 2005 Social Accounts and recommendations for the Board of Management.**

The Social Accounts for 2005 have marked a further development of ASAN's understanding of how to develop the social accounting process and make it work for the organisation. The organisation remains committed to the process but also seeks to ensure that social accounting "fits" the organisational planning cycle. To this end, ideas have been borrowed from the new social accounting manual produced by SAN. There still remains much to do in this regard. For example, the social accounting year for ASAN for the coming period is December 2005 through to March 2007. This 16 month year allows the organisation to undertake all the requirements of the process and allow enough time for the Board of Management to note the outcomes and make plans for the future based on the issues arising from the outcomes. ASAN regards this Board ownership of the process as critical to the organisations strategic planning.

The stakeholder consultation haven't changed much this year although there have been several notable omissions. These have been discussed with the Panel and ASAN plans to ensure that these groups are engaged in 2006. ASAN has experimented with sections on economic impact and environmental impact. These have been valuable exercises but there is still much to learn. The panels comments have been helpful in this regard. Shaping these sections in the future will be important in that ASAN can now use 2005 as a base year for future comparison.

ASAN is taking a leading role in the development of the West Midlands Social Accounting Cluster and it is hoped that the development of this cluster will enable social and community enterprises to start comparing outcomes to their work. ASAN are particularly keen to see the development trust movement start adopting a more proactive approach to using social accounting as a framework tool. The cluster has three DTA members participating in it so there is every hope that progress will be made here.

The Panel meeting has been as usual a very valuable element in the whole process. The panels comments have been used to adapt and improve the draft accounts and the version that is now being published reflects these changes. The outcome of the consultation process will be discussed by the Board of Management in their awayday in February. The recommendations arising out of the consultations are set out in the table below.

See table of recommendations below.

**Table of recommendations following the 2005 Social Accounting period.**

<b>Issue for consideration</b>	<b>Stakeholders involved</b>	<b>ASAN response</b>	<b>Who will implement</b>
Lack of engagement of stakeholder groups	Community organisations and Workspace tenants	Community organisations to be consulted on the Community Investment Fund as it is rolled out during 2006	Staff allocated to each organisation and co-ordinated by the ASAN Co-ordinator.
Lack of engagement in the bigger picture in All Saints	Strategic partners including ABCD and the City Council	ASAN needs to be more clearly identified as a key if not the key player in All Saints in relation to regeneration and other activities.	Staff will consider this issue in planning meetings and report to the Board. The Board will determine the strategic approach in its awayday in February.
Lack of engagement of the wider community	Residents, local business	This is a key issue which ASAN is very concerned about. The development of the Community Investment Fund will partly address this issue. ASAN will also make use of the Phoenix Project to start engaging in a much more consistent way in 2006.	The Management Team to prepare a proposal for consideration by the Board in the February awayday
Review of environmental impact	All stakeholders	ASAN will review its environmental impact based on the observations of the panel and its own need to keep its Environmental Policy under review	Progress against environmental targets will be considered at the Board Awayday and a new approach to environmental reporting will be developed for the 2006 Accounts

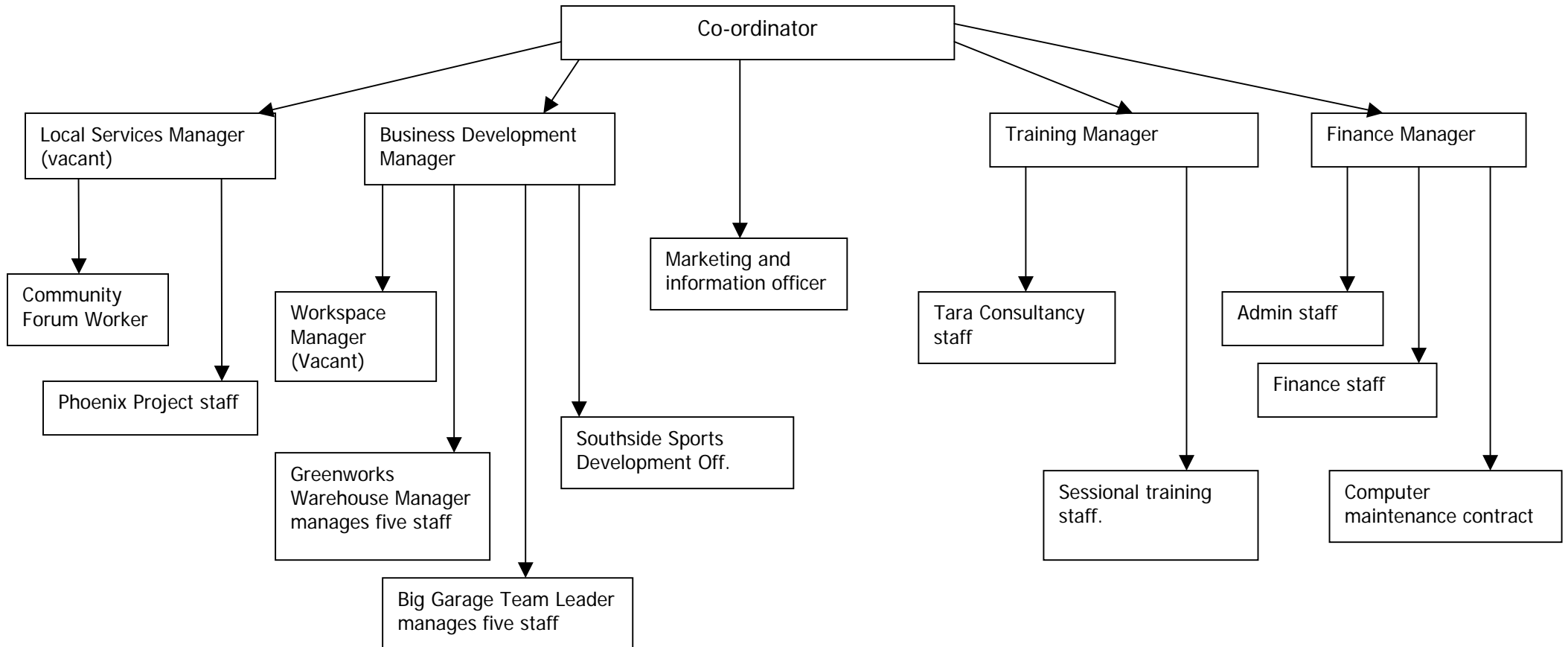
**Table of recommendations (continued)**

<b>Issue for consideration</b>	<b>Stakeholders involved</b>	<b>ASAN response</b>	<b>Who will implement</b>
Review of economic impact	All stakeholders	ASAN will continue to develop its approach to economic impact measurement and will explore the use of LM3 for the 2006 Accounts	The Management Team will review the approach initially and will report to the Board of Management in mid 2006.
Preparation of the social accounts	All stakeholders	ASAN will review its social accounting timetable to allow greater time to prepare the draft accounts. It is likely that in 2006, the timetable will ensure that draft accounts are prepared in September rather than in October as is currently the custom.	The Staff Team will review the timetable and a recommendation will be put to the Board of Management in early 2006.
ASAN's public image, promotion of its work and championing of key community issues.	Strategic and community	ASAN still needs to work hard on developing a clear and unambiguous image about its role and its ambitions. The development of a more "corporate" approach is recognised as is the need to be more public about its achievements. ASAN will also consider how it champions the important work that it needs to do within the local community	The Management Team will consider this issue in advance of the Board Awayday. The Board of Management will consider this as one of its key considerations in the awayday.
The ASAN Car Parking business	Customers	ASAN recognises the critical importance of its car parking business to its sustainability. It also values the continuing support of its customers. ASAN will seek to develop a higher profile for the business and what it is trying to achieve both with its customers and those key organisations/businesses who will help to sustain in the longer term	The Management Team will consider the current positioning of the car parking business alongside its other business activities and make proposals to the Board of Management who will consider these at either the Awayday or the most appropriate Board meeting.

**Table of recommendations (continued)**

<b>Issue for consideration</b>	<b>Stakeholders involved</b>	<b>ASAN response</b>	<b>Who will implement</b>
Conditions of service for staff	Staff	<p>ASAN recognises and values the work of its staff. The staff questionnaire clearly raises important issues to do with remuneration and other conditions.</p> <p>A review of the pay structure is currently being undertaken and will be considered at the Board Awayday in 2006.</p> <p>The need for increased levels of support for staff is also recognised and this will be addressed through training and other organisational support.</p>	<p>The Management Team will prepare proposals for consideration by the Board of Management at their Awayday.</p>
Performance indicators and outcomes	All stakeholders	<p>ASAN recognises that the methods used to gather information about its performance are not always satisfactory. Some of the more traditional methods of data collection will be reviewed particularly in relation to use of Southside and the Community Forum.</p>	<p>The Staff Team will consider and prepare new approaches to performance measurement in readiness for the 2006 Social Accounting cycle.</p>

Appendix 1 Staffing structure for 2005



Appendix 2 Sample questionnaires



**CUSTOMER FEEDBACK QUESTIONNAIRE**

Dear Valued Customer

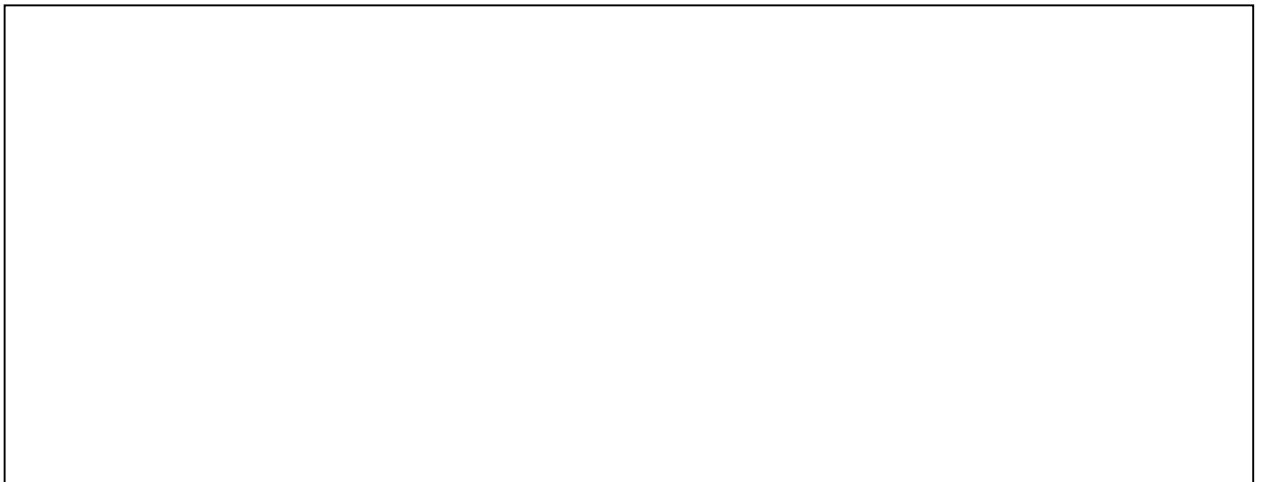
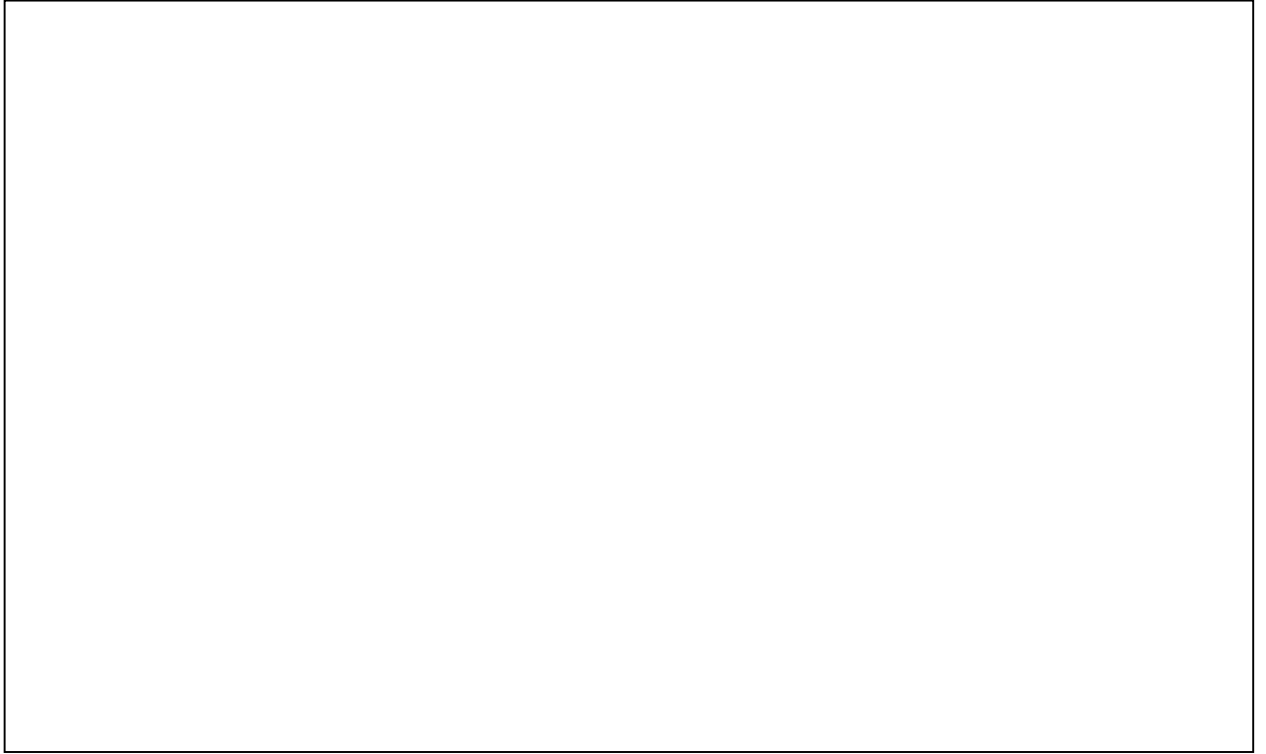
As part of our ongoing commitment to improving our service, we are contacting our past customer to gain feedback. We would be very grateful if you could spend a few minutes filling out this questionnaire and returning it to us in the stamped envelope provided.

In return for your help in this survey, we have enclosed a voucher entitling all respondents to a free swivel chair from our selected range. Simply bring the voucher along to our Wolverhampton showroom and collect your chair absolutely free.

Many thanks,

*Ted Oakley*  
Manager

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.....  
.....



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**If you would like to subscribe, free, to receive the Green-Works newsletter with all the latest news and great offers please tick here.**

**THANK YOU AGAIN FOR YOUR TIME**





(Group) Name: \_\_\_\_\_

Date: \_\_\_\_\_

Statement	Strongly Disagree	Disagree	No view	Agree	Strongly Agree
1. Southside Sports provides a service to the community.	1	2	3	4	5
2. Southside Sports is both a visual and a practical asset to the All Saints area and its residents.	1	2	3	4	5
3. Local Young people make regular use of the facility.	1	2	3	4	5
4. I am/My group is clear about the procedure for booking and accessing Southside Sports.	1	2	3	4	5
5. I know/My group knows about the organised young people's activities which take place at Southside Sports.	1	2	3	4	5
6. The charging structure for Southside Sports is affordable in comparison to similar facilities.	1	2	3	4	5
7. The facilities at Southside Sports meet my/my groups needs.	1	2	3	4	5
8. I/My Group would like to see further sporting activities such as tennis/roller hockey/volleyball taking place at Southside sports.	1	2	3	4	5
9. The facility is being used to its full potential.	1	2	3	4	5
10. I/My group receives	1	2	3	4	5

a quality service from Southside Sports and its employees.					
11. I/My Group would recommend the use of Southside Sports facilities to others.	1	2	3	4	5
12. How often have you used Southside - <i>circle one</i>	<u>1 to 3</u> times	<u>4 to 6</u> times	<u>7 to 10</u> times	<u>11 to 15</u> times	<u>More than</u> <u>16 times</u>

Please list one improvement, change or new activity you would like to see at Southside Sports: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Any Other Comments?** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### Southside Sports Evaluation forms

*This evaluation will be used for the purpose of gathering feedback from participants in the course that will hopefully lead to the improvement of future courses, thank-you.*

**Please tick the appropriate boxes:** Name: *(optional)* \_\_\_\_\_

**Organisation/Group:** \_\_\_\_\_

Age \_\_\_\_\_ Ethnicity \_\_\_\_\_ Postcode: \_\_\_\_\_

Was the location of the venue?

Convenient  inconvenient

How would you describe the overall accommodation for the course?

Excellent  Good   
Average  Poor

How would you rate the overall organisation & planning of the programme?

Excellent  Good   
Average  Poor

Was a cost involved? Yes  No  If yes who paid? \_\_\_\_\_

How useful did you find the course?

Very useful  quite useful  not useful

Was the training methods used by the facilitator appropriate? Yes  No

Please comment: \_\_\_\_\_

Did you feel able to fully participate in the discussions and training involved? Yes   
No

If no Please comment: \_\_\_\_\_

Do you feel you will be able use the knowledge & information gained in the course in your everyday life?

Yes  No

Please comment:

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Have you enjoyed the programme? Yes  No

If no how can it be improved \_\_\_\_\_  
\_\_\_\_\_

Did you understand the language used to deliver the programme? Yes  No

Any Comment? \_\_\_\_\_  
\_\_\_\_\_

What did you think of the course generally? Excellent  Poor  Good

Which topic did you enjoyed most? \_\_\_\_\_  
\_\_\_\_\_

Which topic did you enjoy least? \_\_\_\_\_  
\_\_\_\_\_

If Physical training was involved, how did you find the physical exercise or techniques?

Hard  Challenging  Easy

Were you able to take part in-group discussions? Yes  No

**Did you achieve your learning aim?** Yes  No

Would you recommend this programme to anyone else? Yes  No

Why \_\_\_\_\_  
\_\_\_\_\_

Did you have any problems? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Do you want any information's on any further courses in your area?      Yes      
No     

If Yes what type? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Are there any further comments you would like to make? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Many thanks for your co-operation  
22/11/2005

ASAN



**Strategic partners stakeholder questionnaire.**

**All Saints Action Network Limited  
Consultation with key stakeholders  
Social Accounts 2005.**

All Saints Action Network (ASAN), as part of its annual cycle of organisational planning, produces social accounts which are audited by an independent panel. Producing social accounts is a way of measuring the organisations performance against the objectives it sets itself. This performance is measured by considering social, economic and environmental indicators and by engaging in a dialogue with people and other organisations affected by ASAN.

As part of the 2005 Social Accounts, you are invited to spend no more than fifteen minutes commenting on the 3 questions below. In answering the questions, please indicate which of the three areas of ASAN's work you best understand or have experience of.

*(tick appropriate boxes)*

- |   |                          |
|---|--------------------------|
| 1. Local management and neighbourhood issues. | <input type="checkbox"/> |
| 2. Business and enterprise development.       | <input type="checkbox"/> |
| 3. Training and capacity building             | <input type="checkbox"/> |

What in your view does ASAN do well?

What in your view does ASAN not do so well?

What do you like about ASAN?

What do you not like about ASAN?

Please return to [info@asan.org.uk](mailto:info@asan.org.uk) or All Saints Action Network Limited, the Community Centre, All Saints Road, Wolverhampton. WV2 1EL.

## Appendix 3 ASAN Community Investment Fund

### Information for applicants to the Community Investment Fund 2005- 2006.

#### 1. Information about All Saints Action Network

All Saints Action Network Limited (ASAN) is a community owned enterprise which aims to improve the quality of life for people who live and / or work in and around the All Saints area of Wolverhampton. ASAN hopes to achieve this aim through a number of strategic objectives which form the basis of its work and activities. ASAN aims to sustain its work in All Saints through the development of trading activities and asset acquisition.

During the course of the financial year 2003/2004, ASAN successfully created a surplus from its various trading activities. The Board of Management decided to set part of the surplus aside for re-investment in the local community. This re-investment would be undertaken through the creation of a Community Investment Fund.

#### 2. About the Community Investment Fund.

The ASAN Board of Management at their Board meeting in April, 2005 agreed on the establishment of a Community Investment Fund for the financial year 2005 to 2006. The Fund will have £30,000 available for re-investment in community activities. Local organisations will be able to apply for a portion of this Fund to enable them to undertake activities which aim to improve the quality of life for people who live or work in the local area. The Fund will operate the same objectives as ASAN. These are:-

- a) To create a sustainable environment through the provision of locally managed services.
- b) To become financially self sustaining through the development of physical assets and social enterprise.
- c) To provide a route to employment through training, the development of skills and building local capacity.

#### 3. Fund Criteria.

To assist applicants in their application to the Fund, ASAN wishes to receive projects proposals which meet **one** of the following three criteria. Projects that can demonstrate a link with more than one of the criteria will be particularly welcomed.

**Criteria one** – The project proposal should aim to create a sustainable environment through the provision of locally managed services.

For this criteria, ASAN is encouraging project activity which will address:-

- a) improvements to the environment,
- b) improvements to services which deal with the environment
- c) improvements which enhance existing services.

**Examples of such project activity might be as follows:-**

*A project which aims to undertake some form of recycling.*

*A project which encourages local people to take more responsibility for the local environment.*

*A project which makes physical improvements to the local environment.*

*Any project which improves services to local people.*

**Criteria two** – The project proposal should demonstrate how sustainability can be achieved through undertaking an enterprising approach to some form of community activity or through the development of business activity.

For this criteria, ASAN will encourage projects which come up with enterprising approaches to solving a problem or for starting new community activity. For this criteria, projects will be expected to demonstrate how they will be sustained beyond the funding period.

Examples of such project activity might be as follows:-

*A project which establishes a business idea which will benefit the community.*

A project which will develop an enterprising way of making better use of a local community asset eg a building.

A project which demonstrates potential to offer at least one member of the community with employment.

**Criteria three** – The project should demonstrate how through training local people can development skills and build their own capacity to the point where they are able to make themselves more available for the labour market.

For this criteria, ASAN will be looking for projects which are able to come up with approaches to training that will assist one or more individuals in the local community.

Examples of such project activity might be as follows:-

*A project which aims to establish a small training course for a number of local people.*

*A project which enables local people to visit a place or other project to build up their understanding of how communities can develop.*

A project which raise peoples awareness about an issue of concern to the local community.

**4. Eligibility to apply to the Community Investment Fund.**

There are a number of conditions which groups need to meet in order that they can be eligible for Community Investment Fund support.

The **first** of these conditions is that the Group should have a set of rules which demonstrates that they can organise themselves effectively and have the ability to make their own decisions about how to manage their project. ASAN will not make grants available to individuals.

The **second** condition is that the Group must be able to satisfy the overall aim of the Fund which is that it contributes to the improvement of the quality of life of people who live or work in All Saints and neighbouring areas.

The **third** condition is that the Group's proposals meets at least one of the criteria as set out in Section 3 above.

The **fourth** condition is that the Group must have a bank account. If they do not and still wish to apply to the Fund, they may approach ASAN with their proposal with a view to ASAN assisting them to manage their finances.

## **5. Details of how to apply to the Community Investment Fund.**

The Community Investment Fund is a simple and non bureaucratic form of Fund which aims to meet local need in a targeted way. If a Group wishes to apply to the Fund, it should fill out the attached application form giving details of their project proposal. If a Group requires assistance in filling the form out this can be received from staff at ASAN.

The timetable for applying to the Fund is as follows:-

September 2005 –	The Fund is launched.
End of September -	First applications received at the ASAN office.
Third week in October -	A decision on these applications will be made.
December 2005 -	Second round of applications
End of December -	Second round received in ASAN office.
Third week in January -	Decision on second round.

If there is a need for a third round, this will take place in March 2006.

When applying to the Fund, groups should note that applications for more than £5000 will not be considered. All groups should demonstrate how they can add value to their application by attracting other funding or making use of their own volunteer time.

In making a decision about the project proposals which come forward, ASAN will consider the following:-

- a) Will the project work?
- b) Does it meet one or more of ASAN's strategic objectives set out in Section 3 above?
- c) Is the group eligible to apply based on the conditions set out in Section 4 above?
- d) Are the finances realistic?
- e) Will the project make a difference?

All project proposals will be considered by the ASAN Board of Management.

For further details on the Community Investment Fund, please contact the ASAN office and speak to a member of staff.

## **Appendix 4. Environmental policy**

### **All Saints Action Network Limited Policy on environmental matters**

All Saints Action Network Limited (ASAN) aim is to improve the quality of life for residents in All Saints and neighbouring communities by

*“Working in partnership to create a sustainable organisation responsive to local needs through the development and management of enterprise, employment and environmental projects”.*

In order that ASAN can fully respond to the environmental impact of its various activities, this policy is being written to provide a framework around which the activities within ASAN can be reviewed for their impact on the environment. The policy therefore sets out below the areas of activity which ASAN will seek to improve environmental performance on. This environmental performance measurement will be incorporated into the social accounting process and set before the Verification Panel in November of each year.

1. ASAN will comply with the requirements of environmental legislation and codes of practice. This is a minimum position and where possible, ASAN will seek to better those requirements.
2. ASAN will assess the environmental impact of all existing organisational activities. In addition all future activities will be assessed for their impact.
3. ASAN will continuously seek to improve its environmental performance. This will be achieved through its annual social accounting calendar.
4. ASAN will aim to reduce pollution, emissions and waste. This statement particularly relates to (2) above where ASAN activities will be assessed for their environmental impact.
5. ASAN will aim to reduce the use of raw materials, energy and supplies. Again this statement will be supported through an analysis of existing usage.
6. ASAN will raise awareness, encourage participation and train employees in environmental matters. This will be achieved initially through a series of discussions at various levels within the organisation.
7. ASAN will seek to encourage other stakeholders including suppliers and contractors to adopt environmental standards. These will be discussed with suppliers through the circulation of this policy.
8. ASAN will aim to communicate with the All Saints community about environmental impact and its own performance. This will be partly to gain feedback about that performance but also to get community views on approaches to environmental management.
9. ASAN will aim where possible to participate in wider discussions about the environment within the City of Wolverhampton and beyond. This may involve membership of environmental organisations.

This policy has been developed during 2004 in response to stakeholder views about ASAN's impact on the environment. This policy will be submitted with the Social Accounts in November as part of the submission to the Verification Panel. It will be followed up by an Environmental Action Plan (EAP) which will form part of the ASAN business plan for 2005-2008. The EAP will be initially agreed for one year to be reviewed at the following social audit panel in 2005.

## **Appendix 5**

### **Strategy for renewable energy development at ASAN**

Strategy for the development of approaches to renewable energy sources and energy conservation measures.

#### **1. Background.**

##### *1.1. Why a strategy?*

For the first time in the organisation's short history, ASAN has recently started the process of asset development and management. While previously, the Big Garage had been ASAN's first asset, its short term availability makes it difficult to invest in with any certainty. The acquisition of Southside Sports on a 20 year lease and the potential purchase of the former All Saints School make such investments more realistic. While it is clear that much investment will be about improving the usage of the buildings under ASAN's control, there is also the opportunity to participate in some of the experimental work being undertaken across the country in support of renewable sources of energy. In addition, ASAN can develop within its auditing framework a greater commitment to the environment and to sustainability in energy use through the exploration of renewable energy sources and more effective energy management.

##### *1.2. A commitment to the environment.*

There are increasingly strong reasons now for an organisation like ASAN to take a more proactive stance on sustainable energy usage. ASAN is an organisation in the public eye making use of public funds and serving the local community in a variety of ways. This can be achieved through encouraging more sustainable use of energy sources such as solar, wind and biomass. It can also include a greater commitment to more effective use of existing energy including investments to reduce heat loss through better insulation and draught-proofing, increased levels of glazing and general awareness raising on energy use.

##### *1.3. Government support*

The Government in its role as strategic agent is increasingly looking to renewable sources of energy to replace the current unsustainable use of oil and natural gas. There are now a range of different incentives available which enable community organisations in particular to experiment with new products and new approaches to sustainable energy usage. Such incentives include the Clear Skies initiative making advice and grants available to community groups, the enhanced capital allowance scheme enabling organisations to write off the cost of their investment against taxable profits and interest free loans through Action Energy.

##### *1.4. Developmental potential*

The development of a strategy on energy use also has clear economic advantages which in turn should enable ASAN to develop its business potential. The most obvious of these is the opportunity to reduce fuel expenditure. There is also the potential to create new enterprises through new developments. The renewable energy market is still in its early development phase but with increased awareness, this market is likely to grow.

##### *1.5. Wider links within the City and the sub-region/region.*

There are a number of examples of renewable energy development in and around the region but few to choose from in inner city areas. There are a number of agencies who are keen to pursue particular types of energy development and there are the strategies at national and regional level to support them. In the Black Country, Groundwork is experimenting with a number of renewable energy sources while Black Country Housing Association has for some time had an interest in the development of sustainable energy development in housing. A community organisation engaged in renewable energy development would be an important further development linked to these existing activities.

1.6. *Links to Campus as starting point.*

The major development opportunities are currently based on the Campus at All Saints Road. The refurbishment of the park and now the building of Southside Sports are two physical examples of community influenced regeneration. The hope is that the former school will be the next development and it is hoped that the community centre will be much more closely linked into Southside and the school as the development of the site gains momentum. There is a chance to build into this future development a demonstration of renewable energy and energy usage through some careful planning. A small wind turbine could be sited on Southside Sports. Panels collecting solar energy could be sited on the south facing roof of the community centre. And a new boiler for the school could operate on wood chips or wood pellets. The whole campus could be a central point for seeing such initiatives in action while also energy and its use.

## **2. Renewable energy sources.**

### *2.1. Wind energy*

There is a very limited amount of development on the generation of wind energy in urban areas. One commercial company suggests that sourcing wind energy in urban areas is simply not economic. Initial enquiries with companies operating in the field suggest that a small turbine could be sited on the Southside Sports subject to planning permission being granted. A wind turbine could generate energy to power the floodlights at the sports field. While it might be that there would be insufficient wind to power all the lights, it is possible to install a system which can plug into the national grid and then use energy as and when it is needed from the grid.

### *2.2. Solar power*

ASAN plans to explore how solar gain can be used to create energy for the campus. There are currently no plans in place but both PV Cells and solar water heating will be explored.

### *2.3. Biomass heating*

Biomass heating systems are being developed to replace existing oil and gas boilers. Biomass systems use wood either in chip or pellet form. There are few examples of biomass developments in the Midlands and none in the Black Country. There are a number of management issues which need to be considered in adopting such a system. They need plenty of storage for the fuel usually in underground bunkers. They also need an access point for lorries to unload chips or pellets. Chips can be created out of scrap wood while pellets are produced in a manufacturing process from wood scraps. The heating system at the former school could be replaced to introduce a biomass system although there would have to be modifications to the boiler room and storage space would have to be created for fuel.

## **3. Energy conservation measures.**

### *3.1. Draught-proofing.*

Draught-proofing in public buildings can be an important way to reduce heating costs and reduce energy usage. Both the Community Centre and the former school lend themselves to more formalised approaches to reduction in heating use by better door design and general layout and increased levels of insulation around doors and windows.

### *3.2. Insulation.*

Homeowners are increasingly aware of the value of insulation in roofs and walls in domestic dwellings. Insulation standards in public buildings are improving but both the Community Centre and the former school are poorly insulated. Works undertaken in the ASAN offices

created insulation in the roof where none existed before and dramatically improved the heating efficiency of much of the office. No insulation exists in the roof of the former school on the first floor and little probably exists elsewhere.

### *3.3. Glazing.*

All windows throughout the Community Centre and the former school are single glazed. Single glazed windows are cheaper to repair and this may well be the over-riding reason why double glazing isn't used in community centres. There is the opportunity now however to consider their introduction as and when new investment is required.

### *3.2. General awareness raising.*

Many people understand the common sense issues related to energy conservation and some people are beginning to understand the benefits of renewable energy. ASAN can play a role in trying to generate a greater understanding of more effective energy management. This could be as simple as putting up stickers encouraging people to turn out lights – or it could be more fundamental by encouraging all users to learn about the bigger environmental issues and how renewable energy sources can play a role.

## **4. And for the future?.**

### *4.1. Best practice/demonstration project.*

This strategy paper aims to firstly generate debate within ASAN about renewable energy and conservation issues and to secondly propose ways of responding to the opportunities that arise from such a debate. ASAN needs to decide as an organisation where it stands in relation to such issues. It has the potential to develop the Campus not just as an important local resource and space for community use but also as a demonstration of how to make use of renewable sources of energy and more effective use of conservation measures.

### *4.2. Community ownership.*

ASAN is developing a community owned asset base through its development activities. The issues raised in this strategy paper offer ASAN the opportunity to demonstrate how a renewable energy strategy can be owned by a community and a community organisation. The ownership in itself should be a powerful means to demonstrate to others how energy can be conserved and generated.

### *4.3. Feasibility work.*

To take this strategy further, some initial feasibility work is required to scope the range of initiatives that could be developed on the site. Sections 2 and 3 of the paper set out some possibilities but there will be others. Feasibility can be carried out in a number of ways. Simply inviting firms with a particular expertise in renewable energy sources to come and have a look at the site is one way to assess what the potential development opportunities are. Engaging some with an expertise in these issues is another way. The latter is likely to produce a more independent viewpoint. Funding a feasibility work is a key issue. The Clear Skies Initiative did have feasibility funds but these have now run out.

### *4.4. Funding support.*

The Clear Skies Initiative offers capital support for all of the renewable energy sources described in Section 2 above. It may also be possible to gain support for feasibility work from regeneration programmes within the Black Country including the Regeneration Zone, the European Structural Funds and the Neighbourhood Renewal Fund.

**Appendix 6  
Green Office Checklist**

**Paper**

Are photocopies double sided? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Are envelopes opened carefully and stored for reuse? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Are non-essential copies photocopied on re-used paper? <i>Action Notes</i> <i>No. Concern about confidentiality issues</i>	Y or N N	N/A
<b>Time Scale</b> <b>Cost</b>		
To avoid mistakes, do you trial copy before printing big batches? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Is scrap paper turned into useful notepads? <i>Action Notes</i> <i>No we recycle</i>	Y or N N	N/A
<b>Time Scale</b> <b>Cost</b>		
Is e-mail used whenever possible? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Are copy documents kept on disk rather than paper? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Are computer printout margin sizes, fonts etc set to minimise paper use? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Does the office use recycled paper? <i>Action Notes</i> <i>No but we recycle all paper</i>	Y or N N	N/A
<b>Time Scale</b> <b>Cost</b>		

Does the office refuse or return junk mail?	Y or N	N/A
<i>Action Notes</i>		
<i>We recycle it</i>	N	
<b>Time Scale</b>	<b>Cost</b>	

## Energy

<p>Does your office source any energy from renewable sources?  <i>Action Notes</i>  <i>See strategy</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/  A</p>
<p>Are hot water pipes and tanks properly insulated?  <i>Action Notes</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/  A</p>
<p>Is the water temperature comfortably hot?  <i>Action Notes</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/  A</p>
<p>Are windows and doors free of draughts?  <i>Action Notes</i>  <i>Plans are in place to tackle the Workspace</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/  A</p>
<p>Are reflector panels fitted behind radiators?  <i>Action Notes</i>  <i>No plans currently in place</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/  A</p>
<p>Are lights always turned off in empty rooms?  <i>Action Notes</i>  <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Are lights turned off as soon as there is enough daylight?  <i>Action Notes</i>    <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Are windows kept clean, free from obstructions etc?  <i>Action Notes</i>    <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Are all lights energy efficient?  <i>Action Notes</i>  <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Are electrical equipment, PC monitors, photocopiers etc switched off when not in use?  <i>Action Notes</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N  Y</p>	<p>N/A</p>

Are boilers regularly serviced? <i>Action Notes</i>  <b>Time Scale    Cost</b>	Y or N  Y	N/A
Are heating thermostats used? <i>Action Notes</i>  <i>Workspace will have thermostatically controlled heating</i> <b>Time Scale    Cost</b>	Y or N  N	N/A

## Office Supplies

Are long life products chosen over short life ones? <i>Action Notes</i> <i>Unclear about this</i>  <b>Time Scale    Cost</b>	Y or N  N	N/A
Are materials bought in large packs to avoid excessive packaging? <i>Action Notes</i> <i>Sometimes</i>  <b>Time Scale    Cost</b>	Y or N  Y	N/A
Do you purchase eco-efficient or "green" products? - recycled, refillable, water based ink etc. <i>Action Notes</i> <i>Not always – under review</i>  <b>Time Scale    Cost</b>	Y or N  N	N/A
Do you use paperclips rather than staples? <i>Action Notes</i>  <i>This depends on the documents being used</i> <b>Time Scale    Cost</b>	Y or N  N	N/A

## General Office

Is the toilet paper / hand towels made from recycled fibre? <i>Action Notes</i> <i>Under review</i>  <b>Time Scale    Cost</b>	Y or N  N	N/A
Are aerosol products with CFC propellant avoided? <i>Action Notes</i>  <b>Time Scale    Cost</b>	Y or N  Y	N/A
Are products made from tropical hardwoods avoided? <i>Action Notes</i>  <b>Time Scale    Cost</b>	Y or N  Y	N/A

<p>Are long life products chosen over short life ones?  <i>Action Notes</i>  <i>Unsure about this – will review</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Are dripping taps repaired quickly?  <i>Action Notes</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/A</p>
<p>Have low flush volume WCs been installed?  <i>Action Notes</i>  <i>Review for Workspace</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Do you use environmentally friendly cleaning materials?  <i>Action Notes</i>  <i>Under review</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Do you use washable cups rather than disposable ones?  <i>Action Notes</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/A</p>
<p>Do you purchase fairtrade or organic tea and coffee?  <i>Action Notes</i>  <i>Under review</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    N</p>	<p>N/A</p>
<p>Do you purchase supplies from local shops?  <i>Action Notes</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/A</p>
<p>Is your fridge door seals clean and seal shut?  <i>Action Notes</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/A</p>
<p>Are any outside areas around the office managed for the benefit of wildlife?  <i>Action Notes</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/A</p>

## Recycling

<p>Is all used paper saved for recycling?  <i>Action Notes</i></p> <p><b>Time Scale</b>      <b>Cost</b></p>	<p>Y or N    Y</p>	<p>N/A</p>
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Does the office store then recycle glass, cans etc? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Does the office separate and compost materials? <i>Action Notes</i>	Y or N	N/A X
<b>Time Scale</b> <b>Cost</b>		
Is there a paper recycling bin next to the photocopier? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
Does the office recycle its electronic equipment, toner cartridges etc? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
If plastic cups are used are they recycled? <i>Action Notes</i>	Y or N	N/A X
<b>Time Scale</b> <b>Cost</b>		
Are you utilising recycling opportunities by co-operating with nearby businesses ? <i>Action Notes</i>	Y or N Y	N/A
<b>Time Scale</b> <b>Cost</b>		

## Transport

Do employees have access to dry, secure cycle storage? <i>Action Notes</i>	Y or N N Y	N/A
<b>Time Scale</b> <b>Cost</b>		
If you have pool or company cars do they run on unleaded petrol or diesel? <i>Action Notes</i>	Y or N	N/A X
<b>Time Scale</b> <b>Cost</b>		
Do you have information available on prices and timetables of public transport? <i>Action Notes</i> <i>Under review</i>	Y or N N	N/A
<b>Time Scale</b> <b>Cost</b>		
Are meeting times organised around public transport timetables? <i>Action Notes</i>	Y or N	N/A X
<b>Time Scale</b> <b>Cost</b>		

Are office working hours flexible enough to allow people to use public transport? <i>Action Notes</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  Y	N/A
Do cyclists receive preferential mileage allowance? <i>Action Notes</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  Y	N/A
Are employees taught and encouraged to drive in an environmentally friendly manner? <i>Action Notes</i>  <i>Under review</i> <b>Time Scale</b> <b>Cost</b>	Y or N  N	N/A
Is it policy to use buses for business purposes whenever possible? <i>Action Notes</i> <i>Under review</i> <b>Time Scale</b> <b>Cost</b>	Y or N  N	N/A

## Health and Safety

Is fresh fruit available alongside biscuits at break time or for visitors? <i>Action Notes</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  Y	N/A
Is clean drinking water available? <i>Action Notes</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  Y	N/A
Are house plants grown in the office to lower stress and absorb chemicals? <i>Action Notes</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  Y	N/A
Are Sick Building Syndrome problems identified and corrected? <i>Action Notes</i> <i>Rish assessments will be reviewed to take accounts of SBS</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  N	N/A
Is sitting at the computer for long hours discouraged? <i>Action Notes</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  Y	N/A
Are policies on lone working, safe use of equipment etc enacted? <i>Action Notes</i>  <b>Time Scale</b> <b>Cost</b>	Y or N  Y	N/A

## Implementation

<p>Is there a green office noticeboard in a prominent position?  <i>Action Notes</i>  <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N  N</p>	<p>N/A</p>
<p>Does the office have a suggestion box for environmental ideas?  <i>Action Notes</i>  <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N  N</p>	<p>N/A</p>
<p>Does the office hold events with a green theme? E.g. a stationery amnesty.  <i>Action Notes</i>  <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N  N</p>	<p>N/A</p>
<p>Does the office have an environmental policy?  <i>Action Notes</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N  Y</p>	<p>N/A</p>
<p>Is there an opportunity to raise environmental issues at staff meetings?  <i>Action Notes</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N  Y</p>	<p>N/A</p>
<p>Is resource use monitored and are environmental effects audited?  <i>Action Notes</i>   <i>Under review</i></p> <p><b>Time Scale</b>    <b>Cost</b></p>	<p>Y or N  N</p>	<p>N/A</p>

This Green Office Checklist was compiled by REAP with assistance from:

- The Green Office Action Plan, *Friends of the Earth Scotland*
- Green Office Guide, *The Highland Council*
- EcoSchools Handbook, *ENCAMS*
- Focus – The managers guide to reducing energy bills, *Energy Efficiency*

## **Appendix 7**

**Notes of the Social Audit Panel held on 1<sup>st</sup> November, 2004.**

### **Asan Social Audit**

## **Notes of the Audit Panel Meeting 01/11/04**

The panel met in the offices of ASAN

### **Present**

Keith Stamp	Chair
Mike Swain	ASAN
Karen Cross	Wolverhampton City Council
Pete Smith	Black Country Housing Association
Tony Thapar	Moseley Community Development Trust

### **Apologies**

Gerry Dawson                      Wrekin Council (E mail contribution received and circulated)

### **Roles and Responsibilities**

The Panel had been circulated a copy of the Audit Panel Guidance Notes produced by the Social Audit Network

KS emphasised the key points stressing:

- ❖ That the Panel was auditing the draft Social Report not ASAN itself
- ❖ That panel members were acting in an individual capacity rather than representing their respective organisations
- ❖ That KS rather than the whole panel were responsible for the detailed verification of statements in the report and the detailed audit trail.
- ❖ That KS would produce the audit report, discuss amendments to the report with ASAN and produce an audit report which would be circulated to panel members for comment and approval.
- ❖ The Social Audit Check list was used to provide a structure to the panel meeting.

### **Overview of the process**

KS explained the audit procedure and agenda for the panel meeting

MS gave a brief verbal overview of ASAN's Social Audit process and how it is intended to link with the Annual Report, which will contain many social reporting elements as opposed to being largely a PR document.

The Panel had received the draft report about a week prior to the meeting.

The Summary Report was tabled at the meeting as were some additional stakeholder responses.

MS emphasised the importance of the social audit in linking to and informing the 1 year and longer term business planning process.

### **Overall Issues arising from the draft report**

The panel all felt the Report was stronger, clearer and more 'confident' than in earlier cycles. The introduction clearing stating the rationale for the process is particularly strong.

### **Role of the Board and the organisational response to the audit**

MS explained the process of engaging the board, essentially be greater integration between social accounting process and business planning. A discussion followed on the most appropriate methodology to decide on the response to the issues raised in the audit. It was decided that rather than produce a knee jerk response to fit with AGM deadlines a future planning meeting involving the board and a separate staff event would consider the report and agree responses and priorities arising from the audit.

This process is to be described in the report and the existing responses in the draft and in the summary report may be revised accordingly.

### **Values, Objectives and activities**

*The link between values, objectives and specific activities was felt to come across clearly in the report. The values, although difficult to measure are clearly stated and linked to measurable objectives and activities.*

### **Description of activities and performance measures**

The description of activities included in the objectives is helpful and panel members felt the report gave a reasonable understanding of ASAN's work.

### **Completeness of scope**

The audit covers all the main activities and stakeholders and the dialogue with Strategic Partners was welcomed although the disappointing response was noted.

It was suggested that the report include a comprehensive stakeholder map with those not consulted clearly indicated.

There is no particular reference to environmental impacts and issues and it was suggested that greater emphasis may be placed on this issue in future cycles.

### **More Specific Issues**

- Add an introductory statement from the Chair and perhaps a note on the uniqueness of the DTA approach.
- Page 3 consider placing the request for co-operation into a separate stakeholder response form.
- Page 9. The last 2 paragraphs do not read clearly.
- Sections 5 and 6 Put stakeholder response in the same order as they are listed in section 5
- Add a conclusion at the end of each section or in section 7 to link to the organisational response to be developed as outline above.
- Consider moving the response to previous audit (section 4) to help the flow of the report alternatively add an introduction to explain what it is to those unfamiliar with the process.
- In section 4 add a row regarding greater involvement of the board as this was raised by the panel last year.
- Include a brief statement on the methodology used in the process
- Use the AGM to obtain feed back and responses
- Consider further what to do about dialogue with volunteers
- Findings of staff survey e.g. training page 26 seem to be at odds with the IIP findings. This should be clarified

### **Timetable and next steps**

KS to circulate Panel Meeting Notes

MS to circulate revised Report

MS to circulate revised Summary Report  
KS to co-ordinate feedback from Panel  
KS to draft and circulate an audit Statement (Due 12<sup>th</sup> November).

Report to be presented to AGM on 25<sup>th</sup> November