



All Saints Action Network

Social Accounts

Period covered – 1st November 2014 – 31st October 2015

Acknowledgements

ASAN would like to take this opportunity to thank all the people who contributed to these Social Accounts, including staff, directors and other stakeholders. We also wish to thank the members of the Social Audit Panel (Saffi Price, Clare Ibbotson & Racheal Jones) who gave up their time to participate and Barbara Beaton who chaired the panel.

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Section 1 Introduction to the 2014/15 Accounts

This introduction opens the twelfth set of social accounts produced at ASAN. We started the process in 2002, two years after the organisation employed its first member of staff. In the early days of ASAN we were a small organisation with two members of staff and a relatively simple set of activities to report on. In 2015 and twelve accounts later we have certainly become a more complex organisation but essentially the same social accounting approach is used. The accounts are structured in exactly the same way – they just seem to have got that much longer and more difficult to co-ordinate. But that is the key to social accounting. The structure of a set of accounts is similar regardless of whether it is a large training organisation in a large city with 500 employees or a small organisation with five volunteers in a village.

The key to social accounting in our view is the underpinning principles which focus and guide our approach to the process. The principles like values provide a way of working which enables the organisation to set out how it relates to those it works for. Those principles still serve us well.

Taking them one by one:-

- **Clarify purpose:** Acknowledge and articulate the mission, all the values and the objectives of the organization and demonstrate how activities work to achieve the desired performance and impact expressed in the mission.
- **Define scope:** Agree which aspects will be covered and which stakeholders will be consulted in the social accounting period (the scope of the accounts) as well as acknowledging what will not be covered.
- **Engage stakeholders:** At ASAN we always aim to engage all stakeholders. The reality of course is that this is quite a difficult thing to achieve in practice. Often logistics prevent a complete set of views being collected. It is also often difficult to engage everybody every time because of project timescales and funding limitations.
- **Determine materiality:** Determine what relevant information and evidence must be included in the social accounts to give a true and fair picture such that stakeholders can draw reasonable conclusions about performance and impacts. ASAN tries to ensure that we report on all aspects of what we do, over a number of cycles of social accounting if necessary.
- **Make comparisons:** One of the more interesting aspects of this document is the year on year information that we are now collecting. Sometimes we can get a little complacent in the way we do things and collecting regular information keeps us on our toes and certainly helps us to understand if we are improving the way we do things.
- **Be transparent:** The reporting of information contained within social accounts remains a potentially controversial matter. Social Accounts contain organisational information that may be painful to publicise. There have been stories of organisations producing information in social accounts which was then used against them by a funder. Our approach to this is to recognise that by publicising the full contents of our accounts we are recognising that we understand the issues in the organisation whether they are challenging or otherwise. We also make it clear that we aim to use the results in our social accounts to inform how we change or adapt our work and practice for the future.

- **Verify accounts:** This is one of the unique elements of social accounting. The existence of an independent process which runs alongside of the organisations own processes but which is capable of taking an independent view of the accounts. We are aware that this process is not particularly well understood outside of those who are familiar with social accounting. It is however a very important element of the whole process and one that gives considerable credibility to social accounting.
- **Embed the process:** Ensure that the process of social accounting and audit becomes embedded as regular practice in the life cycle of the organization.

So that is why we do social accounting at ASAN. The process is actually part of the organisational year and fits neatly with our business planning activity. Our organisational year works as follows:-

| | |
|---------------------|---|
| January | Board and staff away day to review the previous year's social accounts and look forward to plans for the coming year. |
| February | Staff consultation, appraisals and other discussions about what has gone before and what is planned for the future. |
| March to April | Agreement on the business plan for the year including elements of learning from the social accounting process as well as what will be included as part of the 2015 social accounting process. |
| May to August | This is a period of collecting information as we do anyway and when special consultations and feedback activities take place. |
| September & October | The social accounts are drafted. |
| November | The Panel meets. ASAN holds its AGM. |

And we start all over again!

Section 2 Background information on ASAN

2.1 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 Ltd |
| Status: | Company limited by shares |
| Registered office: | The Community Centre, All Saints Road, Wolverhampton WV2 1EL |
| Company number: | 4608531 |
| VAT number: | 811 6294 44 |

2.2 Brief history

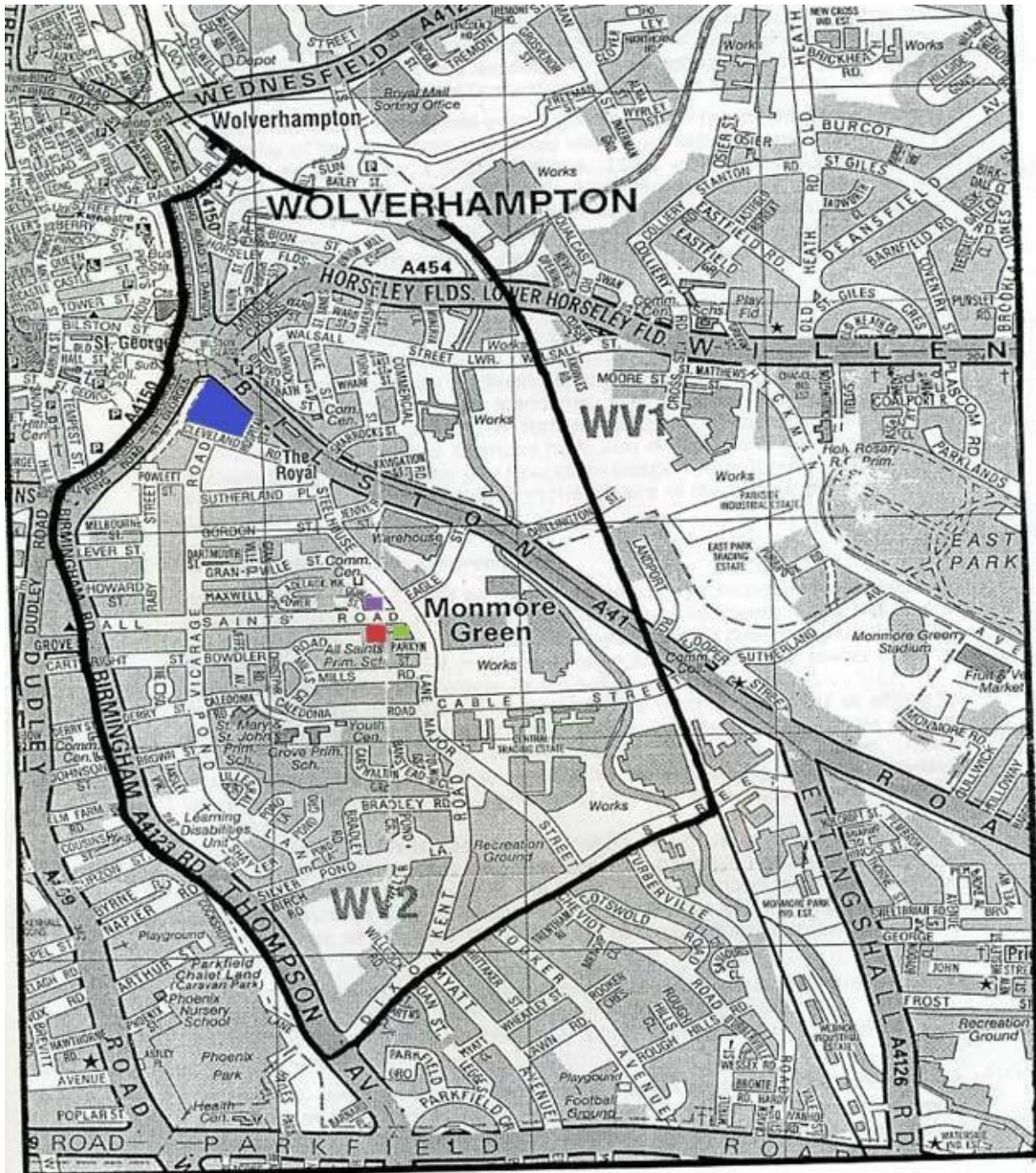
ASAN is a development trust, community enterprise and a local network bringing together members of the local community and local organisations from the public, community and private sector in and around the All Saints area. ASAN is proud to be community enterprise which focuses on providing services for local people at the heart of the All Saints neighbourhood. Our neighbourhood is changing with the development of new housing and the potential transformation of the area around the Royal Hospital site. This change in the urban fabric doesn't alter the fact that we operate in an area which exhibits multiple deprivation when measured by social and economic indicators. We continue to champion projects which give people opportunities to improve both their lives and the neighbourhood in which they live.

ASAN first came together in 1995 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.

In 2001, ASAN campaigned to try and secure New Deal for Communities funds for the All Saints area. This campaign was successful with All Saints and Blakenhall being brought together as one area with designated status in 2002. The organisation set up to manage New Deal for Communities funds was the ABCD Partnership and ASAN worked closely with the Government scheme receiving funds for a number of projects.

ASAN is a long standing member of the Development Trusts Association (now known as Locality) and continues to play a leading role in supporting development trusts within the West Midlands. ASAN is also a committed social accounting organisation being a member of the Social Audit Network (SAN) and operating an annual social accounting system. During this year, ASAN has been the national office for the SAN and hosts the regional network for SAN. ASAN works with schools, religious and community organisations, the police, Wolverhampton City Council, Wolverhampton Clinical Commissioning Group and local businesses.

2.3 Core Area of Operation



Map Key

The Workspace (serviced office and conference facility, All Saints Day Nursery) ■

The All Saints Community Centre (ASAN Management office) ■

Southside Sports ■

The Big Garage ■

2.4 About our Core 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.

The total population of the neighbourhood estimated in 2014 is 5161 people – which is just over one in fifty (2%) of the population of Wolverhampton as a whole. Of these, 1297 are children under the age of 16 years old (representing just over 2.5% of Wolverhampton's population of children); and 583 are older people of 65 years or above (representing less than 1.5% of the city's older people). There are an estimated 3281 people of working age currently living in All Saints. All Saints has a younger population than the average for Wolverhampton – which is itself slightly younger than the regional or national average. One quarter of the All Saints residents are under 16 and only one in twenty is over 75.

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. In addition, there is a band of inter-war council housing (now managed by Wolverhampton Homes) to the south (Bowdler Rd) and north (Duke St). The Mosaic neighbourhood typology reveals that All Saints is made up of poorer types of area. In particular there are concentrations of 'transient renters' and 'municipal challenge' households and above average of 'family basics' households. There are no households falling into the categories – 'prestige positions', 'domestic success', 'suburban stability', 'senior security' or 'aspiring homemakers'.

The area was designated a New Deal for Communities area from 2001 to 2012 and as such attracted more than £50 million from the Government for a wide range of investment in community infrastructure. This resulted in a number of important initiatives being developed including the Workspace project which was completed in September 2008. In addition developmental work began in 2012 on a new housing development in Raby Street and Vicarage Road and as a result 100 properties have been constructed. A key feature of this scheme is the aim to enable existing house owners to relocate in the area in the new homes to be built.

All Saints is ethnically diverse, with English and Punjabi commonly spoken, together with Gujarati, Urdu, Polish, Lithuanian and some Hindi speakers. Just under half (47%) of All Saints residents are White. Nearly three in ten (29%) is Asian – the majority of whom are Indian (23%). Most of the other residents are Black (12%) or Mixed race (9%). Most Mixed race residents are White and Black Caribbean. Of the 1363 multi-person households in the area, 297 (22%) involve people from different ethnicities. By comparison, residents of Wolverhampton as a whole are more than two-thirds (68%) White. About one in five (18%) is Asian; and about 7% are Black.

A high proportion of the 1881 households in All Saints are large families including some of the 328 single parent families with dependent children living in the area. All Saints has relatively high levels of child poverty. More than half (52%) of children in the northern part of the area are growing up in poverty compared to less than a third (31%) in Wolverhampton as a whole. Houses make up most (91%) of the residential property in All Saints. A very large majority (86%) of the 2032 properties listed for Council Tax in All Saints are rated Band A (lowest value).

All Saints is a deprived part of Wolverhampton which is itself a relatively deprived part of the country. The northern part of the area is in the most deprived 5% of places in the country and the southern part is in the most deprived 10% of places. Fuel poverty affects about one in five households in the neighbourhood on the official measure. That is well above the rate for Wolverhampton and approximately twice the rate of fuel poverty as in England as a whole

All Saints schoolchildren tend to be below the average for attainment in Wolverhampton at Key Stage 2 and at Key Stage 4 (GCSEs). More than a quarter of 16 year olds do not stay on at school and less than one-third of 18-21 year olds is in Higher 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 in 2002. This has resulted in the closure of the school buildings at All Saints and in ASAN subsequently purchasing the school, now the Workspace, which is ASAN's major community owned asset.

2.5 Structure, Governance and Management

Introduction

ASAN is a charitable company limited by guarantee, which was incorporated in July 1998 and registered as a charity in 2002. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. The company wholly owns ASAN Management Services Ltd, a private limited company, which is used to manage the trading activities of the charitable company. These social accounts cover both the charity and its related trading arm.

Community Involvement

Membership of ASAN is open to anyone who lives in the All Saints area. A membership scheme is in operation which local people are encouraged to join. Benefits to membership include access to the Tool Library and the kerb side collection service for items of waste as well as discounted use of the Southside Sports facility.

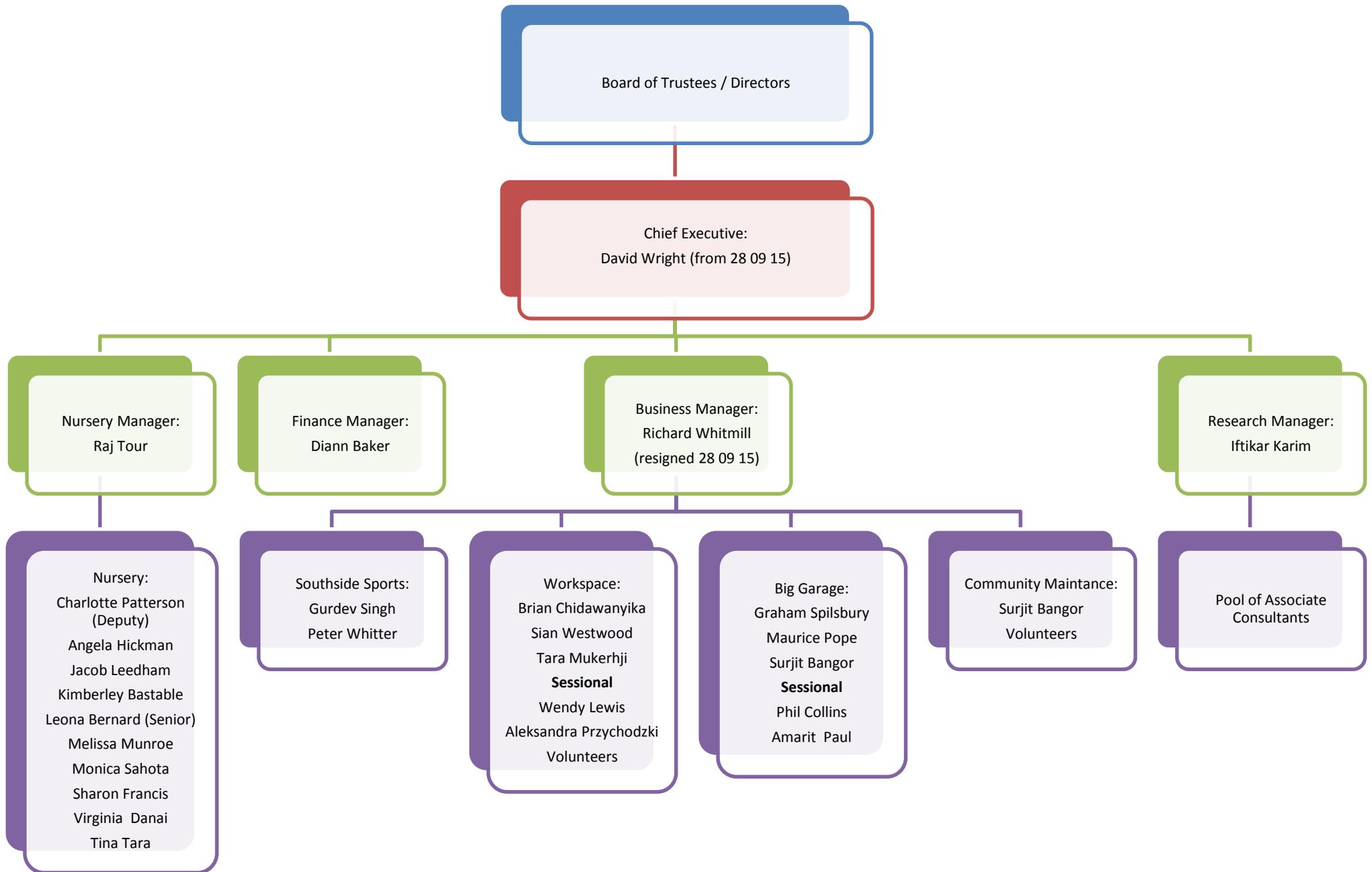
Board structure & operations

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 community of All Saints and its environs.

The Board reviews risk issues on a regular basis. This is achieved through a risk management policy implemented through the staff Management Team led by the Chief Executive. Regular risk assessments are undertaken on all activities within the organisation. Details concerning Board membership and sub committee structure are provided under Appendix 1 (page 11)

2.6 Staffing Structure

The staffing structure for the organisations reflects the organisation's strategic objectives. Currently there are five main objectives which are set out in Section 4 below. The current staffing arrangements are as set out in the figure below. In addition to the staffing arrangements below, ASAN also runs a Consultancy trading under the name of ASAN Consultancy Service (ACS). This is run by a self-employed consultant, Iftikar Karim. ACS employs a range of associate consultants from time to time. ACS is a community development consultancy offering services in research, project development and management. It also specialises in organisational business planning in the community and social enterprise sector.



2.7 Technical or Other Support

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

| | |
|--------------------|--------------------------------|
| Financial Audit: | Copia Wealth and tax |
| Insurance Brokers: | Berkeley, Applegate and Webb |
| Legal Services: | Manby and Steward |
| Social Audit: | Sandpiper Business Support Ltd |
| IT Support: | Essential Logic |
| Human Resources: | The HR Department |

2.8 ASAN Sites

ASAN operates from a range of sites across its area of benefit. These sites are highlighted in the map of the area provided on page 15.

ASAN's main base of operations is within the All Saints Campus at the bottom of All Saints Rd. Our registered office is located within All Saints Community Centre. This is a Council run property housed within the All Saints Church building. ASAN are currently in discussion with the City Council over a process of transferring the Community Centre to community ownership via a long lease. Adjacent to the community centre is the Workspace, ASAN's flagship business centre where a number of our staff are based. This building is owned by ASAN and opened in 2008. Across the road from The Workspace is Southside Sports, our five a side football facility. This is based on land leased from the City Council on a 25 year term. These sites form the All Saints Campus.

At Cleveland Road, ASAN operates The Big Garage, our car parking business. This is situated in the former Midland Tram Depot. The site is leased from Tesco on a peppercorn basis with a short notice period.

2.9 Compliance

This section is included as recommended by the Social Audit Network. The list is based on what the organisation feels should be included. The list is not necessarily exhaustive.

- ✓ The requirements of the Charity Commission as a registered charity. This is an annual requirement and involves both reporting on accounts and on the progress of the organisation.
- ✓ The requirements of Investors in People. ASAN retains the Investors in People standard for another two years
- ✓ The requirements of Companies House. This is an annual requirement relating to accounts information.
- ✓ The requirements of the Early Years Partnership with regard to performance management and Children's Centre activity.
- ✓ There are a range of requirements from various funders including monitoring and financial information. Finally ASAN has a range of Health and Safety obligations across its various activities.

A copy of the Key Aspects Checklist has been included in Appendix 1. [to be inserted after the panel meeting]

Section 3 Vision, Mission, Values, Objectives and Activities

3.1 Brief history

The organisations vision, mission, values, objectives and activities were revised in a business planning session in 2002. Since then a number of small changes have taken place including the addition of a “sustainable development” objective.

3.2 ASAN’s 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 ASAN’s 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. ASAN’s values

ASAN have the following values which underpin its approach to its work:

- 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 operate in a sustainable way
- To value our staff, trainees & volunteers

3.5 ASAN’s Objectives

ASAN’s objectives are as follows:-

1. To work with local people to establish community managed services.
2. To work towards a sustainable approach to the organisation’s activities.
3. To provide a route to employment through training, the development of skills and building local capacity.
4. To become financially self-sustaining through the development of physical assets and social enterprise.
5. To develop and manage the organisation effectively.

3.6 ASAN's strategic objectives and associated activities.

ASAN has five strategic objectives. These are as set out below with the activities associated with each objective listed in a matrix.

Objective 1 To work with local people to establish community managed services

This objective is related to the establishment of neighbourhood based services which respond to community need and which are developed and managed by local residents. This approach sits at the heart of ASAN's community development agenda. Since its inception, ASAN has been community led, with local residents forming a majority of ASAN's Board of Management, and much of its project activity has been about engaging local people in improving services and facilities in the All Saints area. This objective is the key focus of ASAN's work, so the other objectives feed into Objective 1.

ASAN has sought to improve the local environment by encouraging residents to take more responsibility for their area. This work was partially supported by Wolverhampton Homes who funded the maintenance work with tenants until July 2014. ASAN funds the Tool Library and the Recycling Service.

Wolverhampton City Council withdrew funding for the All Saints & Blakenhall Children's Centre in January 2014 and staff formally employed by ASAN were either made redundant, redeployed or transferred to the Windsor Children's Centre.

Activities within this objective:-

| Project/Activity | Detail | Resources |
|--|---|--|
| <i>All Saints Day Nursery</i> | <i>This project is now well established. A manager has been appointed and the nursery provides a mix of day care and crèche work.</i> | <i>The project is partly funded by the Early Years Partnership but is also generating its own income.</i> |
| <i>The Community Maintenance Project</i> | <i>This project enables ASAN to provide a limited maintenance service to tenants/owner occupiers.</i> | <i>This now receives limited support through ASAN's own funds and is managed from the Workspace.</i> |
| <i>The Tool Library</i> | <i>The tool library provides local people free use of a selection of tools for use round the house and garden.</i> | <i>This is now supported through ASAN's own funds and managed from the Workspace. The Tool Library itself is based in the All Saints Community Centre.</i> |
| <i>The ASAN Recycling Service</i> | <i>The recycling service enables people to get rid of large unwanted items which are picked up from their house.</i> | <i>This is now supported through ASAN's own funds and managed from the Workspace.</i> |
| <i>The Community Forum</i> | <i>The community forum is a quarterly meeting which allows local people to give their views about issues in the area. It is also an opportunity for changes to be made.</i> | <i>The Forum is supported and run by ASAN</i> |
| <i>The All Saints Community Centre</i> | <i>The All Saints Community Centre is a council operated building for local community groups and the ASAN</i> | <i>The support for the community groups is provided by the ASAN management team.</i> |

| | | |
|----------------------------|--|--|
| | <i>management office. ASAN provides casual business support and office facilities to these community groups.</i> | |
| <i>All Saints Festival</i> | <i>All Saints Festival is an annual community festival held in the summer. This is overseen by a partnership of local agencies with support provided by ASAN</i> | <i>The Festival is supported by ASAN with funding coming from sponsors and our own resources</i> |

Objective 2 To work towards a sustainable approach to the organisation's activities

This objective relates to ASAN's work on reducing its environmental impact both within and outside All Saints. This objective is interpreted within ASAN through its work in seeking to reduce consumption of scarce resources through energy conservation measures, through its work to re-use existing resources in recycling initiatives and through its work to reduce dependence on unsustainable use of fossil fuel.

Activities within this objective:-

| Activity | Detail | Resources |
|---|--|---|
| <i>Recycling and re-use in All Saints.</i> | <i>This service is made available to local residents using ASAN's own resources.</i> | <i>This activity is funded through ASAN's own resources</i> |
| <i>Implementing renewable energy and energy saving technologies</i> | <i>ASAN seeks to minimise its carbon foot print by exploring the feasibility of installing renewable energy technologies, maximising energy conservation and encouraging staff and tenants to travel more sustainably.</i> | <i>Funded through a combination of grant and ASAN's own funds</i> |

Objective 3 To provide a route to employment through training, the development of skills and building local capacity

This objective aims to develop a variety of training and capacity building, which integrates with the activities which take place through the other objectives. Training is therefore developed related to the business and community activities which take place within the organisation. Training and capacity building are also developed in relation to ASAN's sports activities. Finally ASAN aims to offer training to local people either through the community groups in the area or to local people to support them in developing themselves or preparing themselves for the labour market. *Activities within this objective:-*

| Activity | Detail | Resources |
|---|---|---|
| <i>Provision of apprenticeships.</i> | <i>ASAN works with Wolverhampton College to provide at least one apprenticeship opportunity each year</i> | <i>This activity is funded through ASAN's own resources</i> |
| <i>Provision of volunteering and paid work experience opportunities for local residents</i> | <i>ASAN provides volunteering opportunities for local residents in recycling, office administration and accounting. In addition paid work experience is also provided via casual contracts of employment.</i> | <i>Funded through ASAN's own resources</i> |

Objective 4 To become financially self-sustaining through the development of physical assets and social enterprise

This objective is central to ASAN's business development agenda. It is vitally important to the long-term vision of the organisation that there is a means by which it can sustain itself. This is being achieved in two ways. Firstly ASAN has developed a number of businesses, which has enabled it to develop income streams, which have then been used to support key aspects of the community development agenda. Secondly ASAN is seeking to develop a portfolio of assets, which will enable the organisation to both generate income and provide equity on which the organisation can undertake further business activity.

Activities within this objective:-

| Activity | Detail | Resources |
|---|--|--|
| <i>The Big Garage</i> | <i>The Big Garage provides car parking and storage facilities</i> | <i>Currently the Big Garage contributes to the organisations income generating activity.</i> |
| <i>Southside Sports – facility rental</i> | <i>Southside Sports is able to offer 5 a side facilities to private hirers.</i> | <i>The five a side income contributes to the running costs of Southside Sports.</i> |
| <i>ASAN Consultancy Service</i> | <i>ASAN Consultancy continues to undertake small scale consultancy contracts. It has been rebranded to more closely align it to the ASAN brand</i> | <i>Currently aims to cover its costs through the consultancy work that it undertakes and make a small trading surplus.</i> |
| <i>The Workspace</i> | <i>The Workspace has now been trading for over five years as both a managed workspace and as a conference and seminar facility.</i> | <i>The running costs of the Workspace are paid for through the revenue the building earns.</i> |

Objective 5 To develop and manage the organisation effectively

This objective is about the internal workings of the organisations main office. The objective covers financial management and accountancy, administration and reception, personnel matters, organisational evaluation and review, marketing, legal support and technology developments. All of the above areas combine to provide the organisation with the infrastructure it needs to operate effectively.

Activities within this objective:-

| Activity | Detail | Resources |
|---|---|---|
| <i>Financial accounting and reporting</i> | <i>Development and management of systems to account for all organisational activities</i> | <i>Funded largely through ASAN resources although some projects have core costs incorporated.</i> |
| <i>Monitoring and returns</i> | <i>Completing returns for funders and regulators across the organisation and its projects</i> | <i>Funded largely through ASAN resources although some projects have core costs incorporated.</i> |

| | | |
|---|---|---|
| <i>Organisational administration</i> | <i>Limited admin function to offer back up to businesses and projects.</i> | <i>Funded through ASAN resources.</i> |
| <i>Reception</i> | <i>Provided at the Workspace.</i> | <i>Funded through ASAN resources.</i> |
| <i>Supervision, staff development and other support</i> | <i>All staff required to manage other staff required to ensure that supervision, appraisal and other support in place</i> | <i>Funded through ASAN resources.</i> |
| <i>Social accounting and reporting</i> | <i>Development and management of systems to account for all organisational activities.</i> | <i>Funded largely through ASAN resources although some projects have core costs incorporated.</i> |
| <i>Marketing and communications</i> | <i>Central marketing function to promote ASAN's businesses and services</i> | <i>Funded internally</i> |
| <i>Legal advice and support</i> | <i>For a range of reasons from leases to employee issues.</i> | <i>Funded through ASAN resources unless project costs allow otherwise.</i> |
| <i>IT support</i> | <i>Development and management of systems to enable IT throughout the organisation</i> | <i>Funded through ASAN mainly.</i> |

Section 4 Areas for improvement arising from the previous social accounts in 2013/14

ASAN's last social audit panel, held on 5th March 2015, made a number of substantive recommendations to extend the exploration of outcomes achieved through ASAN's work. These recommendations are detailed under Appendix 2 (page 84). Unfortunately due to a number of staff changes during this social accounting cycle it has not been possible to fully address these broader recommendations from the last Panel. The need to more fully explore the outcomes linked to ASAN's work has formed an element within ASAN's application for investment readiness support to the Big Potential Programme managed by the Social Investment Business. This application was successful and ASAN will be engaging external support, in 2016, to review and strengthen its impact measurement framework.

The table below details ASAN's response to the remaining recommendations from the last social accounting cycle.

Areas for consideration from the 2013/14 Social Accounts

| Area for Consideration | Stakeholders Involved | Possible Action (Response in Bold) |
|---|------------------------------|---|
| Objective 1 - To work with local people to establish community managed services. | | |
| Nursery | Staff & service users | Compared to previous years stakeholder response rates were low. Consideration should be given to varying the method and timing of stakeholder consultation. Consultation period extended and inclusion of more case studies |
| All Saints Community Centre | service users | The possibility of increasing the levels of support given to community group leaders needs to be investigated. Particularly in relation to sharing funding information and other intelligence relevant to 3 rd sector organisations. ASAN Research Manager shared intelligence on funding opportunities and signposted groups to sources of support |
| All Saints Festival | Partners and local residents | The Steering Group should consider changing the festival day from a Saturday to a Sunday. More audience participation activities should be considered. Increase the range of volunteering opportunities linked to the Festival. Improve contingency planning especially to cope with wet weather. 2015 Festival held on 20 06 15. Steering group decided not feasible to hold on a Sunday due to availability of participating organisations. Other recommendations successfully implemented. |
| Objective 2 - To work towards a sustainable approach to the organisation's activities. | | |
| Tool library | Staff & service users | Response rates were low and stakeholder consultation process should be carefully organised and implementation monitored in the next cycle. Staff changes meant that this could not be fully implemented and monitored. A cyclical programme of tool replacement should be developed linked to the ASAN funding strategy. To be included in funding applications for submission in January 2016 |

| | | |
|--|-------------------------|--|
| The Recycling Service | Staff & Service users | The length of time between a collection being booked and the collection being completed should be reviewed. Communication to members should be strengthened and issues with permits should be explained. Members should be given realistic timescales for when pickups can be expected. Workspace staff were trained to provide accurate information to Recycling Service users. |
| Environmental Impact | Staff | <ul style="list-style-type: none"> ASAN's paper use and printing practices should be designed to reduce resource use Improve awareness amongst staff regarding ASAN's recycling methods for materials other than paper Increase awareness within the Workspace to encourage energy saving measures. Install Solar PV panels in the Workspace to enable the Workspace to reduce its extensive current use of fossil fuels. Increased recycling should be promoted within The Workspace Review procurement of cleaning supplies and stationary to assess whether eco-products could be substituted Continue to promote sustainable travel within The Workspace and monitor travel patterns. Progress made with all the above and reported in sections 7 & 8 |
| Objective 3 - To provide a route to employment through training, the development of skills and building local capacity. | | |
| The Workspace | Staff & local residents | Reintroducing employability and skills building courses needs to be explored with ASAN's stakeholders. Courses reintroduced in partnership with Wolverhampton College ASAN to develop its own capacity to provide employability support To be included in funding application for submission in January 2016 |
| Objective 4 - To become financially self-sustaining through the development of physical assets and social enterprise. | | |
| The Big Garage | Staff & service users | Response rates must be improved in the next social accounting cycle – new approaches to stakeholder engagement need to be considered by the Big Garage team meetings. Awareness of ASAN amongst Big Garage users needs to be improved from the current 55%. Unable to fully implement above due to staff changes. The condition of the building remains a concern with lighting, general appearance of the Big Garage and the toilets as particular areas of concern. Following lease negotiations with Tesco appropriate building maintenance programme must be developed. Building maintenance programme developed and agreed by Board in November 2015 – to be implemented in early 2016. |
| The Big Garage, | Staff & service users | Year round consultation should be considered to improve on the current very low response rate. |

| | | |
|--|-----------------------|--|
| | | Unable to fully implement above due to staff changes. |
| South Side Sports | Staff & service users | Feasibility of uprating the current pitches to 3G standards along with developing a viewing area to watch games, should be explored. Consultations carried out with relevant stakeholders including Black Country Consortium, Wolves Foundation, Wolverhampton City Council and Sport England. Fundraiser appointed in October 2015. |
| South Side Sports Summer Activities | Staff & service users | Timing of future sessions needs to be reviewed to meet the requirements of service users. Timing of sessions amended for sessions delivered July-August 2015. |
| The Workspace Tenants | Staff & service users | Further consideration needs to be given to bring satisfaction levels up to the high point of 2010/11. Explore improving street directional signage to facilitate finding the building. Parking at the Workspace needs to be reviewed and comments around designated staff parking need to be addressed in a realistic manner. Workspace staff should explore addressing matters raised by tenants including improved maintenance of toilet facilities. Unable to fully implement above due to staff changes |
| The Workspace Conference Facility | Staff & service users | The following issues raised by the conference facility users need to be addressed. ✓ Parking for conferencing clients requires monitoring. ✓ Refreshments and catering for Workspace conference users should be monitored to increase satisfaction levels. With quality of provision and value for money highlighted as particular issues. ASAN Board decided to suspend conferencing business in March 2015 |
| Objective 5 - To develop and manage the organisation effectively. | | |
| Staff Consultation | Staff | A number of issues have been raised by staff which need to be addressed: <ul style="list-style-type: none"> ▪ The improvement of fire drills and related procedures within The Workspace should be investigated. Timing of fire drills amended and improvements made in communicating drills. ▪ The levels of communication between management and staff need to be urgently improved. All staff should be consulted and kept informed in relation to relevant issues. Interim staff manager appointed to address communication between staff ▪ New mechanism should be explored to enable staff to feel more engaged in decision making at ASAN. As above ▪ Staff wages need to be reviewed, particularly in comparison with market levels and the feasibility of implementing a living wage should be explored. Deferred to January 2016 |

Section 5 Stakeholders for 2015

The stakeholder map for the current year was reviewed by the ASAN staff team and Board of Management in March 2015. The key categories of stakeholder are as set out below in the table.

| Stakeholder category | No of Stakeholders (approx) | Relationship to ASAN |
|---|-----------------------------|--|
| Local community | 5161 | The people who live in ASAN's area of benefit. Some of the local community are users of the various local services that ASAN operates including the Tool Library, the Recycling Service and the Nursery. |
| Staff (full and part time), trainees and volunteers | 31 | Staff are drawn from both ASAN (the charity) and the wholly owned trading subsidiary, ASAN Management Services. Trainees and volunteers work in various parts of the organisation. |
| ASAN Members | 498 | These are the number of individuals, mostly local residents, who are registered on the ASAN membership scheme. |
| Organisations in the local community (of any type) | 15 | When ASAN was first set up, these organisations were the key beneficiaries of ASAN's work. While we are still involved in supporting them, the relationship has changed to a much more developmental one these days. |
| Strategic, key and funders | 62 | This is a wide ranging group which includes organisations who provide funding, who offer support and who are strategically important to ASAN. |
| Suppliers | 40 | Suppliers are referred to in the Economic Impact section but are not dealt with in the consultation. |
| Workplace Tenants | 13 | Tenants who rent offices from the Workspace provided by ASAN. |
| Customer & Service Users | 365 | Customers of the Big Garage & Southside Sports provided by ASAN. Members who use the Tool library, Recycling Service and families who use the Nursery. |

Users of ASAN managed services are considered as a key stakeholder group – a breakdown is provided below.

| ASAN Managed Service | Number of Users (2014/15) |
|------------------------------------|--|
| All Saints Day Nursery | 54 families |
| All Saints Community Centre Groups | 5 community groups |
| Tool Library | 181 individuals (total number of tool library loans) |
| Recycling Service | Number Not known in 2014/15 ¹ (136 individuals last year) |
| Big Garage | 70 average day parking and 35 average contract day parking |
| South Side Sports | 55 groups |
| The Workspace Conferences | 181 bookings |
| The Workspace Tenants | 13 organisations (approximately 90 employees inc TTC trainers) |

The list of stakeholders, provided in the tables above includes all key stakeholders consulted for the 2013/14 period with the exception of ASAN consultancy clients – the reasons for this omission are explained in section 6.3, below.

¹ Records could not be located due to changes in administrative staff

Section 6 Scope and Methodology

6.1 Introduction

ASAN engages in social accounting on a year on year basis and as such has developed an approach to consulting with its stakeholders which enables us to understand better the relationship we have with them and how we can improve that relationship. For this report we have focussed as in previous sets of social accounts on customers and services users of ASAN Managed Services who were consulted about the particular service and some were also asked some wider questions, for detail see Section 7 Performance Report. We also consulted staff, mainly about terms and conditions and talked to some ASAN volunteers about their experiences.

We are also committed to attempting to engage with all our stakeholders in each social accounting cycle. Sometimes this is not feasible and part of the purpose of this section is to be quite open about who is being consulted and who is not being consulted. Other difficulties encountered during the 2014/15 social accounting cycle are also reported.

6.2 The scope of 2014/15 accounts

The plan below covers all ASAN's activities where it has been possible to engage with stakeholders.

| Activity | Stakeholder category | Consultation undertaken | Number of stakeholders / response rate | Existing indicators |
|--------------------------------|----------------------------|--|---|---------------------------------|
| Recycling Service | Community members | Recycling Service feedback sheets. | Number of stakeholders not known/54 responses | Project monitoring |
| Tool Library | Community members | Feedback survey | 181 Bookings stakeholders not consulted | Bookings |
| Southside Sports | Users | User feedback survey | 532 bookings/18 responses | Bookings |
| Big Garage | Customers | Annual customer questionnaire | 70 average day ticket per day/37 responses | Usage data Ticketing |
| The Workspace Serviced Offices | Tenants (serviced offices) | Tenants questionnaire | 13 tenant organisations/ 6 individual responses | Tenants meetings |
| The Workspace Conferences | Users | Conference questionnaire | 181 bookings/ 18 responses | Usage data |
| Nursery | Users | Evaluation sheets, interviews and case studies | 58 families/18 responses | Quarterly monitoring for OFSTED |
| Staff | Staff | Email and confidential questionnaires | 26 staff members/ 19 responses | Notes of team meetings |
| Community Centre | Users | Evaluation Sheets | Stakeholders not consulted | None |
| All Saints Festival | Customers/ community | Feedback survey | 40 responses from stakeholder organisations | None |
| Strategic | Users | Feedback Sheets | 40 consulted and 3 responded | None |

| | | | | |
|---------------|-------|---|---|---------------------------|
| Board Members | Staff | Via Board meetings and business planning workshop | 7 | Minutes of board meetings |
|---------------|-------|---|---|---------------------------|

6.3 Response rate and methodological issues

Southside Sports– Data was collected during September and October 2015, the response rate was significantly lower than last year; 18 compared with 33, indicating the need to extend the consultation period and explore additional consultation techniques.

Big Garage – The Big Garage stakeholder consultation took the form of a customer satisfaction questionnaire. Given the nature of the Big Garage as a car parking/storage facility and the high numbers of users, the relationship with the stakeholders is not as close as with other projects. The response rate was significantly greater than last year – 37 compared to 26 responses). To further increase responses we will consider reintroducing the technique of incentivising stakeholders to complete the questionnaire will be explored.

The Workspace Tenants – In this cycle responses were gathered both electronically and in paper form. The response rate was substantially lower than last year (17 compared to 6 responses). During this cycle ASAN lost two of the key Workspace operational staff (Business Manager & Workspace Administrator). The limited responses achieved were obtained via newly appointed staff undertaking mainly face to face interviews.

The Workspace Conferences – The number of conferences / events has been calculated and was substantially lower than last year (240 compared to 181). The reduction was mainly due to the winding down of the Conferencing business by the ASAN Board in mid 2015. The number of responses was also drastically reduced with 18 responses achieved in 2015 and 45 in 2014. Due to the departure of key operational staff there was dislocation in administrative systems.

Day Nursery- The response rate from Nursery stakeholders was greater than in the last cycle (18 compared to 12). In this cycle the questionnaires were administered by key Nursery staff with established working relationships with Nursery parents.

Staff – Engagement with staff was drastically improved compared with 2014 with 19 responses achieved compared with 12 last year.

6.4 Omissions for 2015

In order to make the process manageable we have adopted an approach to engage selected stakeholders. There are a number of omissions for 2015. These are as follows:-

ASAN Consultancy clients have not been consulted since there was only one significant piece of consultancy during this social accounting period. The reason for this low level of activity was that the Consultancy Manager (Iftikar Karim) was called upon to carry out tasks which would normally be undertaken by the ASAN Chief Executive. This drastically reduced ASAN's capacity to manage and deliver consultancy commissions.

ASAN seeks to support smaller voluntary and community groups using the All Saints Community Centre. These groups were consulted to provide feedback on their engagement with ASAN in the last social accounting cycle, they have not been consulted in 2015.

During the 2014/15 social accounting period there has been limited project activity under Objective 3: 'to provide a route to employment through training, the development of skills and building local capacity.' There was one employability project delivered in the Workspace during 2015 by Wolverhampton College. Since the project was delivered by an external provider we have not received any stakeholder feedback.

Due to loss of two key ASAN operational staff (Business Manager & Workspace Administrator) the administrative systems for recording feedback and usage of the Recycling Service and Tool Library (both administered by the Workspace Office) were disrupted. These issues have been subsequently addressed by newly appointed staff, further details are provided below.

Section 7 Report on Performance for 2014/15

7.1 Background and ASAN Structure

ASAN strives to work with local people across all of its activities in order to create community owned wealth in All Saints. Our objectives are met through the range of services we provide and the enterprises we run which are planned and managed through the ASAN Board which is made up of representatives from different parts of the community. It is free to join ASAN. Members are entitled to use the recycling service and tool library, these services are known as the Phoenix Project

In preparing these accounts we are mindful of the previous audit panel's recommendation to refresh our objectives and related activities - considering internal and external objectives and to ensure that the different activities fit as describing the way in which the change sought by that objective is achieved. For reasons set out earlier in this report it was not possible to do this for this set of accounts.

We did however undertake an exercise considering the different activities against the 5 stated Objectives and recognise that as currently constructed there is overlap and a need to achieve clarity of objectives and activities as part of the Mission, Values Objectives and Active structure [MVOA] required by the social accounting framework. For detail of this analysis please see Appendix 3 (page 87).

This section of the report focusses on performance across each of our core activities. Feedback is received from the community, partner agencies, customers and those involved in service delivery.

7.2 All Saints Day Nursery

Background

The Nursery is registered with OFSTED to provide 39 spaces and continues to provide a friendly, caring service for children aged from two to five years of age. The majority of the children are from the All Saints area (70%) and support is offered to children with special educational needs and/ or disabilities and those who speak English as an additional language. The free government funded places for children are widely advertised and have proved very successful. Places are offered for either morning or afternoon sessions and this means a maximum of 78 children can be catered for. There was a big staff turnover during this accounting period and take up of places have increased during 2015, as of November 2015 there were 58 on the roll. The Nursery has retained its "Good" grading from OFSTED and staff are fully qualified to Level 3 and above. Following the closure of the Children's Centre in March 2014 work was undertaken to review how the nursery worked and to ensure a quality local provision was sustained for children in our neighbourhood. During 2014/15 extensive consultation took place with nursery users and staff and it was decided to move to a term time only service. These changes have been coupled with a drive to market the nursery and showcase our services.



Economic Data

Financial contribution of the All Saints Day Nursery to ASAN*: £9,638

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2014 – 31st March 2015.

Total Number of Individuals employed by the Nursery: 9

Total Number of Individuals employed by the Nursery who live in the local area: 5

Number of volunteers: 2

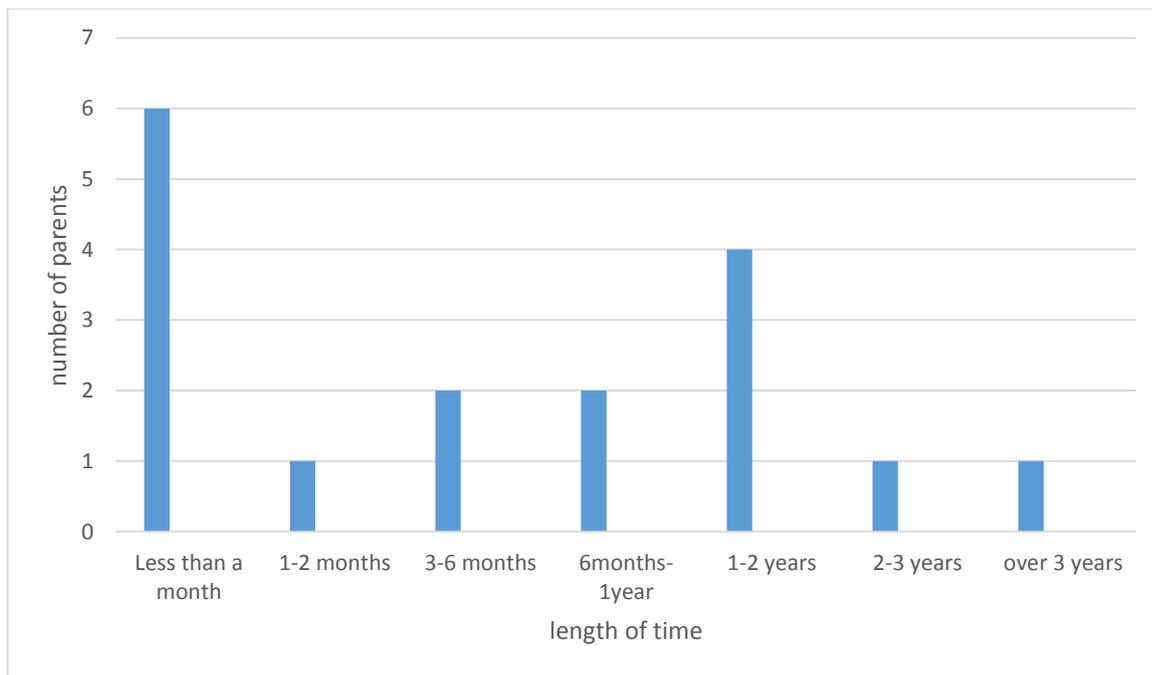
Evaluation Findings

How do you feel that your child has benefited from attending the Nursery?

| Main reported outcomes: Skills development, confidence and social skills |
|---|
| Yes our child has benefitted attending the nursery |
| The twins have grown in confidence from the time they started, they have improved a lot with their talking and communicating |
| Am really happy, too excited because it has really saved me more time to work at home and also enable me to have little rest |
| He is coming on really well and is doing really excellent at the nursery and my son has bonded sweet with the nursery |
| My boys started talking and also started doing activities when back from nursery |
| My son seems much happier and progressing well. He seems more willing to listen when giving instruction. He has started using sentences participating more. |
| I can see a lot of development with my child e.g. sharing, speech, understanding |
| So far he is getting on well |
| He has settled in the nursery |
| She has benefitted immensely because since she started she has been more expressive interactive and smarter. Well done All Saints!! And thank you |
| She has enjoying, independence, she speaks very well |
| I'm quite happy as he's getting more friendly with other children when out |
| I think my child has become really independent and confident. She is also sharing a lot more at home |
| Fantastic my child loves it here and I have rest of mind whenever he is here. He has developed drastically since moving/started with the excellent nursery |
| Very well lots of things have been improves, (positive) on him with his speaking and actions. And I feel he has been joining in a bit more. |
| Good |
| My Daughter has done really well at nursery and she loves coming every morning. |

- All 18 respondents indicated that their child(ren) had benefited from attending All Saints Nursery with some detailing significant development of speech and other skills, as well as development in confidence and social skills.

How long have you been using All Saints Day Nursery?



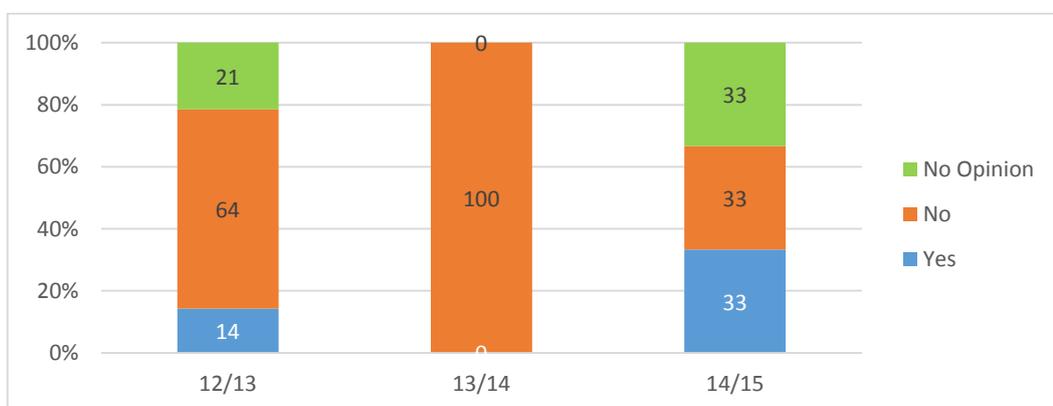
- The majority of Nursery users surveyed are either new to the facility or have used the service for 1-2 years and over.
- The significant number of new attendees is likely to be the result of action to secure higher levels of attendance through marketing activity.

Do improvements need to be made to the Nursery Facilities?

| | Yes | No | No opinion | No response |
|-----------------|-----|----|------------|-------------|
| 2-3 room | 4 | 9 | 4 | 1 |
| 2-5 room | 4 | 4 | 4 | 6 |

- The majority of respondents either felt that no improvements were needed to the nursery rooms or did not express an opinion. The result from the 2-5 room was, however, more evenly balanced.

2-5 Room

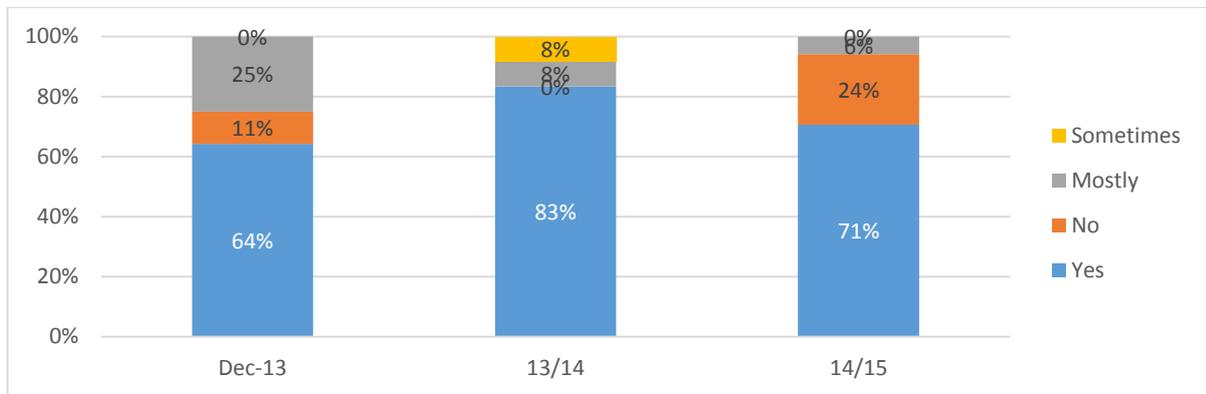


- A significant number of respondents said that the 2-5 Room needs to be improved. This is a reversal on last year's social accounts.

Suggestions for improvement to the room:

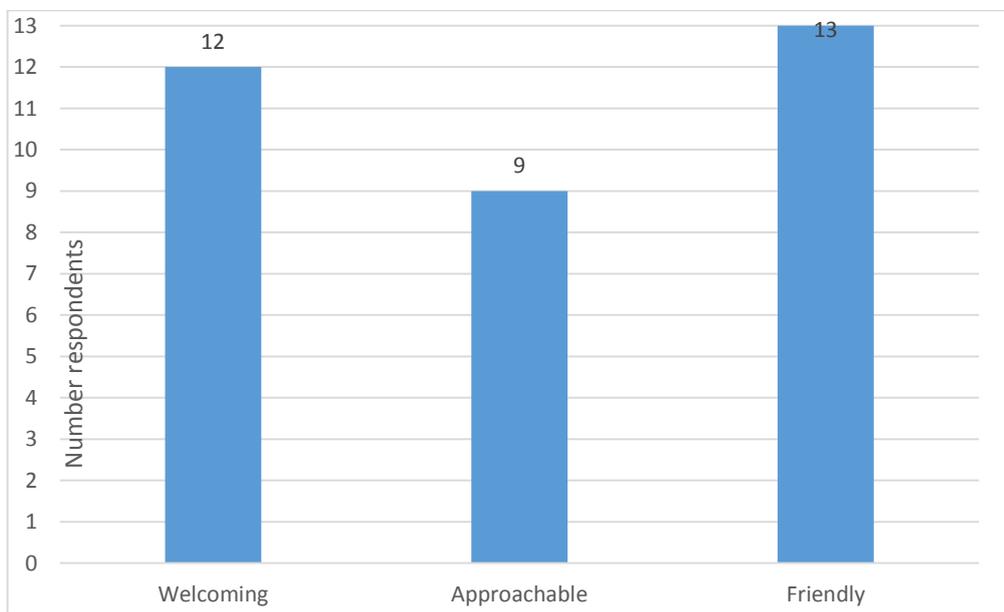
| |
|---|
| “More toys could be of an advantage to children.” |
| “More rooms so each year group stays in a room.” |

Do the current hours of the Nursery meet needs?



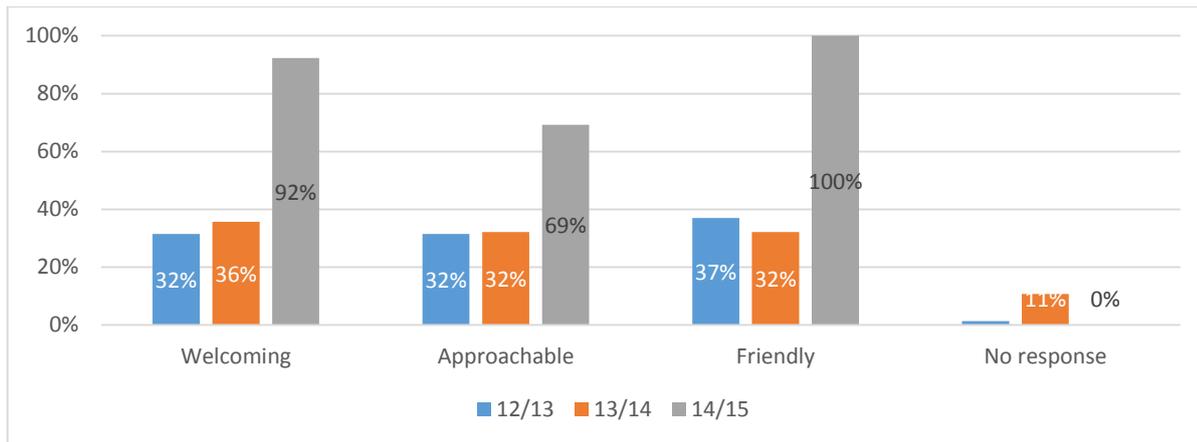
- For 71% of the users the current hours of operation meet their needs. There were an increasing number of respondents who said the current hours did not meet their needs in comparison with the last two years. This may be an emerging trend as we offer half day provision following the realignment of our service. The Government’s new Childcare Bill will lead to a further review of services and hours offered.

Are the staff in the nursery welcoming, approachable & friendly?



- Staff in the nursery were rated as being welcoming, approachable and friendly

Comparison Graph 2012-15



➤ The graph above shows respondents thoughts on our staff as a percentage of total responses year on year. It would appear that satisfaction levels are high and that performance has returned to trend. This area of analysis is difficult as people who are critical may not be keen to declare so, however this should not discount the clear levels of positive response.

Additional comments on staff

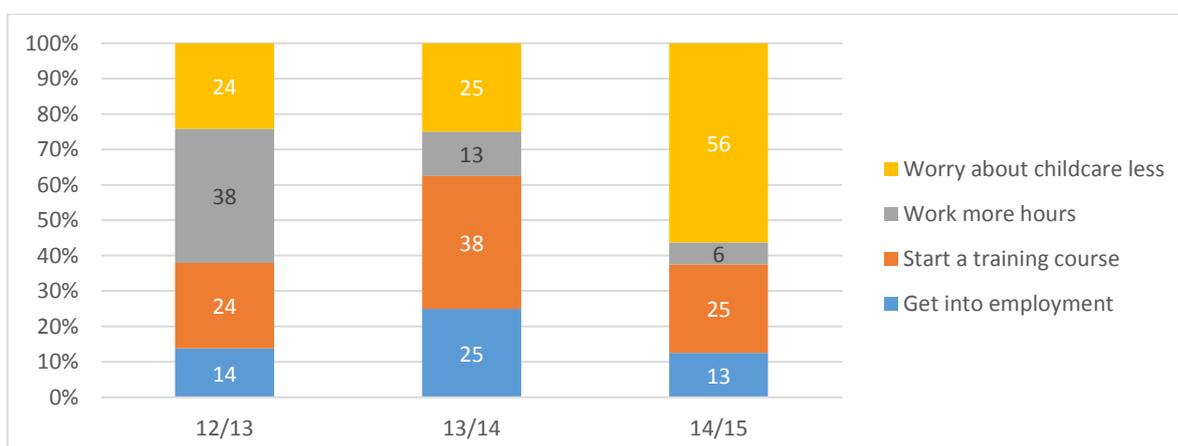
| |
|--|
| “They are all friendly” |
| “Very respectful.” |
| “Nursery staff are lovely and always consistent will my child’s feedback.” |
| “I do like the staff.” |
| “The staff are excellent.” |

How have parents benefited from their child/children attending All Saints Nursery?

| |
|--|
| “I have time to do what I need to do e.g. shopping, job search” |
| “I can attend college helps with my child care.” |
| “Reduced stress of travelling to see-saw nursery. Only 5 minutes to here” |
| “I have some time to myself.” |
| “Feel great and happy and my child has really improved.” |
| “More time to do housework and feel calmer to cope with tantrums at home.” |

Six of the eighteen respondents commented that they had benefitted from their child attending the Nursery, with two explaining that they were able to devote more time to job search or education.

Impact on Employability



- It is clear that the move to free funded places has ensured that parents worry less about childcare and presumably associated costs.
- Those declaring that they have been able to start a training course or get into employment declined compared to 2013-14. This may be a feature of questionnaire interpretation by parents or a statistical blip based on response rate / profile but it is a trend worth noting and examining in more depth over the next year.
- Only 6% of respondents said the provision enabled them to work more hours, again a drop from the previous year.

Additional comments on the nursery

Four parents made additional comments regarding the Nursery –all positive.

| |
|---|
| |
| "I am happy and have full trust in the nursery." |
| "I am very happy with the service it does enough for my daughter's needs." |
| "It is a really excellent nursery, thank you to the staff." |
| "Happy with my child's development in many things also she is happy there." |

Case Studies and Parent Interviews

All Saints Nursery staff developed the following case studies during the 2014-15 social accounting cycle to detail the impact of the service provided on both children and their wider families.

Child A

This Case Study is unique as it highlights the success of early intervention in a young child's life and the progress that child has made from the day he started attending at the All Saints Nursery. He started his learning Journey at the All Saints Nursery in August 2013 and he was based in the Baby room. He attended three mornings a week with his twin brother. There were some agencies involved with this family and the All Saints Children's Centre supported them as well as the Special Needs team. Child A was born with the condition Long QT which is a heart condition. He was born 5 weeks prematurely and had developmental delay. He was also receiving physiotherapy.

He was also supported within the home with the Family Support Worker from the All Saints Children's Centre and regular meetings were arranged to ensure the family and children were reaching the targets set for them. The Nursery supported the family and child with regular feedback via a Communication book to enable the parents to see how both children were progressing on a daily basis and parents could also feedback any information needed relaying to staff in the Communication Book too. Child A's starting points in the three prime areas of learning were at 0-11 months in Personal, Social and Emotional development, Physical Development and Communication and Language. He could not speak any words or respond to instructions. He could stop and look when he heard his name and communicate his needs in a variety of other ways such as crying or gurgling. His Keyworker would observe him on a regular basis and any new skill he displayed would be recorded in his learning journey as a "Wow" moment.

Child A is now in the 2-5's room accessing the Nursery Education Funding (NEF) of 15 hours per week, before that he was on the Terrific for Two's offer and attended every morning. The consistency in routine has really supported him well. He has progressed amazingly in all seven areas of learning. Within most of the areas of learning he is in the age bracket of 30-50 months and is no longer supported by the Special Needs team and the support from the Windsor Children's Centre is minimal. Child A will be leaving in July 2016 to join a Reception class in September 2016.

Parent Interview 1

With a parent who has three children at Nursery, comprising one set of twins in the 2-5's room and one child in the 2-3's room.

1. **How long has your son/sons been attending the All Saints Nursery?**
The twins have been attending Nursery since August 2013 and my other child from September 2015.
2. **What made you choose the All Saints Nursery**
The Nursery is close by.
3. **How do you think your children are developing?**
Really well- especially my one son. His speech is doing nicely.
4. **How well do you think they are being supported at Nursery?**
Really good, lots of good activities here and the staff play with the children.
5. **Are there any other services involved with your son/sons?**
Windsor Centre for Children and Families.
6. **Is there any other service you feel we could offer that may benefit you?**
No, I am happy with everything.

Parent Interview 2

With a parent who has one child at Nursery in the 2-5's room.

1. **How long has your son been attending the All Saints Nursery?** Since June 2015.
2. **What made you choose the All Saints Nursery?**
Looked at the OFSTED report
Parents who were accessing classes at the Adult Education recommended the Nursery.
Many previous parents who she knows also recommended the Nursery.
3. **How do you think he is developing?**
Really good, coming out with sentences, he is sitting down more, before he would not sit down. He is much happier when I collect him, before from the old Nursery he would be grumpy when I picked him up. He says "Good Morning" and "I want the toilet mummy".
4. **How well do you think he is being supported at Nursery?**
Quite well, every day I receive feedback, I always have reviews on how he is doing and what he has done. Staff always advise me on how I can help him with his Speech and Behaviour.
5. **Are there any other services involved with your son?**
Speech and Language. Special Needs Team.
6. **Is there any other service you feel we could offer that may benefit you?**
Mom would like a referral to the Children Centre.

Conclusions

- There is generally a high level of satisfaction with the nursery. Nursery users are in most parts happy with the sessional structure (morning and afternoon) although some users find this doesn't work well or suit their needs due to trying to get into employment and associated child care costs. Satisfaction levels on the staff are excellent and there were lots of positive comments on child development. The case study and parent interviews demonstrate this particularly,
- The case study and parent interviews detail the positive role of early intervention in a child's life and the developmental benefits of early support to improve communication, learning and social skills.
- The move to free funded places has enabled parents to worry less about childcare and presumably associated costs.

- Those declaring that they have been able to start a training course or get into employment declined compared to 2013-14. This should be further explored via ongoing monitoring activity to enable a more thorough understanding of the role of Nursery provision in improving the employability of parents.

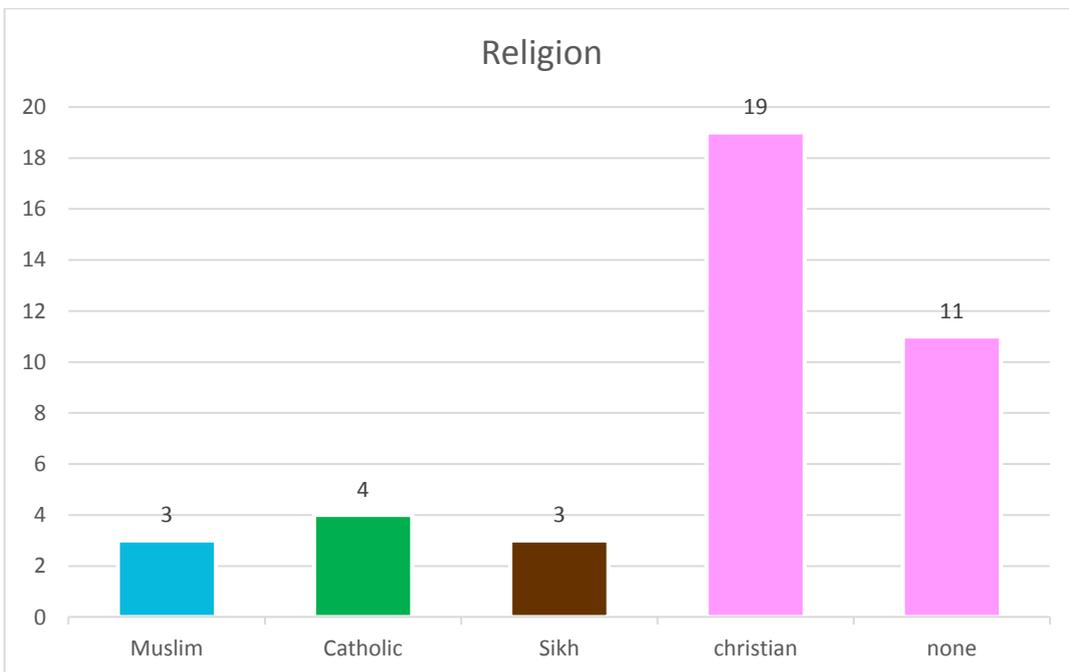
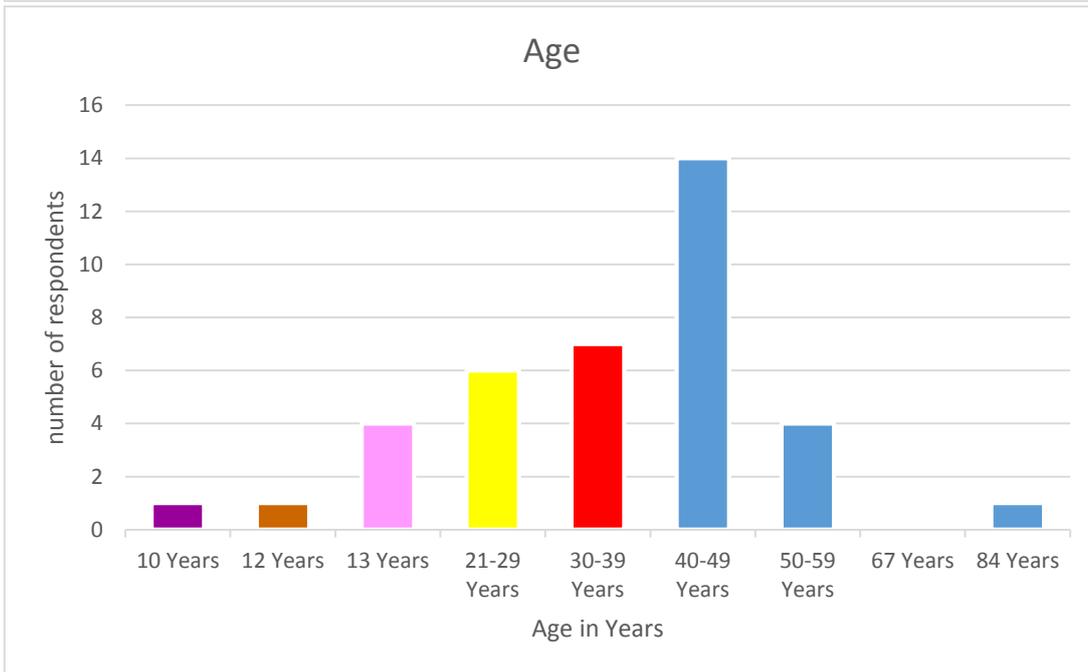
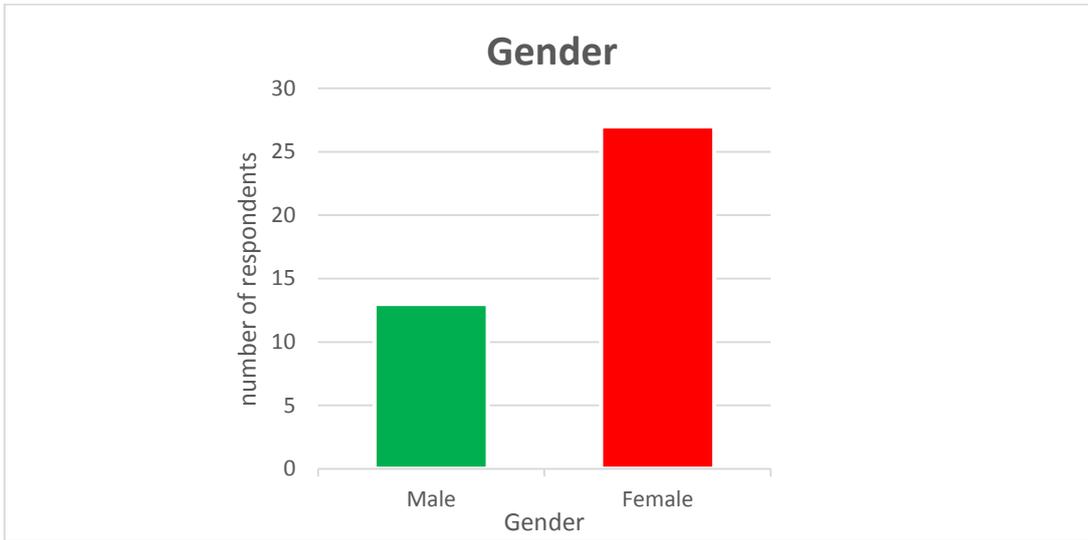
7.3 All Saints Festival



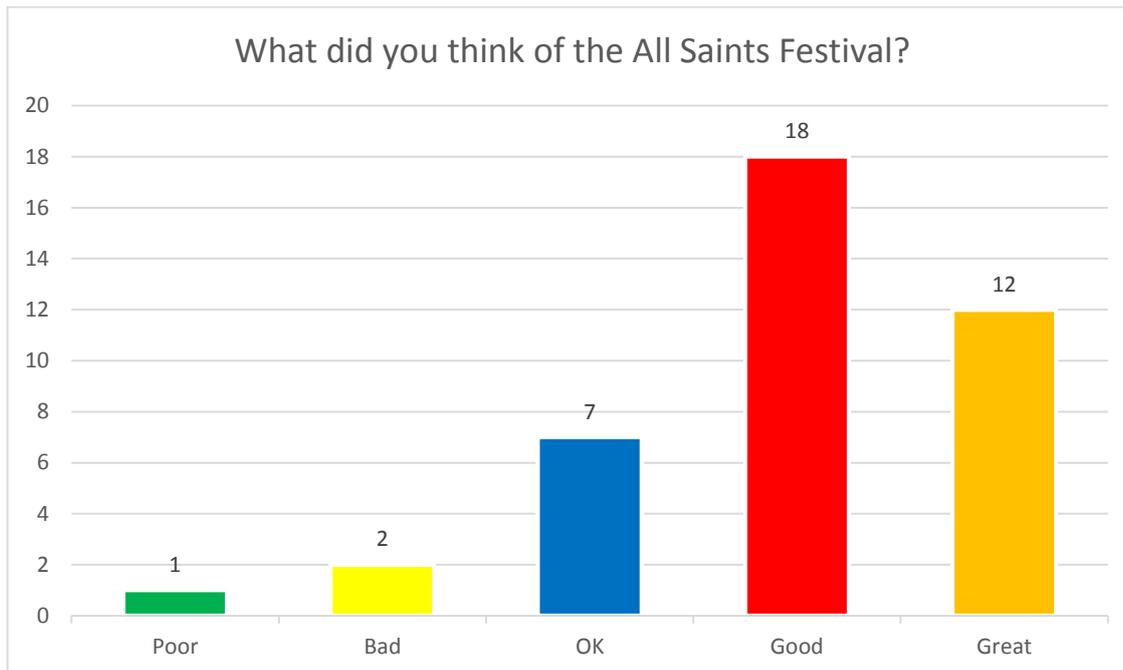
This year All Saints Festival was held on Saturday 20th June 2015 and was based on All Saints Park and Southside Sports. The festival is an annual highlight in the calendar for the community and includes live music, arts performances, sports tournaments, stalls, children's entertainment, food and much more. ASAN is proud to act as a catalyst and lead organisation for maintaining this event which brings out the best in partnership working and community wellbeing. The Festival is organised via a steering group which is chaired and serviced by ASAN and which is attended by key local service delivery organisations including the Windsor Children's centre, local volunteers and representatives of local social landlords. ASAN normally staffs a stand at the festival to promote its community services and encourage people living and working in All Saints to take up ASAN membership. Each year the Festival is attended by between four to five hundred residents.

All Saints Festival Survey

The number of people attending the Festival that took part in the survey were 40. Participants can be profiled as follows.



Overall Impressions of the Event



Feedback from Open Questions:

What was the best element of the festival?

Childrens activities, meeting different people, Its free, good variety, stalls, Frozen, Bouncy castle, cakes, food, family friendly, bringing people together, Anna and Elsa, friendliness, everything, informatiuon available, people interaction, clown, the fact that people were enjoying themselves, seeing the children together, mixture of everything.

What do you think needs to be improved?

More free stuff, the weather, somewhere to sit outside, different kinds of food, more activities for children, everything, more publicity, the entertainment for teenagers, no more sponsorship, more community coming together, nothing, to run at advertised time, more community information, don't know, dancing, singing, more advertismment needs to be on website in advance, more activities for adults and young people, car boot sale, for the rain to go away, to be held at the park.

What would you like to see next year?

Sunshine, better weather, better events, more activities, to know about it in advance so can plan ahead, dancing and singing, more stalls for kids, more community stalls, it was good enough, rides for kids, good stuff that we young people would actually like, choir singing, better things, another festival, different variety of food, different groups meet share ideas, more characters for children, talent shows, music.

There was a very positive response to the festival from those surveyed

- ✓ The event needs to be more effectively marketed across All Saints and beyond, particularly via social media. ASAN needs to consider how it makes the festival a feature in the overall calendar of high profile Wolverhampton events.
- ✓ Activities which focus on dancing and singing were raised in the comments a number of times – this is clearly an area of activity to prioritise for future festivals.
- ✓ A more community focussed planning approach needs to be used when organising the festival. This would mean that ASAN could aim to provide activities that the community want and as such more people would attend
- ✓ A review of the wet weather strategy needs to be conducted.
- ✓ ASAN needs to approach a wider range of organisations to partner around the event and secure further opportunities for commercial sponsorship.

7.4 Phoenix Project

ASAN has a membership of 522. This comprises local residents and people who work in the All Saints area. It is free to join ASAN. Members are entitled to use the recycling service and tool library, these services are known as the Phoenix Project.

ASAN funds the Phoenix Project from its own resources and effectively cross subsidises it from other enterprise activity. The recycling service is restricted by the availability of recycling permits from the City Council who grant ASAN one permit a month. ASAN would like to secure more permits in order to meet a high level of demand for the service.

ASAN also encourages community clean up days and volunteer litter picks through the Phoenix Project, to make All Saints a cleaner and tidier neighbourhood and helps to encourage more community ownership over the neighbourhood.

Economic Data

The Phoenix Project is not an income generating project and is supported by the income generated by other ASAN enterprises.

Number of individuals employed by the Phoenix Project: 0.5 (part time and also works at The Big Garage)

Number of individuals employed by the Phoenix Project who live in the local area: 0.5

Number of volunteers: 1

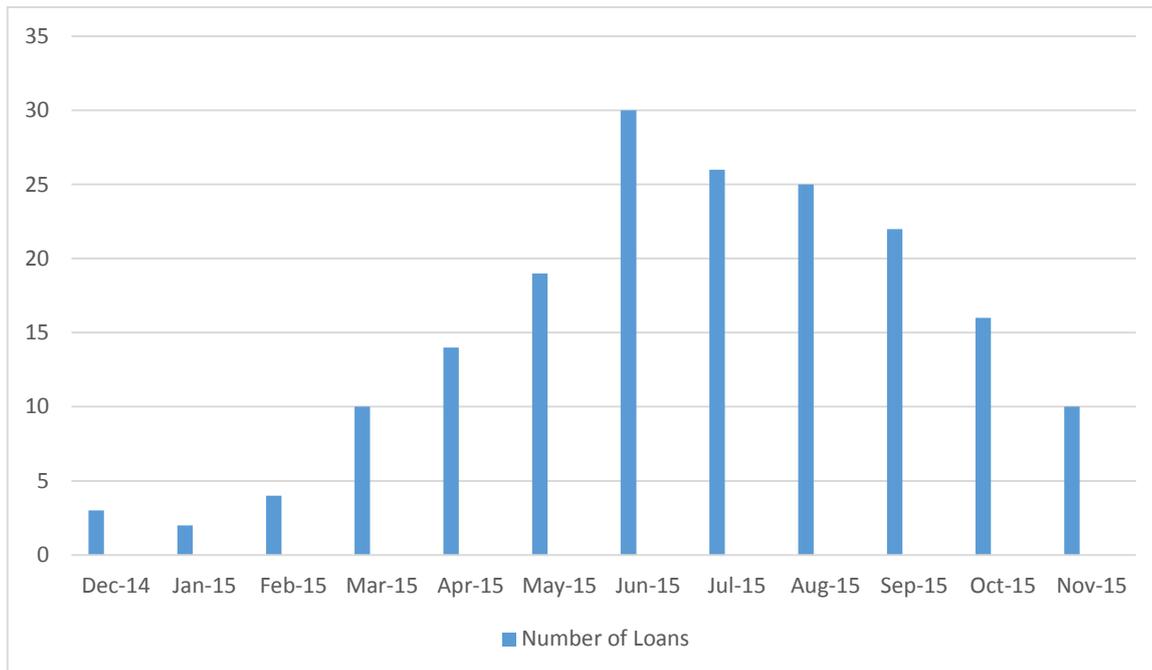
7.4.1 Tool Library

Background

ASAN operates a tool library which gives local residents access to a range of household and garden tools for free. This encourages the local residents to improve their homes and gardens without having to buy the equipment. This ensures a direct benefit to residents and improves the appearance of the neighbourhood. There are 130 tools in the tool library ranging from small tools like hammers and screwdrivers, to larger power tools including lawnmowers.

Tools are displayed in the community centre and local residents are encouraged to come and pick them up directly on Tuesday and Wednesday afternoons. However deliveries can be arranged for bulky items and for local residents with mobility problems and other disabilities.

Consultation Findings



This year the tool library was accessed 181 times over a 12 month period which is greater than the 161 times over the last social accounting period. We have not gathered information about how many people use this service and the number of repeat users. Due to administrative difficulties resulted from staffing issues data was not gathered on satisfaction levels over the whole period. This needs to be done in future and publicity for the project needs to be expanded. For the early part of the period satisfaction data was gathered and the response was extremely positive. Information about these services are provided in newsletters and with notices of ASAN AGM which is delivered to all residents. Word of mouth is important. We may need to look at how we ensure local people know about this service, especially those new to the area.

7.4.2 Recycling Service

Background

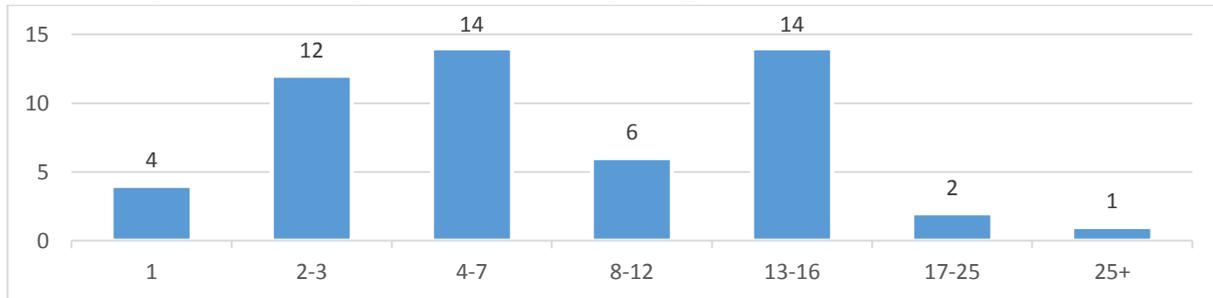
The recycling service is a long standing ASAN initiative which provides collection of bulky waste for local residents. Typically larger furniture items, such as sofas and beds, are collected. The service is offered once per month and an ASAN employee and volunteer go out to collect items which have been booked in at the Workspace reception. The service helps to ensure fly tipping is kept at a minimum as well as providing a useful recycling facility for local residents. There is a continuing demand for this service which is evidenced from the waiting list. Unfortunately we are not able to do more collections due to permit limitations. We have sought to discuss this with the local authority to see if more permits can be issued. Alongside this an ASAN employee organises community litter picks with local volunteers.

Once picked up items are collected and sorted. Items are taken to the local recycling facility where they are appropriately sorted e.g. wood and metal. Some items are not recyclable and end up at landfill – however efforts are made to keep this to a minimum.

Feedback forms are handed out throughout the year when collections are made. This year 54 were accounted for and the results are as follows. However due to administrative difficulties resulting from staffing issues the total number of service users is not known.

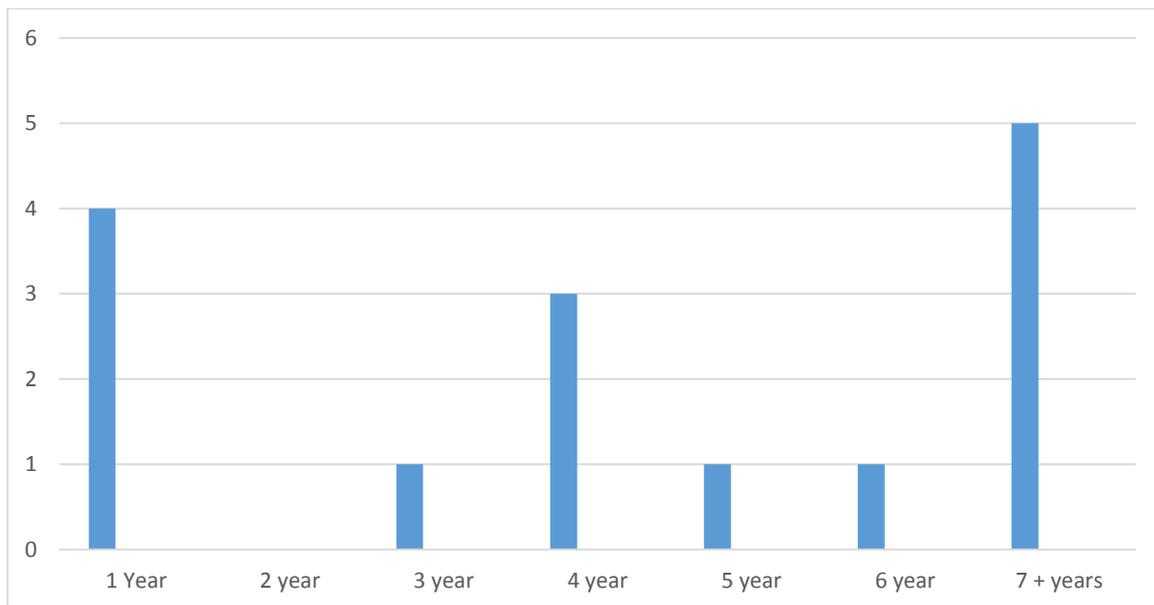
Consultation Findings

How many times have you used the recycling service?



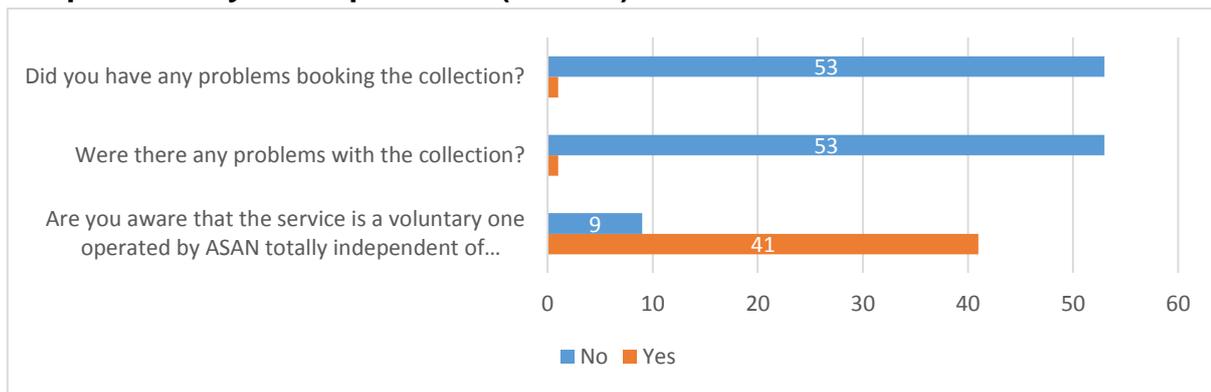
- A large majority of respondents have used the service on multiple occasions.

How many years have you been using the recycling service?



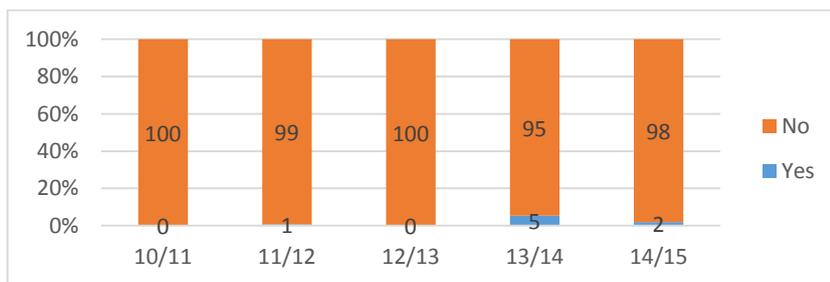
- There were very few responses to this question and results are inconclusive

Responses to yes/no questions (actuals)

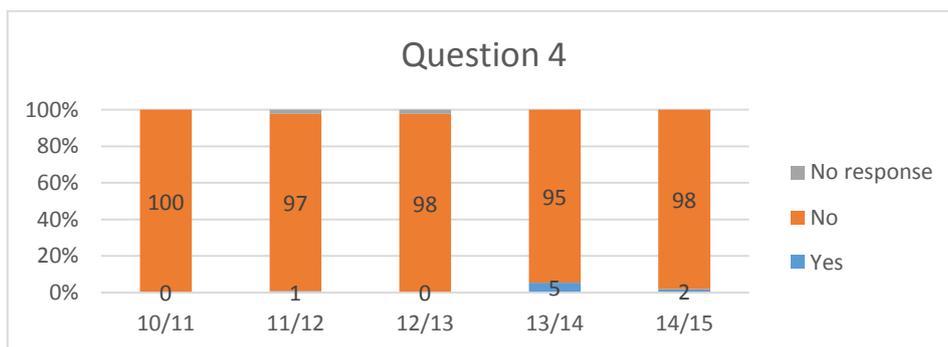


- The vast majority of respondents did not have a problem with either booking the service or the collection process. The majority of respondents are aware that this is a voluntary service run by ASAN. Anecdotal evidence from the ASAN operative indicates that some people think the City Council runs the service. These responses are similar to levels in previous years as shown below.

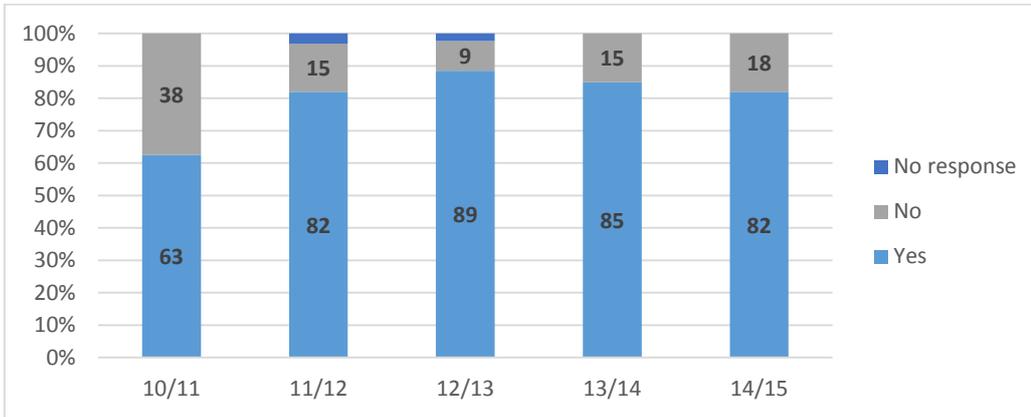
Did you have any trouble booking a collection? (comparison, percent)



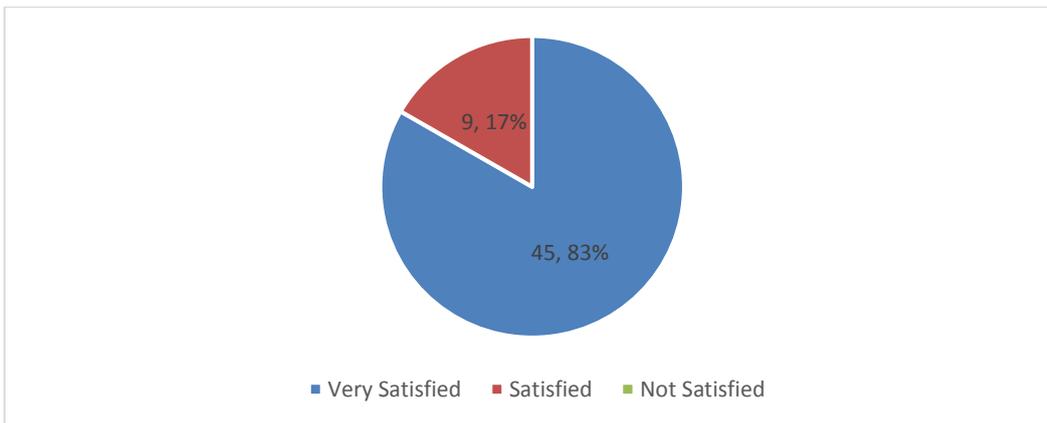
Were there any problems with the collection? (comparison, percent)



Are you aware the service is a voluntary one operated by ASAN? (comparison, percent)

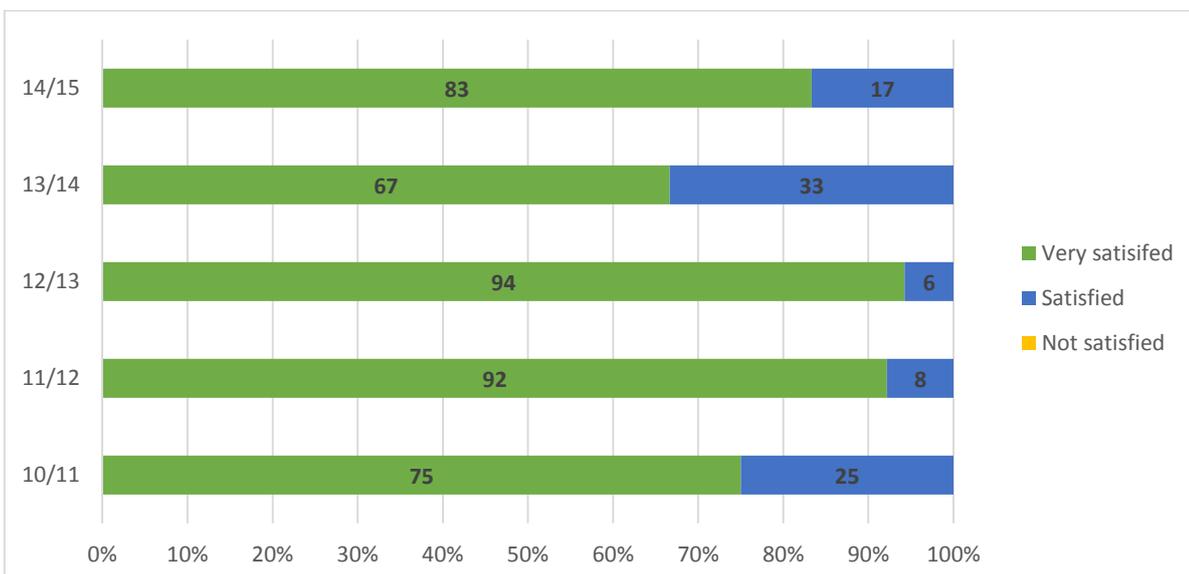


In general how satisfied were you with the performance of ASAN and its staff? (actuals, percent)



- 83% of customers were very satisfied with the performance of ASAN and its staff.

Comparison of satisfaction with ASAN and its staff (percentage)



- Satisfaction ratings have returned to previous years' levels.

Comments

A number of additional comments were given by the stakeholders.

| |
|---|
| "No suggestions - excellent service." |
| "Charge a small fee not as big as the council though maybe £5.00 per customer." |
| "Need a bigger van for collection." |

Economic Impact of the Service

The City Council charge residents not in receipt of benefits a minimum of £22.19 for collection of large bulky items – similar to the items collected by the ASAN Recycling Service. The All Saints neighbourhood is located within the Ettingshall Ward. This Ward has a profile of those claiming benefit of 16.6% (May 2015).

We have used this figure as part of our analysis of the economic impact of the recycling service. There were a minimum of 54 recycling collections in 2014/15, this figure is reduced by 16.6% which is percentage of residents claiming relevant benefits (approximately 9 collections). This results in 45 recycling collections which when multiplied by £22.19 gives a total of £998.95 as the minimum savings to local residents who used this service. The

Consultation Analysis

- ✓ The tool library and recycling service remain popular with high levels of customer satisfaction
- ✓ Response rates are low, partly due to the loss of some data
- ✓ 56% of the recycling service users who replied to the survey have used the service more than four times.
- ✓ Customer awareness about the service being run by ASAN is at 82%, this continues to show a high level of awareness amongst stakeholders
- ✓ Numbers of stakeholders who were "very satisfied" has returned to trend following a dip last year.
- ✓ The booking and arranging of the recycling collections have been consistent in the last few years. All respondents were either very satisfied with the service (83%) or satisfied (17%).
- ✓ Since the project began in 2004 none of the respondents have reported being 'unsatisfied' with the service.
- ✓ We need to review administration of the service, and consider how to measure number of users.
- ✓ We need to consider how to take forward requests for an increase in permits

7.5 The Big Garage

Background



This site continues to be a success story for ASAN. The building sits on Cleveland Road and provides undercover parking for the general public and local car showrooms who store their vehicles prior to transfer to customers. The customer base includes contract parking, match day parking and small businesses, on average 70 day parking tickets are sold each day.

This enterprise generates income for ASAN and provides local employment. The Big Garage is used by the general public for customer parking, it also provides Contract Parking to car dealerships and to small businesses for their staff.

Questionnaires on the service were issued to customers on arrival at the site and 37 were returned to car park attendants. Caravan storage at the Big Garage has now ended as a business.

Financial contribution of The Big Garage to ASAN*: £75,450 (net profit)

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2014 – 31st March 2015.

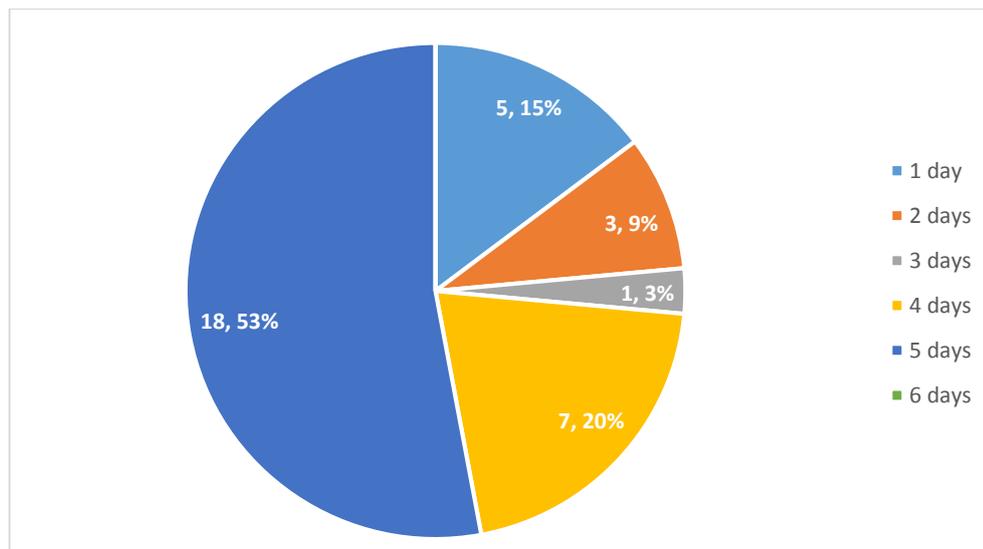
Total Number of Individuals employed by The Big Garage: 6.5

Total Number of Individuals employed by The Big Garage who live in the local area: 2.5

Number of volunteers: 0

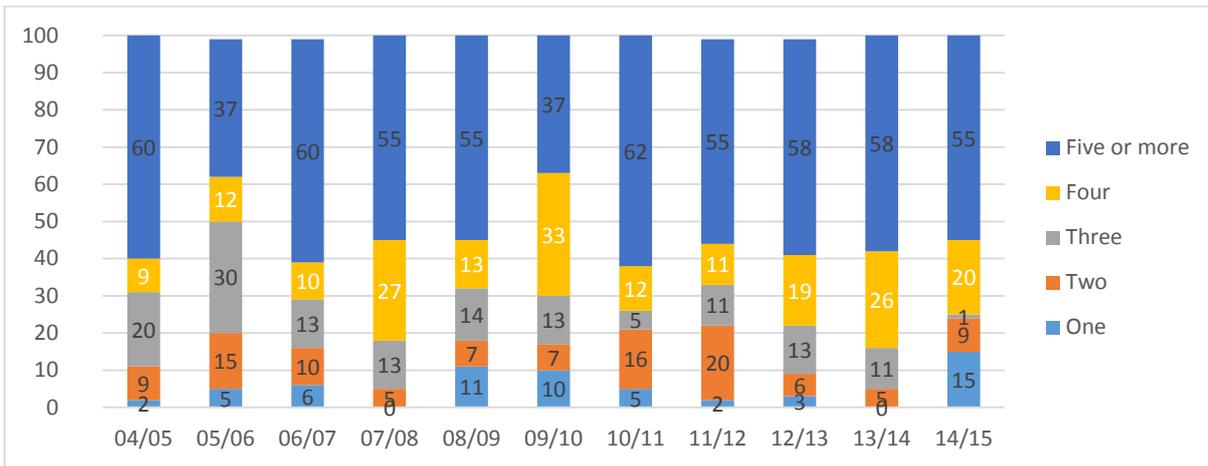
7.5.1 Day Parking Customer Feedback

Q1. How many days per week on average do you park at The Big Garage?



Average daily parking at The Big Garage (actual, percent)

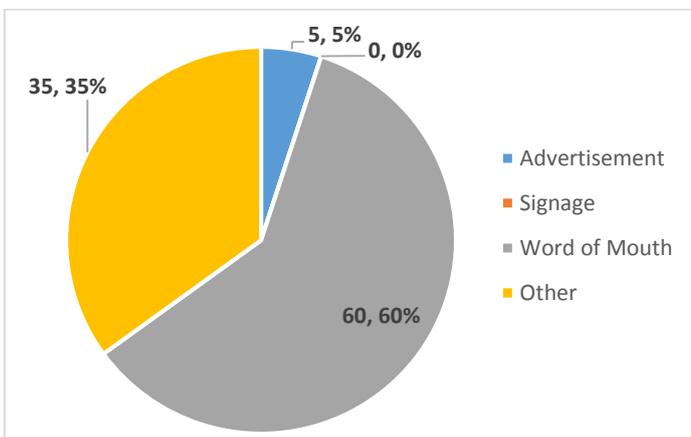
- The majority of respondents (53%) use the service for 5 days a week.



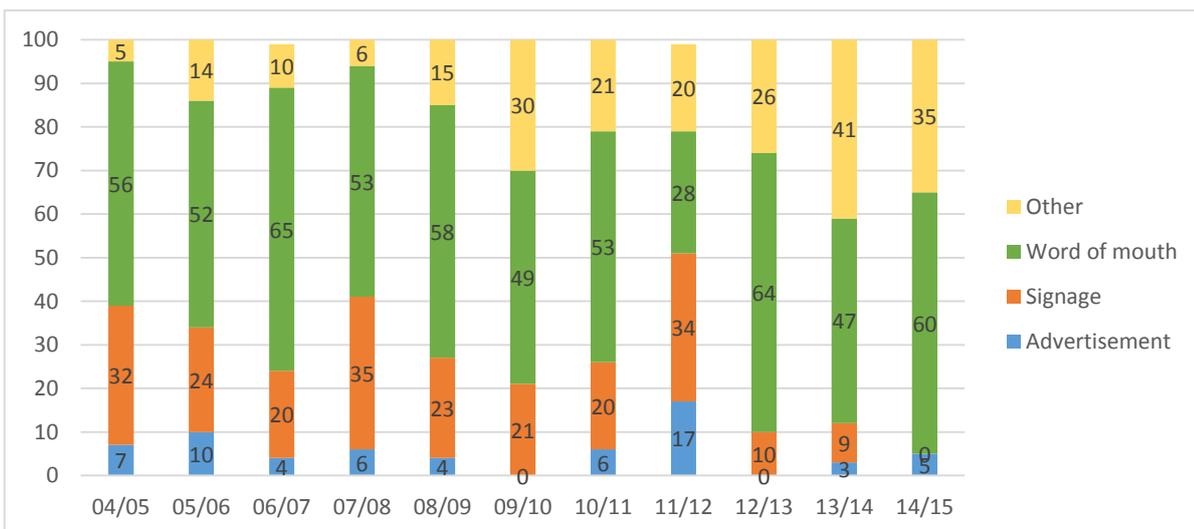
Year on year comparison of days per week customers park at Big Garage (percent)

- The comparison above shows that as in recent years the majority of people park for five or more days per week. There is clearly a high level of customer retention and loyalty.

Q2. How did you become aware of The Big Garage?



Customers' awareness of The Big Garage year by year (percent)



Customers' awareness of The Big Garage year by year (actual)

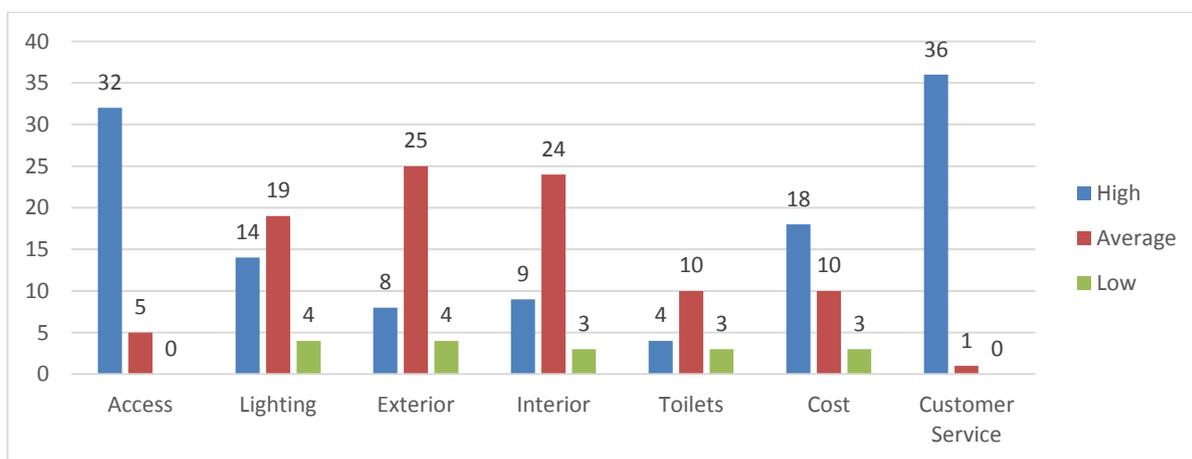
- Most customers became aware of The Big Garage by Word of Mouth (60%) or other routes (35%). People who responded "other" generally found out about the Big Garage via their employer (see comments below).
- Customers who became aware of The Big Garage through signage has decreased to 0% this year, following a trend of this decreasing in the last three years. Advertisement awareness remains very low.

| Other/Comments relating to Q2 |
|-----------------------------------|
| St Georges vets –staff park there |
| Work |
| From ERR over the road |
| Wolverhampton Crown Court |
| Training company |
| Jury Service |
| Work |

Q3. Are you satisfied with the security arrangements at The Big Garage?

100% of stakeholders were satisfied with the security arrangements.

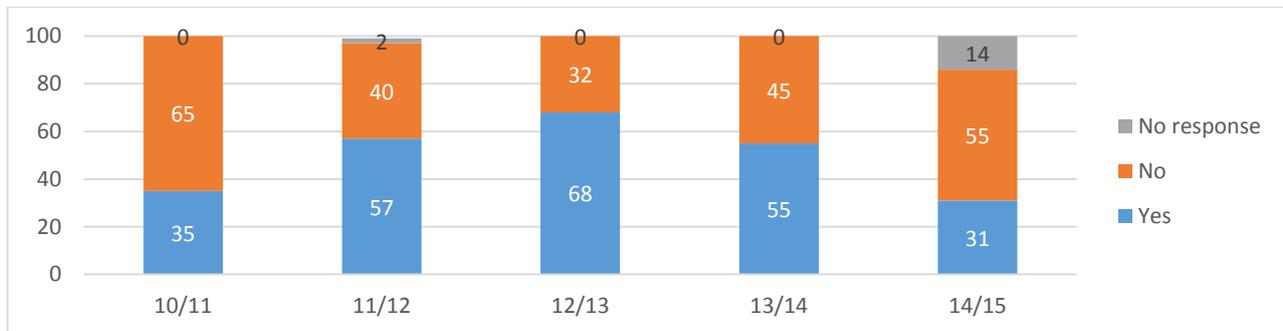
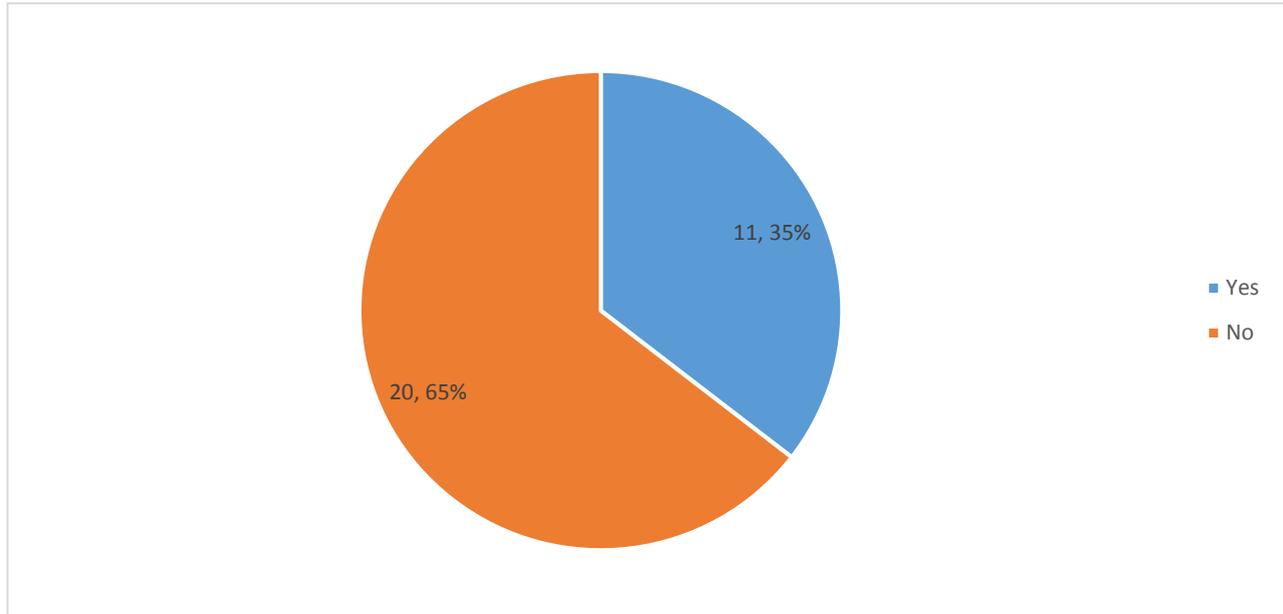
Q4. How do you rate the quality of the following...?



Customer rating of Big Garage facility (actuals)

- Customer service and access were rated highly. The poor quality of the building fabric clearly impacts on customer satisfaction levels relating to lighting, the toilets and the interior and exterior.
- It would appear that the cost of parking is broadly reasonable (High quality means satisfied with the price).

Q5. Did you know that your fees contribute to the provision of facilities and other regeneration within the All Saints Community? *Customer awareness of ASAN's regeneration work in the All Saints Community (actual, percent)*



Comparison graph of customer awareness of ASAN's work in the All Saints Community (percent)

- Customer awareness of ASAN's work to regenerate the All Saints Community showed that the majority (65%) were unaware of this work. This is not consistent with the trend in recent years but may be the result of a low level of questionnaire returns...

Comments

Big Garage users made the following comments:

Positive Comments

| |
|---|
| Security arrangements |
| "Feel safe walking to my car" |
| "Nice to know vehicles are secure" |
| "Personnel always onsite" |
| Very friendly, always on watch. I feel like my car is very safe" |
| Staff |
| "Safe, cheap and friendly staff" |
| "Excellent customer service" |
| "Friendly, helpful staff" |
| "Staff very friendly and helpful" |
| "Staff extremely friendly as a female on my own feel safe. Thank you" |
| General |
| "Excellent place to park will be disappointed if its stops being a garage!" |

Suggestions for Improvement

| |
|---|
| Cost |
| "Could offer ½ day rates?" |
| "No difference in cost, daily charge to regular weekly charge, should review company discounts" |
| Opening Hours |
| "Would be helpful if stayed open a bit later" |
| "Love it to be open to 7:30pm so I don't have to run after work" |
| Building and Health and Safety |
| "Sort out the slippery floor." |
| "Need more lighting." |
| Toilets |
| "Didn't know there were toilets, maybe better signage." |
| "Never used them." |
| Parking Spaces |
| "Spaces are fantastic" |

Consultation Analysis

Analysis of results needs to be qualified by stating that this year response rates were very low so it is hard to establish broad trends. However from the data we do have the following conclusions can be drawn:

Customer profile

- Most customers park for four or five days (73%), suggesting that commuters who are working in Wolverhampton forms most of our customer base.

Customer awareness

- Most customers found out about The Big Garage through word of mouth (60%).
- For the first time ever no customers found out about The Big Garage through signage.
- Awareness of ASAN was at a low level with only 35% aware of our other activities in the All Saints area. This figure may have been affected by the low level of returns.

Quality of service

- There were very high levels of satisfaction with customer service and access. The service offered by staff is highly valued as evidenced in the comments section
- The condition of the building is an area of concern across a number of indicators. Lighting and the floor surface are a concern. This is consistent with analysis from previous years and reflects the aging nature of the building.

7.6 Southside Sports



Background

Southside Sports is ASAN's outdoor sports facility. It comprises of three floodlit synthetic surface pitches situated opposite The Workspace. It was developed to enable residents in All Saints and Blakenhall to participate in sports activities and develop healthier lifestyles. It is regularly used by private users from across Wolverhampton for weekday training and recreational matches. There are a number of repeat bookings. This activity is in the main football orientated at present, however ASAN wants to broaden the range of activities on offer.

A questionnaire was circulated based on previous years' questions. We have comparative data going back to when the current form of survey was first implemented in 2011/12.

The following booking charges are in place for pitch hire at Southside Sports.

This pricing structure provides discounted use for priority groups identified by ASAN.

On Wednesday evenings Wolverhampton Wanderers FC run youth focussed community football sessions. This activity is subsidised by ASAN through a zero charging policy. The Board of Directors decided on this approach due to the lack of activity provision for local young people following the cuts in City Council youth provision.

| | |
|---------------------------------------|-----------------|
| DAY TIME UP TO 5PM (MON-FRI) | |
| Any Age / Any Group | £11.00 PER HOUR |
| EVENING AFTER 5:30PM (MON-FRI) | |
| Under 18's | £14.50 PER HOUR |
| Adults | £27.50 PER HOUR |
| Community Group Under 18's | £11.00 PER HOUR |
| Community Group Adults | £22.00 PER HOUR |
| WEEKENDS | |
| Under 18's | £8.50 PER HOUR |
| Adults | £17.00 PER HOUR |

ASAN wants to support greater use of the Southside Sports facilities. This will involve further promotion of football alongside a major effort to bring new sports forward for local people to enjoy. A bid for funding to refurbish the sports pitches is under preparation. It is proposed to upgrade at least two of the pitches to 3G surface quality and renew a further pitch with an emphasis on multi-sport provision. At the ASAN AGM in November 2015 a consultation took place on the creation of a more comprehensive sports strategy to underpin any bids for funding to improve the facilities.

In 2014/15 20 football teams regularly used the Southside facility. Between August 2014 and March 2015 there were 463 bookings at Southside Sports. From April 2015 to November 2015 274 bookings were taken but this figure under-represents the level of bookings as no spreadsheets are available for June and July. In general bookings sit at around 45 to 55 per month. Bookings tend to rise outside of the summer period as people want to play using the floodlights as the nights draw in.

Financial contribution of the Southside Sports to ASAN*: £3,101

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2014 – 31st March 2015.

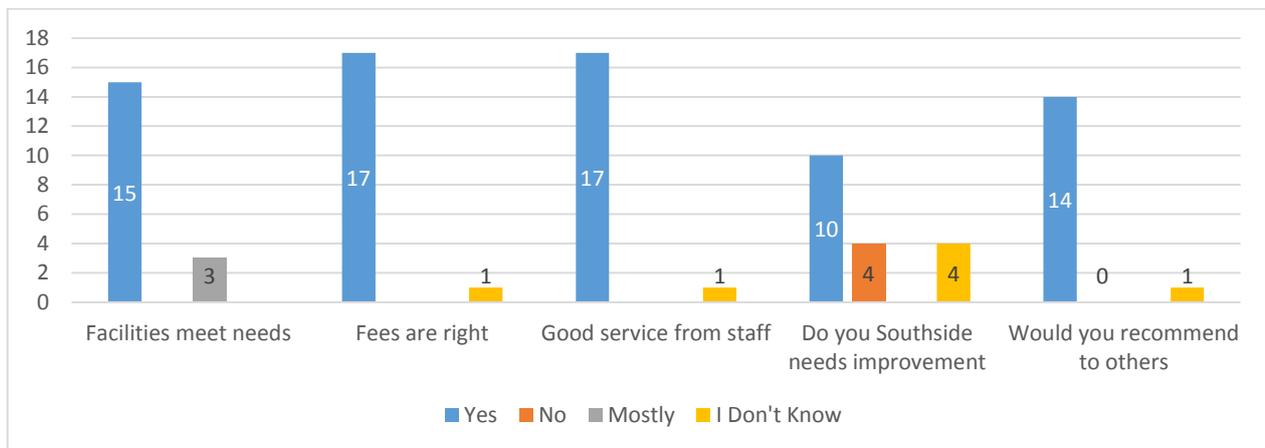
Total Number of Individuals employed by Southside Sports: 2

Total Number of Individuals employed by the Southside Sports who live in the local area: 2

Number of volunteers: 0

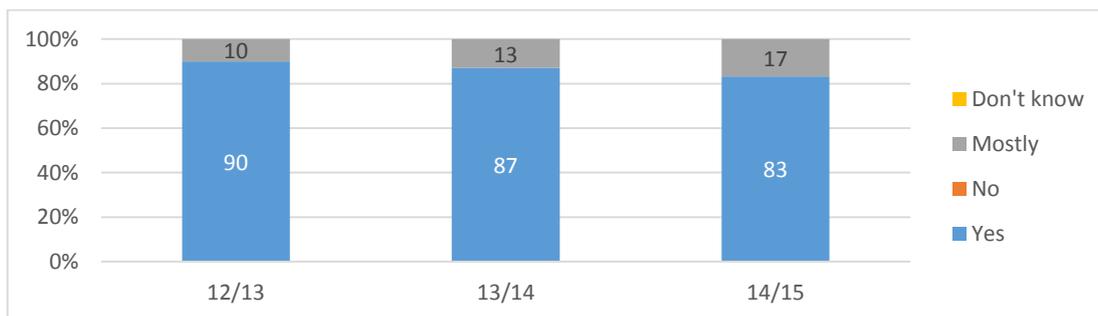
7.6.1 Evening Users

2014/15 Southside user feedback on facilities (actuals)



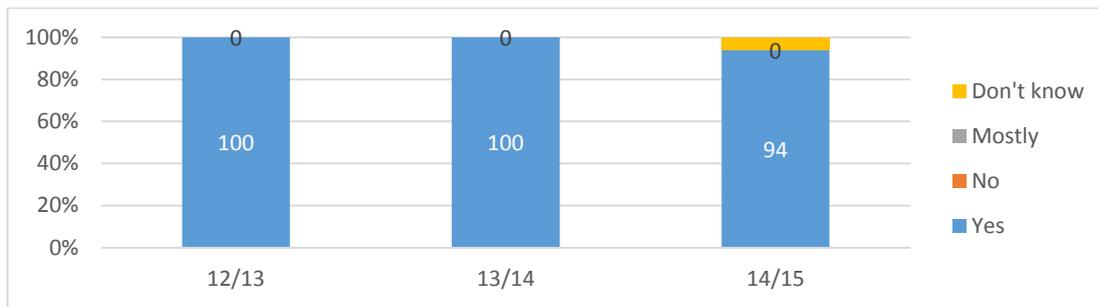
- Overall, feedback on Southside Sports is extremely positive. There is feedback that shows the facility needs improvement.

Do the facilities at Southside meet your needs?



- The majority of respondents agreed that Southside met their needs. This is comparable to previous years. It should be noted that most respondents run football teams or play football only.

Are the fees right compared to what you get?



Comments on Fees

"For £7 more I could book 3G pitches."

"Very good price"

- The majority of respondents feel the fees are right for the service

Do you get a good service from Southside Staff?

- 94% of respondents answered 'yes' this question. In the last two social accounting cycles the response was a 100%. This resulted from a single "don't know" response and therefore is statistically insignificant.

Do you think Southside is a good thing for the All Saints Community?

- 72% of respondents thought Southside was a good thing for All Saints. The remaining 28% responded don't know or gave no response at all.

Comments on Southside and the Community

"Cheaper rates for WV2 residents"

"As a youth club we come here every Monday"

"Excellent facility not just for All Saints but also for other parts of city"

Would you recommend Southside to others?

- 78% of respondents said they would recommend Southside to others. Again the remaining 22% gave no response or replied don't know.

Consultation Analysis

- ✓ There was a broad spread amongst respondents in relation to how long they have been using the facility.
- ✓ Over 90% of people who gave a response utilise the facility once a week.
- ✓ The facility was rated very highly by users, consistent with previous years' feedback

7.6.2 Improvements to Southside

ASAN is actively exploring upgrading the Southside Sports facilities. The reasons for this are threefold: pitch users have asked for improvements to be made to the pitches and facilities; advances in pitch technology means there is demand locally for the latest 3G pitch surfaces and facilities for teams. ASAN wants to explore the expansion of the user base beyond football activity.

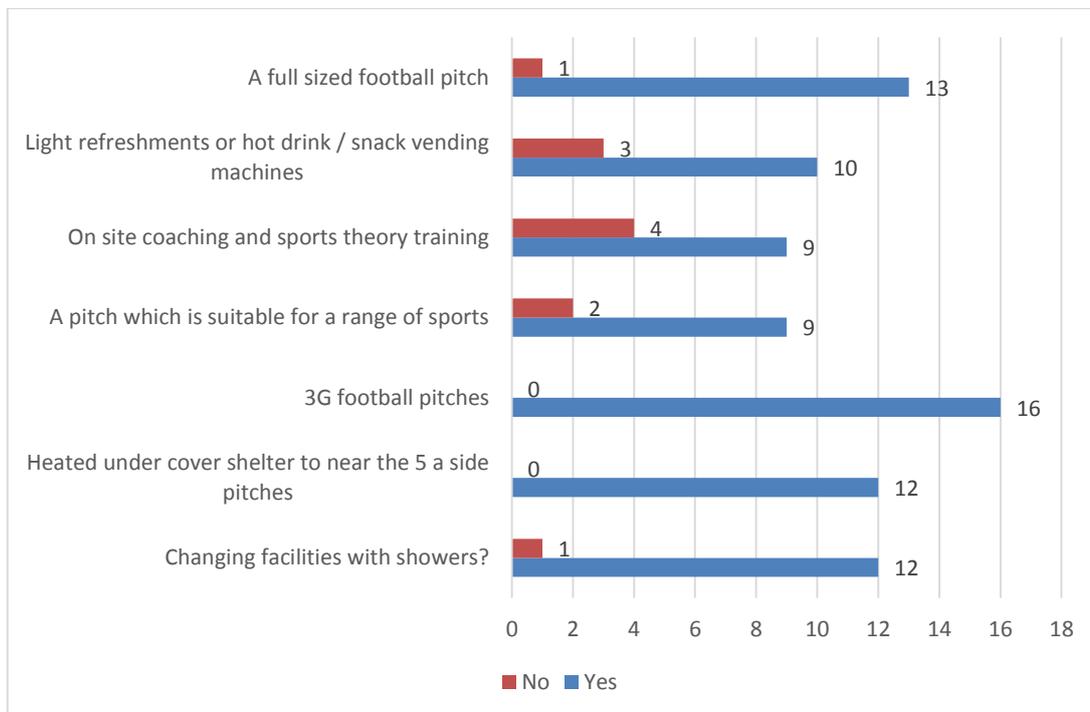
Our 2015 survey gave customers the opportunity to comment on possible improvements at Southside and the possible scope of the sports offer at the site.

Do you think Southside needs improvement?

| | Yes | No |
|---------------------|-----|----|
| Evening Pitch Users | 10 | 4 |

- The majority of users think Southside needs improvement.

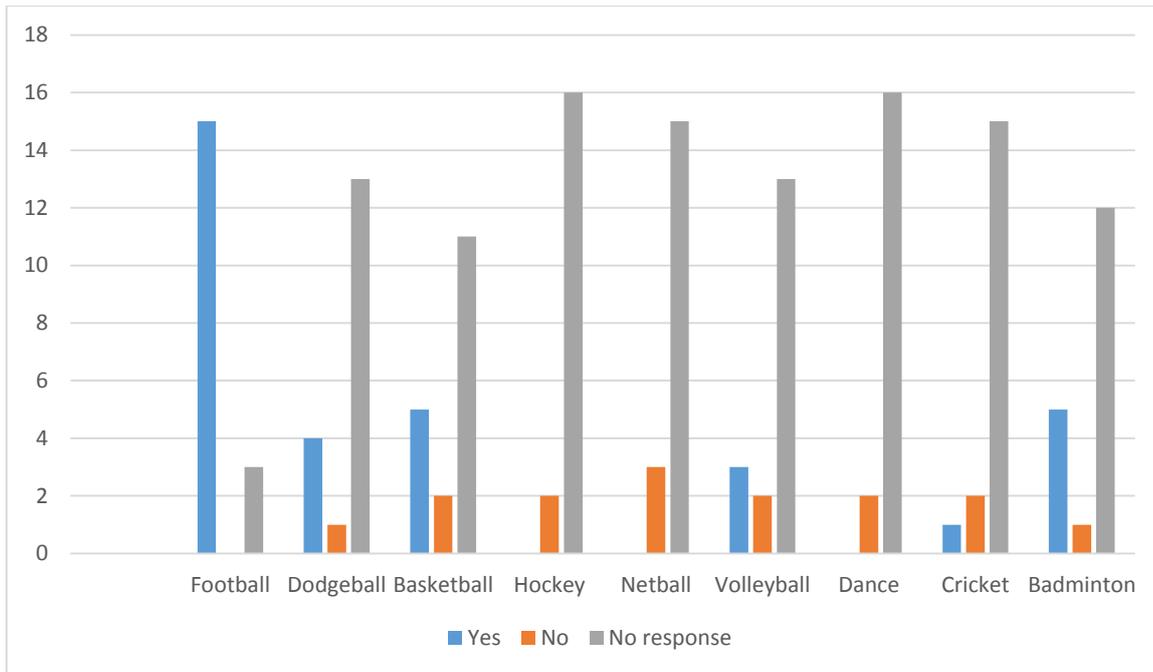
What Improvements would you like to see at Southside?



| Improvements (comments) |
|--|
| "Toilets & changing rooms." |
| "Make the fence higher, also nets are broken." |
| "Surface is quite old and not to current football 3G standards." |
| "We would also like to have big nets." |
| "Outside toilets." |
| "White lines in car park." |

- The most popular areas of development were 3G football pitches and improved overall physical facilities.
- Comments from users reflect the statistical analysis.

Would you be interested in the following sporting activities if they were provided?



- The above chart shows very clearly that Southside users would most like to take part in further football activities. This result is clearly indicative of demand from a user group which dominates current bookings i.e. football users.

Are you interested in joining a league/sports team?

- The level of response to this question was very low. Once again the very small number of responders expressed an interest in football teams and leagues.

Consultation Analysis

- ✓ Increasingly Southside users believe the facility needs improvement and this is an emerging trend which is likely to reflect the expectation amongst footballers that 3G surfaces will be available.
- ✓ The dominance of footballers as survey responders provides only a limited indication of what other sports may engage users at Southside.

7.7 The Workspace



Introduction

The Workspace is ASAN's flagship facility and community enterprise. It provides work and conference space hire for local and national businesses and community space for local people and groups to utilise.

This section reports on information collected from users and customers of the Workspace.

The Workspace, which began trading in late 2008 in the transformed former All Saints Primary School, is now well established and plays an important role at the heart of ASAN activity.

Within the Workspace, there are a number of different activities. These are:-

- a) A conference and seminar business.
- b) All Saints Day Nursery
- c) Various tenants occupying business units

The Workspace tenants were consulted as part of this exercise. A limited level of feedback was also secured from conference users but this element of the business was not pursued aggressively over this social accounting period and therefore responses are not comprehensive in nature. The Nursery is dealt with earlier in this report under 7.3. It has not been possible in this set of social accounts to provide a profile of organisations based in the Workspace, this will be addressed in the next social accounting cycle when we will also explore what services our tenant organisations provide to All Saints residents.

Financial contribution of The Workspace to ASAN*: £16,159 income

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2013 – 31st March 2014. The figure shows a loss of £11,223 in The Workspace cost centre. However, when £33,890 income from conferencing is taken into account this shows a net surplus for the Workspace of £16,159.

Total Number of Individuals employed by The Workspace: 5

Total Number of Individuals employed by The Workspace who live in the local area: 4

Number of volunteers: 2

7.7.1 The Workspace Tenants

Background

There are 13 tenant organisations within The Workspace. These range from small local businesses to branches of larger national companies, trades unions and charitable organisations.

There has been a level of stability in terms of tenanted business units during this social accounting period, although inevitably some turnover has occurred. At the close of November 2015 all units were let.

A survey was circulated to all tenant organisations within the Workspace, using the same questions as in previous years. This means we have comparative data going back to the 2010/11 Social Accounting cycle. The survey was answered by 6 tenants during this cycle. This represents just under half of our tenants. Considerable effort was made to secure the return of more surveys.

Tenants in the Workspace

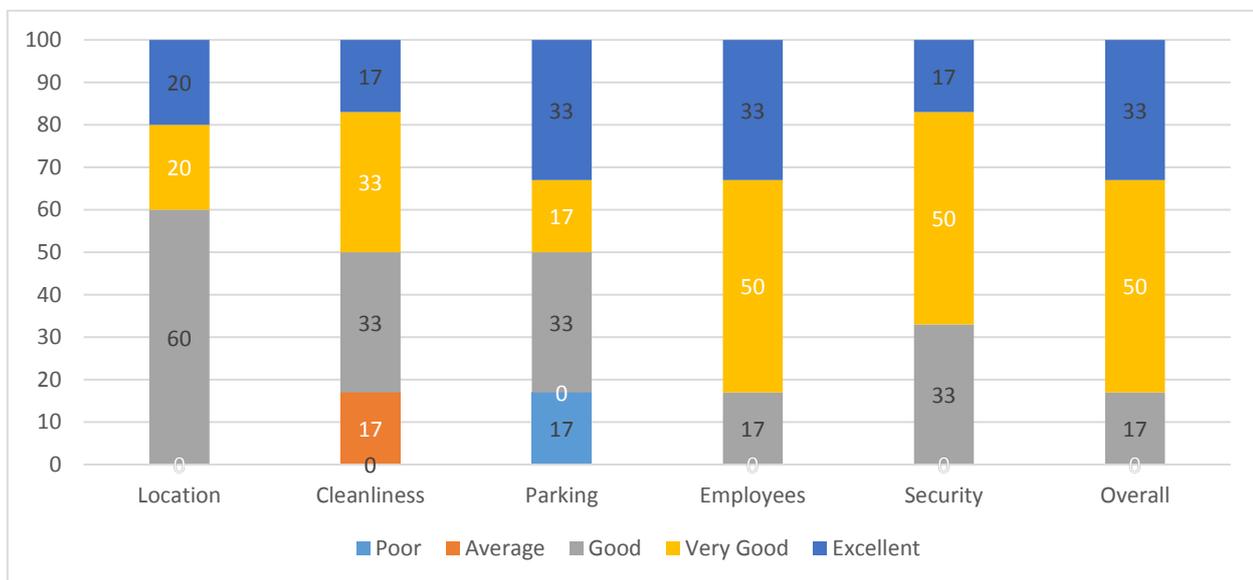
| | |
|---|--|
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |



The tenants in the Workspace offer a wide variety of support both for customers and users and the benefits of working in partnership mean we ensure links between services through contact with our tenant organisations.

Evaluation Findings

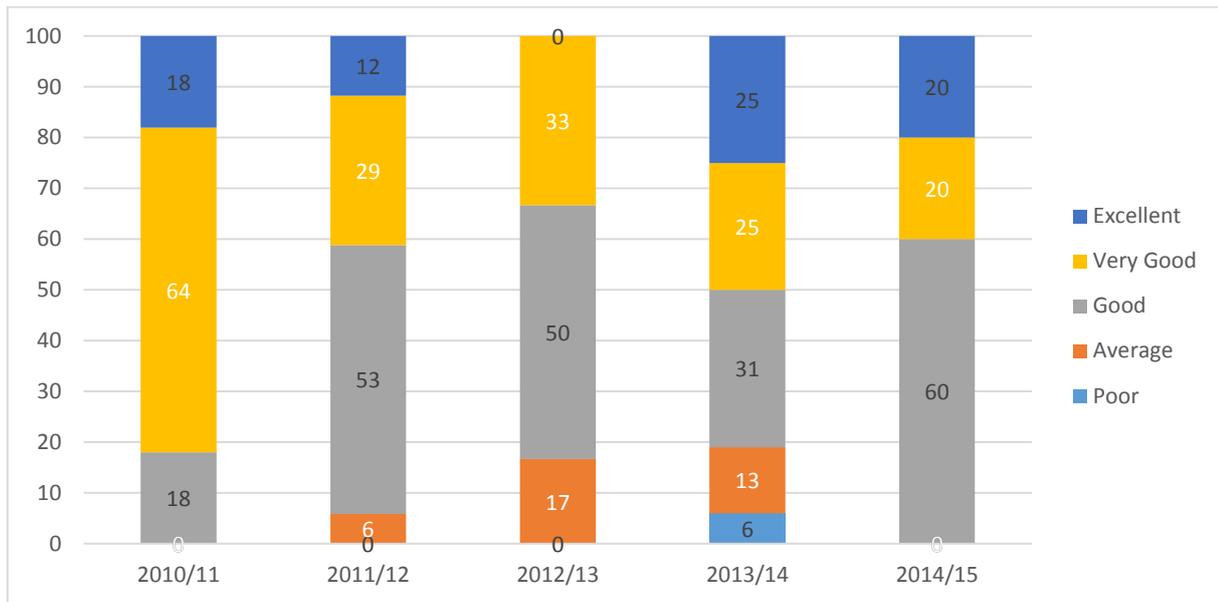
Graph of 2014/15 Tenant Feedback (percentage)



- Overall tenants seem to rate the Workspace highly. It is particularly encouraging to note that employees are seen as a major asset for the organisation.

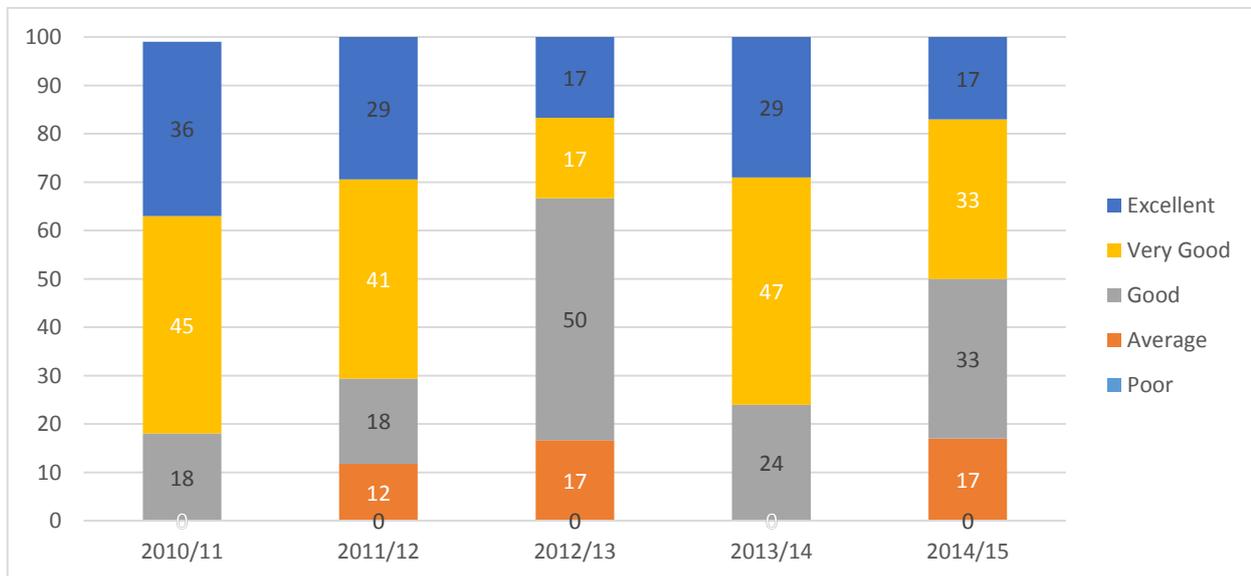
Comparison graphs of tenant feedback 2010 - 2014

Q1. The quality of the location of The Workspace



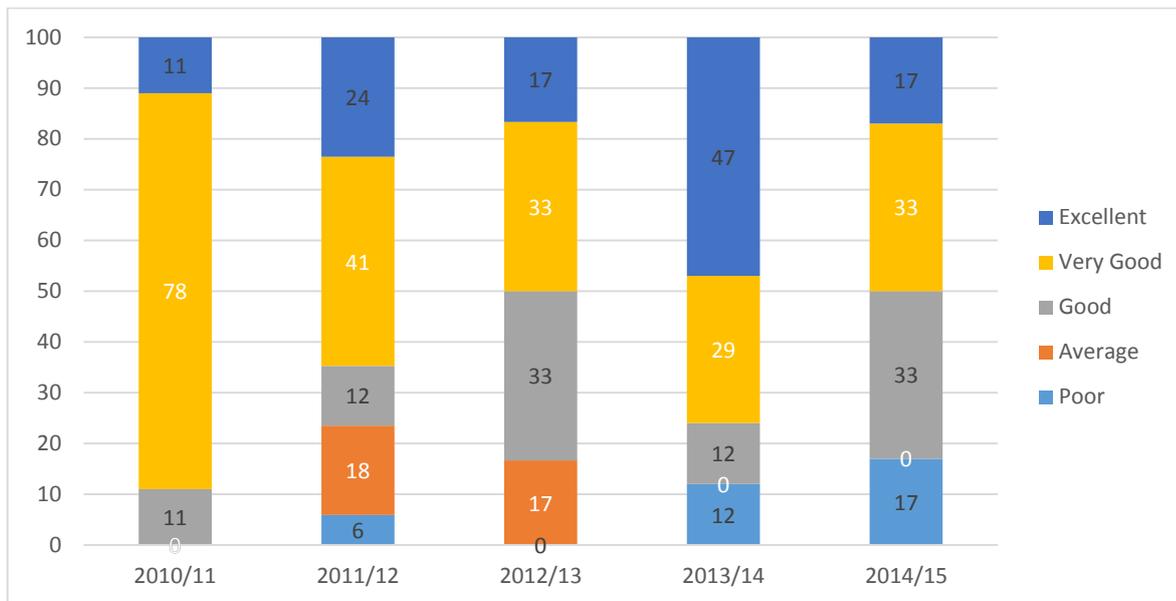
- There was a positive response to the location of The Workspace this year. Location and price will be key determinants in tenant retention and attraction. The fact that there were no average or poor responses is encouraging.

Q2. The quality of the Cleanliness and General Appearance of our Facilities



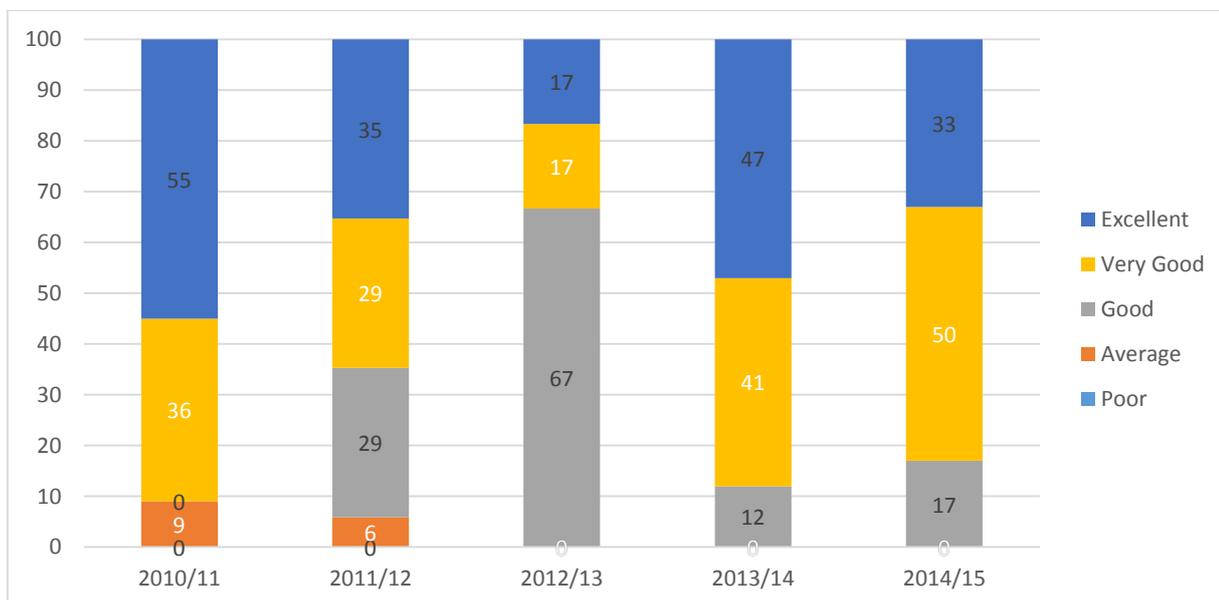
- Tenant views of cleanliness and general appearance are positive in large part. There is, however, a small number of respondents who rate the site as average and this corresponds with views in 2011/12 and 2012/13.

Q3. The quality of the Parking Facilities at the Workspace



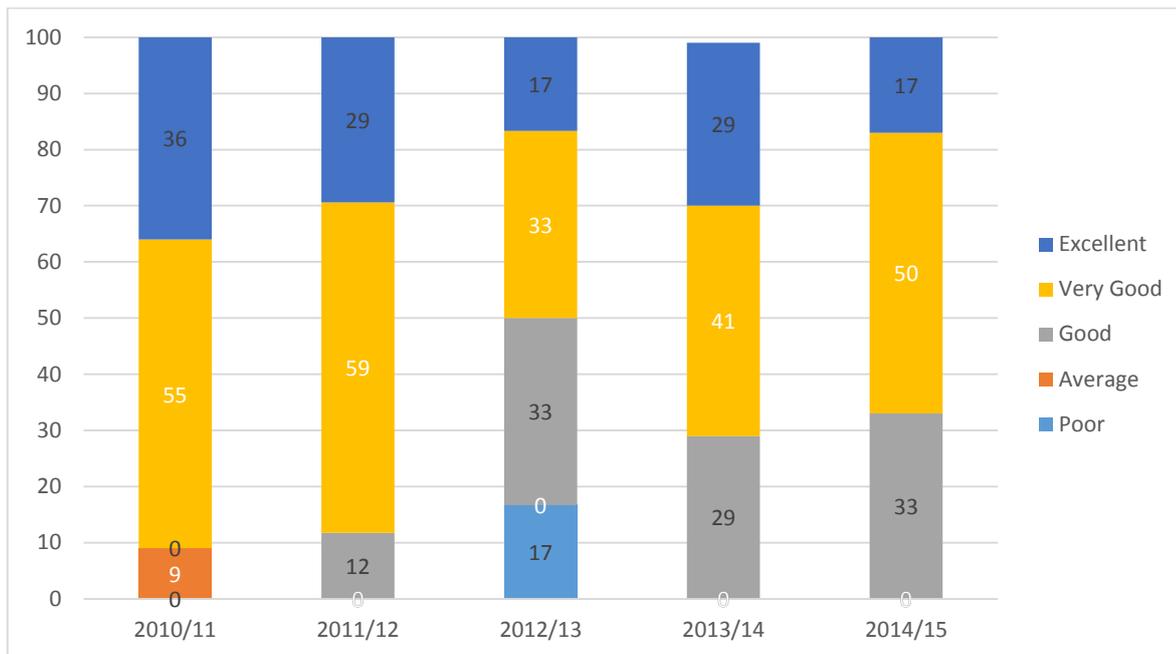
- A total of 83% of respondents rated the parking as excellent, very good or good. A significant minority (17%) said they were poor, this relates to the management of spaces.

Q4. The quality of the Appearance and Conduct of The Workspace Employees



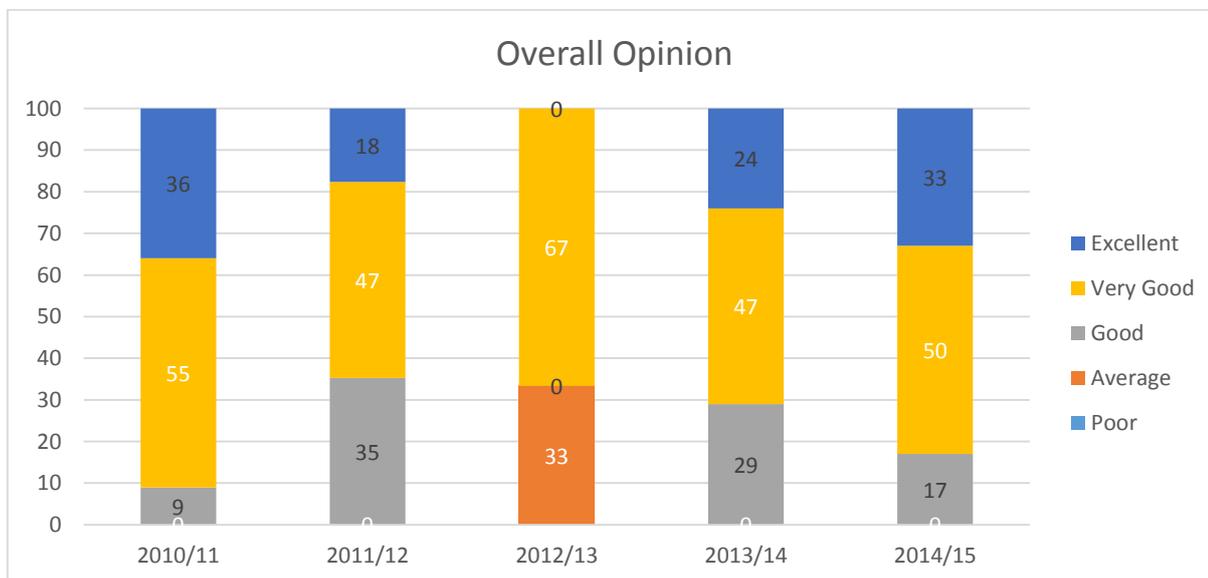
- There was a very encouraging response about the appearance and conduct of staff. This shows that performance in recent years is consistently positive and no respondents rated staff as average or poor.

Q6. The quality of the Security of the Building



- 67% of respondents rated security as excellent or very good. One of the issues raised by respondents was the management of visitors within the site. ASAN needs to ensure that tenants are committed to managing visitors effectively.

Q7. The Overall Opinion of 'The Workspace' and its facilities



- The overall rating for the facility should leave ASAN feeling upbeat, however there are a number of ongoing issues particularly around cleanliness and parking.

Positive comments

| Facilities |
|---|
| Donna is good, when she is on leave there can be issues though both with our office and toilets. |
| This is a lovely facility. |
| We are very happy in our new home. |
| Good public transport/ parking. |
| I recognise that this is an old building with limitations but ASAN maintain the building well and do the best they can do with an old design, well done. |
| I never receive any negative comments about parking for TTC clients. The signage seems to work well. |
| Donna and Brian are always very responsive to our needs and concerns regarding cleanliness. |
| Reception service and staff |
| From experience they are friendly and attentive and tend to go extra miles to resolve problems, however I do not believe that they are as fully appreciated by the management. |
| Always very helpful. |
| All staff are very friendly and helpful. |
| All employees go out of their way to help TTC Trainers and clients. They look and act in a professional manner and are very good ambassadors for ASAN. |
| Security |
| Sometimes we have had TTC course attendees wandering into our office rooms supposedly looking for toilets. As we deal with confidential info or vulnerable clients there can be issues. General security is good. |

Suggestions for improvement

| Location |
|--|
| We do have some concern about evenings in particular and asking our clients/young people to make their own way via public transport. We knew this when we moved here. |
| Facilities |
| We use broadband points and also have our own Wi-Fi connected. Mostly good but can drop out or be slow at times. |
| Broadband - this is very poor, It is often slow and will break down too often. |
| Constant problems with the internet. |
| Parking |
| The parking facilities are actually very good, however the managing of it is poor. For example, the disabled parking bays are being constantly used by those without a disability, forcing genuine people to park a good distance away. The other major contention is that TTC clients do not use the Southside sports car park as their first option, instead they fill up the onsite parking forcing tenants and their clients to park further afield, when this onsite facility was supposed to be specifically for this purpose. |
| A few potholes at the entrance gate. |
| Overall Opinion and Suggestions for Improvement |
| This a lovely facility but much underutilised and in my opinion, unnecessarily so, especially by the local community most of whom, do not realise or have been made aware that this is supposed to be for their benefit. |
| It looks good if shower/changing room could be sorted out to promote cycling / walking to work. The facilities are there but being used as storage so male and female both have to use changing rooms. |
| There should be a vending machine in the atrium that dispenses snacks and drinks. There should be a machine where visitors could get water. Parking allocations for visitors should be enforced. |

We would like our kitchen area to be cleaner, the cloths are never changed and harbour germs. The fridge needs cleaning as it has congealed milk on the shelves.

Will you please consider the windows for the TTC training room? The windows only open fractionally and this is inadequate for summer temperatures. With 26 people in the room for 8+ hours the room can be very stuffy and over hot. Even a temporary solution would be helpful as I know you have a programme on replacement windows.

Consultation Analysis

- ✓ The Workspace continues to be a highly rated facility. ASAN needs to work hard to maintain tenant satisfaction levels. There are likely to be changes in the lettings profile over the coming months with some long standing tenants reviewing their office requirements. Tenants need to be assured of ongoing quality services and new occupiers need to be supported in a professional manner.
- ✓ There are issues around building maintenance and management. This is inevitable when managing an older building which has been converted. High levels of competition in the office lettings market mean that the quality of the offer at the workspace needs to be maintained and improved.
- ✓ There are major concerns over the quality of the Broadband service. This has been recognised by ASAN and a new superfast connection has been installed and tenants will migrate to it during early 2016.
- ✓ Parking continues to be an issue that is raised by tenants. This relates largely to the management of spaces and is symptomatic of any site where a large range of organizations park staff vehicles and have visitors to the premises. The surface of the parking area is deteriorating.
- ✓ The security of the building and quality of the facilities were rated highly.
- ✓ ASAN staff at the Workplace are rated very highly by tenants, comments illustrate that the support provided by reception and on-site roving staff is very much appreciated.
- ✓ ASAN need to consider some specific suggestions for improvement as part of the business planning process.
- ✓ ASAN works with Wolverhampton college to deliver functional skills class weekly from the Workspace, with reduced rates for hire and this has achieved attendances of between 8 -12 students per week.

7.7.2. The Workspace Conferences

Background

The Workspace operates a conference and event business. We operate these out of two halls, one which can accommodate 40 delegates and another which can accommodate 80. A partition on these halls can be pulled back to turn it into a room with a 150 delegate capacity. We also have Boardroom space. There are therefore four rooms available to hire in total in different configurations.

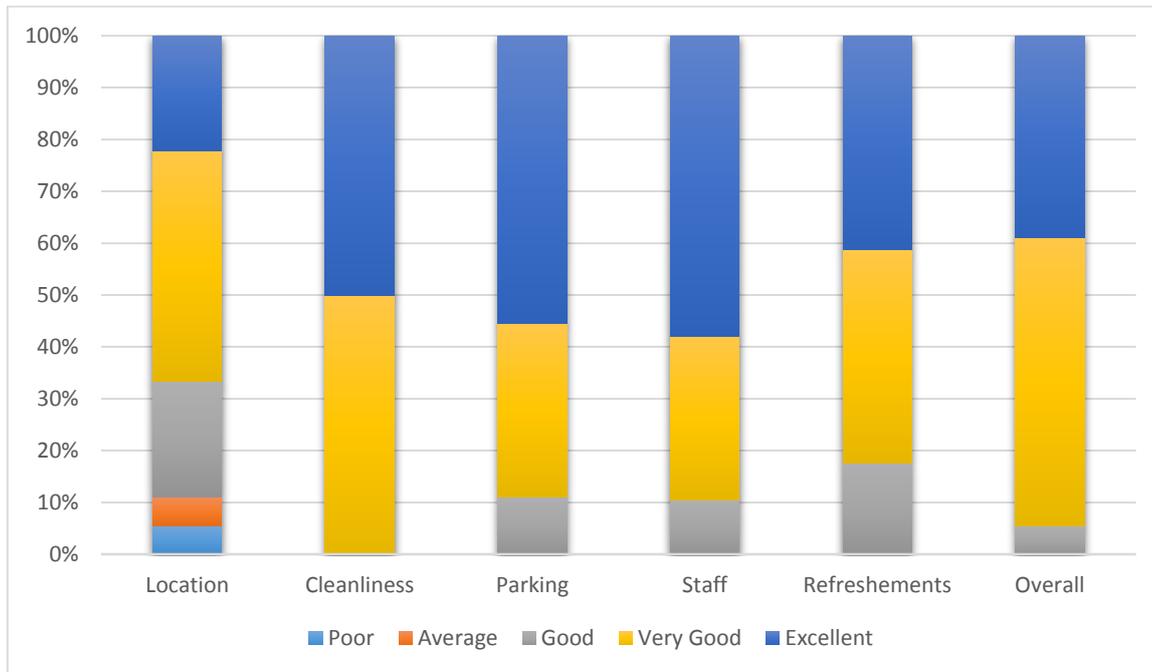
From April 2014 to March 2015 we had 309 bookings. From April 2015 to November 2015 we had 91 bookings. This fall away in conference business was the result of a decision to market the conference area as formal office space and marketing of the conference business was wound down during the 2015 calendar year.

Significant staff turnover, coupled with the uncertainty over the future of the conference offer, resulted in conference feedback forms not being gathered effectively or collated from October 2014 to October 2015. A total of 18 feedback forms and online submissions have been retrieved. This s

an extremely small sample but does give some impression of customer reaction to the conference service. A brief summary of the findings are shown below.

In November 2015 the ASAN Board decided to move back to a full conferencing service and to market the facility actively in the 2016 calendar year. This will be coupled with a drive to ensure feedback from organizations is effectively captured and used to improve services. A full analysis of this activity will form part of next year’s social accounts.

Evaluation Findings



| Positive Comments |
|--|
| Tea/coffee/biscuits all fantastic. |
| The room was perfect, very clean, professionally set and everything was ready when we arrived. |
| Additional parking spaces opposite workspace were useful |
| I would definitely use the venue again. |
| Good venue with good parking facilities. |

| Negative Comments |
|--|
| Run out of toilet paper. |
| Milk was off. |
| Noise from children playing. |
| A few of our attendees could not find the venue and arrived late |

| Suggestions for Improvement |
|---|
| Welcome Board in reception for delegates. |
| Very heavy on bread – maybe offer a gluten free option, fruit should be offered alongside cake. |

Consultation Analysis

- Feedback on the conference offer overall is very positive. There was no average or poor responses and the vast majority rated the venue and service as either very good or excellent.
- There were very high levels of “excellent” rating around cleanliness, parking and staff.
- Location was rated highly overall but there was a notable level of scoring around the “average” and “poor” rating. A cause for complaint was the SatNav address which leads traffic down the other end of All Saints Road where it runs into the cross street barrier. Some delegates were unable to find the venue and arrived late. Organisations need to be given clear guidance on directions and parking availability.
- ASAN may want to consider the scope of the menu on offer for clients who order food.



7.8 Staff Consultation (Objective 5)

Introduction

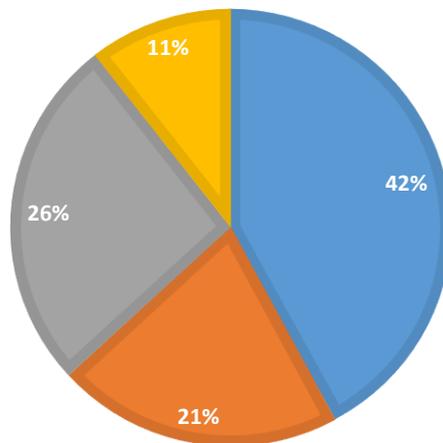
ASAN staff were invited to fill out an anonymous and confidential feedback questionnaire in October 2015. 19 surveys were returned out of a possible 26.

Consultation Findings

Collated questionnaire responses – 2015

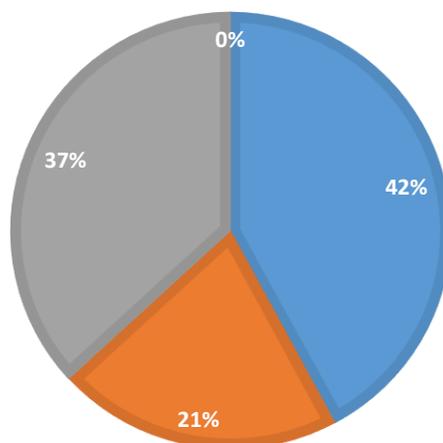
DO YOU FEEL THAT COMMUNICATION HAS IMPROVED WITHIN ASAN OVER THE LAST YEAR?

■ Yes ■ No ■ Don't Know ■ No response



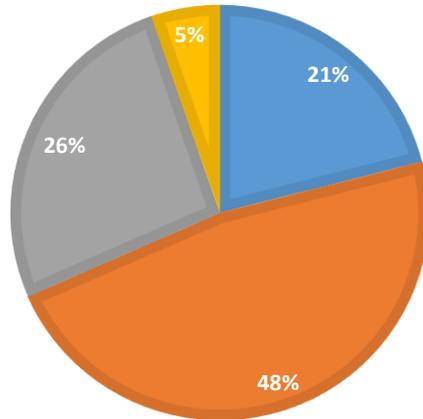
ARE YOU SATISFIED WITH YOUR INVOLVEMENT WITH DECISIONS THAT AFFECT YOUR WORK

■ Yes ■ No ■ Don't Know ■ No response



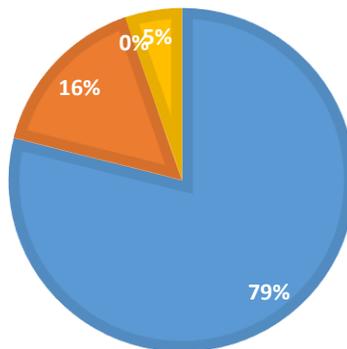
DO YOU THINK THAT YOU ARE PAID A FAIR WAGE AT ASAN ?

■ Yes ■ No ■ Don't Know ■ No response



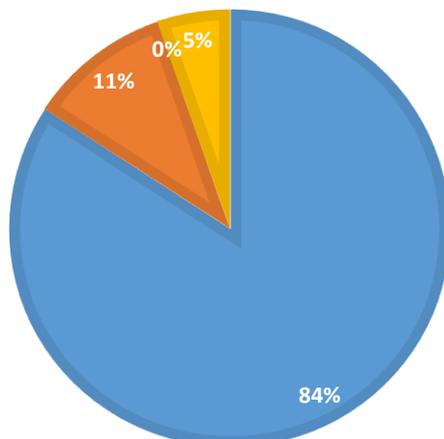
DO YOU FEEL FREE FROM BULLYING , HARRASMENT AND DISCRIMINATION WITHIN YOUR WORK

■ Yes ■ No ■ Don't Know ■ No response



DO YOU FEEL THAT YOU WORK IN A SAFE ENVIRONMENT?

■ Yes ■ No ■ Don't Know ■ No response



Q1. Do you feel that communication has improved within ASAN over the last year?

Yes I do.

Told only what they want you to know.

There have been many incidents, where problems have been brought up but never reviewed.

Yes due to two new management team being brought in.

Communication still poor within ASAN.

As a member of nursery I only know what is going on in nursery, we aren't informed what ASAN is doing unless we look maybe on ASAN website.

Q2. Are you satisfied with your involvement with decisions that affect your work?

Always involved and kept updated.

Yes mostly.

Raj involves us in discussions and listens to our concerns.

I feel that the big decisions in ASAN aren't discussed well between staff.

I am never notified or involved.

Q3. Do you think that you are paid a fair wage at ASAN?

Could do with a bit more.

I think ASAN should offer wages in line with living wage.

Received no information on pay rise for 2014/15.

Especially if minimum wage keeps increasing.

Q4. Do you feel you work in a safe environment?

Yes it is very safe.

Yes very and most importantly a very safe environment for the children.

Q5. Do you feel free from bullying harassment and discrimination within your work?

Everyone at work are very nice and kind people.

Nobody has ever bullied me, would not allow it.

Q6. Have you any other comments to make about your work or about ASAN or suggestions for improvements?

Better salary. Further improvements needed to keep staff informed of changes to staffing, services etc. It would be most helpful if tenants had their own telephones that are left on calling their contacts, it would alleviate the amount of call backs for which there is no clue as to who originally called. Respect for staff and people are afraid to air their views as ASAN has fired and suspended a lot of employees since Mike passed away.

Could do with a job club, do more for the area, trim trees by pitches as blocks street lights at night a bit scary to walk.

Better pay, ways to keep children and environment safe, put sink in 2's room so children can access water to wash hands. Access for parents work with their children in the nursery. More parental involvement. More pictures on walls showing more culture and diversity so that when families, children, parents etc. enter the building they can feel valued.

Yes in my view I would like to say that all the staff members should work together as a team/whole. We should get to help each other and give idea and suggestions to other.

| |
|---|
| |
| I feel there is more stability now that there is a CEO in place. |
| Coffee machine, vending machines |
| Raj always informs us of any decisions made, I feel happy at work and I know we are all a great staff team. |

Consultation Analysis

The response rate on the survey was high and this provides a good level of feedback. Key issues which have arisen from the consultation are:

- Communication within the organisation and levels of involvement with decision making continue to be issues of concern for staff. There were a large number of don't know responses on these issues.
- Approximately half of respondents said they didn't think they were paid a fair wage at ASAN.
- A large majority of staff felt they worked in a safe environment and were free from bullying, harassment and discrimination at work. A number of people did respond negatively to these questions and ASAN needs to be clear that employees can come forward to the management team and present any specific concerns they have. Managers must react in a professional and non-judgemental manner and follow laid down procedures set out in the staff handbook.
- Following the review of the social accounts ASAN senior managers need to provide more feedback to staff and illustrate directly how issues raised in the survey have been addressed.

7.9 Working with Volunteers and Providing Employment Opportunities

Objective 3

ASAN endeavours to provide volunteering, work experience and apprenticeship opportunities across the organisation.

Case Studies

T B - Admin/Receptionist.

18 years old Caribbean British female – local resident.

Volunteered for 8 months and is now casual paid staff.

Improved confidence, provided spending money and evidence for her UCAS application form.

“I have developed a strong work ethic and effective admin and communication skills. My confidence has been raised by working with different people.”

A S - Finance Assistant.

40-50 year old white British female – local resident.

Volunteered for 1 year while being supported to progress her bookkeeping qualification.

Volunteer wanted to return to work after a period of long term illness. Confidence was built and was able to secure employment as a cash controller.

“I thought I would never return to work – but with the confidence gained and skills learned I feel like a new person.”

L M – Finance Assistant.

30-40 year old African British female – local resident.

Volunteered for 1 year while being supported to progress her AAT qualification.

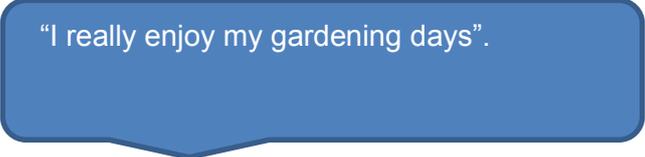
Volunteer was able to complete her Level 3 qualification and is employed in the accounting field.

“I have been so lucky to work in the finance office – learning new

M W – Gardener. 30 year old white British male – local resident.

Volunteered for 1 year to provide activity as he was long term unemployed and disabled.

Confidence was built and new skills were learned from the ASAN caretaker.



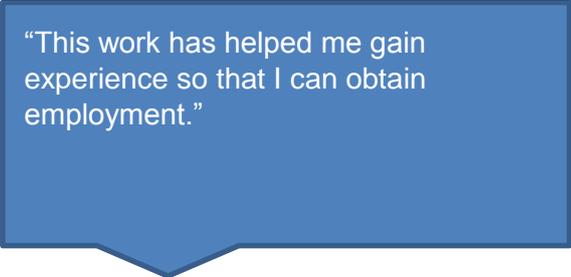
"I really enjoy my gardening days".

L M - festival organiser assistant.

25 year old Caribbean British female – local resident.

Volunteered to assist to gain experience at work and to help her community.

The experience has provided the volunteer with confidence and is now in employment.



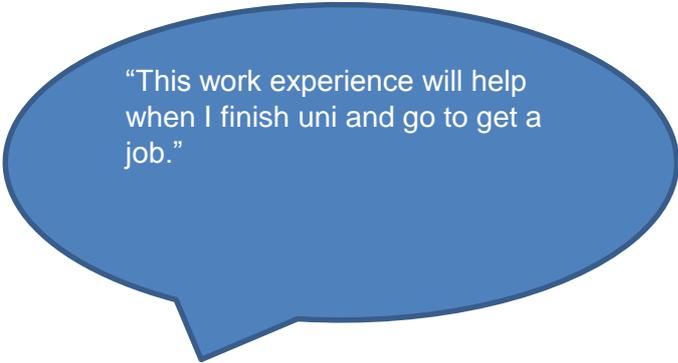
"This work has helped me gain experience so that I can obtain employment."

T J – festival organiser assistant

25 year old Caribbean British female – local resident.

Volunteered to assist to gain experience at work and to help her community.

The volunteer is a university student who was able to gain hands on experience of working.



"This work experience will help when I finish uni and go to get a job."

7.10 Strategic Partners

ASAN works with a wide range of organizations including private companies, colleges and schools.

A review is needed of mechanisms to secure feedback on the work that ASAN does with its partners. In the past a strategic questionnaire has been circulated to partner organisations and strategic bodies who operate across Wolverhampton, the Black Country, the wider West Midlands and at a national level. This exercise was repeated in October 2015 and a number of issues were uncovered:

- ASAN needs to maintain a more up to date email listing of partner organisations and contact points.
- Feedback was very limited which illustrates the pressure on time and resource base amongst other organisations when a request to fill in a form arrives.
- The scale of correspondence arriving to individuals via email probably means a fairly standard request for feedback is overlooked or simply ignored.
- The format of the questionnaire may be inappropriate.

ASAN will need to consider new ways to gather feedback from partners and other strategic bodies operating in the area.

| A total of three surveys were returned. A summary of the feedback is shown below. |
|--|
| We have worked with ASAN for many years |
| NSDT has found the work and engagement to be positive |
| I hope that it continues to move forward with enterprise and employing local people in All Saints |
| I think ASAN has been through some challenging times since Mike passed away and now with a new CEO, I hope that the organisation gets some stability and can promote its new strategy whatever that may be-it may be useful to use its membership of locality to promote your new strategy to the wider public domain not just for the local people. |
| ASAN has very good track record both in the delivery of its social impact and the servicing of its debt. |
| ASAN plays a very important role in the identification and delivery of services that meet the needs of its local community |
| Since our association with ASAN over 7 years ago we have had tremendous relationships and support from your Management Team & employees in addition we have been very supportive with Community Activities, sponsored events. |
| We feel that ASAN does a tremendous job in supporting the local community and galvanising the community as a whole |

7.11 ASAN Board Members

Members of the ASAN Board have received reports on and have monitored progress in the preparation of the social accounts. During this social accounting period the Board have implemented the following key measures:

- Recruitment of new Chief Executive.
- Governance Review conducted by independent external advisors – The Governance Forum.
- Agreeing a timetable for implementation of the ASAN social accounting process

Key outcomes from the above process included:

- Commitment to ongoing training and evaluation of Board performance.

- Commitment to recruit new Board members to cover gaps in skills base identified through Governance Review process.
- Agreement to review Memorandum & Articles of Association of ASAN in next twelve months.
- Agreed process to feed social accounting process outcomes in to business planning. This will include a review of ASAN's strategic structure focusing on assessing the continued relevance of current vision, mission, strategic objectives and values.
- Directors provided oversight of the ASAN social accounting process and agreed timetable and make up of social accounting working group.

Section 8 Environmental Impact

This section relates to ASAN's work on reducing its environmental impact, both within and outside All Saints. This is interpreted within ASAN through its work in seeking to reduce consumption of scarce resources through, conservation measures. This is principally through reusing existing resources in recycling initiatives and through its work to reduce dependence on unsustainable use of fossil fuel.

Typical environmental impact indicators:

- ✓ Energy use: heat and light
- ✓ Energy use: transport
- ✓ Consumption of materials
- ✓ Re-use of materials
- ✓ Recycling of materials
- ✓ Waste disposal

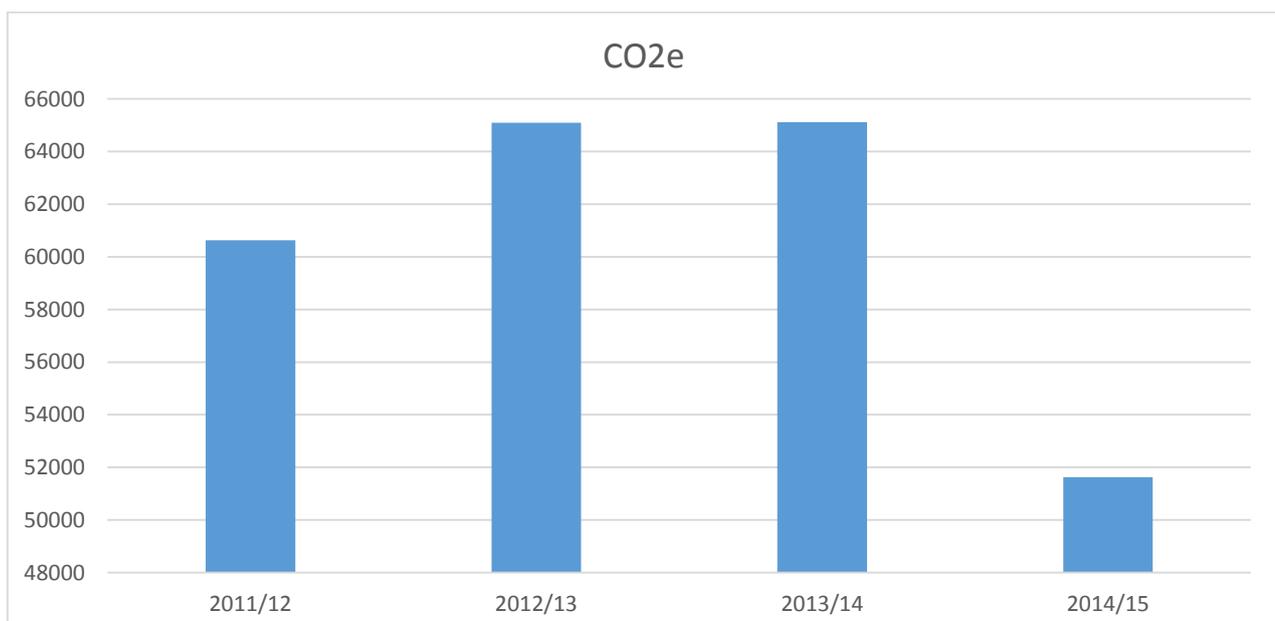
8.2. Carbon Footprint

The Carbon Footprint* of ASAN for the 2014/15 social audit year was: **51628.606Kg CO2e**.

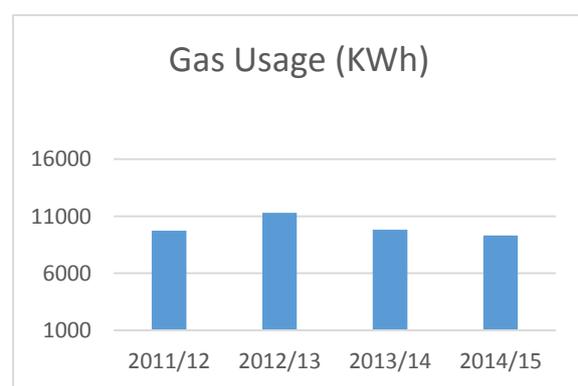
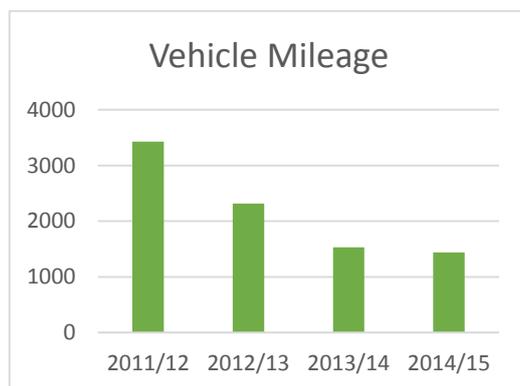
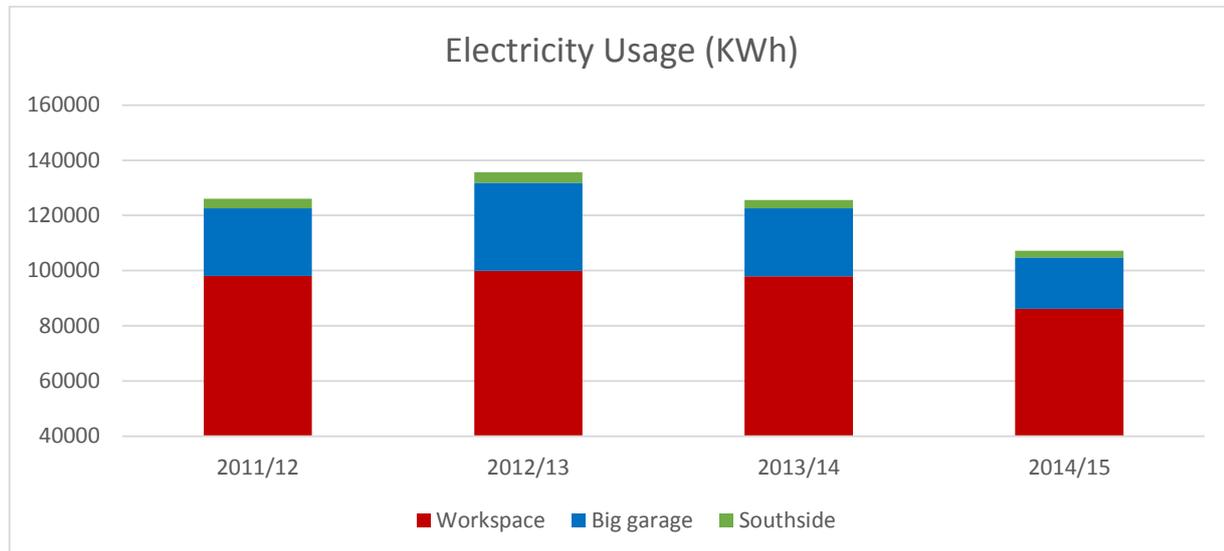
This is an incomplete carbon footprint based on the following factors

| |
|---|
| Electricity usage - Used by The Workspace and the Big Garage for lighting and electronic equipment. |
| Gas usage - Used for heating in the Workspace |
| Fuel used by company vehicle – ASAN has one company van which is used by the caretaker and for the Community Maintenance project, particularly for the recycling service. This has resulted in a reduction in vehicle mileage. |

Comparison with Previous years



Emissions are significantly lower this year than in 2013/14 (65119.565Kg CO₂e). The main reason for this is reduced energy consumption in both the Workspace and Big Garage as well as reduced vehicle mileage. To calculate the CO₂e we use greenhouse gas conversion factors from the Department for Rural Affairs (DEFRA) Greenhouse Gas Conversion Factor Repository. Conversion factors for the current year as provided by DEFRA have been markedly lower, which has also contributed to the lower emissions. The graphs below show that energy usage and fuel consumed at ASAN has significantly dropped indicating that our work on energy awareness across the organisation and with Workspace tenants has borne fruit.



Electricity usage in 2014/15 has been lower than 2013/14 across the 3 main ASAN sites: The Workspace, Southside Sports and The Big Garage. In 2014/15 The ASAN Tool Library and Community Maintenance Project relocated from The Big Garage to the All Saints Community Centre. This was the last 'tenant' in the Big Garage, with the premises only used for day car parking and contract vehicle storage purposes.

Gas usage remains similar to the level of usage in 13/14 – the Workspace heating system is gas powered. Following the sale of one ASAN van in mid 2013 and the similar uses made of the one remaining ASAN company vehicle, the mileage incurred in 2014/15 corresponded to that recorded in 2013/14.

8.2 Renewable Sources of Energy at The Workspace

Within this Social Accounting cycle ASAN Directors and staff have actively pursued an initiative to develop renewable sources of energy at The Workspace. ASAN had previously installed a Biomass Boiler as part of a plan to make The Workspace more energy efficient. Unfortunately for a variety of reasons the Biomass Boiler installed was unusable and the project was shelved. Following a thorough options analysis process in 2013/14 a working group comprising ASAN Directors and staff has been pursuing the preferred option to install solar photovoltaic panels on the flat roof surfaces at The Workspace in the current year.

During 2014/15 the following actions have been taken with respect to the above initiative:

- Development of tender specification for installation of a 30KW PV panel array
- Successfully undertaking tendering exercise including assessing 3 tenders received and scoring against agreed criteria. Finally appointing preferred contractor
- Successfully applying to OFGEM for pre-registration under Feed-in Tariffs ("FIT") Order 2012 of a solar photovoltaic community energy installation at The Workspace guaranteeing the FIT tariff at the prevailing rate.
- Securing commissioning confirmation from Western Power Distribution to enable connection of PV array to the national grid.
- Finally, a time framework for the project was agreed with the successful contractor to ensure installation and commissioning of the PV panel array on the Workspace roof by 18th December 2015

8.3 The Green Office Checklist

A questionnaire was adapted from 'The Green Office Checklist', as suggested by the Social Accounting Handbook. A representative from the Workspace office completed a questionnaire that gives a picture of current energy and resource usage in ASAN. The areas that need to be improved will form benchmarks to be improved upon for next year.

Current environmentally sustainable actions:

| |
|---|
| Paper |
| Photocopies are usually double sided |
| In order to avoid mistakes trial copies are printed before printing big batches |
| Scrap paper is usually turned into useful notepads |
| E-mail is used whenever possible |
| Energy |
| The water temperature is comfortably hot |
| The windows and doors are mostly kept free of draughts |
| Lights are always turned off in empty rooms |
| Electrical equipment, PC monitors, photocopiers etc are usually switched off when not in use. |
| Office Supplies |
| Long life products chosen over short life ones |
| Materials are bought in large packs to avoid excessive packaging |
| General office |
| Washable cups are used rather than disposable ones |
| Fairtrade or organic tea and coffee is purchased |
| Supplies are purchased from local shops |
| The fridge door seals are clean and seal shut |
| Recycling |
| There is a paper recycling bin next to the photocopier |
| All used paper is saved for recycling |
| Transport |
| Office working hours are flexible enough to allow people to use public transport |
| Grant received from centro to enable installation of bike shelter, dissemination of information on public transport and offering incentives to people working in the Workspace to take up cycling or car sharing. |
| Health and Safety |
| Clean drinking water is available |

Common areas for improvement are:

| |
|--|
| Paper |
| Envelopes are opened carefully and stored for reuse |
| Non-essential copies are not photocopied on re-used paper |
| Copy documents are only sometimes kept on disk rather than paper |
| Computer printout margin sizes, fonts etc are only sometimes set to minimise paper use |
| The office does not use recycled paper |
| The office does not reuse or return junk mail |
| Energy |
| The Workspace does not source any of its electricity or heat from renewable energy sources |
| Lights are sometimes not being turned off as soon as there is enough daylight |
| Windows are sometimes not kept clean, free from obstructions etc |

| |
|---|
| Office Supplies |
| Paperclips are not regularly used rather than staples |

| |
|--|
| Eco-efficient or “green” products? – recycled, refillable, water based ink etc are not purchased |
|--|

| |
|------------------|
| Recycling |
|------------------|

| |
|--|
| The representatives of the offices were unaware if: |
| The office stores then recycle glass and cans |
| The office separates and composts materials |
| The office recycles its electronic equipment and toner cartridges. |
| If plastic cups are recycled |

| |
|------------------|
| Transport |
|------------------|

| |
|---|
| The representatives were unaware of whether cyclists receive preferential mileage allowance |
|---|

| |
|--------------------------|
| Health and Safety |
|--------------------------|

| |
|--|
| House plants are grown in the offices to lower stress and absorb chemicals |
|--|

| |
|-----------------------|
| Implementation |
|-----------------------|

| |
|---|
| There is not a green office notice board in a prominent position |
| The office does not have a suggestion box for environmental ideas |

8.5. Consultation Analysis and Sustainability Strategies

The organisation already has in place many environmentally sustainable policies and behaviours. These include:

| |
|--|
| The recycling and reuse of paper |
| The use of washable cups instead of disposable ones in the conferencing facilities |
| The use of fair-trade products |
| The use of local suppliers |

However, there are a number of practices that remain and which need to be addressed:

| |
|--|
| The organisation’s paper use and printing practices are not designed to reduce resource use |
| The Workspace does not use any renewable energy |
| Office Eco-products and stationery are not purchased |
| Staff are largely unaware of ASAN’s recycling methods for materials other than paper |
| There are no posters in the offices to raise awareness or prompt sustainable energy and resource use |

8.6. Promoting Sustainable Travel

During the year ASAN participated in the Smart Network Smarter Choices programme developed by Centro to encourage greater use of public transport, cycling and walking within the working environment. As part of the project ASAN agreed to consult with staff and Workspace tenants to explore their current work related travel arrangements and whether they would be interested in making use of alternative, more sustainable, modes of transport.

The following actions were implemented:

- ✓ Development of an agreed travel plan for ASAN staff and Workspace tenants based on site audit and staff travel survey.
- ✓ Increasing prominence and availability of information relating to public transport etc

- ✓ Developing dedicated car parking spaces for people participating in the approved car sharing scheme
- ✓ Installation of covered bike storage facilities
- ✓ Disseminating details of scheme to grant aid bicycle purchases
- ✓ Running local safe cycling and bike maintenance sessions

Consultants engaged by Centro interviewed ASAN staff and tenants at the start of the programme and following implementation of the above actions to identify what progress has been made in relation to relevant outcomes such as encouraging cycling, car sharing etc.

8.7. Conclusions

ASAN remains committed to working towards a sustainable approach to the organisations activities. This was evidenced over the past 12 months by the commitment of significant organisational resources into the installation of solar PV panels on the Workspace roof in December 2015. As well as participation in the Centro Smart Network Smarter Choices programme to encourage greater use of public transport, cycling and walking within the working environment.

In addition through increased awareness raising, rationalising operations and reducing our motor vehicles we have managed to substantially reduce our carbon footprint. However challenges remain and over the next social accounting cycle we will seek to address the following:

- Gas usage remains similar to the level of usage in 13/14 – the Workspace heating system is gas powered. ASAN will seek professional advice on actions we can take to reduce our gas consumption.
- ASAN currently has arrangements in place to recycle paper and cardboard, however there remain possibilities to extend the practice of recycling to include glass and metal. This will be actively explored in the coming 12 months.
- We will explore the feasibility of purchasing Office Eco-products and stationery
- We will introduce posters and use other marketing techniques to raise awareness of recycling measures and to prompt sustainable energy and resource use
- ASAN will continue to work with consultants engaged by Centro to identify what progress has been made in relation to relevant outcomes such as encouraging cycling, car sharing etc.

Section 9 Economic impact at ASAN

This section aims to capture what we believe is the economic impact of our organisation both within the local community and beyond. For this year we have included some information which gives us a picture of ASAN's economic impact on local businesses. Information for 2009/10 and for 2012/13 has not been included since social accounts were not produced by ASAN in those years.

Data is taken for the social accounting year which begins and ends in October.

9.1. About our employment impact.

How many people does the organisation employ?

| Name | 2007/8 | 2008/9 | 2010/11 | 2011/12 | 2013/14 | 2014/15 |
|-------------------------------|--------|--------|---------|---------|---------|---------|
| All Saints Action Network Ltd | 10 | 14 | 19 | 27 | 26* | 26 |
| ASAN Mgt Services Ltd | 24 | 22 | 10 | 14 | | |

*All employees are now employed by All Saints Action Network Ltd

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

| Name | 2007/8 | 2008/9 | 2010/11 | 2011/12 | 2013/14 | 2014/15 |
|-------------------------------|--------|--------|---------|---------|---------|---------|
| All Saints Action Network Ltd | 1 | 8 | 10 | 4 | 0 | 0 |
| ASAN Mgt Services Ltd | 0 | 2 | 0 | 0 | | |

How many of the workforces live locally? (i.e. within the area of benefit which is the All Saints and Blakenhall area of Wolverhampton)

| | |
|----------------|----------------|
| 2007/8 | 13 (38%) |
| 2008/9 | 16 (44%) |
| 2010/11 | 7 (24%) |
| 2011/12 | 12 (29%) |
| 2013/14 | 4 (15%) |
| 2014/15 | 15(57%) |

None of the workforce were (long-term) unemployed before coming to work for ASAN.

9.2. Our investment in training

How much (and what) training does the organisation provide and/or pay for its workforce, its volunteers, and its Board/Management Committee members or for others in the community?

What is the cost in pounds of providing this training?

| Date | Training/ASAN | Training ASAN Management Ltd | Total Both Companies |
|----------------|---------------|------------------------------|----------------------|
| 2007/8 | £6,024 | £335. | £6,359 |
| 2008/9 | £2,752 | £1118. | £3,870 |
| 2010/11 | £2669 | 0 | £2669 |
| 2011/12 | £1166 | 0 | £1,166 |
| 2013/14 | £2217 | 0 | £2217 |
| 2014/15 | £171 | 0 | £171. |

This training has included:

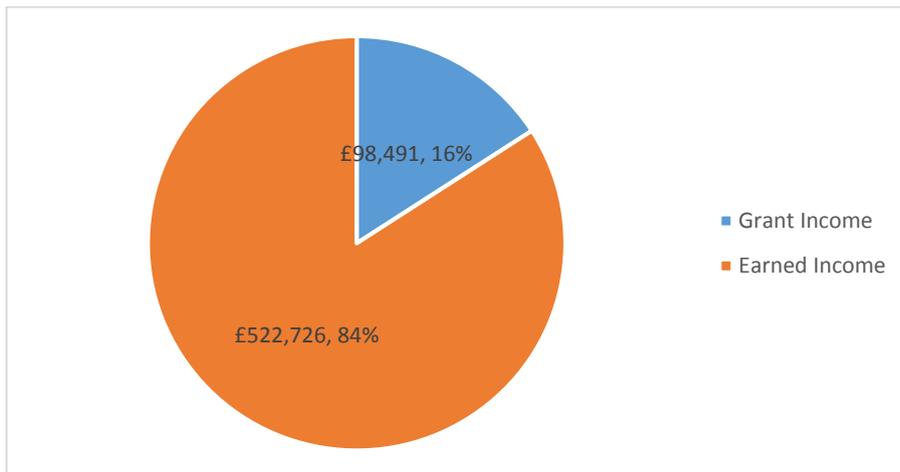
- Training for new staff at The Nursery was taken but this training was provided FOC by Early years as part of their statutory support package to nurseries.
- The amount spent was for safeguarding training for senior managers

9.3. Inward investment attracted by our work.

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?)

| Name of Grant | 2007/8 | 2008/9 | 2010/11 | 2011/12 | 2013/14 | 2014/15 |
|---------------------------------|-------------------|-------------------|-----------------|-----------------|----------------|----------------|
| Social Investment Business | £46,160. | £266,453 | £330,779 | £310,580 | £58,119 | £86,674 |
| T42 Setup Grant and Early Years | | | | | | £7,577 |
| Centro grant | | | | | | £4,240 |
| Total: | £1,123,723 | £1,296,107 | £406,317 | £318,105 | £58,119 | £98,491 |

9.4. Income generated through Grant funding and earned income.



* Data taken from the most recent audit financial accounts, year ending 31st March 2015. Period covered 1st April 2014 – 31st March 2015.

9.5. About our purchasing policies

Does the organisation have a local purchasing policy?

Yes

31% of the money we spend on purchasing goes to local businesses i.e. within the WV2 area of Wolverhampton. A further 23% is spent with Wolverhampton based businesses and another 23% on businesses located in the West Midlands but outside Wolverhampton. In total 80% of purchasing expenditure goes towards West Midlands businesses.

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

Yes

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

Meeting Expenses i.e. Tea and Coffee.

ALL SAINTS ACTION NETWORK LIMITED
SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Charitable company and its trading arm)
FOR THE YEAR ENDED 31 MARCH 2015

| | 2015 | 2014 |
|---|-----------------|--------------|
| | £ | £ |
| INCOMING RESOURCES | | |
| Voluntary income | 98,491 | 260,356 |
| Activities for generating funds | 191,533 | 203,653 |
| Investment income | 108,203 | 115,808 |
| Incoming resources from charitable activities | 214,076 | 208,731 |
| Other incoming resources | 8,914 | - |
| | <hr/> | <hr/> |
| Total incoming resources | 621,217 | 788,548 |
| | <hr/> | <hr/> |
| RESOURCES EXPENDED | | |
| Costs of generating funds | 97,929 | 92,155 |
| Charitable activities | 492,905 | 637,523 |
| Governance costs | 67,821 | 55,876 |
| | <hr/> | <hr/> |
| Total resources expended | 658,655 | 785,554 |
| | <hr/> | <hr/> |
| NET INCOME/(EXPENDITURE) FOR THE YEAR | (37,438) | 2,994 |
| RECONCILIATION OF FUNDS | | |
| Total funds brought forward | 2,344,835 | 2,341,841 |
| | <hr/> | <hr/> |
| Total funds carried forward | £2,307,397 | £2,344,835 |
| | <hr/> | <hr/> |
| Restricted funds | 1,910,912 | 1,969,099 |
| Unrestricted funds | 396,485 | 375,736 |
| | <hr/> | <hr/> |
| | £2,307,397 | £2,344,835 |
| | <hr/> | <hr/> |
| Represented by: | | |
| Fixed assets | 2,208,085 | 2,283,229 |
| Other net assets | 99,312 | 61,606 |
| | <hr/> | <hr/> |
| | £2,307,397 | £2,344,835 |
| | <hr/> | <hr/> |

These summarised financial statements have been extracted from the full audited financial statements of the charity which were approved by the Trustees on 11 November 2015. The summary financial statements may not contain sufficient information to allow a full understanding of the financial affairs of the charity. For further information, a copy of the full financial statements should be consulted. Copies of the full audited financial statements will be filed with the Charity Commission and Companies House. Copies may be obtained from Copia Wealth & Tax.

Section 10 Conclusions, plans for dissemination and recommendations

10.1 ASAN Enterprises & Community Services

During this social accounting period the Nursery has successfully moved to a term time only model providing places which are all fully funded. This move to free funded places has enabled parents to worry less about childcare and associated costs. There is generally a high level of satisfaction with the nursery. The case study and parent interviews demonstrate the positive role of early intervention in a child's life and the developmental benefits of early support to improve communication, learning and social skills. Further work is required to explore whether the new Nursery sessional structure (morning and afternoon sessions) suits their particular needs especially to enable them to access training and employment.

The Big Garage remains ASAN's most profitable social enterprise enabling ASAN to create a number of local employment opportunities and reinvest surpluses into its community development activities. Most customers still found out about The Big Garage through word of mouth indicating that there remains scope for exploring effective marketing approaches including to promote the social impact of the business. Customer satisfaction levels remain very high with areas for improvement once again focusing on addressing the poor condition of the building.

The Tool Library and recycling service remain popular with high levels of customer satisfaction. These comprise key community services which ASAN is funding from its own resources and there is a high (82%) level of awareness of this amongst service users. Administration and evaluation of these services must improve and this will be addressed in the next social accounting cycle.

ASAN continues to devote substantial staffing and financial resources to organise a free community festival for people living and working in All Saints. The event held on 20th June 2015 was very positively received by the 400 plus residents who attended. Clear indications were provided of the need to improve marketing of the next Festival, extending the range of free activities and seeking to engage both more residents and partner agencies in developing and resourcing the event.

The need to extend the range and quantity of activities on ASAN's community sports facility (Southside Sports) remains important. In particular there is an increasing expectation from footballers using the facility that upgraded 3G surfaces will be available on the 5 a side pitches. ASAN will need to significantly address these expectations in the coming 12 months.

ASAN's flagship social enterprise - The Workspace continues to be a highly rated facility. ASAN needs to work hard to maintain tenant satisfaction levels. There are likely to be changes in the lettings profile over the coming months with some long standing tenants reviewing their office requirements. Tenants need to be assured of ongoing quality services and new occupiers need to be supported in a professional manner.

Feedback on the conference offer overall is very positive. There was no average or poor responses and the vast majority rated the venue and service as either very good or excellent, with cleanliness, availability of parking and helpful staff all being cited as key positives. Over the coming 12 months ASAN will seek to reinvigorate its conferencing businesses through both enhanced marketing and addressing providing a greater range and improved quality of refreshments.

Most ASAN staff were consulted and a majority felt that they worked in a safe environment, free from bullying. However there were a large number who felt removed from involvement in decision

making. Over the coming year ASAN must implement plans to both provide more feedback to staff and actively engage them in decision making processes.

ASAN has continued to provide volunteering, work experience and apprenticeship opportunities across the organisation. Through this activity a number of residents have reported that they have been supported into employment or had their employability enhanced.

10.2 Reviewing ASAN's Social Accounting Framework

Finally, ASAN has recognised the need to review its approach to social accounting in the next cycle. Resources have been secured to enable scope of ASAN's social accounting to be extended beyond the current focus on individual activities and in particular to consider the wider impact of the different objectives both on service users and other key stakeholder groups such as staff and members of the local community. Over the coming 12 months the following actions will be implemented:

- Assessing the relevance of ASAN's current vision, mission and strategic objectives
- agree on indicators especially of wider impact
- identify what evidence they would wish to gather about whether wider impact has been achieved. This would include a review information currently collected to evidence impact.

Examination of ASAN's contribution towards Improving individual health and well-being via the delivery of community based

Understanding ASAN's impact in relation to social cohesion – creating a healthy community

10.3 Areas for consideration from the 2014/15 Social Accounts

The table below details the key areas of action which have emerged from the analysis of ASAN's performance in 2014/15.

| Area for Consideration | Stakeholders Involved | Possible Action |
|---|------------------------------|---|
| Objective 1 - To work with local people to establish community managed services. | | |
| Nursery | Service users | Nursery Management Group (NMG) to develop a response to the increasing number of parents who said the current hours did not meet their needs in comparison with the last two years. |
| Nursery | Service users | NMO to explore improvements to the 2-5 Room and provision of more toys. |
| Nursery | Staff | Explore feasibility of installing a sink in 2 year old's room, enabling access for parents to work with their children in the nursery and more pictures on walls showing cultural diversity. |
| All Saints Festival | Partners and local residents | Explore more effectively marketing the Festival across All Saints and beyond, particularly via social media. Take steps to make the festival a feature in the overall calendar of high profile Wolverhampton events. Explore increased range of activities focusing on dancing and singing, increased range of food and more activities for adults and young people. Attempt to engage more residents in planning the Festival. Review of the wet weather strategy. |

| | | |
|--|-------------------------|--|
| | | Approach a wider range of organisations to partner around the event and secure further opportunities for commercial sponsorship Explore returning the Festival to All Saints Park. |
| Objective 2 - To work towards a sustainable approach to the organisation's activities. | | |
| Tool library & Recycling Service | Staff & service users | Response rates were low and stakeholder consultation process should be carefully organised and implementation monitored in the next cycle. A cyclical programme of tool replacement should be developed linked to the ASAN funding strategy. Ensure that robust administrative systems are maintained to record numbers of service users and their feedback. |
| Renewable Energy & Energy Saving | Staff & Service users | |
| Environmental Impact | Staff | <ul style="list-style-type: none"> • ASAN's paper use and printing practices should be designed to reduce resource use • Improve awareness amongst staff regarding ASAN's recycling methods for materials other than paper • Increase awareness within the Workspace to encourage energy saving measures. • Explore including such technologies and measures in new ASAN capital development projects including All Saints Community centre and Nurses Home. • Promote benefits of renewable energy and energy saving measures via installation of PV panel array on Workspace. • Continue to promote sustainable travel within The Workspace and monitor travel patterns. |
| Objective 3 - To provide a route to employment through training, the development of skills and building local capacity. | | |
| The Workspace | Staff & local residents | Maintain employability and skills building courses delivered locally. ASAN to explore developing its own capacity to provide employability support |
| Objective 4 - To become financially self-sustaining through the development of physical assets and social enterprise. | | |
| The Big Garage | Service users | <ul style="list-style-type: none"> • Response rates must be improved in the next social accounting cycle – new approaches to stakeholder engagement need to be considered by the Big Garage team meetings. • Actions should be explored to increase level of awareness of ASAN amongst Big Garage users. • The condition of the building should be addressed within limitations of current short term lease arrangements with Tesco. |
| South Side Sports | Staff & service users | Feasibility of upgrading the current pitches to 3G standards along with developing a viewing area / outside toilets should continue to be explored. Feedback on progress should be provided to service users. |
| The Workspace Tenants | Staff & service users | <ul style="list-style-type: none"> • Specific issues around building maintenance and management should be addressed via a planned maintenance and works schedule and communicated to tenants. • Guidance around best parking in managing parking arrangements for mixed use facilities should be explored and any plans developed shared with tenants prior to implementation. • Feasibility of resurfacing car park to be explored. |

| | | |
|--|--------------------------|--|
| The Workspace Conference Facility | Staff & service users | Ensure that robust social book keeping systems are in place to record feedback from conferencing users. Accurate travel directions for conferencing users must be clearly provided. Refreshments and catering for Workspace conference users should be monitored to ensure high satisfaction levels. |
| Objective 5 - To develop and manage the organisation effectively. | | |
| Staff Consultation | Staff | <p>A number of issues have been raised by staff which need to be addressed:</p> <ul style="list-style-type: none"> ▪ The levels of communication between management and staff need to be improved. The staff consultative forum should be reinstated as soon as possible to ensure that all staff should be consulted and kept informed in relation to relevant issues. ▪ New mechanism should be explored to enable staff to feel more engaged in decision making at ASAN. ▪ Staff wages need to be reviewed, particularly in comparison with market levels and the feasibility of implementing a living wage should be explored. ▪ The safety concerns experienced by some staff need to be investigated. In particular measures to improve the street lighting on Steelhouse Lane should be investigated. • Training for managers and staff to be explored around implementing and awareness of policies and procedures on workplace harassment and discrimination • Following the review of the social accounts ASAN senior managers need to provide more feedback to staff and illustrate directly how issues raised in the survey have been addressed. |

10.4 Plans for Dissemination

As in previous years, a full consideration of the social accounts will take place when the Board and staff members meet to plan ASAN's activities in 2015/16. This planning away day will take place on 20th January 2016.

In relation to our plans for dissemination:-

Firstly we will immediately upload the social accounts onto our website when we have received our social audit statement.

Secondly we will produce separate reports for each part of the organisation involved in producing information for the social accounts so that they can consider what issues the accounts have raised and what messages there are for the organisation.

Thirdly we will publish separate reports on the various elements of the social accounts and make these available to relevant stakeholders and internal ASAN working groups. This will include published accounts at Southside Sports, the Workspace, the Big Garage, the Nursery and the Children's Centre.

Finally we will make both the full version of our accounts and the summary produced for our Annual General Meeting and available for the Social Audit Network website. The initial recommendations for future consideration have been set out in this section. These recommendations will form the basis for discussion at the annual review in February 2015 and will be fed into the 2014/15 Business Plan.

Appendix 1: ASAN Board Membership and Sub Committee Structure

Table 1 – ASAN Board of Management. (All directors are volunteers)

| Director category | Affiliation if organisational director | Name |
|--------------------------------------|--|-------------------------------------|
| Community Director and Chair | | Neil Paddock (resigned 24 06 15) |
| Organisation Director and Vice Chair | All Saints Church | Phil Davis |
| Organisation Director and Vice Chair | Oxford Street Seventh Day Adventist Church | Maureen Johnson |
| Organisation Director | Community Housing Network | Colin Gough |
| Community Director | | Colin Smart |
| Organisation Director | Young Cow Ltd | Leon Streete |
| Co opted | | Julia Spencer |
| Organisational Director | Tuesday Lunch Club | Gill Collins |
| Organisation Director | Sidhu's Stores | Daljit Sidhu |
| Community Director | | Priscilla Richards |
| Organisation Director | Wolverhampton Historical Buildings Society | Nick Crombie |

Table 2 – ASAN Management Services Board of Management.

| Position | Name |
|-----------------------|--------------|
| Community Director | Neil Paddock |
| Organisation Director | Colin Gough |

The Directors are responsible for overall direction and policy of the organisation. Board meetings are currently held every two months and are serviced by the Company Secretary.

In addition to the Board, ASAN has had a variety of sub committee structures.

There are also a number of project sub groups which function from time to time. These either operate independently of ASAN or are linked directly to ASAN service delivery.

At the moment there is a small sub group which is considering the asset transfer of the former Dudley Rd School and two further sub groups responsible for the management of the Children's Centre and the day nursery service.

Table 3. Governance arrangements

| Governance structure | Meets | Function | Who is involved |
|--|----------------|--|--|
| ASAN Board of Management* | 6 times a year | Responsible for the overall strategic direction of ASAN | See Table 1 |
| ASAN Management Services* | As required | Responsible for the strategic direction of ASAN's trading activity. | See Table 2 |
| Finance and Business Development Sub committee** | As required | Delegated by the Board to consider business and finance matters. | Neil Paddock, Maureen Johnson & Phil Davis |
| All Saints Community Forum** | 4 times a year | The Community Forum is independent and facilitated by ASAN. The Forum meets at the Workspace | All residents are invited to all community forums as are local partners. |
| All Saints Nursery Business Group** | Once a month | Responsible for implementing and monitoring the Day Nursery Business Plan. | Julia Spencer, Nursery Manager, Business Manager, Finance Manager |

*one asterisk indicates that the governance structure is legally constituted.

**two asterisks indicate that the governance structure is via a terms of reference agreed by the group.

Appendix 2: ASAN Audit Panel 5th March 2015

SUMMARY RECOMMENDATIONS: FUTURE SETS OF SOCIAL ACCOUNTS

AUDIT BRIEF

ASAN wishes to become 'smarter', particularly in terms of systems and processes to capture the full range of social value that it creates as a community development trust. In particular we wish to identify elements of our work which are most suitable for developing an understanding of the financial value of outcomes achieved.

- Developing systems and processes to enable us to better understand and demonstrate the environmental and economic impact of our activities.
- To produce an exemplary set of social accounts, which will encourage similar organisations to engage with social accounting & audit, as well as to set a standard for future ASAN social reports.

The audit panel considered these questions during the course of the panel meeting and sets out below a range of recommendations about a number of aspects of the social accounting process.

The panel hopes this summary of ideas and recommendations will be useful for the working group to consider when planning the next set of accounts. It is recognised that any actions will need to have regard to available resources and may need to be prioritised.

1. PLANNING THE SOCIAL ACCOUNTING PROCESS

Layout and content ASAN's social accounts are used largely as an internal document but may also be used for presentations to external audiences e.g. when seeking investment. As currently structured the main report is lengthy with a large amount of detail. It may be of benefit to review layout and structure when considering how it should be presented to the main audiences.

It is suggested that some aspects can be easily reported as appendices or related documents without loss of effect, with only a brief narrative in the main report with appropriate cross referencing. This would create more focus with key findings easier to read which would be important for both external audiences and internal strategic planning.

Alignment with forward planning Consideration might be given to how the social accounts can be further aligned with production of annual report or reviews to avoid duplication and make best use of resources.

Planning schedule To plan to

- Review wording of all objectives
- Develop indicators of wider impact
- Review methods of collection, questionnaires [including questions asked] etc and put plans in place for collection
- Consider whether any existing administrative systems can be used to gather data needed for the social accounts eg could booking sheets for Southside Sports can be used to ask for information about individual users
- To review the social book-keeping systems relating to collation of electronic data [to ensure version control when preparing the report].

2. OBJECTIVES

The panel suggested that it would help future reports to review the wording of all objectives to ensure that they are easily viewed as active i.e. involving some kind of change through specified activity.

One area of activity where the panel thought there is currently a gap is in relation to community engagement and community activities eg creating an active and involved community. At present this is reported as part of Objective 1 but it is suggested that this should either be reworded if to include community engagement activities eg the All Saints Festival does not naturally fit within the current wording. Alternatively create another objective to cover this type of activity.

The focus of Objective 4 as currently expressed is to produce income so it might be a useful exercise to examine in more detail the extent to which it is producing the income generation you need. You could also consider other impact created by taking on community assets which would be of benefit to the wider community.

3. SCOPE

The panel suggested that ASAN consider widening its scope beyond the current focus on individual activities and in particular to consider the wider impact of the different objectives both on service users and other key stakeholder groups such as staff and members of the local community.

4. STAKEHOLDERS

It is suggested that ASAN considers whether to

- Make volunteers a separate stakeholder group, with a view to looking at the contribution made by volunteers and the benefits of volunteering for local people particularly to develop skills and potential and its contribution in tackling social isolation.
- Consider adding schools as a stakeholder group.
- The local authority would also be a stakeholder as the grantee of asset transfers

5. PERFORMANCE REPORTING

Development of indicators The panel suggests that after reviewing objectives it would be helpful for the social accounts working group to

- agree on indicators especially of wider impact
- identify what evidence they would wish to gather about whether wider impact has been achieved. This would include a review information currently collected to evidence impact.

Possible indicators

Increasing community assets information sought might include

- numbers of buildings in the management or control of ASAN,
- number of members of the community involved directly in managing them
- numbers of people using these assets
- Personal stories about what difference having less unused buildings locally has made to local residents and others and/or being involved in running amenities locally

Improving individual health and well-being Consideration might be given to whether to look at the wider effect of one or more activities on local people, eg more people involved in community activities, local residents saying feel more involved, making more friends, learning new skills, feeling safer, reduction in anxiety

Increasing social cohesion [healthy community] indicators might include people knowing their neighbours, people feeling less isolated, increase in feeling of well-being [reduction in levels of anxiety].

6. METHODOLOGY

- Review stakeholders consulted for different activities and consider obtaining evidence from a wider group of stakeholders beyond service users
- Consider how members of the local community as a whole can be consulted - making it part of other activities where possible to make good use of resources eg one opportunity for consultation would be at the All Saints Festival at which large numbers attend. Different methods could be used to engage with different groups e.g. young people, parent groups etc

- When planning consultation consider how some of the more informal activity that takes place can be taken into account eg individual volunteers, informal comments and suggestions
- Financialisation – to consider undertaking a financialisation exercise in relation to users of the nursery

Type of data When reporting seek to include a mix of data, including:

- Some area profile information to set context [as part of an introduction]
- Some narrative explaining what happens in each activity, with basic facts and figures, numbers taking up the activities,
- Consider asking a wider group of stakeholders about the individual services eg staff, volunteers, local residents,
- Some qualitative evidence - finding out about personal experience [asking questions about experience of change in relation to wider impact indicators] This could be done by obtaining these from different stakeholders eg a volunteers story, a service user, a local resident.
- Visual images eg photos and other images..

Methods of data collection and analysis

- Consider other methods of collecting data as well as questionnaires
- Review existing questions in questionnaires or other consultation to check relevance and materiality
- To review use of questionnaires and consider other ways in which evidence could be collected: Questions that could be asked in relation to recycling activities could include ` "how useful is this service to you as a local resident?... or ...'What do you think would happen if this service was not available?
- To consider in the light of low response rates what other methods might be used eg Southside sports 33/593 response rate is very low.
- Different methods would need to fit the stakeholder group in question
- eg Use flip chart stand and post its and ask users of a service to draw a picture of what you like most,
- having a stand at the Festival,
- Seek opportunities to develop some more in depth conversations with a limited number of stakeholders eg random sample of users selected for telephone interview
- Include reports of compliments and comments, analysis of complaints,
- Interview a small sample at intervals to track journey [‘before’ and ‘after’]
- Consider developing video clips
- Develop on-line surveys
- Include more in-depth analysis of the information gathered

Appendix 3: Table Summarising Linkages Between ASAN Activities and Strategic Objectives

| Activities | To work with local people to establish community managed services | To work towards a sustainable approach to the organizations activities | To provide a route to employment through training, the development of skills and building local capacity | To become financially self-sustaining through the development of physical assets and social enterprises | To develop and manage the organization effectively |
|----------------------------------|---|--|--|---|--|
| The Workspace – offices for rent | x | x | x | x | x |
| The Workspace – Conferences | | | x | x | |
| The Big Garage – Parking | x | | x | x | x |
| Southside Sports – Football | x | | x | x | x |
| Tool Library – loan tools | x | x | | | x |
| All Saints Day Nursery | x | x | x | x | x |
| Community Recycling Services | x | x | | | x |
| All Saints Festival | | | x | | x |
| Apprenticeships and Volunteers | | | | | |

Appendix 4 All Saints Action Network - Key Aspects Checklist : 2014/15

In each of the sections below there is space to write in additional information – or, where appropriate, additional material should be attached. *Where a particular item is not relevant to your organization please tick the NA (not applicable) column.*

The **Date/Details/Comments** column should be used to elaborate where necessary on the **Y/N/NA** response.

1 Human Resources

| | | Number | | | Date/Details/Comment |
|-----|--|--------------|----------|-----------|--|
| 1.1 | Number of employees: Full-time Part-time Volunteer | 17 9 5 | | | (26 in total) |
| 1.2 | Number of members | 498 | | | Increased from 460 in 2014 |
| 1.3 | Policies and Procedures in place: | Y | N | NA | |
| | a. employee contracts | y | | | |
| | b. employee job descriptions | y | | | |
| | c. staff appraisals | y | | | |
| | d. grievance procedures | y | | | |
| | e. disciplinary procedures | y | | | |
| | f. equality and diversity policies | y | | | |
| | g. equal opportunities | y | | | |
| | h. pay differentials between the highest paid and the lowest paid | NA | | | |
| | i. other, such as family friendly policy: | y | | | |
| 1.4 | Investors in People | y | | | |
| 1.5 | Consultations: | n | n | | <i>[It is expected that organizations will from time to time consult their workers as part of the social accounting process both about the Key Aspects and about performance and impact in respect of the Organisational Objectives. Please attach blank questionnaires used in respect of Key Aspects + summaries of findings as appropriate]</i> |
| | a. with paid employees | Y | | | See appendix in ASAN 2014/15 social accounts for questionnaire |
| | b. with volunteers | Y | | | As above |
| | c. Board | Y | | | |

Additional information

2 Good Governance and Accountability

| | | Y | N | NA | Date/Details/Comment |
|------|--|---|---|----|--|
| 2.1 | Legal form of organization: Constitution (tick appropriate): Sole trader <input type="checkbox"/> Association <input type="checkbox"/> Partnership <input type="checkbox"/> Company limited by shares <input type="checkbox"/> Company limited by guarantee <input type="checkbox"/> Industrial and Provident Society <input type="checkbox"/> Credit Union <input type="checkbox"/> Community Interest Company <input type="checkbox"/> Workers Co-operative <input type="checkbox"/> Charitable status <input type="checkbox"/> Housing Association <input type="checkbox"/> Other What?..... | Y | | | |
| 2.2 | Appropriate annual return filed | y | | | Companies House annual return for ASAN management services Ltd (trading subsidiary) submitted. Companies House annual return for All Saints Action Network Ltd submitted. Charity Commission return for All Saints Action Network submitted. |
| 2.3 | Annual General Meeting held | y | | | AGM held on 18 th November 2015 |
| 2.4 | Regular Board/Management Committee meetings | y | | | 6 meetings held in year |
| 2.5 | Annual Report published | y | | | See www.asan.org.uk |
| 2.6 | Membership increased | y | | | Increased from 460 to 498 |
| 2.7 | Social Accounts prepared | y | | | The Social Accounts 2014/15 report has been produced |
| 2.8 | Social Accounts verified by Social Audit Panel | y | | | 2014/15 ASAN Social Accounts to be reviewed and signed off by a Social Audit panel on 11 th Jan 2016 |
| 2.9 | Social Accounts reported to Stakeholders | y | | | Via ASAN website & AGM |
| 2.10 | Consultations: | | | | See appendices in ASAN 2014/15 social accounts |
| | a. with members of the organisation | y | | | Consultations were undertaken with all of ASAN's stakeholders with the exception of consultancy clients |

| | | | | | |
|------|--|---|--|---|------------------------------------|
| | b. with members of the Board or Management Committee | y | | | Via slot on regular board meetings |
| | c. with Advisory Body members (if appropriate) | | | n | |
| 2.11 | Other quality systems used: | Y | | | <i>IIP & OFSTED</i> |

Additional information

3 Asset Lock and Use of Surplus

| | | Y | N | NA | Date/Details/Comment |
|-----|-----------------------------------|---|---|----|--|
| 3.1 | Asset Lock in constitution | Y | | | <i>Para 9 in memorandum of association for All Saints Action Network</i> |
| 3.2 | Use of surplus: | | | | <i>[please tick all relevant in current year]</i> |
| | a. no surplus made | | N | | |
| | b. to reserves or re-investment | | N | | |
| | c. to charitable purposes | Y | | | Refer to section 9 in 2014/15 social accounts for details |
| | d. to employee bonuses | | N | | |
| | e. to directors' emoluments | | N | | |
| | f. to other | | | | <i>[please explain]</i> |

Additional information

4 Financial Sustainability

| | | Y | N | NA | Date/Details/Comment |
|-----|---|---|---|----|---------------------------------------|
| 4.1 | Annual Accounts prepared and filed | y | | | <i>Companies house</i> |
| 4.2 | Balance sheet weakened | | N | | <i>[please delete as appropriate]</i> |
| 4.3 | Profit for year | | N | | |

Additional information *[please attach a summary of latest audited accounts]***5 Environmental Sustainability**

| | | Y | N | NA | Date/Details/Comment |
|--|--|---|---|----|----------------------|
|--|--|---|---|----|----------------------|

| | | | | | |
|-----|--|---|--|---|--|
| 5.1 | Environmental policy in place | y | | | [please attach] |
| 5.2 | Reports on environmental practices available: | y | | | Data found in Section 8 of the 2014/15 Social Accounts |
| | a. energy use: heat and light | y | | | |
| | b. energy use: transport | Y | | | See page 67-72 of the 2014/15 Social Accounts |
| | c. consumption of materials | Y | | | See page 67-72 of the 2014/15 Social Accounts |
| | d. re-use of materials | Y | | | See page 67-72 of the 2014/15 Social Accounts |
| | e. recycling of materials | Y | | | See page 67-72 of the 2014/15 Social Accounts |
| | f. waste disposal | Y | | | See page 67-72 of the 2014/15 Social Accounts |
| 5.3 | Carbon footprint calculated | Y | | | See page 68 of the 2014/15 Social Accounts |
| 5.4 | Other | | | y | [please list and attach as appropriate] |

Additional information

[Organisations may elect to prepare a brief separate report outlining their Environmental Policies and Practices, or may refer to specific, recognized environmental standards they have adopted. Alternatively they may submit a completed Green Office checklist)

6 Economic Impacts

| | | Y | N | NA | Date/Details/Comment |
|-----|---|---|---|----|--|
| 6.1 | Purchasing policies defined | y | | | See page 74 of the 2014/15 Social Accounts |
| 6.2 | Report on effect of purchasing policies available | | n | | [please attach] |
| 6.3 | Local multiplier effect of organization calculated | | n | | [please attach] |
| 6.4 | Savings to public purse calculated | | n | | |
| 6.5 | Value of volunteer contribution | | n | | [please attach as appropriate] |
| 6.6 | Total inward investment attracted | Y | | | See pages 74-76 |
| 6.7 | Cash and in-kind contributions to the community | Y | n | | See pages 74-76 of the 2014/15 social accounts |
| 6.8 | Other financial and economic impact calculations: | Y | | | See section 9 of the 2014/15 social accounts |

Additional information



SOCIAL AUDIT STATEMENT:[All Saints Action Network]

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Iftikar Karim, David Wright and Richard Overton of All Saints Action Network at the Social Audit Panel meeting held on 11th January 2016. I have examined the revised Social Accounts written at Basic level which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes* of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion. We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of All Saints Action Network as measured against its stated values and objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle, subject to time and resources. These issues had been identified during the audit process of the previous set of accounts for 2013/14 and were discussed further during the January 2016 panel meeting when it was explained that action had not been taken to progress these issues in the latest set of accounts due to limitations of time and resources including staff changes.

In particular we would refer to the following:

- i) Action to progress the detailed recommendations set out in Appendix A of the Social Accounts at pages 85 to 87 including: planning the social accounting process, clarification of Mission, Vision, Objectives and Activities, stakeholders, development of indicator sets and evidence required, review of methodology for consulting different groups of stakeholders, reporting on a mix of data.
- ii) Review of all financial information and data sets to ensure these are aligned to the accounting period and any detailed calculations supporting any final figures in the report are fully referenced.

The members of the Social Audit Panel were Barbara Beaton, Saffi Price, Clare Ibbotson and Racheal Jones.

Signed *B Beaton* Dated 10th May 2016

Chair of the Social Audit Panel

** The notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of All Saints Action Network All Saints Rd, Wolverhampton, West Midlands WV2 1EL. Members of the Social Audit Panel have acted in an individual capacity*