

Contents Page

Section no.	Contents of section	Page no.
Section 1	Foreword from the Chairman	1
Section 2	Introduction to the 2006 Social Accounts	2
Section 3	ASAN – why it exists, what it does and who does what Structure, governance and management	5
Section 4	What happened following the 2005 Social Accounts	11
Section 5	Objectives and activities	15
Section 6	ASAN's stakeholders	22
Section 7	The scope of the 2006 Social Accounts.	23
Section 8	Social performance for 2006.	24
Section 9	Environmental impact at ASAN for 2006.	91
Section 10	Economic impact at ASAN for 2006.	93
Section 11	Financial review	98
Section 12	Conclusions and recommendations	99
<i>Appendices</i>		
Appendix 1	Risk management procedure	102
Appendix 2	Board structure	107
Appendix 3	Staff structure	108
Appendix 4	Green office checklist	109
Appendix 5	Sample questionnaires	119
Appendix 6	Panel notes for the 2005 Accounts	143
Appendix 7	Panel members for the 2006 Audit	147
Appendix 8	Balanced Scorecard	148
Appendix 9	Letters of Thanks	149
Appendix 10	Social audit statement 2006	159

Section 1 Chairman's foreword

I am pleased to be able to provide the introduction to our fifth set of social accounts at ASAN. We are very proud that we have managed to retain the idea of producing social accounts each year. This is not a requirement for ASAN. We have decided however that adopting a social accounting process within the organisation is key part of ASAN demonstrating how it is aiming to improve its services to the local community and others year on year.

From the Board of Management's point of view, it is now an accepted role for us to be using the social accounts to look at the organisation's performance and decide on the basis of what our stakeholders are telling us and what changes we might consider making. Of course we may take the view that despite comments on certain activities, we currently feel that it is not the right time to make changes. However it is important that we spend time on a regular basis to take a view on what we do and how we do it. This document gives us that opportunity. We shall be spending some time on the early New Year to review our current business plan and give consideration to the recommendations in this report.

I think it is important to state that at this stage in ASAN's life, we still have much to achieve. There are a number of issues related to our long term sustainability which will dominate our planning session in the New Year.

Firstly we remain probably the only community enterprise in Wolverhampton with a strong business agenda supporting our community development role. However our business activities are still vulnerable to short-term changes. Our car parking business is still dependent on short term leasing arrangements. It is therefore very important that we are able to work with the City Council to resolve any outstanding issues in relation to the management of the Oxford Street Car Park.

Secondly we have just purchased the school – now to be known as the Workspace. This is a big project for us and it is important that we ensure that it works well and fulfils the role that we believe it should – a workspace providing a range of local services and generating an income which will contribute usefully to our future. We expect to work with a number of partners who will also be our tenants and their contribution to the project will be vital to its long-term sustainability.

Thirdly we still need to develop a further range of business interests to ensure that our role in regenerating All Saints continues to gather momentum. The development of the Community Investment Fund is a very exciting achievement for us. But that is really only the start. If we can strengthen our business position, we can begin to invest much more strongly in the community. This could include investment in local housing, in our schools and indeed in any service that we feel we can usefully support.

I would like to finally say that we look to develop the organisation as a real anchor organisation in the community directed and managed by local people with the ability to provide a real source of support to local residents, community organisations and local services. Thank you for taking the time to read this set of accounts this year.

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

Section 2 Introduction to the 2006 Social Accounts

Welcome to the fifth set of social accounts produced by our organisation. We take the view at ASAN that social accounting should be part of the annual planning process and that therefore the accounts should be as far as possible integrated into the organisational cycle. Having said that, we are still aiming to simplify this process so that business planning and social accounting can be one and the same thing. To try and understand this idea, Table 1 below has been produced to demonstrate how this process works in practice. The table includes the approximate timetable for the organisation identifying key milestones.

Table 1 – Organisational planning cycle including key social accounting activities for the period November 2005 to November 2006.

Activity	When undertaken	Any comment
Annual General Meeting 2005	November 2005	The Board receives the 2005 Social Accounts and the 2004/2005 Financial Accounts. In addition a summary report highlighting key issues is produced.
Business plan review session	February 2006	Board and staff come together to review the previous year's work and consider proposals for the coming three years. The issues arising from consultation with stakeholders is also considered.
Staff appraisal and action plan development	March 2006	The staff discuss their individual progress with line managers, forward plans are considered and the process is brought together in a draft business plan.
Approval of business plan	April 2006	The 2006-2009-business plan is produced for approval at the April board meeting. The plan includes any review of the stakeholder map and also consider the scope of the 2006 social accounts along with the proposed approach to consultation with stakeholders.
Financial audit.	May to August 2006	Accountant commences the process of auditing the 2004/2005 accounts
Dialogue with stakeholders	June to September 2006	This process aims to ensure that ASAN stakeholders can feed into the organisations operations.
Social Accounts are written up	October 2006	This includes the write up of the consultation as well a pulling together of information which can contribute to social, economic and environmental impact.
Financial accounts are prepared in draft	October 2006	The draft accounts are considered by the Board.
Social Audit panel meets.	November 2006	The social accounts are considered by the independent panel
Report and summary are published.	November 2006	The financial accounts and the social accounts are produced in readiness for the AGM
Annual General	November 2006	Social and financial accounts are approved

Meeting 2006		
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This year's accounts are set out in a manner which ASAN has adopted over the last two years. This year in order to try and integrate more effectively the social accounts into the planning process, the structure, governance and management section and the objectives and activities section are taken from the current business plan. In the development of the 2007/2010-business plan, the document produced will incorporate the process to be adopted for the Social Accounts for 2007. It is also hoped that the detailed organisational action plan for 2007/2008 can incorporate changes that the Board wish to see as a result of the stakeholder consultation in 2006. It is hoped that in this way, the link between stakeholder views and changes to the organisations work and practices can be clearly linked.

This year's accounts cover much of the same areas as in previous years although the depth of involvement with the local community and community groups has clearly changed and improved. There remains a desire not to over consult with local people about ASAN performance so contact that is made with stakeholders is increasingly about the service that ASAN offers – wider views about All Saints and the issues that concern local people are as detailed in community forum meetings which readers can view on the ASAN website. It is ASAN's aim to try and pick up issues raised at the community forum but there are a wide range of other service providers whose influence on All Saints is much greater than ASAN's and it important that ASAN focuses on working with those organisations to assist them in making changes for the better in All Saints.

Continuing efforts are made year on year to improve the way in which both environmental and economic impact are measured. Both these areas are complex and ASAN is using its membership of the Social Audit Network to further its approach to these processes. ASAN hopes to be able to pilot some new work on both environmental impact and economic impact as part of a wider programme supported by Capacity Builders during the course of 2007.

Finally the accounts again this year are aiming to meet the six key principles as set out by the Social Accounting audit and manual 2005. In relation to the 2006 accounts, ASAN aims to produce these accounts in a way that is:-

Multi-perspective – Most of the key stakeholders to the organisation have their views reflected in this set of accounts.

Any omissions are explained in Section 7.

Comprehensive – This set of accounts has reported on most of the aspects of ASAN activities.

Any omissions are explained in Section 7.

Regular – This is the fifth consecutive set of accounts produced by ASAN. Our aim is to produce accounts every year.

Comparative – As in previous years, ASAN is using historical information to benchmark against current performance.

Verified – As in previous years, these accounts will be considered by an independent panel chaired by an accredited social accountant. The names of those involved in the panel are set out in Appendix 7

Disclosed – Again as in previous years, the social accounts are available on our website and stakeholders will be invited to view them either by letter or by email. In addition a summary approved by the Panel will be published and made available at the November 2006 Annual General Meeting.

Section 3.

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

3.1 Basic organisational information

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

3.2 Vision

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

3.3 Mission

The mission of ASAN is to:

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

3.4. Strategic objectives.

The strategic objectives for ASAN are as follows:-

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

3.5 Values

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

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

To value our staff, trainees & volunteers

3.6. Brief history

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

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

3.7. Area of operation

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

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

measures. In addition, there is a band of inter-war council housing to the south (Bowdler Road) and north (Duke Street) of the area.

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

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

3.8. Structure, governance and management

3.9. Governing document (about the organisation)

ASAN is a charitable company limited by guarantee. It 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.

3.10. Recruitment and appointment of management committee.

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

Not more than 10 from the category of Organisation Members

Not more than 4 from the category of Individual Members

Not more than 2 appointed by Wolverhampton Metropolitan Borough Council

In addition, up to three people may be co-opted onto the Board and at least one third must stand down at each Annual General Meeting.

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Management.

The rules of the company allow for up to 10 organisational directors and 5 community directors. This Board make up reflects the desire by the organisation to represent both local residents who live in the area and local organisations who work in the area.

The company is always interested in recruiting new members of the local community who can contribute to the work of the company. It is particularly interested at the moment in increasing the numbers of women currently on the

Board. It is also keen to attract potential directors who have business experience particularly in the fields of property development and renewable energy.

Current members of the Board are as follows:-

Frank Amadedon, OBE (Chairman),	Community Director
Harmesh Mal (Vice Chairman),	Community Director
Neil Paddock	Community Director
Colin Gough	Community Director
Colin Smart	Community Director
Christina Jewkes, (All Saints Women's Resource Centre)	Organisational Director
Enos Bell, (Oxford Street Seventh Day Adventist Church)	Organisational Director
Roger Lawrence, (Wolverhampton City Council)	Organisational Director
Nick Crombie (Heantun Housing Association)	Organisational Director
Darren Thompson, (Duke Street Community Association.)	Organisational Director
Marilyn Burrill (Wolverhampton Asylum and Refugee Service)	Organisational Director
Reverend David Frith (All Saints Church)	Organisational Director

Under the requirements of the Memorandum and Articles of Association, the members of the Board of Management are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

Frank Amadedon, Colin Gough, Enos Bell and Christina Jewkes retire by rotation and being eligible offer themselves for re-election at the AGM in November 2006.

3.11. Trustee induction and training

The trustees will discuss training requirements at the review session in the early new year.

3.12. Risk management

The Board continues to review risk on a regular basis. This is achieved through a risk management policy which is implemented through the Management Team. The Board has in place a system of regular risk assessments for all activities within the organisation.

A full description of the current arrangements is attached as Appendix 1

3.13. Organisational structure

The organisational structure is a Board of Management with 14 directors. In addition the Board has established a trading subsidiary. The activities of the trading subsidiary are managed through the Board's Finance and Business Development Sub committee.

The Board delegates the responsibility for the delivery of organisational services to the Chief Executive. There are in place individual managers to ensure day to day operational management.

A full organisational structure is attached at Appendix 2 and 3.

3.14. External environment

ASAN operates in a range of different fields of activity which mean that the organisation has to engage in a variety of partnerships to ensure that it is both aware of wider policies and plans at local, regional and national level and that it is playing its part in the proper delivery of the services it offers.

Key considerations for the external environment in which ASAN operates are as follows:-

Within our local management activities, the organisation is part of the city wide development of Local Neighbourhood Arrangements and has recently joined up with the Ettingshall Neighbourhood Partnership. The organisation remains a key player with the wider New Deal for Communities programme (known as the ABCD Partnership). ASAN is commissioned to provide services for that partnership. In addition ASAN is a member of the Wolverhampton Network Consortium.

Within our business development activities, ASAN continues to play a major role in the development of social enterprise across the city. It has close working links with the Chamber of Commerce and with Business Link.

The organisation currently hosts a citywide network for social enterprises. It is a member of the Development Trusts Association in working both in the locality and the region. The organisation now has a range of close working relationships and partnership with both local and national business. ASAN is also represented on the Economic Sub Partnership of the Local Strategic Partnership.

ASAN has developed close working links with Future Foundations and Advantage West Midlands and has recently developed a partnership with the Black Country Knowledge Society.

Within our training for employment activities, ASAN remains a partner to the Learning and Skills Council delivering training to local community organisations. There is also a developing relationship with the City Council through Adult Services in the delivery of training through the Learning Hub based at the Workspace. ASAN is also the lead organisation in running the West Midlands Social Accounting Cluster. This work is part funded by Capacity Builders.

Finally ASAN is supporting Wolverhampton City Council in their work with the Association of Local Democracy Agencies. This involves training, capacity building and exchange of ideas with communities in Hungary, Serbia and Poland.

3.15. Compliance

The following is a list of compliance activities for the organisation. 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 is this year renewing its charter and will begin discussions with IIP in January.

The requirements of Companies House. This is an annual requirement relating to accounts information.

The Development Trusts Association Health check. This is not a regulatory requirement but is a tool for development trusts created by the DTA.

The Adult Learning Inspectorate require all LSC funded activity to undergo an inspection. ASAN is currently part of a Black Country LSC contract.

There are a range of requirements from various funders including monitoring and financial information. The funders list at the moment includes Advantage West

Midlands, the ABCD Partnership, Wolverhampton Network Consortium, the Learning and Skills Council and Capacity Builders.
Finally ASAN has a range of Health and Safety obligations across its various activities.

Section 4

What happened following the 2005 Social Accounts?

Table of recommendations taken directly from the 2005 Social Accounts

Issue for consideration	Stakeholders involved	ASAN response	How we will implement it	Current status at October 2006
Lack of engagement of stakeholder groups	Community organisations and Workspace tenants	Community organisations to be consulted on the Community Investment Fund as it is rolled out during 2006	Staff allocated to each organisation and co-ordinated by the ASAN Co-ordinator.	Staff have been allocated as planned and are working with each organisation.
Lack of engagement in the bigger picture in All Saints	Strategic partners including ABCD and the City Council	ASAN needs to be more clearly identified as a key if not the key player in All Saints in relation to regeneration and other activities.	Staff will consider this issue in planning meetings and report to the Board. The Board will determine the strategic approach in its away day in February 2006.	ASAN is now trying to engage in wider Wolverhampton activities and is developing proposals for the coming year, which demonstrate its wider All Saints credentials.
Lack of engagement of the wider community	Residents, local business	This is a key issue which ASAN is very concerned about. The development of the Community Investment Fund will partly address this issue. ASAN will also make use of the Phoenix Project to start engaging in a much more consistent way in 2006.	The Management Team to prepare a proposal for consideration by the Board in the February 2006 away day	The advent of the Phoenix Project and the development of the community forum have had a considerable impact on ASAN's position in the area. A membership scheme is also now under consideration and should be in development in the next six months.
Review of environmental impact	All stakeholders	ASAN will review its environmental impact based on the observations of the panel and its own need to keep its Environmental Policy under review	Progress against environmental targets will be considered at the Board Away day and a new approach to environmental reporting will be developed for the 2006 Accounts	This is still at the "drawing board stage". A new project which will be in place in the later part of 2006 will address ASAN's approach to environmental impact.

Issue for consideration	Stakeholders involved	ASAN response	How we will implement it	Current status at October 2006
Review of economic impact	All stakeholders	ASAN will continue to develop its approach to economic impact measurement and will explore the use of LM3 for the 2006 Accounts	The Management Team will review the approach initially and will report to the Board of Management in mid 2006.	This set of accounts has developed the section on economic impact. Comparisons from the previous year have also been introduced.
Preparation of the social accounts	All stakeholders	ASAN will review its social accounting timetable to allow greater time to prepare the draft accounts. It is likely that in 2006, the timetable will ensure that draft accounts are prepared in September rather than in October as is currently the custom.	The Staff Team will review the timetable and a recommendation will be put to the Board of Management in early 2006.	A new timetable was agreed but this has been difficult to stick to. The co-ordination of social accounting now involves a larger group of employees. There is also a move to tie the social accounts much more closely to the business plan.
ASAN's public image, promotion of its work and championing of key community issues	Strategic and community	ASAN still needs to work hard on developing a clear and unambiguous image about its role and its ambitions. The development of a more "corporate" approach is recognised, as is the need to be more public about its achievements. ASAN will also consider how it champions the important work that it needs to do within the local community	The Management Team will consider this issue in advance of the Board Away day. The Board of Management will consider this as one of its key considerations in the away day.	The organisation has continued throughout the year to consider its image. Much work is still needed here – an approach has been made to the University of Wolverhampton to jointly appoint a marketing graduate from January 2007.

Issue for consideration	Stakeholders involved	ASAN response	How we will implement it	Current status at October 2006
Conditions of service for staff	Staff	<p>ASAN recognises and values the work of its staff. The staff questionnaire clearly raises important issues to do with remuneration and other conditions.</p> <p>A review of the pay structure is currently being undertaken and will be considered at the Board Away day in 2006.</p> <p>The need for increased levels of support for staff is also recognised and this will be addressed through training and other organisational support.</p>	The Management Team will prepare proposals for consideration by the Board of Management at their Away day.	A paper to the Board in the summer set out the need for a consultant to advise on a unified pay structure. This work is due to be undertaken during the autumn.
Performance indicators and outcomes	All stakeholders	ASAN recognises that the methods used to gather information about its performance are not always satisfactory. Some of the more traditional methods of data collection will be reviewed particularly in relation to use of Southside and the Community Forum.	The Staff Team will consider and prepare new approaches to performance measurement in readiness for the 2006 Social Accounting cycle.	The current set of accounts have used a range of different approaches to data collection and this is being kept under review

Issue for consideration	Stakeholders involved	ASAN response	How we will implement it	Current status at October 2006
The ASAN Car Parking business	Customers	ASAN recognises the critical importance of its car parking business to its sustainability. It also values the continuing support of its customers. ASAN will seek to develop a higher profile for the business and what it is trying to achieve both with its customers and those key organisations/businesses who will help to sustain in the longer term	The Management Team will consider the current positioning of the car parking business alongside its other business activities and make proposals to the Board of Management who will consider these at either the Away day or the most appropriate Board meeting.	The Board have now made a commitment to investment in a longer term proposal with the City Council at Oxford Street. A decision is now awaited from the Council about their long term views for the site.

Section 5. Objectives and activities.

5.1. Organisational objective 1 - Local area involvement/activities

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

This represents our action plan for 2006 – 2007 as set out by the board in February 2006

All Saints Community Forum – The Forum continues to be funded by the ABCD Partnership. The forum is supported by a Forum support worker. The Forum will continue to provide a core service of enabling local people to air their views about the local area and involve service agencies in striving to improve their local performance. There will be four forums during the course of the year. This year forum meetings will develop a more streamlined approach to involving local people with less items on each agenda and more time spent on local issues. In addition, outside of forum meetings, work will be undertaken door to door to engage residents in issues that concern them. The suggestion boxes will continue to provide a further outlet for local people to voice their concerns and ideas. Currently there are five boxes in various community locations. Launched for the first time this year, there is an online facility which local people can use to make suggestions. This can be accessed through the ASAN Website. The Forum worker will be undertaking some pilot work later in the year with local schools.

The Phoenix Project – The Phoenix Project has after three years of planning, sprung into life with a new manager. The first three to four months of this year will be spent in establishing a solid database on tenure in the area. While the projects priority is to work with private landlords, partnerships will be developed with social landlords the City Council and owner occupiers.

The Project will later in the year start to develop services with and for private landlords. Where this is practicable, these services will be extended to other owners and landlords.

The project will appoint a Neighbourhood Maintenance Officer at the beginning of the year and the programme of work will initially be developed around wider environmental concerns. As the project starts to define its core work more closely, this work will be more tightly targeted to groups of properties.

Raby Street and Vicarage Road housing development – The development of new housing in Raby Street and Vicarage Road remains an important priority for the area. ASAN will continue to support this unique project as it develops its approach to delivery of housing for local people. ASAN will support residents in trying to ensure that the project is properly led and managed.

The Monday rubbish trawl – ASAN has run the Monday rubbish trawl for two years now. It is widely liked and used by local people. ASAN's intention will be to draw this activity more closely into the work of the Phoenix Project.

In addition further efforts will be made to work alongside the city council and the reception sites.

All Saints Community Centre – ASAN has been based in the Community Centre at All Saints since its inception in 1995. For some years, ASAN has worked closely with the Community Association. In 2005, the Community Association was wound up and ASAN are now in discussions with the City Council over the future management of the building and the activities within it. It is anticipated that when the City Council are ready, a lease and a service level agreement will be developed with ASAN. In the meantime ASAN are working with user groups to develop an investment plan to upgrade and enhance current facilities. Key changes will include dedicated space for young people, enhanced facilities for disabled people and improved room layouts. Resources to invest in the building will be sought from the Big Lottery and Future Builders.

Local Area Neighbourhood Arrangements (LANA) – LANA has developed from the Government's initiative to create local area agreements between services and the communities they serve. LANA puts in place the means by which these Local Area Agreements can be monitored and developed. LANA will be based on ward boundaries and ASAN will therefore develop closer working relationships with other organisations in the Ettingshall Ward through the Ettingshall LANA.

Local developments at Cable Street, the Royal Hospital and Major Street. – The past 10 years have seen a major change in the local and town wide infrastructure in All Saints. The closure of the Bus Garage and the Royal Hospital resulted in a large area of land to the north of All Saints becoming empty and derelict. The GKN site at Cable Street and Steelhouse Lane has been gradually wound down and the former MEB base at Major Street has now been sold to a private developer.

ASAN are keen to be involved in developments as they begin to take shape on each of these sites.

With regard to the Royal Hospital site, ASAN has key interests on this site and would wish to work with Tesco to contribute to at least part of the site's redevelopment. This may include the former working men's club, the former Newmarket Pub and the listed elements of the hospital.

A development brief has now been drawn up for the Cable Street site and ASAN has made its views known both about the site and the potential for the organisation to contribute to its development. ASAN is particularly interested in contributing to the development of renewable energy development on the site. This might come in the form of biomass, ground source heat pumps, wind or solar energy.

Finally and with regard to the Major Street site, again ASAN is interested in the development of the site particularly because of the potential for sports and recreation activities. The site involves a land swap with a developer with the City Council receiving the Major Street site as part of the swap. ASAN are interested in the possible development of the site for a mix of sport and recreation. ASAN would wish to work alongside a private developer.

The Community Investment Fund (local area priorities) – The Community Investment Fund is available to make small investments either to

other organisations or for ASAN itself. Currently there a number of offers to community groups on local area priorities made in the 2005/2006 financial year. Further proposals will be sought during the course of the current financial year.

5.2. Organisational objective 2 -Business and enterprise development

"To become financially self sustaining through the development of physical assets and social enterprise."

Big Garage and Corn Hill Car parking – Both car parks continue to provide important income streams for the organisation. The operation of both car parks rely on short term leasing arrangements which leave ASAN vulnerable financially in the event of the owner deciding to cancel the lease. ASAN is currently in discussions with the City Council over the development of the Oxford Street car park. It is anticipated that this car park will be available to ASAN on a 20 year lease enabling the organisation to secure investment from funding bodies.

Car parking and vehicle storage remains a key part of the organisations operation and ASAN will continue to look for new opportunities as and when these arise.

ASAN Greenworks – The last year has seen a new business grow within ASAN employing six local people. This current financial year will require ASAN to grow the business locally in the West Midlands to ensure that it is sustainable in the longer term. This process has already started and new suppliers of furniture are already coming forward. The marketing operation at ASAN Greenworks is key to the organisations success and new arrangements are now in place which ensure that the organisation is constantly mailing out to different sectors of the not for profit, education and other public service worlds. Greenworks nationally are developing new products which ASAN Greenworks will seek to incorporate into the operation in Wolverhampton. These include newly recycled desks and shelves.

40 shades of green – This is a new project which will take place assuming support from an Equal programme run by the Black Country Knowledge Society. The purpose of the project is to develop new business opportunities related either to recycling or renewable energy. The project will be based within the Greenworks building.

It is anticipated that the project will either develop further business activity within ASAN or with organisations that ASAN will partner with.

Tara Consultancy – Tara continues to develop its range of activities. The priorities for the organisation during the coming year will be as follows. Firstly the development of the social accounting project through support being made to ASAN from the Change Up programme. This is potentially an important development for ASAN as the organisation has been effectively developing single handed what is a regional initiative.

Secondly the development of a Heritage initiative in partnership with the City Council and Heritage Lottery. A Project Planning Proposal will be developed during the early part of the year.

Thirdly the development of consultancy with local groups. Most of this work is small scale in nature and provides only part of the likely income to enable Tara to move forward.

Finally ASAN will continue to play a role in offering emerging and new development trusts consultancy on a range of activities.

The Workspace – It is hoped that by the end of the current financial year, there will be a newly refurbished school re-named All Saints Workspace. This development is now nearing the end of its feasibility and business-planning phase and will be shortly moving onto Phase 2 which is the acquisition and refurbishment phase. Most of the legal work has now been completed and ASAN will be ready to exchange contracts with the owners when funding is in place from Advantage West Midlands.

The refurbishment package has yet to be pulled together as this will be dependent on the finances secured for the project and the likely costs of the various elements of the building refurbishment programme.

In the meantime, ASAN continues to manage the building in partnership with the Adult Education Service.

A new development at the building will be the possibility of a Children's centre which will be lead by the Women's Resource Centre with support from at least the Adult College and ASAN.

Southside Sports – Southside Sports has continued to grow from strength to strength and is now successfully providing the only major neighbourhood based facility with a sport development programme in the City.

Sport development is currently available courtesy of funding from the ABCD Partnership. It is ASAN's intention now to build on this work and develop a programme of sporting activity linked more closely to the needs of young people either in danger of or of actually being excluded from school. While initial approaches to Connexions have not been successful, Southside will be seeking support from other funders to continue this work.

Southside is also involved currently in a planned youth exchange programme with Kobanya in Hungary. The exchange will involve young people in the under 15 age bracket.

Southside has been developing closing working relationships with local sports groups and there are now two local football clubs operating from the site.

The Community Investment Fund (business priorities) – ASAN will continue to encourage community organisations to develop enterprising proposals and ideas which can be supported through the Community Investment Fund. The organisation will also consider proposals from individuals either within ASAN or external to it which ASAN can develop as potential business ideas.

ARENA – Wolverhampton Social Enterprise Network – ASAN has played a lead role in the development of the Wolverhampton Social Enterprise Network and this year sees a new Development Manager in post. ARENA's priorities are to develop a an e-directory and website, work with enterprises

to offer skills support and to open up trading opportunities through the public or private sectors.

Much of this work will be linked into the wider work of the Strategic Partnership and in particular the ongoing development of the Local Area Agreements. ARENA currently has a place on the Economic Partnership and it is hoped that through this mechanism and through other supportive contacts, this year can be a breakthrough year for social enterprise across the City.

5.3. Organisational objective 3 - Training for employment

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

BECO (Being an Effective Community Organisation) – ASAN through its consultancy operation Tara and through its charitable activities has now established a track record in support and capacity building to community based organisations. BECO is a recent innovative accredited through the Open College Network and offering community organisations the chance to review their activities and adapt them to make them more business like. BECO is currently supported through an LSC contract through to 2007.

The Community Investment Fund (training priorities) – Community organisations within the ASAN area of benefit have been keen to make use of the new fund – the vast majority of applications so far have been related to training and capacity building. Training proposals are wide ranging aimed at various sections of the local community. The fund for this year will continue to encourage this diversity.

Community interpreting skills - ASAN is currently developing an interpreting skills training course to local residents over next 3 years, which will be accredited through Open College Network at level 2 or 3. Needs and analysis was carried out in early 2006 and over 40 residents have shown an interest in the training course.

The course will not only enable local people to become more effective at interpreting but will also offer them potential employment as interpreters for public services within Wolverhampton and beyond.

The idea has yet to receive firm offers of funding and these are being sought from the local NDC Partnership, ABCD, from the Big Lottery and from European sources.

Skills Match - This is another new project which aims to match local people with job opportunities either within ASAN or in local companies. The project will achieve this aim through forming links with local employers, encouraging local people to participate in a neighbourhood jobs register and supporting this with appropriate training through the Learning Hub.

The project will develop partnerships with other agencies across the City including Jobcentreplus, Connexions and local colleges.

Support for this project is being sought from ABCD, Job Centre Plus and the Learning and Skills Council.

Capacity building with local groups – ASAN started its work in the late 1990s providing support to community groups. That support continues both in the form of funds through the Community Investment Fund but also in the form of practical support. This work will continue throughout the coming year and will be particularly focused around groups at the Community Centre.

Community consultancy training and development – This is an area of work which ASAN has continued to develop since its first established Tara in the early part of the Millennium. The concept is very simple. ASAN seeks to support local residents to become effective at undertaking local research and then offering them work experience and job opportunities through local consultancy contracts.

ASAN will this year seek support from the Big Lottery to develop a new training programme and recruit a new class of 2006 community consultants.

5.4. Organisational objective 4 - Being an effective organisation

“To develop and manage the organisation effectively”

Financial accounting and project monitoring across the organisation

– ASAN has developed its financial management capability very considerably over the last few years. This has become a major priority for the organisation given the growth of its trading activity and the complexity of the various governmental funding programmes that it is involved in.

A new member of staff has been taken on a part-time basis to provide much needed support to the manager. This resource will be kept under review for its effectiveness.

The organisation continues to review and develop its procedures for management and monitoring purposes. This process takes up significant staff time but remains at the heart of the organisations aim to effectively develop its services and projects.

Social accounting across the organisation – This business plan reflects the developments that the organisations has made in attempting to integrate its social accounting activity with its wider organisational planning. This year for the first time, organisational planning targets will be linked to the dialogue with stakeholders during the course of the consultation process in the summer.

More detail on the proposed activity under social accounting can be viewed in the section below.

IT – The IT system currently meets the organisations requirements. There are now site-to-site electronic links with the Boot Factory – this ensures good communication with the Greenworks operation both locally and nationally. One further development which is likely to take place this year is the development of remote access to the system for specific members of staff.

Health and safety – The responsibility for health and safety management has now been handed to the Training Manager. ASAN is participating in a

pilot programme of health and safety development funded through the NDC Partnership. This is a six months pilot which will assist the organisation to undertake online risk assessments. The pilot will enable ASAN to update on a regular basis taking into account any changes in legislation.

The organisation currently undertakes monthly risk assessments across its activities involving relevant staff. The pilot activity will be reviewed in light of current practice and a view will be taken later in the year about how future risk management will be implemented.

Marketing and communication – ASAN continues to employ a marketing and communications officer to work alongside the trading activity of the organisation and also to support the more community development type activity.

This year a review of the ASAN brand is underway. This follows on from very clear views from stakeholders about what ASAN does and how it is promoted to the wider community.

A new approach to branding will be considered by the Board early in the year.

Staff conditions and support – The 2005 social accounts identified a number of issues, which the organisation needs to consider in its future development. Perhaps the most important of these is the continuing development of staff conditions of service.

A thorough review of staff contracts has now been undertaken and all staff have been issued with new contracts at the beginning of the current year.

This is to take account of changes in legislation.

In addition a review of ASAN's pay structure is planned for this current financial year. Currently the structure is based loosely on local authority and other ad hoc arrangements.

Also during the course of the coming year, ASAN will be offering training for staff who manage other staff. This is Business Link funded activity and will enable managerial staff to have a greater understanding of staff supervision and appraisal.

Section 6 ASAN's stakeholders

The review of ASAN's stakeholders undertaken in May 2005 is still in use and reflects the organisations relationship with both external and internal stakeholders.

The key categories of stakeholder for these accounts therefore are as follows:-

Stakeholder category	Approximate No of Stakeholders	Relationship with ASAN
Local community	5,000 Approx	Those people who reside in the area of benefit. They will be users of the Monday rubbish trawl. They will also potentially be involved in the community forums and other community gatherings. They will also use any other services run by ASAN in the area of benefit.
Staff	27	This category will include staff at ASAN Management Services and at ASAN (the charity). It will also include trainees and volunteers.
Users and customers	1,100	These will include those people who are customers at ASAN car parks, Greenworks, Tara and Southside.
Organisations in the local community	7	This is any organisation either business or community who ASAN have a different relationship with Asan from the above categories.
Funders and partners	80 consulted this year	This is a wide-ranging group and will overlap many of the above categories.
Suppliers		A view has been taken as far as social accounting is concerned that suppliers do not fit into the traditional consultative framework that ASAN uses for other stakeholders. Suppliers are reported on the economic impact section.

Section 7

The scope of the 2006 Social Accounts.

ASAN's aim is to produce social accounts which cover the full operation of the company. This aim is consistent with its wider ambition to integrate the social accounting process with its business planning cycle. With regard to the 2006 accounts, this section considers what has been reported, who has been consulted, what has been omitted and a brief description of the methodologies used.

In relation to what has been reported, the accounts aim to deal with all ASAN's current activity as set out in Section 4 and where it has been practical to have a dialogue with stakeholders involved. There are a number of projects where reporting has not taken place because projects are still in the early development. These are:

All Saints Community Centre, Local Area Neighbourhood Arrangements
Local developments at Cable Street and the Royal Hospital
40 shades of green project, The Workspace
Community Interpreting skills, Skills match

The accounts also aim to improve on previous attempts to measure the organisations economic impact. ASAN is still working on the development of more effective environmental impact measurement.

With regard to who has been consulted, as in previous years the organisation has sought to ensure that all stakeholders have been involved. Section 6 above sets out to describe who the current stakeholders are and this section gives the best guide as to who has been consulted.

The accounts have omitted to include those organisations who are currently users of the Workspace. As explained in the previous 2005 accounts, no attempt was made to engage in a dialogue with those organisations. This has been largely to do with the status of the users. No formal arrangements have been put in place and it was decided that any attempts to consult with the users would give an unclear picture as to what is happening at the Workspace and how it is being organised. On the 13th October, 2006, ASAN took on the ownership of the Workspace and the organisations who will be involved in the its future use will be consulted during the summer of next year.

Board members have also not been consulted in relation to these accounts. This is a position that ASAN has decided to take from the very outset. The view at ASAN is that the Board members are responsible for the accounts and should therefore listen to stakeholders rather than comment themselves.

Finally with regard to the methodologies used in these accounts, the vast majority of consultation has been conducted through questionnaires. Most of the questionnaires allow for yes/no style answers as well as giving stakeholders the opportunity to elaborate on their answers. This enables the accounts to provide a mix of quantitative and qualitative data. A list of the types of questionnaire currently use as part of ASAN's consultation techniques can be viewed in the appendices.

**Section 8.
Achievements and performance**

8.1. Introduction.

This section of the accounts deals with the outcome of the consultations that were undertaken to establish how our stakeholders feel we are performing against our stated objectives. In order to satisfactorily undertake this consultation, the various staff members from each area have used a series of different methods, and it is their findings that have been recorded as presented in their original format. This has led to some variation in the style of presentation within this section but we feel it provides a truer picture of Asan and its social accounting methodology as opposed to one person editing all the findings to present a single style which can sometimes take away from the original strength of the findings.

This section works its way through the different stakeholding groups making links to the relevant objectives that are ASAN's core business.

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

Table 5 Objectives, values and stakeholders consulted

Objective	Value	Stakeholder group consulted	Methods of consultation
1. Local Management objective	To be accountable to the local community To be creative and innovative in all that we do.	Community Forum Rubbish Trawl Strategic Partners Community Organisations	Questionnaires & Focus Groups. Telephone Survey Questionnaire Questionnaires & Focus Groups.
2. Business and enterprise development objective	To act commercially and with entrepreneurial flair. To be creative and innovative in all that we do.	Big Garage customers Corn Hill customers Tara customers Southside Sports customers Greenworks customers Strategic Partners	Questionnaire Questionnaire Questionnaire Questionnaire Questionnaire

3. Training for employment objective	To be creative and innovative in all that we do To value our staff and trainees and volunteers	Learners Strategic Partners	Questionnaire Questionnaire
4. Effective organisation objective	To be accountable to the local community. To value our staff and trainees and volunteers	Staff Strategic Partners	Questionnaire Questionnaire

In this years accounts, ASAN has sought the views of funders and partners in an effort to get a more strategic view of the organisation. This stakeholder group is quite wide ranging and has interests across all of ASAN’s objectives. It has been decided therefore to include the comments of this group at the beginning of the performance report.

In undertaking this consultation, 80 individuals were chosen from the various organisations who ASAN works with and sent questionnaires via email. This will range from people who fund the organisation, to people who are involved in developing projects and to those who have knowledge of the organisation. These individuals are selected by members of staff from each area of the organisations operation putting forward 5 names of strategic stakeholders that they have dealings with. Of the 80 contacted, responses came back from 25. Those consulted were asked to comment on ASAN’s performance against the values that it set itself.

In the future Asan might consider using independent outside consultants to undertake the consultation of strategic stakeholders in the hope of achieving a better response rate.

The responses were as follows reported in the same questionnaire format as used with each individual based on questions for each value.

Value 1 is
“To be accountable to and representative of the local community”

Do you think ASAN performs in respect of this value?

Don’t Know 5
No 0
Yes 20

Any comment?

1. *I have only worked directly with ASAN as an organisation and therefore I am unsure if it is representative and accountable.*
2. *It’s difficult to know being so far away.*

3. *It has been my opinion for a few years that ASAN are an exemplar organisation in acting as a community development trust (whether ASAN would agree with that terminology or not). It is easy to pick fault with any community organisation ASAN included, but they have always worked in their stated manner, and for the benefit of the community.*
4. *Knowing very little about Wolverhampton, particularly the All Saints area and demographics etc it is difficult to answer.*
5. *so far as I can judge from a distance.*
6. *This consultation exercise would appear to be a good example of meeting value*
7. *I would however say that I have the impression that the organisation is seeking to be representative and supportive of people in the local area*
8. *This is evident from the staffing structure and client base*
9. *From my involvement with ASAN I have always noted that the local community are consulted and regularly involved in projects.*
10. *I know that the staff at ASAN are keen to be seen in this light by the community's that they serve on a personal basis, but do not know what the general public think of their work as have not seen that side of things*
11. *I think that Asans performance in this respect is exemplary*
12. *ASAN meets its obligations in full*
13. *But some residents do not know what ASAN can offer them.*
14. *Officers are responsive to local issues; There is community representation on the board of directors. ASAN runs local social enterprises employing local people.*
15. *I am aware that a number of local people have benefited from the work of ASAN and have also moved into employment. This in turn helps ASAN to be representative of the local community.*

Value 2 is

To act commercially and with entrepreneurial flair

Do you think ASAN performs in respect of this value?

Don't Know	3
No	1
Yes	21

Any comment?

1. *ASAN has been adept at operating commercially and entrepreneurially.*
2. *The Green-Works warehouse is very well run and shows real enterprise and initiative.*
3. *There are many other community networks in Wolverhampton (and in the Black Country) that envy the strides that ASAN have made. It is my personal belief that ALL VCOs should learn to act as a trading company even if they are not strictly trading. This would lead to an increase in economic activity where it is hoped for and an increase in professionalism otherwise.*
4. *We first encountered ASAN on account of their entrepreneurial ability. They won a tender to provide business acumen training. They seem good at responding to new demands and looking at differing business opps.*
5. *Certainly seems to be the case.*

6. *ASAN is always looking for ways to provide new local opportunities to attract investment & jobs into the area – for example recently through the opening of Greenworks.*
7. *I feel this is an area which ASAN could improve upon and I'm not convinced the two areas are necessarily linked.*
8. *pursuing a commercial agenda to sustain themselves.*
9. *This is shown by the enterprises they have set up which are trading successfully., and with the strong leadership around the Enterprise Network.*
10. *In all my dealings with ASAN they have tried to look at the sustainability of their efforts and have been open minded about how to deliver new and innovative services.*
11. *ASAN are not afraid to operate and run commercial operations such as the Big Bus Garage and Corn Hill car parks. These appear to be operated very successfully and I assume help fund other initiatives and also employ local residents*
12. *I think that ASAN is going down the right path to achieve this by the commercial partnerships it is forming with local business/social enterprise in the city*
13. *I think ASAN has an impressive track record . I'm aware of Big garage and Furniture Recycling Project. ASAN may do other things but not sure what. Do you, maybe, need some sort of prospectus, or business plan, setting out commercial achievements and aspirations – possibly as a way of attracting other potential partners. (Perhaps you do this already).*
14. *Good partnership working with public and private sector for the benefit of local residents – this is a clear priority*
15. *ASAN is a good example of Social Enterprise*
16. *Have created jobs and social enterprises in the area of All Saints.*
17. *ASAN runs local social enterprises employing local people*

Value 3 is

To be creative and innovative in all that we do

Do you think ASAN performs in respect of this value?

Don't Know	4
No	0
Yes	21

Any comment?

1. *The people I have met in ASAN appear creative and have been innovative in adopting social accounting*
2. *From our experience with Green-Works we would agree but we don't know for the rest of the organisation.*
3. *It is simplistic to make the following statement but it ideally expresses my thoughts: someone else would have done it had it be simple and/or obvious/*
4. *ASAN appears to be innovative but Again not knowing the organisation well I don't feel I can comment. I do however feel the commitment to be creative and innovative "in all that we do" is adventurous, maybe rather a tall order.*

5. particularly liked the social accounting and audit wall-chart
6. From my experience of the organisation there seems to be a culture which encourages creative thinking
7. I have no evidence to support or to counter
8. The completion of the All saints CE project is an innovative solution to securing the building as a valuable resource to the community and avoided what might have been a problem site
9. In all my dealings with ASAN they have tried to look at the sustainability of their efforts and have been open minded about how to deliver new and innovative services.
10. I have noted that ASAN are not afraid to pursue new projects some of which are complex and/or involve innovative ideas such as the use of Biomass boilers/wind turbine etc. Even if some of the ideas do not develop into projects I support the philosophy of being creative and innovative.
11. They work hard at trying to bring other groups together and could sometimes do with more support from stakeholders to be more creative and innovative to achieve these goals
12. I know ASAN is both creative and innovative as demonstrated in Value 2 but I don't know enough about your organisation to say "in all that you do" I suppose if I said that to GOWM they'd want some evidenced proof of organisational change management. Maybe you've got that and need to highlight it more
13. We have worked with ASAN on a variety of projects and the team are open minded and imaginative in coming up with different ideas and ways of doing things – they hardly ever say "no" to a new idea, which is refreshing.
14. ASAN is a good example of Social Enterprise
15. Some of the projects run have been creative and benefited the community such as the caretaker programme.
16. Officers are willing to look "outside the box" to tackle community expectations
17. I consider the development of Southside sports to be an example of where ASAN has used creativity to engage local young people in the processes.

Value 4 is
To value our staff, trainees and volunteers

Do you think ASAN performs in respect of this value?

Don't Know 12
No 0
Yes 13

Any comment?

1. Not sure if I can answer this – but from what I have seen at a distance that staff are treated well

2. *I have not been directly associated with ASAN but as a third party I believe that my observations confirm that they value, develop and support the individuals associated with them.*
3. *Too little experience.*
4. *So far as I can judge from a distance.*
5. *Again little evidence, though staff appear well motivated. Has Jay's position been sorted out?*
6. *ASAN has a history of working with and supporting volunteers*
7. *All members of staff appear to be helpful and happy in the roles that they are in*
8. *Talking to ASAN workers both informally and professionally I think ASAN has an impressive track record.*
9. *Following a recent departure of a staff member (for further training!) I was amazed how quickly and professionally ASAN filled the vacancy with yet another motivated, local team member. Staff are offered lots of relevant and interesting training opportunities. As an outsider it seems as though all the staff are invited to get involved in project work that is relevant, irrespective of status, which is a great way to work with team members. It has been a pleasure to work in partnership with ASAN over the last 9 months, and I hope the partnership continues.*
10. *I believe ASAN has a good reputation for its HR policies and practices*

8.2. Organisational objective 1 - Local area involvement/activities

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

8.2.1 Users of the Monday rubbish collection

Background to the consultation

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

30 users were consulted using a telephone survey (see Appendices 5). The answers to the questions were as follows:-

This Table shows the Results from 2005

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

Results for 2006

<p>How often have you used the Monday morning rubbish</p>	<p>Did you have any problems booking the collection?</p>
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<p>collection?</p> <p>Once 20%</p> <p>Twice 23%</p> <p>3 or more times 57%</p>	<p>Yes 3%</p> <p>No 97%</p>
<p>Were their any problems with the collection?</p> <p>Yes 0%</p> <p>No 100%</p>	<p>Are you aware that the service is a voluntary one operated by Asan and totally independent of the Wolverhampton City Council?</p> <p>Yes 70%</p> <p>No 30%</p>
<p>In general how satisfied were you with the performance of Asan and its staff.</p> <p>Not satisfied 0%</p> <p>Satisfied 33%</p> <p>Very satisfied 67%</p>	<p>Do you wish to make any general or other comments that would enable Asan to improve the quality of its research and consultancy activity:</p> <p>No 73%</p> <p>Had comments 27%</p>

Do you wish to make any general or other comments that would enable Asan to improve the quality of its Services?

Improve the way of life for kids playing on the street and neighbourhood watch.

Pretty satisfied with everything.

When people who have booked for the collection service get there collection sorted and not other people trying to get there who haven't.

Very useful to the area.

Bit more to help on gardening and driveways.

Promote themselves further to the community.

Not many people in Gower Street are aware of this service.

To be notified what time they are going to come and pick the rubbish up.

8.2.2. Community Forum participants & the Local Community

8.2.2.1. The Community report collated together

For this years social audit report I have collated all the information that I have gathered in the whole year. Firstly, explaining whom I have worked to do some consultation work, in getting primary information from the local residents, school, youth clubs etc.

1) Asian women's Group

Firstly, working with Asian women's groups who have their own constitution, use the main hall at the All Saints Community Centre for activities. The

group take part in activities and have women speak Punjabi with a bit of English, those who didn't speak English were I spoke to them on a one to one basis.

This made it more aware to them about what I do at that ASAN office, and what support we can provide for them do for them etc, in the respect of the community Forum. To collect information the questions were done both in English and Punjabi, related to the All Saints Community Forum Evaluation.

2) Duke Street Youth Club

I have then worked with a group of youths at Duke Street Youth Club; the age of these youths were from between 9 to 16 years of age. There 3 flip chart sheets, with questions of as follows: Are you HAPPY about the All Saints area? Are you UNHAPPY about the All Saints area? What would you LIKE TO SEE in the All Saints area? The kids were to answer the questions by recording the information on to the post it notes and stick the on to the appropriate flip chart paper. That information would then be evaluated.

3) All Saints Community Forum Evaluation

As I did not get enough feedback from residents as they have been attending Community Forums in the past, I collated most of the resident's information looking at the attendance sheet over the year, due to not getting enough feedback about their views about the forum. I collated information on those who have already filled out an evaluation, and those who didn't had one posted out to them, this stopped any duplication. Those that had been posted out were given a time and date for collection and if I were unable to collect then asking if they were to return it back to the office.

The information contained is questioned on how they feel about the All Saints Community Forum Meetings. The questions were asked on what their views are whether negative or positive views and how they would like to be kept updated etc. this was provided both in two languages English and Punjabi as these the most two spoken languages in the All Saints area.

4) Pupil Consultation via Website

Worked with Grove Primary school year 1 children; I did a small project called Pupil Consultation via Website. Inviting ABCD Wardens and parents to participate on that parent live local which ASAN can be promoted and network with one another also mainly the idea was, in regards to having quarterly Community Forum meetings due to the issues that come out of that meeting which mostly are anti social behaviour and activities I wanted to see at trying to promote the website and if these issues anti social activities are as blatantly seen by kids that live in the area, So from the information that had got I was glad that kids are not aware of what does go on.

5) Youth Club

I gave out some straightforward questions about how youths feel about the All Saints area. They have managed to answer what was asked of what their

positive and negatives views are about the All Saints area. Also they would like to be kept updated. These kids are of the age 16 and below, but looking at what they have recorded about the area is that they are aware of the anti social behaviours and activities that go on in All Saints. It just goes to show how blatant things are and how they have managed to learn about these negatives issues that take place in the All Saints area etc.

8.2.2. Background to the consultation

The All Saints Community Forum continues to be run under contract with the ABCD New Deal Partnership. ASAN is required to run four forums a year. This evaluation took place as part of the July forum. This was the 7th forum at that time and 19 consultation sheets were filled and additional community groups and residents consulted.

The responses to the questions are set out below.

1) Do you have any GOOD points about the All Saints Community Forum?

- 1) A well-placed venue where views suggestions and complaints can be aired in public. Community Forum is an excellent medium for local residents to express their views on local matter.
- 2) The ABCD wardens around.
- 3) With the community forum you can stay in contact with them and know what is going on in the area.
- 4) Keeps us informed as to what is happening in the community. Good opportunities for residents to air complaints/problems, keep presentations to a minimum (to updates).
- 5) Bringing different views from different areas together.
- 6) Its good we get to know about what goes on in the area all around.
- 7) Its good, its needed.
- 8) Its good X 3
- 9) Its in existence
- 10) 10) Being from Duke Street area its just interesting to know what is going on around us.
- 11) Yes
- 12) It's a good way for residents to meet each other and representatives of different organisations. It allows those representatives to listen to residents and their problems.
- 13) They try to improve quality of life for the people of All Saints.

Do you have any BAD points about the All Saints Community Forum?

- 1) *I told the problem at the last meeting that they were not solved yet I see them on the paper with your staff.*
- 2) *Not held often enough, our elected councillors cannot be bothered to attend (A Disgrace!) and do we have a vicar? (Not seen for at least 10 years). But deplore the total lack of interest/attendance by elected council representatives. Local Councillors - Not once has been observed attending a forum session for a very long time.*
- 3) *Youths outside*
- 4) *None that I can think of.*

- 5) *Needs to be more interactive/participative. Invoice people in decision making/discussing policies for the area.*
- 6) *Poor control by chairman of loud-mouthed attendees who aren't prepared to listen to others views.*
- 7) *Poor control by chairman of loud-mouthed attendees who aren't prepared to listen to others views.*
- 8) *Too many residents appear to have "hobby Horses" - Yes prostitution is a problem but any residents who are landlords don't seem too keen to report/evict criminal tenants a lot of discussion goes on but little appears to be done.*
- 9) *What is happening to the regeneration of the hospital and canal side areas?*
- 10) *Too much talk and no action for example - making the area into a alcohol free zone..... When?*

Issues that have arisen from All Saints and Parkfields Community Forums this year.

Plans for the coming January 2007 Community Forum

Issues from October 2006 will be recorded within the feedback report with actions taken to those that were needed and provided to the local residents made available on 18th January 2007, when the next meeting will be held any issues that will come out of that meeting by the residents, will then be provided within the next meeting, if there are issues in which case residents cannot wait for the next meeting then residents will be by all means told about the progress of any actions taken to resolve issues that need resolving or ways around to solving issues.

October 2006

5 issues had come out of this meeting, which were as follows, Sgt X had gave out a booklet to residents of priorities that police have and a contact number for residents to ring when they need to report. Agencies are called in to talk to residents and answer any questions that residents may have. Where there are issues that are raised on every meeting in respects to RAZ's etc which is followed by fly tipping, and find solutions for instance try and recycle items besides either dumping, which this will cause less mess and be more environmentally friendly etc. Below are issues that have been raised but need dealing with at the moment.

Wardens to see individuals, bushes on silver birch, priority with the police, Local area neighbourhood arrangements, Rubbish action zone in Ettingshall. Again this meeting was for All Saints and Parkfields local residents. In this meeting 61 residents and 1 business had attended which also included the ABCD and ASAN staff.

From this October meeting it was good to see that residents from the Parkfields area had attended, as when the same meeting was held in Parkfields when the two Forums came together no one from the All Saints area had come. But when having it in All Saints school it was good to see a mixture of residents from two areas.

July 2006

At this meeting All Saints and Parkfields came together and was held in Parkfields Christopher Groveland Youth Club and 6 issues were raised as follow: ABCD wardens, Wall on Shayler grove, Warmzone, Rubbish Action Zone, Communications, Local councillors. This was a good meeting, in the way that people I haven't met from Parkfields, that they were engage and express their views and possible complaints slightly similar to the issues that are raised in the All Saints meeting.

March 2006

32 people had attended this forum including staff and residents from the All Saints area. Issues were mainly focusing around Anti social behaviour, education and environment. Which are described as follow, drugs, trespassing, properties, street cleaning – RAZ's & litter blitz, Main drains, IPS building, Education for the senior people

Jan 2006 – Housing & Environment, 2 issues came out of this meeting due the low attendance from residents.

8.2.2.2 Consultation of the All Saints Youths Session

What are your POSITIVE views about the All Saints area?

*I live there X 2
Sports in the area are very good.
Its getting more social
It getting more better.
Sports activities
Good activities*

What are your NEGATIVE views about the All Saints area?

*Drugs, prostitutes, kerb crawlers.
Crack houses
There is a few drug people.
People sell drugs.
Housing drug people
Drugs, prossies, feel unsafe
Crack heads look sometimes nothing to do.
Boring nothing to do*

Consultation of the Duke Street Youths Session

What would you like to see in the area?

*Street Crime Wardens because of the drugs
More clubs
More activities for young people
Swimming Pool*

More choice for music and people into music

Basketball

A sports hall where you can do everything not just football like the Astro turf

Unhappy about the All Saints area and why?

I don't know much about the area

Prostitution and drugs etc

Too many prostitutes

There are too many thugs and attackers and robbers and bad things in the area

There's fighting

Drugs and tramps all the people that make up the noise

Happy about All Saints area & why?

All Saints is a happy genuine friendly area but there is a lot of graffiti

Good facilities for kids

Yes I am because they have a good facility for kids

Nothing

I'm happy because of the things we can – Astro turf, Learning hub, Park etc

I am happy because of the places that we can go to with the youth clubs

I think it has good stuff for the kids.

8.2.2.3 Report from the Asian Women Sub Group Meeting

Evaluation of the comments that came from the Asian women within the sub group meeting was very cooperative. The women attend the All Saints community centre to take part in the activities run by the local residents. Most of the women were from neighbouring areas, for instance the Parkfields and Blakenhall. Who come attend the All Saints Community Centre in All Saints to take part in the activities that are lead by the local residents.

9 women had attended the meeting who attend the SWARG group (this meeting was a individual meeting set up) and their comments were very negative about the area that I had received. In regards to the issues that were forwarded about the All Saints area is to look at the resources that we have available in the All Saints area that we need to take on board a bit more.

Negative Results
<i>Prostitution – in All Saints has reduced but can still see it going on around Kent Road.</i>

<p>2) Neighbours - garden is really bad the fencing is half way down in the complaining neighbours garden. Have tried negotiating to the neighbour who garden fence is coming down to no success, un-corporative.</p> <p>2a) Need alley gates - need of cleaning up the streets and area.</p> <p>2b) Outskirts of Tansley view lights not being put up as this was promised 2yrs ago.</p> <p>2c) No security - as there are no mobile vans being seen, they only go up to Brown Street.</p> <p>2d) Tenancy of 24 Brown Street keeps 2 dogs that keep barking on a constant basis.</p>
<p>3) Annoying Youths - standing at the top of the streets, women feeling intimidated. One lady was purposely hit by one youth with tin on the arm by the youths she did not report it as she was scared.</p>
<p>4) Drug users - that were standing around in All Saints Road has reduced.</p> <p>4a) Changes - Nothing has changed as she has been living here for 38 yrs. If mugged police don't attend if it was reported over the phone there's too many questions asked whether the victim was hurt or not etc. She travels by car as she is disabled.</p>
<p>5) Don't like - coming to the All Saints area, only comes for the activities.</p>
<p>6) Fear - of being attacked as this lady's husband got attacked by a woman but didn't report this to the police.</p>
<p>7) Prostitution - taking place late at night.</p>
<p>8) Fast cars - on in All Saints Road, kids knocking on doors running away. Men/ Kids standing on the corner of Vicarage Road. Lack of Post office facilities in the area.</p>
<p>9) Railings - The railings on the side by the school are quite intimidating when going through as there is really no room to move as the fear of being attacked/ mugged etc, she always changed her route if there is a male figure coming in the opposite side.</p>

<p>Positive Results</p>
<p>1) Lived here for a length of time and knowing the residents here, education centre nearby, Community centre is local and shops town chemist a few resources are very local.</p>
<p>2) Coming to the activities that are held in the community centre.</p>

Conclusions drawn from sub group consultations

Even though there are 4 Quarterly meetings within the year, to gain more input from the residents it as been necessary to have individual sub group

meetings with residents. 9 women were asked for their views about the positives and negatives around All Saints area. The issues that have been raised are mainly focusing around anti social activities. Most of these women are from the Parkfields area, not from the All Saints. But it was having their views as they do come to attend activities in the All Saints Community Centre and All Saints area. So I thought it would be good to have an outside view. I started by tackling the women in groups first that attend the activities as we can work from there. One other way was to invite the local ABCD Neighbourhood wardens to attend the meeting so they could also take into account from a one to one basis with the residents. This could give more hard-core evidence about how the residents feel about the All Saints area.

The factors could be that residents feel intimidated to say anything at the meetings. Comparing the issues that arose from the Community Forum Meeting is quite average but even when having an interpreter present to translate within the forum still not enough issues from the ethnic community are raised. Therefore having an Asian women sub group meeting allows a lot more issues to come out which in turn allows other organisations to be more aware and willing to talk about issues around the Anti social activities. The overall conclusion is to make the ABCD wardens aware and encourage them to attend the small meetings like these where they can fit in and that they have the resources to resolve.

8.2.2.4. Pupil Consultation via website

Introduction

Pupil Consultation via Website Project was taken place at the Grove Primary School, Caledonia Road in All Saints area on Thursday 6th July 2006 at 1.30pm. This project was mainly to gain primary data on the basis of what the children think about the All Saints area. There were four parents, 2 ABCD Neighbourhood Wardens, 1 schoolteacher and 1 school assistant participating in the project. Divided the groups into 6 groups that had 4 children and one adult per group, the parents and wardens assisted the children to record their views on the questions that were set. Mainly children to take control in recording their issues with help from adults. Liaising with the wardens so that they could take onboard issues, also contributed so they could also record their issues.

The table below shows the results of the views that were recorded.

Groups	Questions		
	<u>Unhappy with the All Saints area</u>	<u>Happy with the All Saints area</u>	<u>What to see in the area</u>
<u>Group 1</u>	The Streets should be cleaner and tidy	Yes, people are nice and schools are good, we have nice lovely parks	Area to play football, to ride bike and play inside when it rains
<u>Group 2</u>	People throwing stones at cars people driving to	Parks, nice people, football club lots of space.	Bouncy castle, swimming pool, bigger sweets shop,

	fast. Bullies, the empty hospital		beach, more clubs skateboard park
Group 3	Not happy with the park, because its dirty and the activities are old. Too much rubbish on the roads, Rubbish left on the roads, Children hanging around the shops, To many dogs in parks, kerb crawlers is a big problem in All Saints, to many empty houses.	We like the park, we like our shop; I like the All Saints Nursery.	Everyone happy, no rubbish on the floors, more police on roads
Group 4	Area is untidy, lots of cars can be dangerous, rubbish, Spraying paints on walls, dog poo on the footpath, dog not on leads.	Ice – cream van outside school, nice & friendly people, homes are nice, like school & teachers, friends live here.	Park, somewhere to play, lovely houses, playground, zoo, somebody who cleans, everyone is nice to each other, more flowers.
Group 5	Black gates outside the All Saints Church. Too many cars scared of being run over. Cars parking on yellow lines outside the school. Smells.	People because their nice, park because its a lot of fun, schools because it s fun, people in my street are really friendly.	More birds, a place to play on our mini motors, more police.
Group 6	There is too much rubbish no one to let me play, too many people.	Yes everyone plays with me I love my house there is no rubbish you can play on swings	More places to play, football, roller skates, ramps for bikes, gardens for picnics, paddling pool,

Method

This project was to get information from the children to see if they know of any anti social activities that go on in the All Saints area, and what they think about the All Saints area itself. The time set for the session was for an hour as kids will lose concentration and mind will start to wonder. This website was another method that I wanted to use besides the quarterly All Saints Community Forum Meeting.

I approached the two Head teachers of from All Saints, Grove Primary School and St Mary's & St Johns School. To ask whether this could do a pilot project at one of the schools, working with children from one of the classes. We will

invite the ABCD Wardens, parents and class teacher to participate in working together which can build a network with each other. To test the idea we chose Grove Primary School and year 1 class that consisted of 25 children, but children could vary or lessen on the day or any other day, with year 1 who are in the age group of 5/6 years.

All Saints Community Forum Website was used to get information by having children record their views about the All Saints area and email me on my email address. Which I will be looking at once I was to get back to the office. If there were any other issues that would concern the ABCD wardens, those issues would then be addressed and forwarded to the ABCD Wardens.

The day of the project

The day the project took place was on Thursday 6th July 2006, at Grove Primary School in Caledonia Road. We had used the computer suite at the school, once everyone arrived at the suite a clear and brief introduction was given to the parents; a different level of approach was used to talk to the children. The session started off by having 25 kids. Everyone was divided up into 6 groups, there were four kids with one adult, but the optional one with one with two adults.

Every group was given a sheet that explained what the project is about, and what questions needed to be asked. To get everyone doing the same thing at the same time I pointed to the white board as a guide, to start by turning on the computer logged on to the Internet typed in www.asan.org.uk, this they could follow on the flyer that was provided. Once logged on to that they the All Saints Action Network website, clicked on to the community forum link and double clicked on to the page to log in your issues.

Once the question were answered which I wanted to rush due to the temperatures raising in the computer suite as to the hot weather, due it to being summer. But once the questions were answered they could email me. Unfortunately the email system was not set up for the year 1 class. We had to record the information by hand. What really made my day was that one of the children said that "When I get home I'm going to ask my father to go onto the computer, I would like to have another go on this". Overall the whole event went really well, it was an experience to work with the children.

Evaluation

By looking at the various groups and the questions that were asked to answer are as follows:

First question: Are you unhappy with the All Saints area and why?

There is a lot of negative an issue in regards with the rubbish so far is the strongest issue, and that streets need to be cleaned. Too many cars on the road.

Second question: Are you happy with the All Saints area?

There are nice people in the area, the park is nice etc.

Third question: What would you like to see in the area?

There is a request of having more play areas for the kids, again not to see rubbish having a cleaner place to live in, need police in the area etc, basically having a better place to live in.

Conclusions

It looks as if the children are aware of what is going on and what they see around them in the area, which is more obviously visual i.e. litter, street cleaning, cars making it quite hazardous for children. This makes it look unpleasant and dangerous. Litter that they had in mind were wrappers, smashed bottles glass on the floor etc. As for anti social activities it is not as obviously blatant, in the area as far as children are aware. This was the main thing that I wanted to know, as for when issues are raised at the community forum; it's then that adults bring it to our attention.

8.2.2.5. Phoenix project survey of 21 owner-occupiers

The Neighbourhood Maintenance Operative and Community Forum Worker went door-to-door talking to residents in the All Saints, finding out about who lives in which properties and whom they are owned by, whether private landlord with tenancy or owner-occupier.

Altogether we got responses from 21 residents, the feedback collated that was received also analysed. I noticed that from 21 residents from the All Saints area, 13 are aware of All Saints Action Network and where it was situated. Also the other 8 are not so aware. At the same time we were promoting that we are from All Saints Network, which situated down the All Saints Road and that if there were any issues that residents had then ASAN here to help the community.

We also questioned if they were aware of All Saints Action Network, Yes or No?

If they were aware of ASAN, then did they think that ASAN made a difference to the area?

Also could they suggest ways that ASAN could benefit the community further?

From the 13 residents they thought that ASAN makes a difference for the area, the comments recorded are shown below.

Those who are aware and how they think ASAN makes a difference to the area?

- 1) *Yes, Is a difference, not many people are round, clean up.*
- 2) *Yes, Can't say*
- 3) *Yes (no other comment)*
- 4) *Good – taking out bad tenants*
- 5) *Yes clean up a bit*
- 6) *Sometimes*

Some other comments made by residents who do know about ASAN, but with no comments saying that they think that ASAN make a difference. By just answering 'Yes',

Below are comments that were made by some residents, in suggesting ways that could benefit the community further?

- 1) *Asking people door to door*
- 2) *Communicate*
- 3) *Knowing how people feel*
- 4) *Is ok as it is*
- 5 *Keeping kids of the streets*
- 6) *Good environmental for people to work*
- 7) *Just to control it better*

8 residents said 'no', to not being aware of ASAN. In fact they did not know where the ASAN office was situated and also it can be that we are not promoting ourselves further more.

Conclusions drawn from forum meetings

To what I have recorded it shows that there are a lot of anti-social activities and behaviours that take place in the All Saints area. I on the other hand have approached some women that had finished taking part in a yoga class. I approached them about the community forum website that they can record their views and issues about the All Saints area. I was told about issues that take place, this got me thinking that even though there is this quarterly community forum meeting (even though we only get a few people that attend whether they, it came to our assumption that residents will only get together if they have issues that want to report in the meeting) but I was approached by having these women flood me with the going on's that take place near there property i.e. noise residents that have moved are causing nuisance with a couple shouting at one another, which their next door neighbours have to put up with. Groups of people hanging round on the streets late at night. At that same time these residents wanted to keep their identity anonymous so I went ahead and reported these issues and their names were not mentioned.

From that source it came to my attention that when people do have issues that they will not attend the All Saints community forum as they are afraid to reveal their identities. Therefore I now go out on a regular basis to visit those who prefer to be seen at home in privacy to gather information and deal with issues in a more confidential setting.

8.3. Organisational objective 2 -Business and enterprise development

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

8.3.1. Big Garage and Corn Hill Customers

Background to the consultation

The consultation has been similar to previous years. This is a deliberate policy allowing ASAN to look at customer service year on year. The car parking business as ASAN remains a key element of its trading activity. It is the major income generator and currently ASAN is in negotiation to take on a further car park at Oxford Street. The business has been very successful over the four years of its operation.

The one major drawback that ASAN still faces with both sites is in the short-term nature of the tenancies available. ASAN is on a month-to-month notice period on both sites. This effectively means that with just one months notice, the landlord could demand the site be taken back under his/her control. This lack of security of tenure reduces the potential for ASAN to either get grant aid for changes to facilities at either site or borrow to make changes. This clearly has a major impact in terms of long-term investment. ASAN ensures that health and safety issues are of paramount importance on both sites but beyond this, considerations on investment to improve the sites have to be weighed up carefully. The new site planned for Oxford Street should be on a minimum of a three-year lease.

Big Garage parks approximately 250 vehicles and is normally full to capacity on week days.

Corn Hill offers parking for approximately 150 vehicles unfortunately it has seen major road works taking place on the roads surrounding it during the past eight months which as led to lower parking numbers and a lot of disruption for customers it.

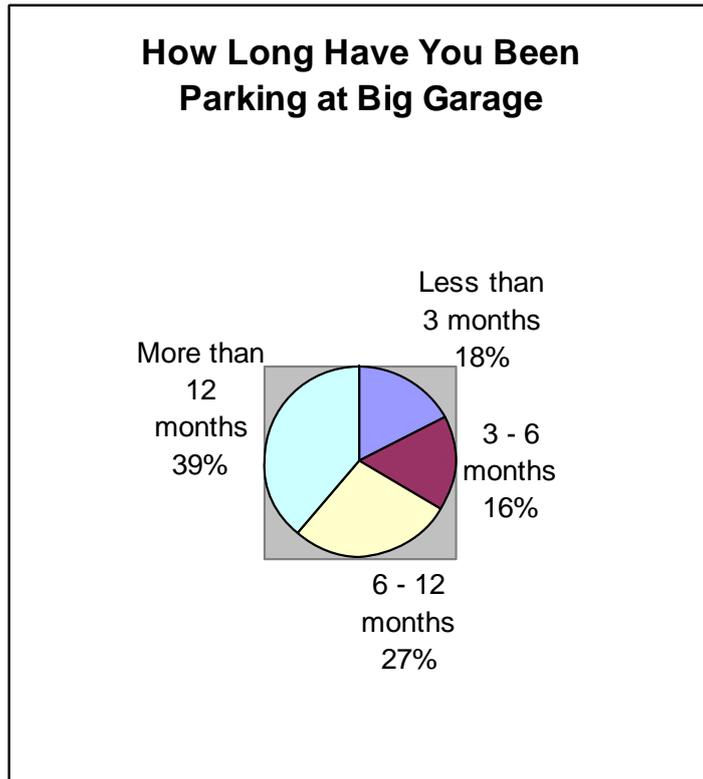
Results of the Big Garage car parking and storage survey

Big Garage parks approximately 250 vehicles and is normally full to capacity.

We gave out a 100 survey forms (See Appendices 5) and 51 were returned.

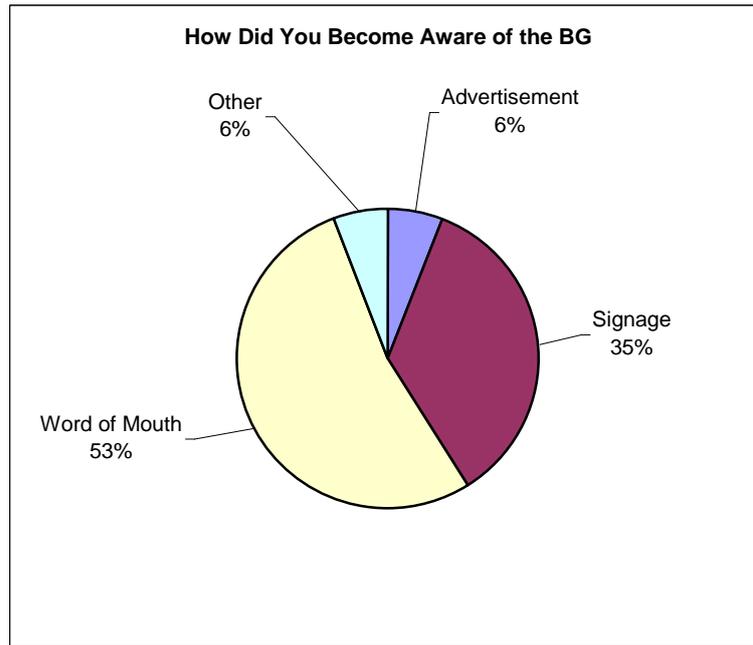
* All results stated are in (%).

How long have you been using the Big Garage?



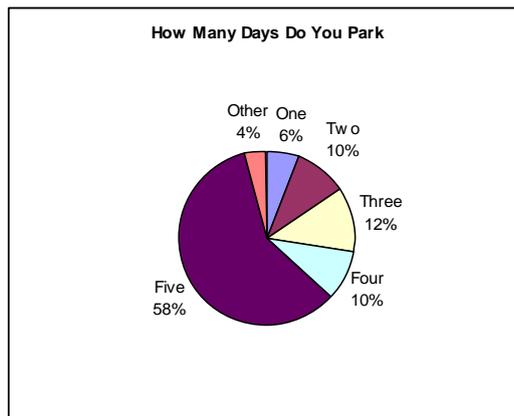
Time	2003	2004	2005	2006
Less than 3 months	26	6	27	18
3-6 months	21	6	22	16
6-12 months	18	20	12	27
More than 12 months	35	68	38	39
Don't know	-	-	1	-

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



By	2003	2004	2005	2006
Advertisement	7	10	4	6
Signage	32	24	20	35
Word of Mouth	56	52	65	53
Other	5	14	10	6

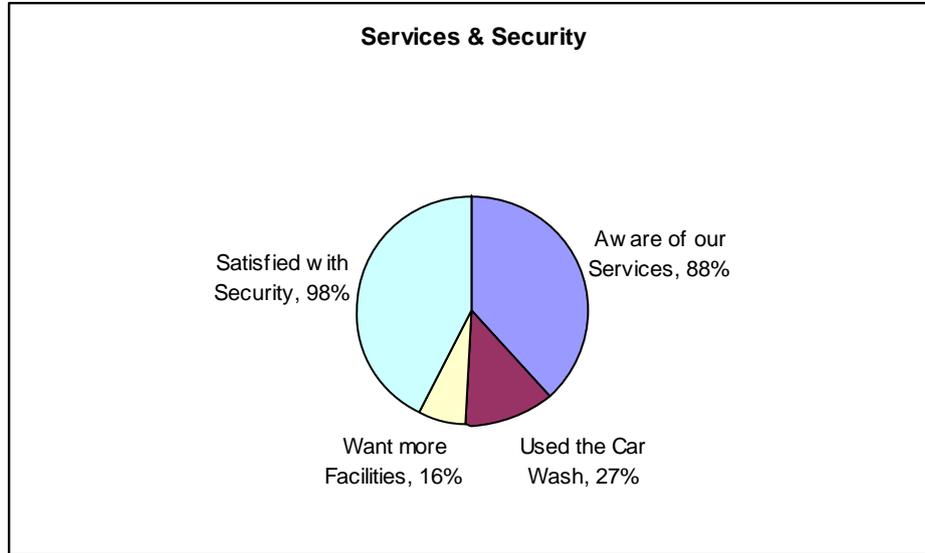
3) How many days per week on average do you park at the Big Garage?



No. of DAYS PARKING	2003	2004	2005	2006
One	6	2	4	6
Two	1	8	11	10
Three	10	18	22	12

Four	25	8	9	10
Five	51	54	27	58

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



	2003	2004	2005	2006
Yes	96	96	98	88
No	4	4	*2	*12

* (18% of users have been using the Garage less than 3 months)

5) Have you ever used our car wash service?

	2003	2004	2005	2006
Yes	26	35	29	27
No	74	65	71	73

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

	2003	2004	2005	2006
Yes	83	14	21	16
No	17	86	70	80
Don't know	-	-	9	4

7) Are you satisfied with our security arrangements?

	2003	2004	2005	2006
Yes	99	96	93	98
No	1	4	2	2

Don't know	-	-	5	-
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Comments on security:

Don't worry about the car at all.

Very friendly

Better lighting in the winter, months when I return to my car.

Should get a proper pass to show when taking your car, otherwise who steals the car get too access through the entrance without any problems at all.

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

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

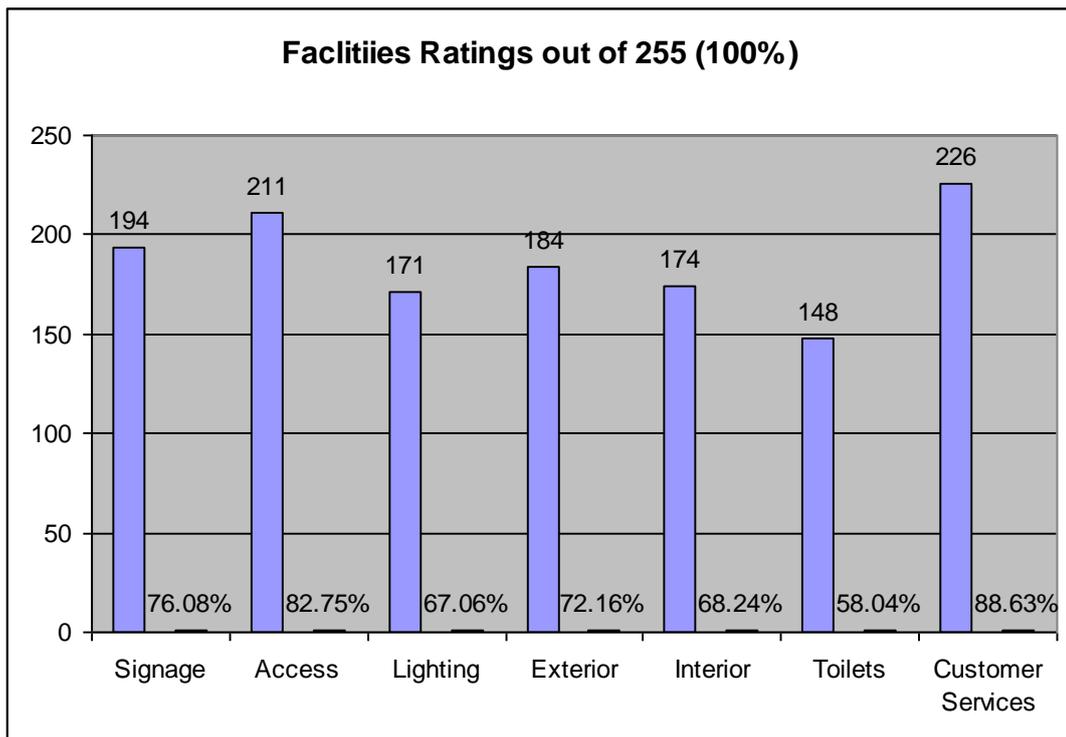
2004 results (%)						
MARK	1	2	3	4	5	No response
Signage	2	6	27	41	24	0
Access	2	6	25	33	33	0
Lighting	2	16	25	39	16	2
Exterior	4	16	33	31	15	0
Interior	2	10	39	31	18	0
Toilets	4	6	22	31	12	25
Customer service	0	0	6	12	82	0

2005 results (%)						
MARK	1	2	3	4	5	No response
Signage	0	15	21	46	18	0
Access	1	1	21	41	36	0
Lighting	12	16	26	31	15	0
Exterior	1	14	39	33	13	0

Interior	1	14	35	38	12	0
Toilets	2	9	34	28	7	20
Customer service	0	1	3	36	60	0

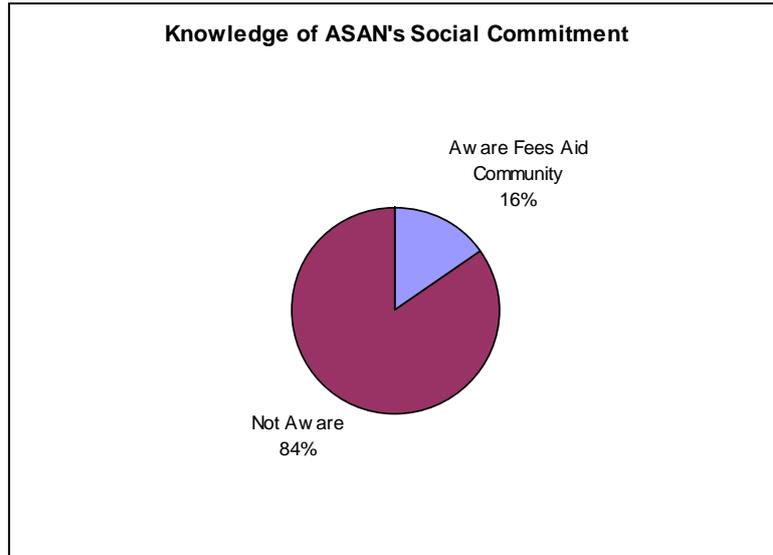
2006 results (%)						
MARK	1	2	3	4	5	No response
Signage	0	8	24	49	20	0
Access	0	2	18	45	35	0
Lighting	8	12	22	35	20	4
Exterior	0	6	33	45	14	2
Interior	0	14	35	31	18	2
Toilets	4	6	20	29	20	22
Customer service	2	0	4	24	71	0

Total Rating scores for facilities out of a possible 255 (100%) max marks achievable to give a clearer indication of customers views.



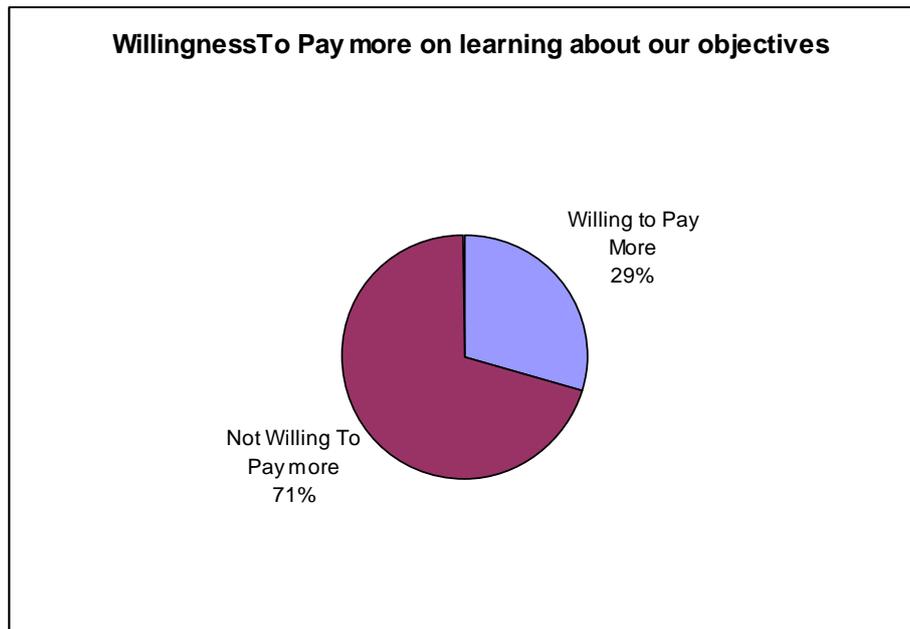
9) Knowledge of Social Objectives

Instead of simply asking if customers felt ASAN is achieving its Social Objectives? This year we asked customers if they were aware that fees paid at the Big Garage contribute to community provisions and ASAN’s Community Investment fund as part of its objectives. This as meant that there is no comparative data for this question this year.



Aware	2003	2004	2005	2006
Yes	-	-	-	16
No	-	-	-	84

9.1) Would you be willing to pay a little more?



	2003	2004	2005	2006
Yes	-	-	-	29
No	-	-	-	71

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

Good size parking spaces, friendly people - ref Q9. The price at £2.50 All-day is also attractive

Very good value for money and friendly service.

Sell drinks/newspapers etc.

Main reason I use Car Park is safety and cheapness, if price rose too much I wouldn't use it.

Great garage with great friendly staff. Don't put your prices up please! Never had a problem here.

Staff are always friendly.

We hope the Big Garage will remain open as it is a great asset for people living on the Bilston wide of Wolverhampton & is very good value composed with other car parks in the City.

The Big Garage provides an invaluable service to city workers who need to commute to other locations/venues.

A recycling point let large cardboard items and carrier bags would be useful as the council do not accept them in the present recycling scheme. A valeting service would be a good idea too.

I am single mom on a low income and therefore already struggling to make ends meet myself and having to pay car parking everyday just to come to work takes a big chunk out of my salary. At the moment I only work half days but have to pay full days parking fees.

Having heard rumours that Tesco have bought the land where the "Big Garage" stands. I would be very disappointed if the garage had to close and would hope that it could be re-located in a convenient spot in Wolverhampton, without increasing the parking cost. I have to drive to work and cannot afford other car park charges.

Very good car park, stay with that price.

Put a mirror at right of entrance so that customers leaving the car park on foot can see cars about to enter, currently pedestrians feel vulnerable to being hit by cars coming around the corner of the entrance quickly. (this applies to "The Big Garage").

Floor very slippery when wet.

Always say friendly staff

Car gets covered in pigeon droppings when you park in certain places.

Conclusions for Big Garage 2006 customers survey

Word of mouth is clearly the most common method of making known the Big Garage to potential customers (53%).

58% of our customer's park their car on every working day, a return to the numbers of 2004 following a drop in 2005 to (27%).

A massive 88% of our customers are aware of the other services than car parking.

Only 27% has ever used the car wash service.

84% of the customers don't need extra services in the garage.

98% of users are satisfied with the security arrangements in the garage.

Those who are not would like to see lighting and CCTV improved, and feel we *"Should get a proper pass to show when taking your car, otherwise whoever might steal the car gets access through the entrance without any problems at all"*.

The garage is rated highly on the aspects: Customer service, access and signage

The garage is middle rated on the aspects: Lightning, interior, exterior and toilets.

Customer's comments are used up in the recommendations for improvements.

Most customers (84%) are unaware of ASAN's Social commitments.

29% of customers would be willing to pay more knowing ASAN's social commitments while 71% would not.

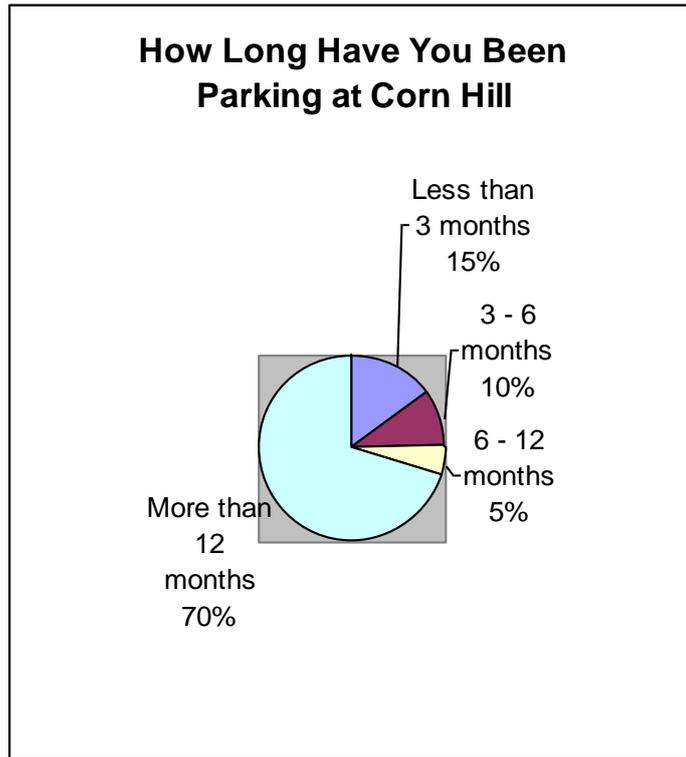
Results of the Corn Hill parking customer's survey

Corn Hill has seen major road works surrounding it for past eight months which as led to lower parking numbers and a lot of disruption for customers it offers parking for approximately 150 vehicles.

We gave out 60 survey questionnaires (See Appendices 5) and 21 were returned.

All results stated are in (%).

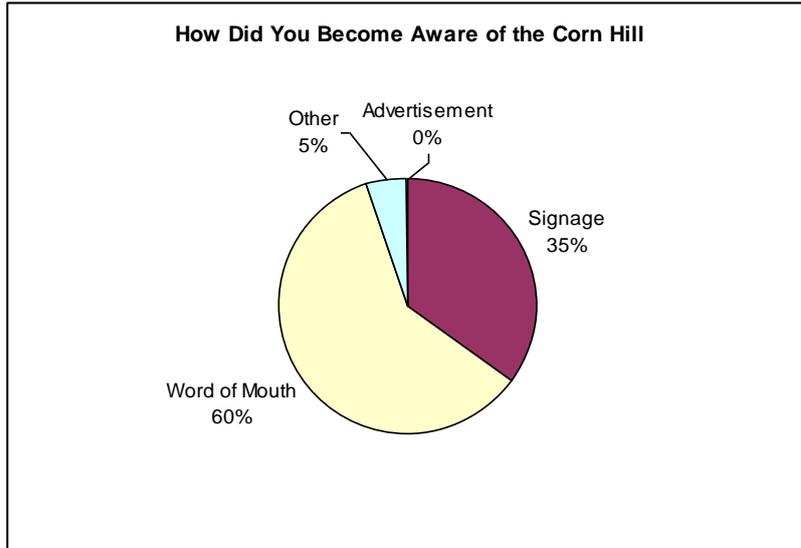
1) How long have you been using the Corn Hill?



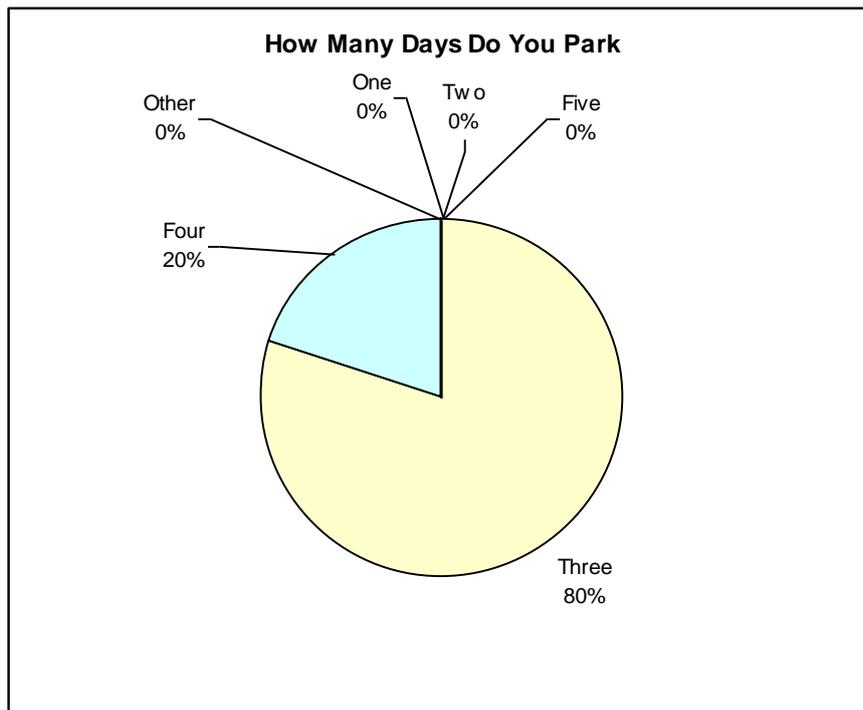
	2003	2004	2005	2006
Less than 3 months	-	8	13	15
3-6 months	-	23	13	10
6-12 months	-	26	18	5
More than 12 months	-	43	56	70

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

	2003	2004	2005	2006
Advertisement	-	3	2	0
Signage	-	23	33	35
Word of Mouth	-	53	50	60
Other	-	21	15	5



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



	2003	2004	2005	2006
One	-	3	5	0
Two	-	3	5	0
Three	-	5	21	80
Four	-	15	5	20
Five	-	69	64	0

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

	2003	2004	2005	2006
Yes	-	85	19	45
No	-	15	76	55
No comment	-	-	5	-

Comments on Services

*Car Cleaning & washing X 4
Weekend opening would be welcome, also Bank Holidays.
I would like to but a weekly ticket on a Monday for £10.00
Saturday opening
Open till 7.30pm or even 7.15pm
Better lighting in the winter
Tyre tread check*

5) Are you satisfied with our security arrangements?

	2003	2004	2005	2006
Yes	-	97	95	95
No	-	3	5	5

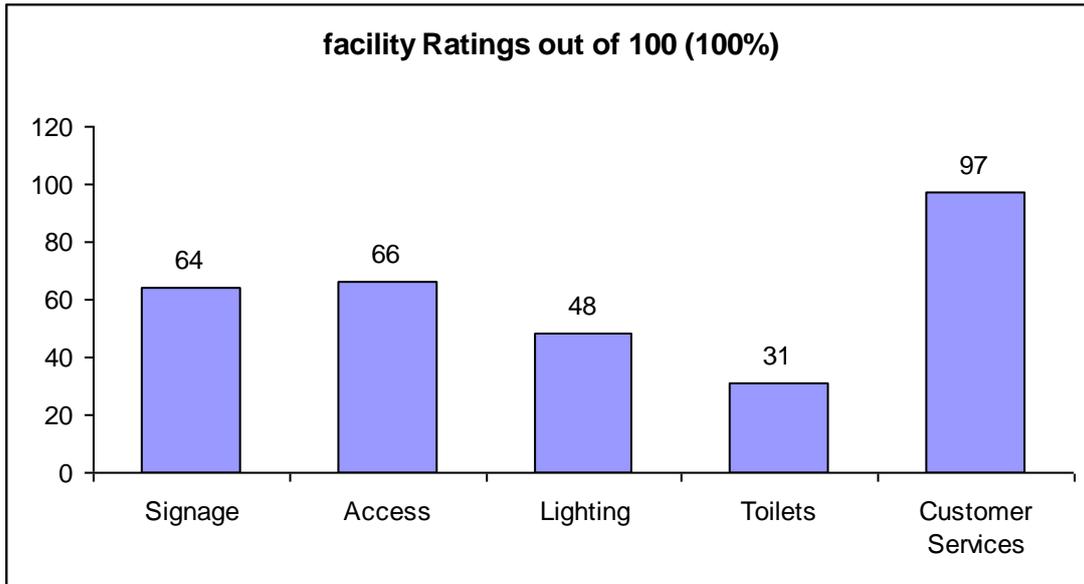
* The 5% of customers not satisfied with security arrangements said,
"No, stop people walking through from the flats as a shortcut!"

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

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

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

2006 results (%)						
MARK	1	2	3	4	5	No response
Signage	5	20	45	10	20	0
Access	5	5	55	25	10	0
Lighting	15	15	35	10	10	15
Toilets	45	0	15	10	5	25
Customer service	0	0	0	15	85	0

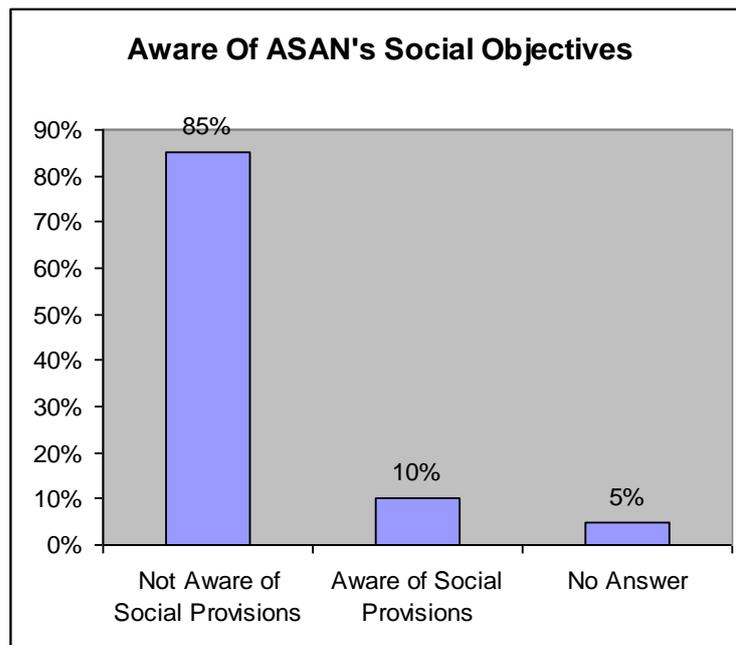


7) Knowledge of ASAN’s is Social Objectives

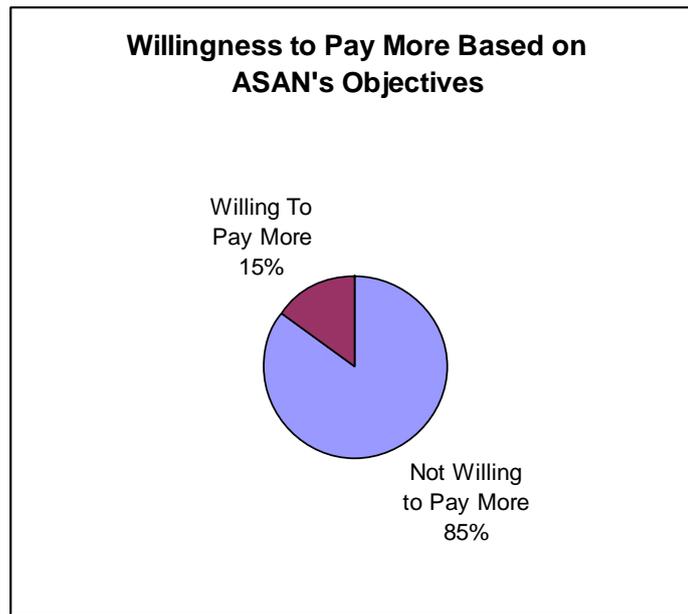
This year we asked customers if they were aware that fees paid at the Corn Hill contribute to community provisions and ASAN’s Community Investment fund as part of its objectives.

This has meant that there is no comparative data for this question this year.

	2003	2004	2005	2006
Yes	-	-	-	10
No	-	-	-	85
Don’t know	-	-	-	5



7.1) Would you be willing to pay a little more?



	2003	2004	2005	2006
Yes	-	-	-	15
No	-	-	-	85

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

Since the road works have been completed the road outside the entrance as now become a hazard to enter and exit the car park.
 The car park attendants are excellent - very friendly and helpful.
 Rate for regular use.
 Extended opening as before. Even 7.15 would be ok. If you finish work in Birmingham at 6pm or 6.30pm the trains are sometimes delayed and don't get in until 7.05 - 10 and if you panic about your car being locked in!
 I do not live in the area (ASAN) so I would like the fee to remain the same.
 Access is now dangerous due to the cars parking either side of the road directly outside the entrance to the car park.
 The security guys are truly superb. Their customer service skills/approachability is excellent. Thank you.
 None apart from the excellent and friendly service received.
 There are quite a few cars that park along the road by the entrance/exit to the car park. When leaving the car park the view of an oncoming traffic is extremely restricted which is very dangerous when trying to pull away from the car park.
 Attendants most courteous, respectful and always a smile, good bunch of blokes always willing to help if necessary.
 Action needed to stop parking on both sides of the road in Corn Hill making it dangerous to get in/out of car park!
 Would be good if standing order or DD could be set up to have monthly parking fee.

*The low price is the main reason I use the car park so if it went up, it may not be any more beneficial to use it.
Stop people walking through from the flats as a shortcut!*

Conclusions on parking customers survey Corn Hill Car Park

We distributed 60 questionnaires and 20 a third were returned.

70% of our customers park their car already for more than a year at the Corn Hill car park. There have been a small number (15%) of new customers who're using the Corn Hill for less than three months a reflection of the unavailability of vacant spaces.

Word of mouth is clearly the most common method of making Corn Hill car park known to potential customers followed by signage.

The majority of our customer's now park their car three days a week (80%). This change may well be a temporary fluctuation caused by the access problems of the road works that have taken place over the last eight month, 5 day parking as held the lions share for the past two years.

55% of customers don't need extra services at the Corn Hill car park. The 45% who do like to see other services are mostly asking for car washing and valeting, late night opening, more lighting and discounts for advanced payments.

95% of customers are satisfied with the security arrangements at the Corn Hill car park. Dissatisfaction was voiced saying, "*No, stop people walking through from the flats as a shortcut!*".

Corn Hill is high rated on the aspects: Customer service,

Corn Hill is middle rated on the aspects: Access Signage and Lighting.

Corn Hill is low rated on the aspects: Toilets.

Most customers are still unaware of ASAN's Social Objectives

15% of customers would be willing to pay more knowing ASAN's social commitments while 85% would not.

The road works and their effect on the car parks entrance and surrounding environment as raised a number health & safety issues, which need addressing ASAP.

8.3.2. Tara Users

Background to the consultation

TARA Consultancy has been trading largely in the Black Country for nearly five years now. The organisation badges itself as a community consultancy. This means that it seeks to recruit consultants to work for it from the local community. Increasingly however Tara's work is now breaking down into two quite distinct areas. Firstly the organisation continues its very local approach to consultancy seeking to offer a niche community development approach. Secondly the organisation is also involved in work across the region. This work is won usually on the basis that the organisation has a particular expertise in community economic regeneration.

For this consultation exercise, anonymous questionnaires (See Appendices 5) were sent to all clients who commissioned work this year to collect feedback and 3 questionnaires were returned. In future questionnaires will not be anonymous as this leads to problems when trying to chase up responses.

A break down of the questionnaire follows below:

<p>Question1: Contracting</p> <p>Did Tara provide a work plan outlining how the work would be carried out?</p> <p>Yes 100%</p> <p>No 0%</p>	<p>If yes was the work plan clearly laid out with realistic project milestones and with clear costings</p> <p>Yes 100%</p> <p>No 0%</p>
<p>Do you wish to suggest any changes in the contracting & implementation process?</p> <p>Yes 33%</p> <p>No 67%</p>	<p>Discussions should take place during negotiations</p> <p>Clear costings should be organised</p> <p>Discussion of Milestones</p>
<p>Question 2: Project Delivery</p>	
<p>Did Tara satisfactorily achieve the project progress milestones as agreed?</p> <p>Yes 67%</p> <p>No 33%</p>	<p>If any issues arose during project delivery were you informed of them in sufficient time and was any refinement in project delivery jointly agreed?</p> <p>Yes 100%</p> <p>No 0%</p> <p>N/A 0%</p>
<p>Question 3: General satisfaction & comments</p>	
<p>In general how satisfied were you with the performance of Tara with respect to the project undertaken on your</p>	<p>Do you wish to make any general or other comments that would enable Tara to improve the quality of its research</p>

behalf? <i>(Please circle)</i>		and consultancy activity	
Not satisfied	0%	None	100%
Satisfied	67%		
Very satisfied	33%		
No comments made	0%		

TARA client questionnaires compared with last 2 years.

Questions asked	2004	2005	2006
<i>Did Tara Provide a Work Plan</i>	90%	100%	100%
<i>If yes was it Realistic and Clear</i>	80%	100%	100%
<i>Was Progress with the Project as Agreed</i>	90%	100%	67%
<i>Did Tara Liaise satisfactorily throughout</i>	100%	90%	90%

8.3.3. ASAN Greenworks Customers

Background to the consultation

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

The following statistics demonstrate the first 12 months of the organisations operation (April 2005 to March 2006)

- 1401 tons of furniture received at the Greenworks warehouse in the Boot Factory
- 829 tons of furniture sold on to various customers as second hand furniture.
- 118 tons of metal collected from dismantling unusable office furniture and sold to recycling operators
- 457 tons of dry wood collected from dismantling unusable office furniture and passed on to waste management operators.

60 ASAN Greenworks customers out of a total of approximately 700 were asked to complete a postal questionnaire. (See Appendices 5) 25 replies were received. The questions and the summary of answers follow below.

Question 1. Do we live up to our mission statement?

GreenWorks Mission Statement

“Making waste work for the community, we ensure that redundant office furniture from the commercial world can be made readily available to the non-profit sector.”

96% of customers surveyed felt we lived up to our mission statement

(Figures below represent values and not percentages)

Question2. Which of the following were important in deciding to use ASAN Green-Works for your furniture needs?

Feature of organisation or service provided	No of responses (out of 25)
Not for profit status	17
Local to you	19
Charitable status	11
We can deliver	13
Wide range of stock	19
Social enterprise	10
Commitment to local community	10
Low cost	23
Environmental performance	11

Other – please specify: Excellent services, understanding

Question 3. Out of the above, which was the key factor?

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

Key Factors

Environmental performance

Low cost X 9

Range of available stock at competitive prices

You had the item we wanted (a plan chest) at a low cost

Being a social enterprise and low cost

Being local!

Low cost and wide range of stock

Local, right product, right price, environmentally friendly.

Quality furniture at a low price

All are important

I like to buy any stuff with yourself. But I think your prices are really high.

Please if you can do cheap. Thank you very much.

Recommended

Low cost & quality of stock

It is cheaper and durable commodities

Local, wide range of stock, low cost, not for profit.

The recycling aspect - that's the future.

Good quality furniture at excellent prices, fab team especially Judy very helpful and supportive of our needs.

Question 4.

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

Publications subscribed to or read	No of responses
Third Sector	2
Charity Times	2
Local Authority	5
Social Enterprise	2
Various trade journals including Dental Lab Dental Technician, IIE Professional, ETD, All Magazine Club Mirror, Cabinet Maker, The Stage/ARD Professional, The Law Society Gazette	1 each x 2

Question 5.

Would you recommend us to other organisations? Yes 23

Would you buy from us again? Yes 24

If not why not: "Please lesson your prices".

Question 6.

If you have any further comments or suggestions for improving it, please leave your comments below.

The comments were as follows:

We are committed to publicly funded legal aid work, providing legal advice to often the most disadvantaged members of society ASAN Greenworks falls well into our ethos, we are delighted to be associated with them - keep up the good work.

Excellent service!

Clear your store of things and tell the people by phone or letter, when you get the stuff. Because people can know then what you get it.

More info on stock & prices on the internet. As we are not in Wolverhampton we don't want to come over unless you have what we need.

I have written you before but no responses, maybe you were looking for bigger customers - we have bought some furniture in the past looking forward to seeing you again.

So good we cannot think of any. However it would really helpful if parking was made available possibly in the bay.

Great service, Quick delivery, Great staff team especially Judy/John, Great quality

Conclusions

ASAN Greenworks has grown from strength to strength it continues to satisfy the needs of its customers while greatly reducing the blatant waste of high quality furniture that would otherwise go to land fill.

Low cost, high quality and environmental friendliness remains its greatest selling point along with a customer orientated friendly sales and warehouse team.

8.3.4. Southside customers

Background to consultation

Southside Sports is now in its third year of operation, and continues to develop itself as an affordable facility for local groups to take part in sport, and sport related education.

The facility comprises of 3 five a side astro turf pitches that can be opened up into one large pitch and is fully floodlit and available for hire/use between 9am and 9.30pm daily.

New aims and objectives are being developed for Southside and these are broadly as follows:-

ASAN plans, through a combined programme of sport and informal social education to provide local young people with advice and guidance on issues relating to life growing up in All Saints.

The objectives of the project will be

- a) To provide children between the ages of 8 and 14 with information and an opportunity to discuss issues which affect the lives of young people within All Saints.
- b) To identify appropriate key agencies to provide advice and resources to ASAN staff for effective delivery of this and future projects.
- c) Create a mechanism for ensuring that the project is sustainable in the long term.

Four responses were received from user organisations following the issuing of questionnaires to all user groups. (See Appendices 5)

Scores were ordered with the most positive response (Strongly Agree) receiving a score of 5, and the least positive response (Strongly Disagree) receiving a 1.

Due to the low number of responses, data has been evaluated as averages rather than percentage.

Statement	1	2	3	4	Av.
Southside Sports provides a service to the community	5	5	4	5	4.8
Southside Sports is both a visual and practical asset to the All Saints area and its residents.	5	5	4	5	4.8
Local young people make regular use of the facility	5	4	3	5	4.25
I am/ My group is clear about the procedure for booking an accessing Southside Sports	5	4	4	5	4.5
I know/My group knows about the organised young peoples activities which take place at Southside Sports.	5	4	3	5	4.25
The charging structure for Southside Sports is affordable in comparison to similar facilities	5	5	4	5	4.8

The facilities at Southside meet my/my groups needs	5	5	4	5	4.8
I/My group would like to see other sporting activities taking place at Southside Sports	5	4	4	N/A	3.25
The facility is being used to its full potential	4	4	4	4	4
I ?my group receives a quality service from Southside Sports and its employees	5	4	4	5	4.5
I/My group would recommend the use of Southside Sports facilities to others	5	5	4	5	4.8
How often have you used Southside? (1-3, 4-6, 7-10, 11-15, 16+)	16+	16+	11-15	11-15	13.5

Comments from Southside Users

The basketball area could be used regularly – The tarmac area can be marked (lines) more clearly.

Is the position of having changing rooms on site a possibility?

Sporting activities for disabled persons in wheelchairs e.g. Basketball tarmac area.

The surface can be very slippery and steps should be looked at to minimise this.

Some staff can be quite arrogant at times. They need to be more customer friendly. One needs a new watch many a time he removes us early from the pitch when he wants to go home early.

Summary of Findings

The findings suggest that the users of the facility continue to find the service Southside provides to be of a quality service and useful to them and/or their group.

The facility is viewed as a visual and practical asset to the All Saints area. Users find the pricing structure to be quite affordable in comparison to similar venues.

The need remains for the development of further sporting activities at Southside to include facilities for disabled sports persons.

Further work needs to be done to market the facility particularly during the 9am to 5pm period in order to maximise usage and revenues.

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

This may be better achieved with a more simplified questionnaire of possibly no more than 3 questions focussing on customer service, facilities ratings and customer desires.

It would be hoped that such a method would catch any dissatisfaction with our staffs timekeeping and attitudes that were highlighted by one customer in the consultation.

Organisational objective 3 - Training for employment

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

Provision of training within or through Asan is a major part of our activities. We provide various levels of training (Equivalent to NVQ level 2/3, accredited through Open College Network) and real hands on support in a number of fields including, Becoming a more effective community organisation (BECO – short business planning course for Community & Voluntary sector management committee) Business acumen, Social accounting, Community consultancy, Community Research methods, and accredited Community interpreter's skills courses (ABCD area). A number of the above courses are delivered in community languages and the use of interpreters utilised to remove barriers to participation. Most training is delivered at outreach venues across Black Country.

8.4.1. West Midlands Social Accounting Training

Background to the establishment of the Cluster.

In the last few years, there has been an increasing interest in the process of social accounting and audit. Around the UK, there have been a number of social accounting clusters established. A discussion therefore took place with the national social audit network about the potential for a West Midlands Cluster. A meeting in Birmingham in May 2005 brought together more than 60 people from across the region to talk about social accounting and its potential.

From that meeting, a call for interested organisations to join the cluster resulted in 8 social and community enterprises coming forward and secure their interest in being involved in an eight-month programme of training and support led by Asan.

The project timetable

In order to run the cluster effectively, a programme was established for an eight-month period. The programme consisted of six workshops running from September 2005 through to April 2006. The programme went through the three step process for social accounting and audit using the recently published 2nd edition of the Social Accounting and Audit manual. Training was provided by the Social Audit Network while ASAN provided mentoring and other support to the eight organisations and 22 people involved in the process.

Outcomes of the project.

The project has only recently come to an end with all the enterprises involved either having finished their first set of accounts or in the process of getting them ready.

By October 6 of the 8 involved will have produced their first set of accounts. They will also have organised their own independent social audit panel. 22 people in total will have been trained in the accounting and audit process. More than 30 people will have participated in social audit panels across the region.

Hundreds of people in local communities will have been involved in the stakeholder consultation exercises that each of the enterprises has undertaken.

The West Midlands has hosted its first social accounting and audit Master Class, training 10 people in the region to become social auditors.

Finally we are also in the process of producing an A1 fold down leaflet that will be used to promote Social Accounting and the process across the West Midlands, these should be available in September..

Showcasing our work.

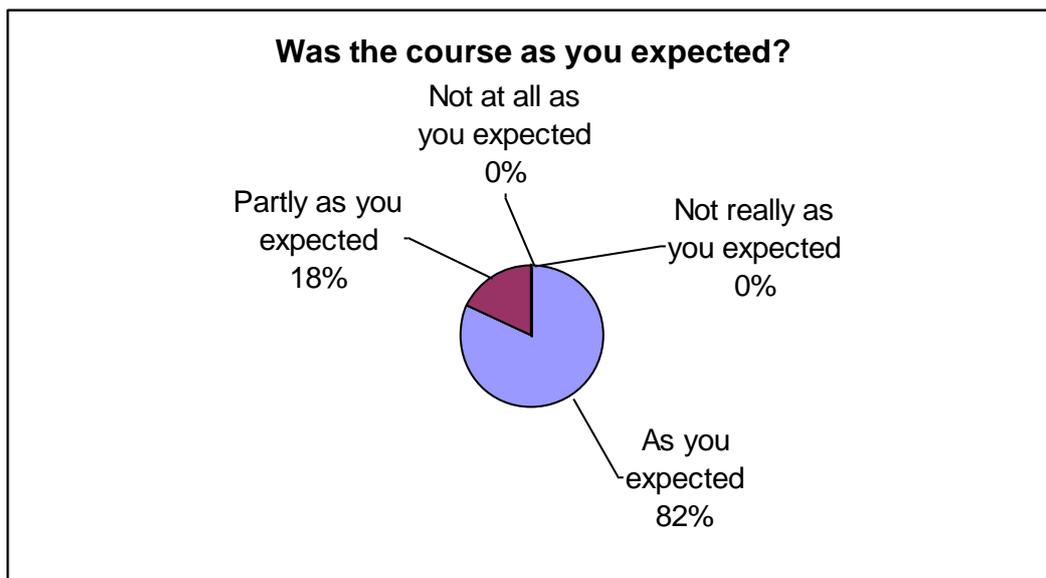
The last eight months has seen a great deal of activity with a lot being achieved by the eight organisations involved. A considerable number of people in the voluntary and community sector have now been made aware of the potential for social accounting and audit.

The cluster now plans to build on this initial foundation by convening a further regional seminar on Wednesday, January 17th, 2006 at The Moseley Community Development Trust. At this seminar there will be an opportunity for some of the organisations involved in the cluster to report on their experiences. It is also hoped that a speaker from the public sector will talk on the importance of demonstrating effective performance measurement in the VCS.

The seminar will also consider how best to move forward the work of the cluster.

Following the event in Birmingham, the intention is to hold a number of further promotional seminars in partnership with local organisations across the region and to increase the involvement of more rural organisations

Consultation of WMSAC members resulted in the following feedback,





82% of participants found the course to be as they expected while 18% found it to be partly what they had expected. 55% of participants found the training "Very useful" while 45% found it "Useful"

Comments from WMSAC participants,

PRACTICAL SESSION NOT INCLUDED - THIS WOULD HAVE SEEMED GOOD AS VERY DIFFICULT TO SIT AND LISTEN ALL DAY
VERY USEFUL WORKSHOPS
USEFUL GUIDANCE ON WHAT TO EXPECT FROM AUDIT
GOOD FINAL SESSION
IF I HAD THIS TRAINING/HELP WHILE DOING THE S.A LAST YEAR, IT WOULD HAVE BEEN MUCH EASIER
INFORMATIVE
MUCH OF INFO IS ALREADY IN THE MANUAL, FOR THIS STAGE MORE TIPS ETC.WOULD BE USEFUL
MOST OF THE MATERIAL IS COVERED-MANUAL AND CD
TIMELY FOR THE STAGE WE ARE AT, IT IS FULL OF PRACTICAL TIPS/ADVICE
THE ONE TO ONE, ALL QUESTIONS ASKED DEALT WITH EFFICIENTLY
HOW WELL IT COMBINED INDIVIDUAL WORK WITH GROUP WORK,
FUN
THE TIME GIVEN TO INDIVIDUALS TO DISCUSS THE PROGRESS MADE ON THEIR CONCERNS
THE LEVEL OF SUPPORT OFFERED
INSIGHT INTO HOW SOCIAL ACCOUNTING AND ITS PANELS WORKS AND FEEDBACK ON DRAFT SOCIAL ACCOUNTS
GOOD PARTICIPATION/INVOLVEMENT BY ALL PRESENT
LEARNING FROM OTHER ORGANISATIONS-SHOWING EXPERIENCES,
OPPORTUNITY TO CLARIFY ISSUES WITH PROCESS
FINDING OUT WHERE OTHER ORGANISATIONS ARE AT, FIRING UP ABOUT SOCIAL AUDIT PANEL DETAILS
THE PROCESS OF RUNNING PANELS, SORTING OUT PANEL ATTENDANCE METHOD AND STYLE OF DELIVERY
EXCHANGE OF VIEWS AND DISCUSSION AROUND THE AUDIT
DEMONSTRATED THAT PEOPLE ARE STILL AFRAID TO COMPLETE THEIR ACCOUNTS, GENERALLY "GOOD FEEL" ABOUT CONTRIBUTES

TOO LONG SPENT ON FEEDBACK OF PROGRESS BY INDIVIDUAL ORGANISATIONS
NOT ENOUGH PARTICIPATION, DISCUSSION ACTIVITIES
PLEASED WITH THE TRAINERS EXPLANATIONS AND THE FACT THAT NO QUESTIONS WENT UNANSWERED
THANK YOU
THE PROCESS HAS BEEN VERY USEFUL. THE STEP-BY-STEP GUIDES HAVE PROVED VERY HELPFUL
I LIKED THE IN-DEPTH LOOK AT ISSUES WITH EACH GROUP GOING THROUGH EXAMPLES OF SOCIAL ACCOUNTS
HELPFUL DISCUSSION RE SUPPLYING OUR PROCESS LUNCHES CONTINUE TO IMPRESS
INTERACTION/DISCUSSION WITH OTHER MEMBERS OF CLUSTER
DISCUSSING A RISING IN PROCESS
CHECKLISTS, PARTICIPANTS STORIES
NETWORKING, GUIDE TO RESOURCES
GROUP INTERACTION, RELAXING
INFORMATION FROM OTHER ORGANISATIONS, GUIDANCE FROM AK/JP
REFLECTIVE LEARNING TIME, LOOKING AT 'THE REAL THING' EXAMPLE DOCS
BOTH TUTORS ARE APPROACHABLE AND EXPLAIN EVERYTIME IN EASY TO UNDERSTAND TERMS.
WATCHING ORGANISATIONS DEVELOP THEIR THINKING AND THEIR ACCOUNTS SHARING IDEAS ABOUT TOOLS/TECHNIQUES
PRESENTATION, RELAXED ATMOSPHERE
GOOD PACE IS ALWAYS MAINTAINED

Our plans for the future.

While it is hoped that the January meeting will provide the direction for future work on social accounting in the region, some discussion have already taken place about the kind of work that the Cluster should engage in for the future. At the moment there are three main strands to this future development.

Firstly it is anticipated that a second group of organisations will complete a series of workshops, mentoring and support to get them through the development of their first set of accounts. It is hoped that there will be about ten organisations in the second group.

Secondly the Cluster will continue to provide support to the existing organisations who have recently completed their first set of accounts. This will involve some joint training with the second group but will also involve some specific mentoring and support to ensure that the first group move their accounts through to a second year of accounting.

Thirdly the Cluster will work with organisations and agencies developing other performance and quality measures to ensure that these can be incorporated into the framework which social accounting offers. This will include measures related to economic and environmental impact. The Cluster is hoping for example to work with the New Economic Foundation on its recent Social Return on Investment and with the Carbon Trust on a new environmental impact measure for the voluntary and community sector. It is hoped that it will be possible to demonstrate how quality standards such as Pqasso and PACE can be integrated into the framework.

8.4.2. The BECO Project "Becoming A More Effective Community Organisation"

VAST project is part funded by Black Country Learning Skills Council and European Social Fund and ASAN is subcontracted to deliver an Open College Network accredited short Business-planning course "Becoming A more Effective Community Organisation" across Black Country.

BECO project started in September 2005 and will be completed by December 2007. This course is aimed at the small community and voluntary sector Board and management committee, which allows the participants to have real hands on experience of devising new policies and procedures or update the policies already in place.

ASAN BECO TRAINING COURSE FINAL EVALUATION

Course Title: Beco Level 2 (16) Level 3 (45)

Male: (18) Female: (14) Age:18 – 64 yrs

Ethnicity: (5) Indian, (10) Pakistani, (6) British White, (7) Yemeni, and (3) Sikh

TOTAL (31)

32 learners completed the final evaluation form and findings are as follow:

General:

How did you find the staff of All Saints Action Network?

Very Good

27

Good

5

Poor

0

How did you find the Domestic Arrangements?

Refreshments:

Very Good

11

Good

6

Poor

Creche: N/A

Very Good

2

Good

2

Poor

2

Building/Training

Very Good

14

Good

15

Poor

3

COURSE CONTENT

How did you find the course tutors?

Helpful

28

Satisfactory

4

**Unhelpful &
Unapproachable**

0

Why have you chosen this tick box?

Because the tutor is very helpful

Informative, friendly, supportive

Explained things in depth so we could understand

Found it very helpful

Because I am happy to say that

She was approachable

She explained every thing in basic English

*Explanation and grammar were good presentation was easier to understand
the centre of the program*

*Because it guess us an understanding of what we need to do in order to make
good foundations for our*

Delivery of course was excellent, easy to understand, approachable

*The tutor explained in a way that we all understood help out at times needed
help*

Because of the help in course

She explained most of the stuff from the course to me, which I understood.

Problems at start meeting needs of all taking course.

Approachable and more flexible with times towards the end.

*I'm new to the sector being a board member so really helped me in
understanding vital processes and process and procedures.*

*Tutor was friendly & approachable though timing of course (pm) had important
for learners & staff*

Learnt a lot of new things of managing and organisation

Learnt a lot of new things about managing an organisation

Learnt a lot of new things about managing an organisation

Policies developed, learnt management skill

I found it easy to understand what tutor was explaining

The Pace was:

Just Right

25

Too Fast

1

Too Slow

2

Why have you chosen this tick box?

Course was not too long
Set tasks for each week
The tutor is very good
Because it's true
Because I understood the course
We did not exceed our learning by rushing to do the whole course
Good time spent on each activity
For me to understand what was being taught
The pace was good everyone was working on a good pace
It was too much for each session.
At times too fast and too slow.
As I do the courses quickly anyway I attend loads.
Wasn't too extensive but weekly meant there weren't big gaps between sessions.
Course was shorter than I thought it would be so more was crammed in a shorter time

The Content was:

Too Basic

1

About Right

29

Too Advanced

1

Why have you chosen this tick box?

Tested but not off putting
Not too much hand outs
This is what I have done
I am new to the subject of community centre management
The work was in between the two some of the work I already studied in school
Good content for what I needed
What we needed to develop on org
I think just right
Language needs to be made clearer - more basic.
I was new and the course built on work well in the sessions
Handout would have been useful about some or the topic discussed

The Handouts were:

Interesting & easy to understand

19

Reasonable & easy to understand

9

Difficult & hard to Understand

1

Why have you chosen this tick box?

Handouts were not confusing, they were informative
Easy to understand

*Because it was mostly what we needed
That's how I felt
Good pack, well presented
Because she explained and read the handouts in simple English
They were written in easy to understand English
Easy and understandable leaflet were handed out in the program
Hand outs were useful as they explained in more detail of course content
Likely to next tasks
I found the handouts hard at times
Language needs to be made clearer - more basic.
Some words on the handouts were new I had never heard of.
Still to come*

Was the course?

Too Long

1

About Right

28

Too Short

2

Why have you chosen this tick box?

*Keeps you interested
Have filled this box because it's just right
Because it was right
Paced just right
If it was too long it could have got boring
I liked it and wanted it to continue
The pace of the course was good
Time well spent on each activity
It was about 6-8 weeks course was about right for this level
No idea.
If it had gone on I would have got confused.
For my/our purpose was ok
Like stated course was condensed into longer sessions which is fine but not suited for all learners
Missed sessions due to ill health*

Did you feel you could ask questions?

All the Time

24

Sometimes

8

Never

0

Why have you chosen this tick box?

*Didn't need to ask too many questions
Tutor easy to approach
The tutor would answer any question
Good group dynamics*

*Tutor was well open
If I was stuck I could always ask questions
Good interaction with the teacher
Ask questions at times things didn't understand
Questions to both group and tutor easy to ask and were answered.
I like to ask a lot of questions
Tutor very accessible and open and atmosphere in session was same
At times felt uncomfortable Asians to reiterate some points briefly referred to*

What do you Consider to be the best part of the course / workshop?

*Informative and made me think
Tutor easy to approach, all worked well as a group
All right
All of it
Budget, health and safety
The various employment acts like equal Opps etc
Info sharing through discussion
Understanding different aspects of how a business/charitable business works
A greater understanding and knowledge gained so that we can move the organisation forward
Learning a lot of new stuff
Developing budgets, H/S, etc
The finishing was the best part of the course for me
The process of recruiting new staff.
Working as a group
Budget heads as it was new to me and I now realise how much money you need to have to set up your own business.
The knowledge I gained and I feel more confident know in my role as board member
Tutor was nice, easy to approach & knowledgeable about many subjects
The pace
I was very helpful
The risk assessment for our community organisation
Doing the risk assessment for our organisation
Doing the risk assessment for our organisation
Acts, policies, budget development.
The way everything was explained comfortable environment*

What were the parts you didn't like?

*None * 2
It was all good
Can't remember the parts
Stakeholder's interest.
*Language used - not basic (laymen's terms). A bit too complex - needed explaining. *The fact one of group felt she had to drop out.
None.
Have more handouts during the course with info on what we are covering at*

*the time - e.g. health & safety and equal opportunity regulations etc
Long pm classes
Writing in English (needed support to explain in Punjabi)*

Would you recommend the course / workshop to anyone else?

Yes

26

No

0

Maybe

2

Why have you chosen this tick box?

The Course had vary valuable content

Very informative

Because it is a good course

Someone may benefit like I did

Informative, Good resources / Tutor

Yes because it is very useful daily to daily life

To further education qualifications of other people. It is also a useful course to get better jobs

Greater knowledge in the field of the community of voluntary sector

Because some people are interested in these types of courses would like to do this course

Because by doing this course I got familiar with how "the process of recruiting done"

What are the equal opportunities and why the aims and objectives are important also they can learn about budgeting.

Depends on group requirements.

Yes as its useful to know about budget heads and how to interview people for jobs

i.e. Useful if you want to work for your self.

It's a good course for seeing fundamental points about voluntary sector org (or any other org) and the course works on any level the student is at.

Overall was enjoyable & information & quite informal where all given information to be easily digested.

I found this course are very interesting

Very interesting course

HOPES AND GAINS

What did you hope to gain from attending this course / workshop/training session?

Better information and the course into work time

Qualification

Good information

I have more confidence

Knowledge of running a community centre

I got exactly what I wanted for the group

How to run a successful business how to use the investment in the right way

A greater understanding of the legal responsibilities of running a community organisations
Knowledge of how to become a more effective community organisation
To understand how to become an effective org, learn
I hoped to gain qualifications and keep on top of my work in class with others and tutor
To know about equal opportunities and to learn about how the budgeting is done if
in near future I start any business.
A better understanding of working efficiently as team/group.
Extra skills and knowledge, ideas form others.
Knowledge & confidence
More knowledge on subject areas
Reinforcement of understanding/confidence
To learn to run an organisation more effectively
I learnt more things and knowledge about the organisation
To gain more knowledge about running an organisation
To gain knowledge about running an organisation
Learn more accounts/aim/objectives
Learnt management skills
I hope I can help run our group better.

Were your hopes achieved?

Met & Exceeded

14

Met in Most Parts

10

Not Met At All

1

If not met why not?

Situation in course properly won't happen - employment of worker etc.
NO

Any other comments

Enjoyed the course

Brilliant

No

Thank you very much Pavitter

All learners' needs must be met from start so as not to make them feel alienated from the rest of the group.

Any problems that arose were dealt with properly and with care.

Course worked well and the content/presentation was good ours was a mixed level group so felt that helped me as I areas learning from others in the group.

I learnt a lot how to manage an organisation effectively

It interesting and I understand the course

About to start an English & Maths course to enhance my skills

Are there any changes you would recommend for future courses / workshops?

No X 6

Teach each level at different times
Have handouts during course that are relevant to the topic at the time covering it.
Additional handouts for good practice

Conclusions

From 10 organisations that took part in these accredited and non-accredited courses, only 1 organisation had their policies already in place and 9 organisations needed one-one additional supports to implement policies required.

At least 75% organisation participated didn't have any Aims/Objective, recruitment processes, policies, budget, or any future plans in place but were still providing services to their local communities. BECO course has given them starting point on their own business planning, which now they can take forward and build upon on yearly basis, also gives them opportunities to plan ahead

8.4.3. ASAN Training Placement Records for 2006

As part of our on going commitment to learning and development ASAN has continued to offer placements and work experience to school leavers through a number of training organisations and Wolverhampton Schools

ASAN placement records

Placement organisations	Female	Male
A4E	1	13
Steps to work		3
School	1	1

This area should be followed up in future with some monitoring of each placements continued development/situation in order to gain some insight into the possible benefits gained by the placement and whether or not they continued into employment. Staff will keep supervision, training & development and exit interview information to monitor the impact of the placement on the individual client. We will also include their details on ASAN's casual staff database for possible future employment opportunities.

8.4.4. Arena Wolverhampton Social Enterprise Network

Background to consultation

The Arena Wolverhampton Social enterprise Network Manager is managed by Asan and based at ASAN's offices with the post being funded by the Wolverhampton Network Consortium. Its aim and objectives are to develop an e-directory and website, work with enterprises to offer skills support and to open up trading opportunities through the public or private sectors. The Arena network, the renamed Wolverhampton Social Enterprise Network is now five months old, and this is the first consultation conducted with Arena beneficiaries.

Arena held its first networking event on the 30th June 2006 over two hours, the event consisted of seven presentations and two networking activities. The event had a good vibe about it with over 40 people attending.

Those who attended were managers/employees of social enterprise's including potential social enterprise's, support agencies and members of the public sector, who came together to gather and share information about what they do as an organisation and what their development issues are.

The event provided a short burst of up-to-date advice about what business support and funding opportunities are available in Wolverhampton, and provided an opportunity for organisations to learn more about social enterprise and make valuable contacts.

Who attended the networking event?

This consisted of the following number of people for the following types of organisations:

Social Enterprises	16
Support Agencies	8
Public Sector	9
Networks	5
Other	<u>6</u>
	44

The event had a good turn out of existing social enterprises and those considering becoming social enterprise attending totalling 16 representatives.

What people thought about the event?

26 people took the time to complete evaluation forms, the table below illustrates what people thought about the event.

All figures are values and not percentages

	Good	Okay	Poor
Venue	17	9	0

Organisation	14	12	0
Networking exercise	14	9	3
Presentations	16	10	0

What type of future events would the participants be interested in attending?

Events organisations you are interested in attending					Total
	SE's	Agencies	Public Sector	Networks	
Speed networking	6	7	2	1	16
Information, advice & guidance	8	6	0	2	16
Employment practices	7	1	0	1	9
Free internet payroll	7	6	0	1	14
Public procurement	8	4	1	2	15

The different organisational types obviously have differential needs. The three most common information requirements from the social enterprises were;

Information, advice & guidance - public procurement
 Employment practices - free internet payroll
 Speed networking

Why they came to the event?

A. Want to know more about SE sector

"Want to know more about social enterprise"

"Learn what is going on in Wolverhampton"

"Gain knowledge on different aspects of SE- real life examples"

"To support the development of social and community enterprise in Wolverhampton"

"To learn more about social enterprise"

"To find out how many different kinds of social enterprises there are and how they work"

B. Network

"Meet others"

"Promote work or BCKS/BLLN"

"Represent teleresources and to meet new people with whom we could potentially work"

C. Looking for support

"Learn more about the sector, and support on offer"

"To look for support & guidance on setting up a café"

"To gather information on organisations that can offer support"

"Future developments of community associations"

"To meet new networks, see if there are any opportunities within training/funding"

The Future for Arena

Arena is a project funded by WNC and managed by ASAN, this funding will be finishing at the end of December 2006. The network will be unable to support a development worker, however the Arena website will continue to be a part of the ASAN website and have useful information with contracts for those in the Social Enterprises Sector. It is hoped that social enterprises continue to engage with each other and undertake clustering and information sharing on an informal basis.

8.5. Organisational objective 4 - Being an effective organisation

"To develop and manage the organisation effectively"

Staff, volunteers and trainees.

Background to the consultation

Staff Team Audit 2006

This years staff audit as followed the same themes as last years with a little refinement on last years questionnaire and presentation. Once again we have sought to gain a clearer, truer and more honest picture of how the staff view the organisation its ideology & operation and individual roles within it.

Questionnaires were given to all employees and volunteers 20 were completed and returned.

Three staff members refused to complete the questionnaire. Two on the basis that they had never completed one over the years and still had no desire to as they good see no benefit and one because they felt issues raised last year had not been adequately dealt with by the organisation.

1 Working for ASAN

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

Please tick one box for each question, and use the comments section to explain or expand on your answers.

Do you believe that the views expressed by yourself and other staff members during last years social audit has been taken into account and dealt with satisfactorily?

Yes 40% No 15% Not applicable 40% (New Employees) Not Always 5%

Pay

Do you consider that ASAN pays you a fair wage compared to other similar organisations?

Yes 65% No 30% Not applicable 5% (New Employees)

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

Yes 55% No 35% ` Not applicable 10%

Are you satisfied with the pay you receive?

Yes 55% No 40% ` Not applicable 5%

Comments:

I am on a placement from steps to work, so ASAN doesn't pay me. But if they did I believe that the pay would be fair.

Not really satisfied with current wage level although some posts are funded and some are not the wage levels as far as I can tell do not reflect the actual duties and amount of work undertaken by some members of staff and funded or not it seems very unfair.

I suppose £6.50 is better.

I don't know what other people earn in the organisation.

Nothing was done last year - if it was then it wasn't noticed.

Annually pay increase should be considered inline with inflation.

Don't really know what others in the organisation earn.

I feel like we are not getting paid fairly for the type of work we have to do compared to other people in the organisation even though I am very happy with the wage I receive.

Terms and conditions of Employment

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

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

Yes 65% No 10% Partly 25%

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

Yes 40% No 10% Partly 50%

Comments:

I have found the terms and conditions policies of my employment here to be good and easy to understand.

As I am only contracted for 1½ hours per week. I have little time to make a dynamic impact to the service in the way I would like to.

I feel that the annual leave allowance does not compare favourably with other organisations I have worked for.

New contracts issued and staff seems to be happy with the conditions.

The rest of the organisation get staff meeting on how to improve the performance but we do not seem to have this and I don't understand why not.

Environment

Do you work in a comfortable and safe environment?

Yes 70% No 10% Partly 20%

Is your job interesting?

Yes 85% No 15% Partly 0%

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

Yes 80% No 10% Partly 10%

Comments:

My job here has been and remains interesting. During my time here I have gained more experience, and the work I have done here is to the best of my knowledge is valued.

I feel my work is valued within the organisation but I increasingly feel that I should be earning a little more it may be a personal perception but I often feel I am doing a lot more than some others within the organisation who earn more.

I love my job, I have a passion for teaching.

My job role and work has been valued through team working within the organisation.

Shared learning

Do you feel part of a supportive team?

Yes 75% No 10% Partly 15%

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

Yes 60% No 10% Partly 30%

Do you get positive support from other staff members?

Yes 80% No 0% Partly 20%

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

Yes 55% No 5% Partly 40%

Comments:

I have always felt part of a supportive team, as support is always on hand. I always get honest opinions and feedback on my performance, all staff here are always helpful and supportive.

Still finding my feet around what all the different teams do.

Training & development procedure in place and staff requests the training required.

The Organisation

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

Yes 15% No 15% Partly 70%

Is morale generally good at ASAN Ltd?

Yes 60% No 10% Partly 30%

Comments:

To my knowledge morale at ASAN is good. However, due to not being an actual member of staff I don't feel I would influence any decisions.

To a degree I do have a influence or at least my opinions are listened to but there does seem to be a distance between the staffs general perception of ASAN and that of the Board who do not experience the practical day to day running and activities of ASAN and are sometimes ill equipped to overturn and change plans put forward by those of us working on the ground floor of the organisation.

Currently I take part in management meetings and feel am able to air my views & take part in decision-making process.

Need a HR Consultant to work for us approx one month or two per year to revise, update and implement new policies and procedures re; employment issues/safety etc.

Employees could be more involved with decisions the organisation makes. There could be informal consultation process.

Thinking about things that influence your happiness or motivation in work, please rank the factors below in order of importance to you (1 being the most important and 10 being the least). (Ranking Factors scores totalled up against maximum possible score of 100%)

FACTORS	RANKED out of 100%
Pay	82
Terms and conditions of employment	80
Job security	67
Comfortable workspace and appropriate facilities	64
Safety from discrimination, bullying and harassment	64
Ability to grow and be challenged through work	66
Involvement in decision making and control over own work	75
Praise, recognition and appreciation of work done	83
Opportunities to develop and advance in your role, or in other roles in the organisation	82
Shared learning and communication	82

3 Values and Key Objectives

Vision

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

Is this the right vision for ASAN?

Yes 80% No 0% Partly 20%

Comments:

I believe that this is the right vision for ASAN as it offers both training and employment.

I thought we agreed on a new strap line at last board and staff away day? ASAN also serves or provides services to people and organisations outside of this location. The Vision could incorporate these activities as serving the wider community.

Mission

ASAN is an innovative organisation that is

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

Is this the right mission for ASAN?

Yes 80% No 5% Partly 15%

Comments:

This is the right mission for ASAN as it has projects that cover training, employment, redevelopment and sport.

Most definitely but in these areas once again I feel the need to emphasise the distance between the staffs thinking and the Boards reluctance to throw 100% of support behind many of the brilliant environmental projects that have been put forward and could only have brought benefits to ASAN the Local Community and the environment.

Complicated, too wordy!

I thought we agreed on a new strap line and mission statement at last board and staff away day?

Values & Objectives

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

Please use the comments section to add any other comments explaining or expanding on the score you have given.

Following on from last year in a endeavour to make interpretation of the results simpler and easily comparable to previous years we have used the same rating system of 1 to 5 but utilised it as a scoring system to give a rating out of 100% for each value and Objective by our staff.

VALUES & OBJECTIVES	RANKING Out of 100%	COMMENTS
---------------------	---------------------------	----------

To be socially and economically inclusive and innovative while striving to work in partnership and recognise the needs of individual members of the community and associated Organisations.	50%	
To create a sustainable environment through the provision of locally managed services	61%	ASAN is always striving to help and improve the local services and local environment. Phoenix project will fulfil objective 1 provisions.
To become financially self-sustaining through the development of physical assets and social enterprise	59%	ASAN has always been very financially aware and has separate budgets for all its individual projects. Although ASAN is not in a position to determine the future of some of its "Assets" Success of Greenworks and 2 car parks.
To provide a route to employment through training, the development of skills and building local capacity	57%	ASAN is always accepting placements from colleges and training providers i.e., Steps to Work, A4E etc, giving them the chance to gain more experience. More potential to expand this aim of the organisation. Interpreting project, consultancy training will provide evidence towards this objective 3, also skills bank project will enhance local residents chance to employment.
To develop and manage the organisation effectively	63%	

Additional Comments

To the best of my knowledge ASAN couldn't do more than it has and is still doing to aid the improvement of its social benefits performances.

As mentioned at the start of this questionnaire I do not feel that many of the points raised in last years social accounts by staff members have been properly addressed by the management and or board, to the satisfaction of the staff. Though we at ASAN work as a close team having varying duties and rolls within the organisation and its structure, some staff maybe through their own willingness seem to carry a lot more load than others and this is not always reflected when it comes to wage levels and pay scales. Many staff in this sector do work here for the love of the work rather than simply

remuneration but in the end all seek to earn what they feel is a fair descent wage for the work they do in context with their colleagues and peers unfortunately a number of ASAN staff do not feel this is the case for a variety of reasons. We did here some talk about the need for a review of pay scales and structures etc following last years Social Accounts but that is far as it seems to have gone. I have chosen to comment on these matters in the hope that we see some sort of review hopefully leading to actions that will improve and provide a fairer pay structure throughout ASAN, other staff members have chosen not to participate in the consultation as they now deemed it a paper exercise and a waist of time since believing that they never seen any of their comments really taken into account or acted upon.

We don't seem to shout about our success via publicity, promotional event. I feel that is our weakness and we need to plan future action plan at next staff away day. Green works is doing well with the publicity but can be done more; we are not in papers as much as we should be. Missed opportunities - Mile run 2004 & 2006

- No official opening for south side sport
- Community consultant programme event
- Green works offers should be sent to the paper - for community pages.

ASAN has been very supportive and I have gained some excellent skills, which will help me in my future career.

Conclusions

Working for ASAN

Approximately 40% of ASAN's employees are currently unhappy with their earnings and are still hoping for a review of salary structure. 65% of staff felt the terms, conditions and policies underpinning their employment are good, but 25% were only partially satisfied, a 50% improvement on last year following a review of ASAN's terms & conditions. Some staff highlighted the fact that they are not currently involved in team meetings and though they work for ASAN in a more detached manner felt both they and the organisation would benefit if all staff attend their departmental team meetings.

Environment

Most staff seem to be happy with their individual working environments and their interactions with each other, but this could still be improved, possibly in the form of a few Team Building away Days involving ASAN's entire staff, which though suggested following last years social audit none have as yet been organised.

This should encompass all the employees of ASAN aiming to entwine all the organisations operations and staff into one united Body.

Development within Asan

65% of staff say they have been supported in undertaking training connected to their work and another 35% say are partly supported in undertaking training connected to your work.

This area still needs attention though the situation as improved since last year but the following comments highlight the weaknesses;

"You have to ask for it and it depends on cost too. It would be nice to have a training manual for staff to choose training from."

"Training is good but it all depends on how much it costs and do we have funds available."

Work Areas

The majority of staff 70% feel they do get the opportunity to be involved in decision making about their own area and decisions that affect their work. The need for all staff to be involved in Team meetings, and discussions on decisions and there merit prior to implementation as been highlighted.

Your Role, Shared Learning and the Organisation

The situation as much improved since last year when 25% of employees felt that they had little input in the development of the organisation and felt unable to influence decision-making.

70% of staff are now happy with this area and 80% feel valued by the organisation and feel that they receive positive support from other staff members.

"I have always felt part of a supportive team, as support is always on hand. I always get honest opinions and feedback on my performance, all staff here are always helpful and supportive."

Moral within the organisation is generally considered to be good by 60% of staff and partly good by 30%

The ranking table below shows the factors that staff considers to important ranked out of a 100% and listed in order of priorities. Pay as been squeezed into second place this year with Praise, recognition and appreciation of work done coming in top.

FACTORS influencing Happiness and Motivation at ASAN	RANKED out of 100%
Praise, recognition and appreciation of work done	83
Pay	82
Opportunities to develop and advance in your role, or in other roles in the organisation	82
Shared learning and communication	82
Terms and conditions of employment	80
Involvement in decision making and control over own work	75
Job security	67
Ability to grow and be challenged through work	66
Comfortable workspace and appropriate facilities	64
Safety from discrimination, bullying and harassment	64

Mission, Values & Objectives

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

ASAN's Mission statement, above was considered to the right one by 80% of staff, 5% said it was the wrong and 15% said it was partly right.

The two sets of comments below probably supply some explanation to the figures gathered during the consultation.

- This is the right mission for ASAN as it has projects that cover training, employment, redevelopment and sport.
- Most definitely but in these areas once again I feel the need to emphasise the distance between the staffs thinking and the Boards reluctance to throw 100% of support behind many of the brilliant environmental projects that have been put forward and could only have brought benefits to ASAN the Local Community and the environment.
- Complicated, too wordy!

- I thought we agreed on a new strap line and mission statement at last board and staff away day?
- Using the new ranking system the feedback on staffs opinion of ASAN's achievement of its Values and Objectives during the year comes across a lot clearer with scores of between 50% to 63% out of a hundred, showing plenty of room for future improvement.

Section 9. Environmental impact

9.1. Introduction.

Reporting on environmental impact is still at its early stages at ASAN. This is largely to do with the limited amount of measures that are available within the organisation. There is also appears in our view to be an insufficient experience in social accounting practice to provide a suitable template for use by organisations. ASAN will be seeking to encourage the Social Audit Network to produce a more coherent approach to this important area which can be easily picked up by organisations and used for the future.

For the purposes of this set of accounts, the organisation is reporting on three areas.

Firstly its recycling activities at Greenworks.

Secondly it is reporting for the second year on the Green office checklist.

Thirdly it is reporting on its progress against its approach to the development of renewable energy.

9.2. Recycling at Greenworks.

The Greenworks business was established in March 2005 and has been collecting furniture since then. The aim of the business is to prevent any furniture going to landfill. The furniture is sourced from large corporate organisations and would otherwise be sold off to waste management operators.

ASAN and its parent body in London work together to intervene to sort furniture for sale. This happens in the organisations warehouse at the Boot Factory. The remainder of the furniture is then stripped down to its constituent parts and sold on to recycling operators. While it is clear that the metal elements of the furniture are sold as scrap which is then reused, it seems likely that the scrap wood is still ending up in landfill. Greenworks in London are now developing a number of by products of the scrap furniture which include recycled desks, shelves and tables. These are now available for sale in the ASAN Greenworks warehouse.

The following statistics demonstrate the first 12 months of the organisations operation (April 2005 to March 2006)

1401 tons of furniture received at the Greenworks warehouse in the Boot Factory

829 tons of furniture sold on to various customers as second hand furniture.

118 tons of metal collected from dismantling unusable office furniture and sold to recycling operators

457 tons of dry wood collected from dismantling unusable office furniture and passed on to waste management operators.

9.3. The Green Office checklist

ASAN is reporting on the green office checklist for the second year. It is being used in the absence of any other form of measure for environmental impact.

The detail of the Green Office checklist for 2006 can be viewed at Appendix 4.

9.4. Development of renewable energy.

This work remains at the planning stage but there is now definitely more progress to report.

Firstly the Workspace building has now been purchased and plans are well advanced to install a biomass boiler in it to replace the existing gas boilers in there. The refurbishment work for the building will go out in a tender in early November and it is anticipated that the new boiler will be installed during the summer of next year. The new boiler will be located in the old boiler house. ASAN plans to supply in its own fuel for the boiler using the dry wood available from scrap furniture at Greenworks. In order to break the wood down so that it is suitable for fuel, ASAN will purchase a crushing machine, which will reduce the wood to a dry powder. It is anticipated that most of the current scrap wood will be used as part of this process.

Secondly ASAN is working with a specialist adviser at Business Links to develop a number of other approaches to renewable energy development. The most promising of this will be a combined heat and power plant, which will also use scrap wood. ASAN plans to work with a private sector developer to install such a facility. This unit will both provide heat and create electricity. ASAN is currently looking for a private sector partner on one of the local development sites in the area.

Thirdly a planning application was submitted for a small wind turbine to be installed at Southside Sports last year. Despite the organisations best efforts, the application has had to be withdrawn because of lack of support from the City Council. The Development Control section of the Council indicated that they would not support the proposal because they felt that the turbine would not fit into the urban environment of All Saints and the Parks Department objected to the proposal because they believe that a wind turbine would be noisy and spoil residents quiet enjoyment of the local park. They also thought that young people would kick footballs into the turbine potentially causing an accident.

Finally although at its early stages, ASAN plans to develop a new project using European money to test a number of new business ideas either related to recycling or renewable energy. The project will start before Christmas and will report on progress in the 2007 accounts.

Section 10. Economic impact

10.1 Economic impact

Measuring Economic Impact

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

10.1.1. Employment statistics

The following information indicates to readers the scope and value of ASAN's employment.

Numbers of people employed

Name	2004/5	2005/6
All Saints Action Network Ltd	10	13
ASAN Mgt Services Ltd	9	17

New jobs created in the year

Name	2004/5	2005/6
All Saints Action Network Ltd	3	3
ASAN Mgt Services Ltd	2	6

- **The total value of wages paid annually by the organisation.**

	Total Gross Pay	Employer's NIC	Employer's Pension	Total:
All Saints Action Network Ltd				
2004/5	£144,170.95	£11,822.08	£6,629.11	£162,622.14
2005/6	£168,100.69	£14,339.66	£9,562.29	£192,002.64
ASAN Mgt Services Ltd				
2004/5	£87,677.58	£6,548.51	£0.00	£94,226.09
2005/6	£158,121.45	£11,812.09	£0.00	£169,933.54
Total - Both				

Companies				
2004/05	£231848.53	£18370.59	£6629.11	£256,848.23
2005/06	£326555.14	£26151.75	9562.29	£362269.18

• **Number of the workforce living within the area of benefit.**

2004/5	7
2005/6	10

The value of the tax and National Insurance (NI) contributions paid by the organisation on behalf of the workforce.

	Tax	Employee's NI	Employer's NI	Total
All Saints Action Network Ltd				
2004/5	£23,643.79	£10,625.69	£6,629.11	£40,8998.59
2005/6	£31,256.69	£13,072.62	£14,339.66	£58668.97
ASAN Management Ltd				
2004/5	£10,134.46	£5,627.62	£6,548.51	£22,310.59
2005/6	£20,169.71	£10,150.78	£11,812.09	£22164.56
Total				
2004/5	£33778.25	£16253.31	13177.62	£63,209.18
2005/6	£51426.40	£23223.40	£26151.75	£80833.53

Using volunteers

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

10 members	4 Board meeting	3 hours per meeting = 120 hours
5 members	6 Financial meeting	3 hours per meeting = 90 hours
5 members	6 Training meeting	3 hours per meeting = 90 hours
2 members	4 Community meeting	4 hours per meeting = 32 hours
4 members	cheque signing	2 hours per month = 96 hours
5 members	various duties	2 hours per month = 120 hours

Total:

548 hours

Investment in training

The following table sets out the value of ASAN's training investment for the year

	Training/ASAN	Training ASAN Management Ltd	Total Both Companies
2004/5	£1015.98	£412.45	£1428.43

2005/6	£1318.15	£288.00	£1606.15
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Inward investment

Finance attracted into the community for enterprises, projects and programmes.

Type of Grant	2004/5	2005/06
NDFC Grant Sports field	£29582.65	£33365.00
Net work	£26932.01	£18464.00
Community Enterprise	£22231.00	£33500.55
ABCD – community Forum	£5385.37	£16005.31
LSC – Step to Work	£53812.76	(£831.20)
WNC Learning Chest Sports	£1687.17	£0.00
ABCD Phoenix Project	£0.00	£17661.00
WSEN	£0.00	£31431.09
WMSAC	£0.00	£46000.00
Greets Green Business Acumen	£0.00	£23203.00
BECO	£0.00	£9360.00
2003/4 RAZ ABCD	£12632.28	£0.00
Total:	£152263.24	£228158.75

Purchasing policies

ASAN has a commitment to the use of local suppliers. The table below sets out how that commitment works in practice.

Suppliers:	Number of Suppliers	Percentage	Number of Suppliers	Percentage
Local	67	55%	54	32%
Regional	26	22%	68	39%
National	28	23%	51	29%
International	0	0%	0	0
Total:	121	100%	173	100%

10.1.6. Trading discounts

The £ value of discounts offered to certain groups of people (e.g. residents, pensioners, local community groups)

	2004/05	2005/6
(Income without discount)	£8736.27	£8891.31
Income from Southside Sports Booking	£7862.64	£8002.18
Value of 40% of customer were given 25% discounts.	£873.67	£889.13

Contributions to the community

- Cash donations made in the past year to local organisations or projects.

	2004/5	2005/6
Duke Street Play project	£0.00	£4435.00

All Saints Junior Football Club	£0.00	£1500.00
Oxford Street Church	£0.00	£1700.00
Parkfields Dragons	£0.00	£2280.00
Total	£0.00	£9915.00

The value of contributions in kind that may have been made to local groups.

Nature of contribution	2004/05	2005/06
Staff Training	£575.90	£15.00
Pubs and Subs	£477.58	£579.50
Meeting Expense	£227.10	£1192.17
Photocopy	£1396.27	£1758.76
Stationery	£566.87	£4325.51
Network Costs	£30.45	£0.00
Other Office Costs	£1777.19	£3169.53
Telephone	£363.34	£3429.28
Post and Packing	£119.32	£875.02
Bank Charges	£169.85	£136.75
Insurance	£796.13	£2731.40
Community Forum Expenses	£63.00	£0.00
Social Audit	£789.77	£3113.54
Com Strategy Pyt Revenue	£15000.18	£0.00
Advertising	£637.50	£77.20
Professional Fees (Accountant)	£1222.00	£3681.25
Annual Return Fee	£30.55	£15.00
Total:	£24243.00	£25099.91

The value of free services given to local residents or organisations. (e.g. photocopying, use of rooms, transport etc.)

50% of all ASAN's Overhead expenses at the value of £11'221.50

£24'243.00 / 50% = £11'221.50

Year	Overhead	50% of Overhead
2004/5	£24243.00	£11221.50
2005/6	£25099.91	£12549.95

Staff members time devoted to working for the benefit of the community rather than doing their main job within the social enterprise.

		2004/5		2005/6
Staff member 1	42 hours per month	504 hours	50 hrs per mth	600 hours
Staff member 2	8 hours per month	96 hours	20 hrs per mth	240 hours
Staff member 3	8 hours per month	96 hours	20 hrs per mth	240 hours
Total:		696 hours		1080 hours

The £s value of support to community organisations.

		2004/5		2005/6
Staff member 1	504 hours @ £24 per hour	£12'096	600 hrs & £33 per hr	£19800.00
Staff member 2	96 hours @ £17 per hour	£1'632	240hrs & £23 per hr	£5520.00
Staff member 3	96 hours @ £17 per hour	£1'632	240 hrs & £23 per hr	£5520.20
Total:		£15'360.00		£30840.00

Section 11 Financial Review

11.1. Principal funding sources

During the course of the last financial year for which the most recent accounts are available, ASAN has received a range of funding local, regional and national sources. In addition because of the organisations commitment to business development to provide long term sustainability and enable ASAN to reinvest in the All Saints area, the organisations trading income has continued to grow.

In relation to funding sources, ASAN's relationship with the New Deal for Communities programme, the ABCD Partnership has continued to be significant. Currently funding is made available from the ABCD Partnership for Southside Sports, the Phoenix Project and the Community Forum. ASAN also receives funds from the Wolverhampton Network Consortium for support to enterprise development and for network support. ASAN has also received funds through the Change Up programme for work to support the development of social accounting at a regional level.

In relation to trading activity, the main contributors to ASAN's business activity have been the two car parks at the Big Garage and Corn Hill, ASAN Greenworks, Tara and the Workspace.

11.2. Investment policy

The charity's reserves are kept at a level to cover fluctuating cash flow and to cover extraordinary expenditure. The money is deposited with Unity Trust Bank who operate an Ideal Custom Account with an enhanced rate of interest. A review of investment policies is due in the next financial year.

11.3. Reserves policy

The Management Committee has examined the charity's requirement for reserves in relation to the main risks of the charity. The risk that funding will not be available is not likely but would cause problems for the charity. The budget for the charity shows costs of £366,000. for the year. Reserves totalling 3 months expenditure (£91,000) would seem prudent and at the present available. The trading company would require redundancy payments of approximately £8000. and lease costs for the Boot Factory of £9000. The Management Committee also are aware of the risks of unfunded expenditure related to the acquisition of All Saints Workspace. The amount is estimated as £54,500.

The Management Committee have committed the sum of £10,000 for the Community Investment Fund.

Section 12

Conclusions and recommendations.

The Social Accounts for 2006 are a further attempt by ASAN to create a document which it is hoped contributes to the organisations planning processes. Much of the information in these accounts is similar to that which was collected earlier in the year for the purposes of writing the 2006- 2009 business plan. Many of the same sections in these accounts will be used in the business plan for the coming year although information will clearly be adapted. It is also hoped that sections of this document can be used to enable the organisation to report to the Charity Commission in the early part of 2007.

ASAN is seeing incremental growth year on year. This year is no different. This growth is being achieved partly through new business activities and partly through new community development activities. This year sees a real growth in Greenworks. The Workspace also begins to demonstrate its worth. Meanwhile the Phoenix Project is now six months old and is beginning to demonstrate its importance for the area. ASAN's role in the West Midlands Social Accounting Cluster has also grown considerably. The balance between trading income and grant income is changing as well. It seems likely that this year this ratio will have moved to about 60:40. It is hoped that this trend will continue with business activities underpinning larger amounts of the organisation next year.

The Accounts for this year cover a similar scope for this year. They are as comprehensive as it was felt was reasonable given the state of development of our various projects. The Workspace in the longer term will be a significant contributor to the social accounts but at the moment is difficult to bring into the process. Our efforts to improve economic impact and environmental impact continue. However we feel that there needs to be stronger direction given by SAN in assisting not just ourselves but other organisations in how best to present such information in a simple and powerful way. There is an important story to tell in demonstrating the economic value of our work.

Finally for ASAN this is an ongoing process and in Section 5 there is a brief update on the outcomes since the production of the 2005 Social Accounts. Much of the progress of the 2005 accounts is well underway or in some cases work is now complete. It is very important for the credibility of the social accounting process that such developmental work is undertaken and seen to be being undertaken. Particularly important for ASAN this year is the development of staff conditions of service. It is hoped that in the New Year, a different structure for staff salaries will be up for consideration by the Board. Proving what ASAN does through the social accounting process is key as is improving the organisation as a result of the process. This final section in the accounts aims to demonstrate how this years accounts are improving the organisation for the future. The matrix below sets out the key recommendations, which will be considered as part of the business planning processes in January 2007.

Improvement required	Stakeholders involved	ASAN recommendation	How to implement
Continuing development of a new salary structure.	Staff	The brief for this work has already been agreed and a consultant will be appointed in the New Year.	Management Team to approve process in December.
Staff involvement in organisational planning	Staff	Staff will be invited to comment on how their involvement can be enhanced	Issue to be raised at the first available staff team meeting after the AGM.
ASAN involvement in waste management and in particular the Monday rubbish trawl.	Community and strategic	ASAN will consider how the rubbish trawl can be focused around recycling rather than landfill (as is the case at the moment)	Management Team to discuss and consider future approach.
Effectiveness of the community forums. These continue to be of limited value given the scope of the commissioning process.	Community and strategic (in particular ABCD Partnership)	ASAN to continue to influence the way in which the community forum can become a force for community development	Part of a strategic approach to ABCD about ASAN's role in ABCD's long term planning probably through a meeting with senior staff.
Lack of knowledge about ASAN expressed by the local community	Community	ASAN will be developing its approach to organisational branding. It will also be experimenting with a membership scheme using the tool library as the starting point.	Partly implemented through the new marketing strategy and partly the membership scheme through the Phoenix Project Team.

Improvement required	Stakeholders involved	ASAN recommendation	How to implement
Continuing concerns about security. Despite the enormous resources now invested by ABCD, security remains a concern	Community. Strategic	ASAN will undertake its own assessment of personal security and community safety as part of its business planning activity.	Board and staff in planning review in January.
Business customers (car parks) awareness of ASAN community enterprise status.	Business customers, strategic	Further discussions to be held within the organisation on how to market ASAN's community enterprise status.	Marketing Team to be developed within the organisation.
Lack of involvement of customers at Greenworks/Southside in customer feedback on an ongoing basis.	Business customers	Discussions to be developed with staff about how information can be collected on an ongoing basis.	Team meetings for the respective businesses.
Need for greater engagement of ARENA (Wolverhampton Social Enterprise Network) in the social accounting process.	Community and social enterprises across Wolverhampton	ASAN will review its involvement with ARENA particularly in light of its Workspace developments and consider future approaches to reporting.	Management Team to consider and make recommendations.
Improved information on ASAN's impact on the training placements and voluntary placements that it offers.	Trainees, volunteers	ASAN will consider its current audit trail for trainees and volunteers and consider what improvements it can make in relation to outcomes for those involved	Management Team to consider and make recommendations

Appendix 1 – Risk management procedure

Risk management at ASAN

1. Introduction.

The following risk management plan draws on a number of sources of information. These are referred to at the end of this paper. This paper seeks to set out as simply as possible how risk will be managed in ASAN. There are a number of important issues to understand in this risk management plan.

Firstly within any activity at ASAN, a Risk Manager will have been identified to be responsible for tackling risks and reducing their impact. ASAN should ensure therefore that all risk bearing aspects of the organisations activities are being monitored by an appropriate member of staff. Such responsibility has implications both for job descriptions and for work plans.

Secondly the process of risk management is a continuous one. The process involves the following steps:-

- a) Identification and ranking of the risk. (see register)
- b) Selecting the appropriate approach to managing the risk. (see action plan)
- c) Reviewing the effectiveness of risk management.
- d) Learning from experience and making improvements.

2. Clarity of mission and objectives.

ASAN has a clearly identified cycle of management, which works through on an annual basis the business of the organisations and its impact on its stakeholders. This involves two processes. One is the rolling development of its business plan. On an annual cycle, a three-year plan is drawn up. The three-year plan is broken down into two separate time segments. There is the immediate plan for the coming year, which is set out in detail, and it is this segment, which informs the work plans for staff. There is then the two years beyond this immediate plan, which are the organisations attempt at taking a view of the medium term future.

In addition to the business plan, ASAN operates a social accounting cycle which enables the organisation to measure its performance against the objectives set in the business plan. Increasingly, ASAN is aiming to integrate this process with the wider business planning processes. Therefore in the organisational action plan, there are now actions set out which seek to gather stakeholder views on the organisations performance throughout the year.

From this clarity about what the organisation is and where it is going, the process of risk management emerges. The table below sets out in broad terms the different areas of organisational activity and then the risks associated with these. This is not an inclusive list and it is the

responsibility of every member of staff to play their part in bringing to the attention of senior management areas of risk not previously identified.

Table 1.

Category of risk	Sub category	Possible specific risk
Strategic	Financial	Funding. Management.
	External issues	Regulatory changes Economic/market conditions Partnership issues
Operational	Project design/concept – all projects	Is it well thought out/proper market research? Is it relevant to organisational objectives? What experience of similar projects has been used in design? Has the project got SMART objectives
	Project management – all projects	Clear management responsibility? Are the SMART objectives being managed?
	Organisational change issues	Internal changes Governance issues Technological changes Security issues
Compliance	Commercial issues – ASAN Management Services	Business profitability Any conditions imposed by funders, landlords, etc
	Insurance	What insurance is available What are the costs What excesses are applicable
	Health and safety	What risks exist in running the org in its current way? How might the risks be

		reduced?
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3. Risk Management

In assessing the scope of risk management, ASAN has set out its risks under a series of broad headings and sub categories.

The method for management of risk is as set out below.

The overall responsibility for risk management lies with the Board of Management.

The Board in turn delegate responsibility for risk management to the Co-ordinator of ASAN.

The Co-ordinator works with the Management Team at ASAN to regularly review risk and determine actions to be undertaken. The Management Team consists of the Finance Manager, the Business Development Manager and the Training Manager. The Management Team will determine who is responsible for risk management and will receive reports about risk issues on a regular basis.

The mechanism for managing and reviewing risk is as set out in the Risk Register in Table 2 below.

The Risk Register is a reporting mechanism which assumes the following:-

- a) That a risk or series of risks have been identified. This will be undertaken through a regular process on all strategic, operational and compliance issues.
- b) That a risk manager has been appointed to deal with these risks.
- c) That the risk is assessed according to its likely occurrence (scores 1 – 10) and its likely impact (scores 1 – 10). A score is worked out for each of these and a priority score worked out by multiplying these two together.
- d) The Risk Manager responsible is then required to develop an action plan, which is as set out in Table 3. The action plan for each risk is then reviewed until the risk has been reduced satisfactorily or until some other resolution has been agreed.

Table 2. Project risk register

Project name

Risk Manager

Risk	Risk of occurrence (O) 1-10	Likely impact (I) 1-10	Priority score (IxO)	Action plan (see separate action plan)	Timetable for action

- **Table 3. Action Plan**

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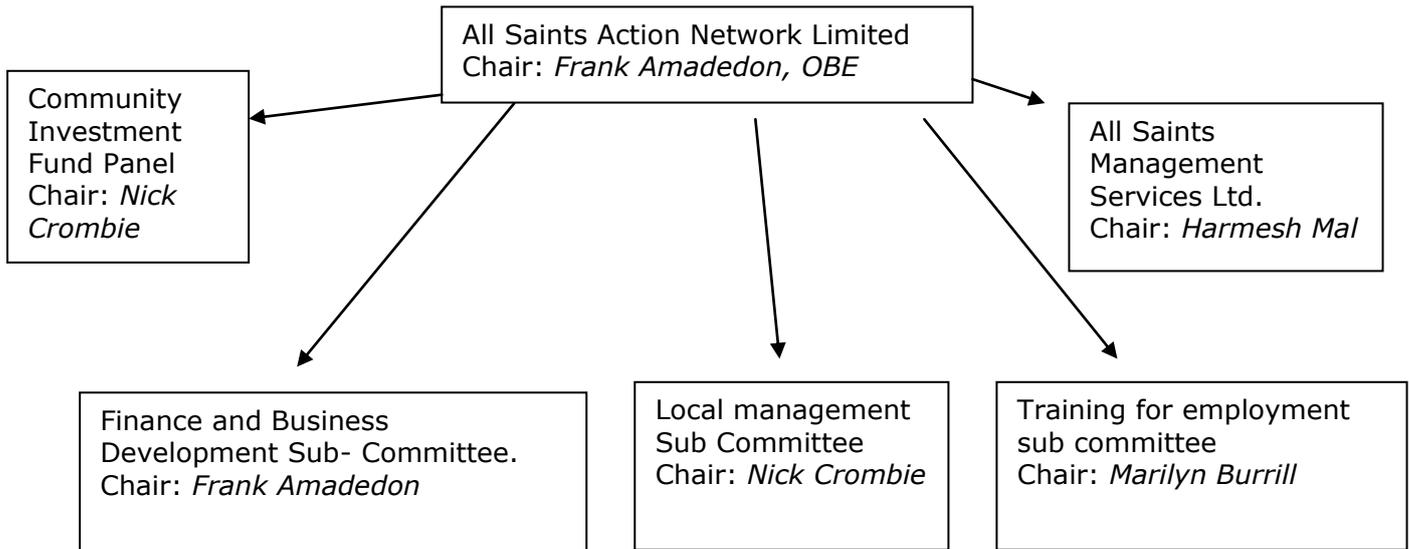
- **Project name**

Risk Manager

Plan for

Action undertaken	Further action required	Date reviewed

Appendix 2 – Board structure

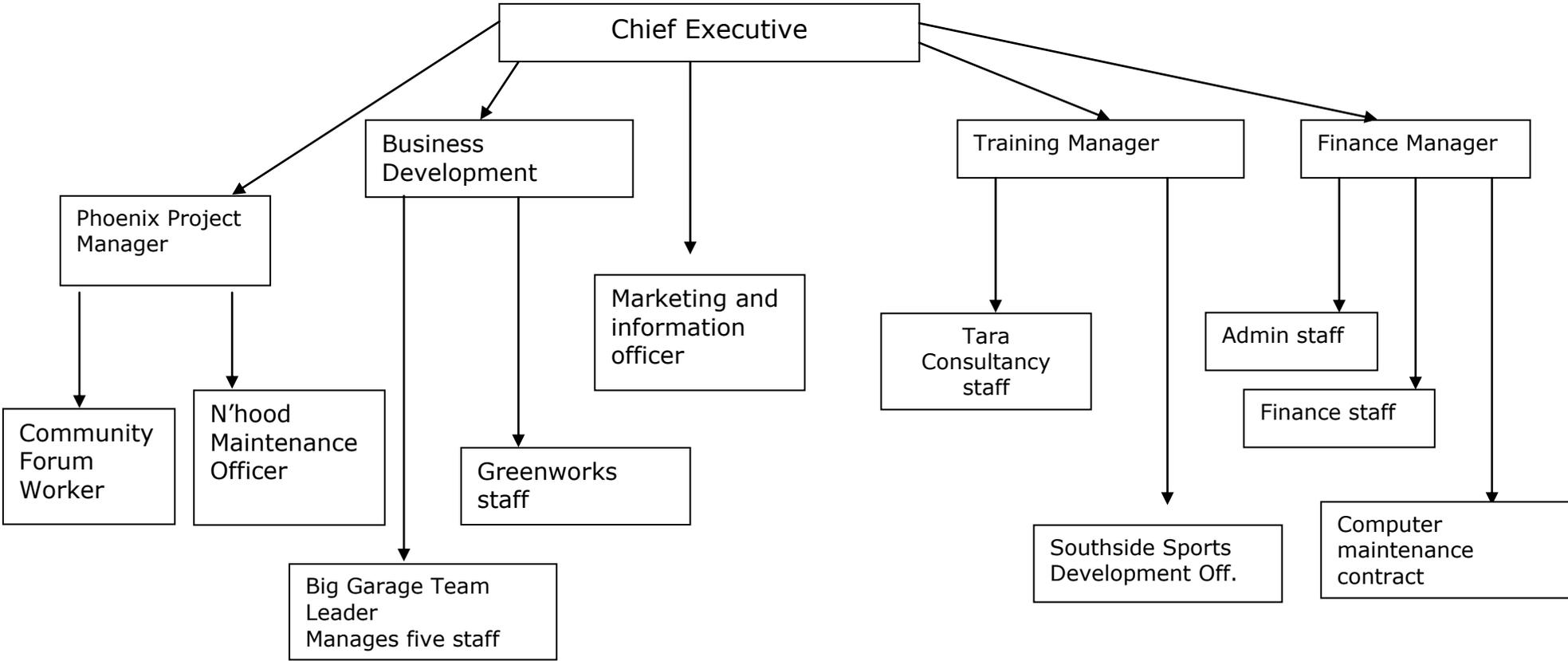


The full Board of Management meets six times a year and conducts one business planning and social accounting review day once a year.

Sub committees meet as and when required.

The Community Investment Fund Panel was established in the early part of 2006 and meets as and when required.

Appendix 3– Staff structure



Appendix 4 – Green Office Checklist
Green Office Checklist

Paper

<p><i>Are photocopies double sided?</i> Action Notes</p>	<p>Y or N Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are envelopes opened carefully and stored for reuse?</i> Action Notes</p>	<p>Y or N N</p>	<p>N/A</p>
<p><i>Recycled</i></p>		
<p>Time Scale Cost</p>		

<p><i>Are non-essential copies photocopied on re-used paper?</i> Action Notes</p>	<p>Y or N N</p>	<p>N/A</p>
<p><i>No. Concern about confidentiality issues</i></p>		
<p>Time Scale Cost</p>		

<p><i>To avoid mistakes, do you trial copy before printing big batches?</i> Action Notes</p>	<p>Y or N Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Is scrap paper turned into useful notepads?</i> Action Notes</p>	<p>Y or N N</p>	<p>N/A</p>
<p><i>No we recycle</i></p>		
<p>Time Scale Cost</p>		

<p><i>Is e-mail used whenever possible?</i> Action Notes</p>	<p>Y or N Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are copy documents kept on disk rather than paper?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N Y</p>	<p>N/A</p>
<p><i>Are computer printout margin sizes, fonts etc set to minimise paper use?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N Y</p>	<p>N/A</p>
<p><i>Does the office use recycled paper?</i> <i>Action Notes</i> <i>No but we recycle all paper</i></p> <p>Time Scale Cost</p>	<p>Y or N N</p>	<p>N/A</p>
<p><i>Does the office refuse or return junk mail?</i> <i>Action Notes</i> <i>We recycle it</i></p> <p>Time Scale Cost</p>	<p>Y or N N</p>	<p>N/A</p>

Energy

<p><i>Does your office source any energy from renewable sources?</i></p> <p><i>Action Notes</i></p> <p><i>However we intend to produce our own renewable energy by September 2007</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>N</p>	<p>N/A</p>
<p><i>Are hot water pipes and tanks properly insulated?</i></p> <p><i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p><i>Is the water temperature comfortably hot?</i></p> <p><i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p><i>Are windows and doors free of draughts?</i></p> <p><i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p><i>Are reflector panels fitted behind radiators?</i></p> <p><i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p><i>Are lights always turned off in empty rooms?</i></p> <p><i>Action Notes</i></p> <p><i>They should be!</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>N</p>	<p>N/A</p>
<p><i>Are lights turned off as soon as there is enough daylight?</i></p> <p><i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>

<p><i>Are windows kept clean, free from obstructions etc?</i> Action Notes</p>	Y or N	N/A
		X
Time Scale Cost		

<p><i>Are all lights energy efficient?</i> Action Notes</p>	Y or N	N/A
		X
Time Scale Cost		

<p><i>Are electrical equipment, PC monitors, photocopiers etc switched off when not in use?</i> Action Notes</p>	Y or N Y	N/A
Time Scale Cost		

<p><i>Are boilers regularly serviced?</i> Action Notes</p>	Y or N	N/A
		X
Time Scale Cost		

<p><i>Are heating thermostats used?</i> Action Notes</p>	Y or N	N/A
		X
Time Scale Cost		

Office Supplies

<p><i>Are long life products chosen over short life ones?</i> Action Notes</p>	Y or N	N/A
	Don't know	
Time Scale Cost		

<p><i>Are materials bought in large packs to avoid excessive packaging?</i> Action Notes Sometimes</p>	Y or N Y	N/A
Time Scale Cost		

<p><i>Do you purchase eco-efficient or "green" products? – recycled, refillable, water based ink etc.</i></p> <p><i>Action Notes</i></p> <p><i>Not always – under review</i></p>	<p>Y or N</p> <p>N</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Do you use paperclips rather than staples?</i></p> <p><i>Action Notes</i></p> <p><i>This depends on the documents being used</i></p>	<p>Y or N</p> <p>N</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

General Office

<p><i>Is the toilet paper / hand towels made from recycled fibre?</i></p> <p><i>Action Notes</i></p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p>Time Scale Cost</p>		

<p><i>Are aerosol products with CFC propellant avoided?</i></p> <p><i>Action Notes</i></p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are products made from tropical hardwoods avoided?</i></p> <p><i>Action Notes</i></p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are long life products chosen over short life ones?</i></p> <p><i>Action Notes</i></p> <p><i>Unsure about this – will review</i></p>	<p>Y or N</p> <p>Don't know</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are dripping taps repaired quickly?</i></p> <p><i>Action Notes</i></p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p>Time Scale Cost</p>		

<p><i>Have low flush volume WCs been installed?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p><i>Do you use environmentally friendly cleaning materials?</i> <i>Action Notes</i> <i>Under review</i></p> <p>Time Scale Cost</p>	<p>Y or N</p>	<p>N/A</p> <p>X</p>
<p><i>Do you use washable cups rather than disposable ones?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p><i>Do you purchase fairtrade or organic tea and coffee?</i> <i>Action Notes</i> <i>Although staff forget from time to time</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p><i>Do you purchase supplies from local shops?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p><i>Is your fridge door seals clean and seal shut?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p><i>Are any outside areas around the office managed for the benefit of wildlife?</i> <i>Action Notes</i></p> <p><i>This is something we are now beginning to consider but we have to balance the needs of wildlife with the need for security</i></p> <p>Time Scale Cost</p>	<p>Y or N</p> <p>N</p>	<p>N/A</p>

Recycling

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

Transport

<p><i>Do employees have access to dry, secure cycle storage?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N Y</p>	<p>N/A</p>
<p><i>If you have pool or company cars do they run on unleaded petrol or diesel?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N</p>	<p>N/A X</p>
<p><i>Do you have information available on prices and timetables of public transport?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N Y</p>	<p>N/A</p>
<p><i>Are meeting times organised around public transport timetables?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N N</p>	<p>N/A</p>
<p><i>Are office working hours flexible enough to allow people to use public transport?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N Y</p>	<p>N/A</p>
<p><i>Do cyclists receive preferential mileage allowance?</i> <i>Action Notes</i> <i>No policy is in place – no staff use bicycles</i></p> <p>Time Scale Cost</p>	<p>Y or N N</p>	<p>N/A</p>
<p><i>Are employees taught and encouraged to drive in an environmentally friendly manner?</i> <i>Action Notes</i></p> <p>Time Scale Cost</p>	<p>Y or N N</p>	<p>N/A</p>

<p><i>Is it policy to use buses for business purposes whenever possible?</i></p> <p>Action Notes</p> <p><i>Under review</i></p>	<p>Y or N</p> <p>N</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

Health and Safety

<p><i>Is fresh fruit available alongside biscuits at break time or for visitors?</i></p> <p>Action Notes</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Is clean drinking water available?</i></p> <p>Action Notes</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are house plants grown in the office to lower stress and absorb chemicals?</i></p> <p>Action Notes</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are Sick Building Syndrome problems identified and corrected?</i></p> <p>Action Notes</p> <p><i>Risk assessments are undertaken and all risks are considered</i></p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Is sitting at the computer for long hours discouraged?</i></p> <p>Action Notes</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

<p><i>Are policies on lone working, safe use of equipment etc enacted?</i></p> <p>Action Notes</p>	<p>Y or N</p> <p>Y</p>	<p>N/A</p>
<p>Time Scale Cost</p>		

Implementation

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

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

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

Appendix 5 – Sample questionnaires used to compile Section 8

All Saints Community Forum Website with both St Mary's & St Johns & Grove Primary School.

This is a small project, which involves working along side the children at the two schools within the All Saints area.

A Brief description about the project

What the project will involve

***Firstly**, ASAN gain primary information based on what the children think about the All

Saints area. (Whether they live in area, or not if not then still ok to record their view.

***Secondly**, for the children to gain knowledge and information on how to use website, and able to send an email.

***Thirdly**, this information is emailed to the ASAN community forum worker, which is looked at. Then to find ways to deal with what they think.

The session on the day

To have a list of the children that attended,

This will be a two-hour session with the children. 4 hours in total with the two schools.

Staff – Teachers, Neighbourhood Street Warden/s to be available to take on board some issues that will be related to them.

Equipment required for the session

Access to a computer website,

Questions that will be asked

What do you think about the All Saints area?



Are you unhappy about the All Saints area and why?



Are you happy about the All Saints area and why?



WHAT WOULD YOU LIKE TO SEE IN THE AREA?

All personal information will be kept private and confidential.

Duke Street Community Centre Youth Club Consultation

The session will be held on Tuesday 13th June 2006 at 6.15pm

This is a small project, which involves working with the youth that attend the Duke Street Community Centre Youth Club, to input their views about the All Saints area.

What the project will involve

Firstly, ASAN to gain primary baseline information based on what the youth think about the All Saints area. (Whether they live with in the area or just to attend the youth club).

Secondly, this information is collected and evaluated.

Session on the day

To gather round the youth,

Display the three flip charts on walls with headings shown below, to record their views on post it notes and stick them on the appropriate flip chart paper.



Are you unhappy about the All Saints area and why?



Are you happy about the All Saints area and why?



WHAT WOULD YOU LIKE TO SEE IN THE ALL SAINTS AREA AND WHY?

All personal details will be kept private and confidential

How do you feel about the All Saints area evaluation



Do you feel like this? And why



Do you feel like this? And why

All Saints & Parkfields Community Forum Evaluation

As part of ASAN’s Social Audit, answering the following questions will help us to provide a better community forum for this area. All personal details will be kept private and confidential.

1) Name

.....

2) Address

.....

..... **Email**.....

3) Ethnicity

White: English Irish Scottish Welsh
other

Asian: Bangladeshi Indian Pakistani Other

Black: African British Caribbean Other

Mixed: White & Asian White & Black Asian White & Black Caribbean Other

4) What are your POSITIVE views about the All Saints & Parkfields Community Forum?

.....
.....

5) What are your NEGATIVE views about the All Saints & Parkfields Community Forum?

.....
.....

6) Would you like to be kept updated about jobs, news and events in the All Saints & Parkfields area?

Yes No

If yes, how would you like to be contacted? (Please tick relevant box)

Website Home Visit Email

Leaflet Telephone call

Other (please specify)

Thank you

All Saints Action Network Ltd
The Community Centre
All Saints Road
Wolverhampton
WV2 1EL

Tel: 01902 556644
Fax: 01902 556682
www.mark.w@asan.org.uk



TENANT SURVEY

NAME

ADDRESS

Tel:

Mob:

MEMBERS OF HOUSEHOLD/CHILDREN (Name/Date of Birth)

TENANT SINCE?

ANY LOCAL FAMILY CONNECTIONS?

YOUR TENANCY

NAME AND ADDRESS OF LANDLORD

Tel:

Mob:

CONTRACT/TENANCY

RENT

PROPERTY TYPE

DO YOU HAVE?

Inside toilet	Have	Share	Do not have
Bath / Shower	Have	Share	Do not have
Hot water supply	Have	Share	Do not have
Central heating	Have	Share	Do not have
Double glazing have		Have	Share Do not

Smoke alarm

Have

Share

Do not have

GAS APPLIANCES

Are there any gas, heating or hot water appliances in this property? Yes / No

Are all gas appliances serviced by a CORGI engineer annually? Yes / No

Do you have a copy of the Gas Certificate? Yes / No

GENERAL CONDITION OF PROPERTY

REPAIRS

Does your landlord deal with repairs promptly? Yes / No

Is your landlord easy to contact in an emergency? Yes / No

Are repairs carried out adequately? Yes / No

OUTSTANDING REPAIRS

WOULD YOU BE INTERESTED IN USING A TOOL LIBRARY?
WHAT TOOLS DO YOU THINK THAT YOU WOULD USE?
WOULD YOU BE PREPARED TO VOLUNTEER TO HELP RUN IT?

ANY OTHER COMMENTS

Signature of Tenant:

Date:



Mark Woodhull
PHOENIX PROJECT
All Saints Action Network Ltd
The Community Centre
All Saints Road
Wolverhampton
WV2 1EL





ASAN Rubbish Collection Evaluation Form



As part of our ongoing evaluation, we carry out a survey of the Householders that have used ASAN's Community Rubbish Removal. We hope that information gathered enables us to provide a better service to our stakeholders. We would be very grateful if you could spare a few minutes to answer a few of questions. We would also like to take this opportunity to thank you for your continued support.

Telephone No: _____ **House No:** _____ **Post Code:** _____

1. How often have you used the Monday morning rubbish collection?

Once Twice 3 or more times

2. Did you have any problems booking the collection?

Yes No

3. Were there any problems with the collection?

Yes No

If yes what were they? _____

4. Are you aware that the service is a voluntary one operated by Asan and totally independent of the Wolverhampton City Council

Yes No

Question 3: General satisfaction & comments

3a. In general how satisfied were you with the performance of Asan and its staff.

Not satisfied **satisfied** **very satisfied**

3b. Do you wish to make any general or other comments that would enable Asan to improve the quality of its research and consultancy activity: _____

Thank You for your views

If you wish to provide feedback informally then please contact Vincent Bailey at ASAN, The Community Centre, All Saints Road, Wolverhampton, WV2 1EL. Tel: 01902 556680, Fax: 01902 556682, E Mail: Tara2@asan.org.uk



Social Audit - Customer Survey - 2006

Dear Customer,

As part of our Annual Social Audit, we are carrying out a survey amongst our Big Garage and Corn Hill Car Park customers. We hope that once the results of this survey have been analysed, we will be able to provide a better service.

We would be most grateful if you would be kind enough to take a few moments to complete this survey form and return it to our car park attendant by not later than Friday 11th August 2006.

Question 1

How long have you been parking at Big Garage?

Less than 3 months 3 – 6 months 6 – 12 months More than 12 months

Question 2

How did you become aware of the Big Garage?

Advertisement Signage Word of Mouth Other (please specify)

Question 3

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

One Two Three Four Five

Question 4

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

Yes No

Question 5

Have you ever used our car wash service?

Yes No

Question 6

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

Yes No

Question 7

Are you satisfied with our security arrangements?

Yes No (If not, how could they be improved)?

Comments: -----

Question 8

**On a scale of 1 to 5 (1 being the lowest score) how do you rate the following?
(Please circle the appropriate score)**

Signage	1	2	3	4	5
Access	1	2	3	4	5
Lighting	1	2	3	4	5
Exterior	1	2	3	4	5
Interior	1	2	3	4	5
Toilets	1	2	3	4	5
Customer Service	1	2	3	4	5

Question 9

The Big Garage and Corn Hill Car Parks are community enterprises managed by All Saints Action Network (ASAN) whose aim is " To improve the quality of life of people living and working in All Saints".

Did you know that your fees contribute to the provision of facilities within the local community via the Asan New Community Investment Fund? Yes No

Some of the projects funded last year include, Parkfields Action Committee, Parkfields Dragons FC, Parish Council of Wolverhampton, Walsall St Youth Club, All Saints Junior FC, Raby Street Development , All saints women's Resource centre, ACTS, All Saints Sewing Class and the All Saints Breakfast club.

Would you be willing to pay a little more in order to further improve local community initiatives and projects through increased investment capital? Yes No

Question 10

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

Comments _____

Once the details of this survey have been analysed we will publish the results of the social audit together with a response on how we plan to deal with the issues raised on our main notice board.

Thank you for your support.

John Mason

Business Development Manager



CORN HILL CAR PARK Social Audit - Customer Survey – 2006

Dear Customer,

As part of our Annual Social Audit, we are carrying out a survey amongst our Big Garage and Corn Hill Car Park customers. We hope that once the results of this survey have been analysed, we will be able to provide a better service.

We would be most grateful if you would be kind enough to take a few moments to complete this survey form and return it to our car park attendant by not later than Friday 11th August 2006.

Question 1

How long have you been parking at Corn Hill Car Park?

Less than 3 months 3 – 6 months 6 – 12 months More than 12 months

Question 2

How did you become aware of the Corn Hill Car Park?

Advertisement Signage Word of Mouth Other (please specify)

Question 3

How many days per week on average do you park at Corn Hill Car Park?

One Two Three Four Five

Question 4

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

Yes No

Question 5

Are you satisfied with our security arrangements?

Yes No (If not, how could they be improved)?

Question 6

**On a scale of 1 to 5 (1 being the lowest score) how do you rate the following?
(Please circle the appropriate score)**

Signage	1	2	3	4	5
Access	1	2	3	4	5
Lighting	1	2	3	4	5
Toilets	1	2	3	4	5
Customer Service	1	2	3	4	5

Question 7

The Big Garage and Corn Hill Car Parks are community enterprises managed by All Saints Action Network (ASAN) whose aim is " To improve the quality of life of people living and working in All Saints".

Did you know that your fees contribute to the provision of facilities within the local community via the Asan New Community Investment Fund? Yes No

Some of the projects funded last year include, Parkfields Action Committee, Parkfields Dragons FC, Parish Council of Wolverhampton, Walsall St Youth Club, All Saints Junior FC, Raby Street Development , All saints women's Resource centre, ACTS, All Saints Sewing Class and the All Saints Breakfast club.

Would you be willing to pay a little more in order to further improve local community initiatives and projects through increased investment capital? Yes No

Question 8

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

Comments _____

Once the details of this survey have been analysed we will publish the results of the social audit together with a response on how we plan to deal with the issues raised on our main notice board.

Thank you for your support.

John Mason

Business Development Manager



(Group) Name: _____

Date: _____

Statement	Strongly Disagree	Disagree	No view	Agree	Strongly Agree
Southside Sports provides a service to the community.	1	2	3	4	5
Southside Sports is both a visual and a practical asset to the All Saints area and its residents.	1	2	3	4	5
Local Young people make regular use of the facility.	1	2	3	4	5
I am/My group is clear about the procedure for booking and accessing Southside Sports.	1	2	3	4	5
I know/My group knows about the organised young people's activities which take place at Southside Sports.	1	2	3	4	5
The charging structure for Southside Sports is affordable in comparison to similar facilities.	1	2	3	4	5
The facilities at Southside Sports meet my/my groups needs.	1	2	3	4	5
I/My Group would like to see further sporting activities such as tennis/roller hockey/volleyball taking place at Southside sports.	1	2	3	4	5
The facility is being used to its full potential.	1	2	3	4	5
I/My group receives a quality service from Southside Sports and its employees.	1	2	3	4	5
I/My Group would recommend the use of Southside Sports facilities to others.	1	2	3	4	5
12. <u>How often have you used Southside -</u> <u>circle one</u>	<u>1 to 3 times</u>	<u>4 to 6 times</u>	<u>7 to 10 times</u>	<u>11 to 15 times</u>	<u>More than 16 times</u>

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

Any Other Comments? _____



Customer Feedback Questionnaire 2006

Dear valued customer

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

Many thanks

Name: _____

Organisation: _____

Email: _____

Contact Details: _____

Tel: _____ Mobile: _____

GreenWorks Mission Statement

“Making waste work for the community, we ensure that redundant office furniture from the commercial world can be made readily available to the non-profit sector.”

Q1.

Do we live up to our mission statement YES NO *(please circle)*

Q2.

Which of the following were important in deciding to use ASAN Green-Works for your furniture needs? *(Please tick all that apply)*

- we're a not-for-profit organisation
- we're local to you
- performance
- our charitable status
- we can deliver your furniture
- we have a wide range of stock
- our commitment to the local community
- we're a social enterprise
- our environmental
- our low cost
- other *(please specify)* _____

ASAN Green-Works – The Boot Factory – Powlett Street – All Saints – Wolverhampton WV2 1BH

Q3.

Out of the above, which was the key factor in your buying decision?

Q4.

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

- Third Sector Magazine
- Social Enterprise Magazine
- Charity Times Magazine
- Trade journals (*please state*)

.....
.....

Local Authority publications (*please state*).....

Environmental publications (*please state*).....

Q5.

- | | | | |
|----|--|-----|----|
| a) | Would you recommend us to other organisations? | YES | NO |
| b) | Would you buy from us again? | YES | NO |

If not, why? _____

Q6.

If you have any further comments or suggestions about our service, or how we can improve it, please leave your comments below:

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

THANK YOU AGAIN FOR YOUR TIME
ASAN Green-Works – The Boot Factory – Powlett Street – All Saints –
Wolverhampton WV2 1BH

ASAN TRAINING COURSE / WORKSHOPS EVALUATION

Course Title: M/F..... Age.....

Date: Ethnicity..... Postcode.....

Please tick one of the following boxes for each of the questions and also put your comments.

General:

How did you find the staff of All Saints Action Network??

Very Good	Good	Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	1	1

How did you find the Domestic Arrangements??

Refreshments:

Very Good	Good	Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	2	2

Creche:

Very Good	Good	Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	2E	2F

Building/Training

Very Good	Good	Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	2	2I

COURSE CONTENT

How did you find the course tutors??

Helpful

Satisfactory

Unhelpful & Unapproachable

Why have you chosen this tick box??

.....
.....

The Pace was:

Just Right

Too Fast

Too Slow

Why have you chosen this tick box??.....

.....

The Content was:

Too Basic

About Right

Too Advanced

Why have you chosen this tick box??.....

.....

The Handouts were:

Interesting & easy to understand

Reasonable & easy to understand

Difficult & hard to Understand

Why have you chosen this tick box??.....

.....

Was the course:

Too Long

About Right

Too Short

Why have you chosen this tick box??.....

.....

Did you feel you could ask questions?

All the Time

Sometimes

Never

Why have you chosen this tick box?

.....
.....

What do you Consider to be the best part of the course / workshop??

.....
.....
.....

What were the parts you didn't like??

.....
.....
.....

Would you recommend the course / workshop to anyone else??

Yes

11

No

11B

Maybe

11C

Why have you chosen this tick box??.....
.....

HOPES AND GAINS

What did you hope to gain from attending this course / workshop??

.....
.....
.....

Where your hopes achieved??

Met & Exceeded

13A

Met in Most Parts

13B

Not Met At All

13C

If not met why??

.....
.....
.....

Any other comments



Staff Team Questionnaire 2006 – ASAN

You will know that ASAN is undertaking a Social Audit. As part of the Social Audit process we are seeking the views of our main stakeholders. The staffs are an important stakeholder group and so we interested in your views about our objectives, our working conditions and how we operate.

We would be grateful if you could complete this questionnaire and return it to Pavitter Mainn/Vince Bailey by Friday 18th August 2006.

We have made the questionnaire as quick and easy to complete as possible but please add comments in the spaces provided and add any other points you may wish to make. Thank you for your co-operation!

1 Working for ASAN

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

Please tick one box for each question, and use the comments section to explain or expand on your answers.

Do you believe that the views expressed by yourself and other staff members during last years social audit has been taken into account and dealt with satisfactorily?

Yes No Not applicable

Pay

Do you consider that ASAN pays you a fair wage compared to other similar organisations?

Yes No

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

Yes No

Are you satisfied with the pay you receive?

Yes No

Comments:

Terms and conditions of Employment

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

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

Yes No Partly

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

Yes No Partly

Comments:

Environment

Do you work in a comfortable and safe environment?

Yes No Partly

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

Yes No Partly

Comments:

Development within the organisation

Are you supported in undertaking training connected to your work?

Yes No Partly

Comments:

Work areas

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

Yes No Partly

Do you feel your ideas and contributions are taken seriously?

Yes No Partly

Comments:

Your Role

Is your job interesting?

Yes No Partly

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

Yes No Partly

Comments:

Shared learning

Do you feel part of a supportive team?

Yes No Partly

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

Yes No Partly

Do you get positive support from other staff members?

Yes No Partly

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

Yes No Partly

Comments:

The Organisation

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

Yes No Partly

Is morale generally good at ASAN Ltd?

Yes No Partly

Comments:

2 Thinking about things that influence your happiness or motivation in work, please rank the factors below in order of importance to you (1 being the most important and 10 being the least).

FACTORS	RANK
Pay	
Terms and conditions of employment	
Job security	
Comfortable workspace and appropriate facilities	
Safety from discrimination, bullying and harassment	
Ability to grow and be challenged through work	
Involvement in decision making and control over own work	
Praise, recognition and appreciation of work done	
Opportunities to develop and advance in your role, or in other roles in the organisation	
Shared learning and communication	

3 Values and Key Objectives

Vision

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

Is this the right vision for ASAN?

Yes No Partly

Comments:

Mission

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

Is this the right mission for ASAN?

Yes No Partly

Comments:

Values

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

To be socially and economically *inclusive* and *innovative* while striving to work in *partnership* and recognise the needs of individual members of the community and associated Organisations.

1 2 3 4 5

Objectives

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

Please use the comments section to add any other comments explaining or expanding on the score you have given.

Objective 1

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

1 2 3 4 5

Comments

Objective 2

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

1 2 3 4 5

Comments

Objective 3

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

1 2 3 4 5

Comments

Objective 4

To develop and manage the organisation effectively

1 2 3 4 5

4 Additional Comments

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

Comments:

If you wish to discuss any of your responses further please give your name here or contact VB/PM

Thank you very much for your help with the ASAN social audit 2006!

Appendix 6 – Panel notes 2005

- **ASAN Social Audit**
- **Notes of the Audit Panel Meeting 31/10/05**

The panel met in the offices of ASAN

Present

Keith Stamp	Chair
Mike Swain	ASAN
Vince Bailey	ASAN
Chris Wood	Institute of Social Enterprise
Rosemary Collie	
Tony Thapar	Moseley Community Development Trust
Gerry Dawson	Wrekin Council

Apologies

Pete Smith	Black Country Housing Association
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Roles and Responsibilities

A copy of the Social Audit Panel Check list was circulated. All panel members were familiar with the SAN Guidance notes on the Role of the Social Audit Panel.

KS emphasised the key points stressing:

That the Panel was auditing the draft Social Report not ASAN itself

That panel members were acting in an individual capacity rather than representing their respective organisations

That KS rather than the whole panel were responsible for the detailed verification of statements in the report and the detailed audit trail.

That KS would produce the audit report, discuss amendments to the report with ASAN and produce an audit report, which would be circulated to panel members for comment and approval.

The Social Audit Check list was used to provide a structure to the panel meeting.

Overview of the process

MS gave a brief verbal overview of ASAN's Social Audit process, explaining the intention to adhere to SAN Guidelines while ensuring the process is practical and relevant to ASAN and its processes. It is intended to link with the Annual Report, which will contain many social reporting elements.

A Summary Social Report, to be included in the Annual Report, is to be circulated to Panel members for comment.

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

The role of the board in reviewing the Social Report and the procedure for them agreeing their response was outlined.

Overall Issues arising from the draft report

The Panel had been circulated a copy of the draft report prior to the meeting.

The panel all felt the Report was stronger than in earlier cycles with a clear, easy to follow structure.

Role of the Board and the organisational response to the audit

MS explained the role of the board and felt that there was greater ownership of the process. The aim remains essentially to bring greater integration between the social accounting process and business planning. There are practical

problems in engaging the board in the process as outlined in the Chairman's introduction to the report.

MS stated that rather than produce a knee jerk response to fit with AGM deadlines a subsequent planning meeting involving the board would consider the report and agree responses and priorities arising from the audit as part of organisational planning.

The panel felt that this was appropriate and in line with SAN methodology.

Values, Objectives and activities

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

Description of activities and performance measures

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

Completeness of scope

The involvement of staff in reviewing the stakeholder map was welcomed and a comprehensive stakeholder map is included in the report.

The reason for omitting two stakeholder groups is clearly explained.

Strategic Partners

The continued efforts to open meaningful dialogue with strategic partners was welcomed and it was agreed that this was the best result so far although some felt their comments to be rather bland.

A brief discussion noted that despite the best efforts of ASAN and others, the area of operation continues to have considerable social and economic problems. The question was posed: If and when 'Big Picture' strategic decisions are made on the future of the area, is ASAN positioned with and talking to the key players in order to maximise its influence?

A comment was also made on context- what else is going on in the area?

Wider Community

It was noted and accepted that there was less dialogue with the wider community than previously.

Environmental Impacts

The section on the environment, while remaining limited is stronger than previously.

It was suggested that the key points from the green office check list be included in the report.

It was acknowledged that environmental reporting is a separate discipline and could potentially take as much effort as the social report itself. Nevertheless, if resources allow, it was suggested that rather than consider the environmental impacts of the ASAN office, that consideration be given to the impacts of ASAN's work. For example car parking may reduce city centre congestion, the recycling and reuse of office furniture has environmental benefits etc.

Economic Impacts

The new section on Economic impacts in line with SAN guidelines was thought to be the least satisfactory section of the report. This was partly to do with style and partly content.

While some assessment of the economic impacts is potentially useful it seemed clear more experimentation would be useful. The key point being for ASAN to consider what aspects of economic reporting were useful.

It was suggested that the Supplier stakeholder group, which did not produce much helpful feedback from dialogue, may be better explored by considering economic benefits.

The panel briefly outlined which aspects of the economic section should be retained following an editing of the section.

Audit trail/ Social Bookkeeping

The raw data had been reviewed manually, rather than on spreadsheets making analysis and verification difficult. Nevertheless, ASAN are aware of errors in some of the statistics relating to the Big Garage. Data in relation to Rubbish Collection and at least one other area were also inaccurately conveyed in the report.

It is recommended that all data be double checked before publication. All data from questionnaires should be transcribed on to spreadsheets in future cycles to assist the audit trail.

Methodology

The panel felt it would be useful to state briefly how the social audit statement is managed, with a comment on resources etc

Outputs and Outcomes

Although more difficult to measure the panel asked if thought could be given to including an assessment of outcomes in this or future reports.

More Specific Issues

Note to panel some of these points are from my own notes on reading the report and from the review of data undertaken immediately after the meeting. Please let me know if you disagree or have additional comments.

The whole report will benefit from careful proof reading and copy checking of appendices and table numbering etc.

Statistics from raw data should be checked for all areas as there are errors in at least 3 sectors.

The introductory statement from the Chair is rather inward looking and focussing on process. It may be useful to have a 'big picture: why we do this and why it is important' statement.

Continued thought should be given to Benchmarks and Indicators of performance.

Consider greater use of graphs and charts this would enable data to be presented more accessibly and save space too. In some sections the results of consultation are presented in confusing or inconsistent ways.

Page 4 Linking the Social Audit Principles directly to ASAN is good.

Page 25 state the reason for the short notice period and the potential implications of this.

Page 37,38 presentation of data could be improved.

Page 43 Comments on LSC are rather ambiguous.

Page 43,44 layout of data is odd with some duplication.

Page 47. Integrate with information on economic impacts. State what your Objectives are in relation to suppliers.

Page 48. The statement in the introductory paragraph that 'residents thought the service was part of the council' is contradicted by the statistics in the table below. '80% say they know it is independent of the council.'

Page 48. the statistics seem to be incorrect compared to the raw data.

Page 52 onwards. Are there any relevant comparisons from previous years or trends?

Page 52. No need to repeat the data in the text.

Page 52 onwards It is not easy to understand the data due to the numbering system. Why not just say 'Strongly agree', 'disagree' etc or present in graph form.

Page 60 A sentence explaining why there are so many 'don't knows would be useful.

Page 61 The statement that 'most staff do not believe ASAN is fulfilling its objectives...' is not really born out by the data, particularly as so many have no view or don't know.

Page 65. refer to the appendix and include some of the findings from the Green Office Check list in the main report

Page 66 onwards. Edit in line with discussions at the panel meeting and amend style to fit with the rest of the report.: Specifically

- Number of jobs and total gross salary
- Number who were unemployed
- Total number of volunteer hours and its value
- Retain section on inward investment

Page 66 onwards remove some of the detail and keep the headline figures

Page 67 onwards remove the names of individuals.

Page 69 Move comment on training to staff section.

Page 77 The conclusion/recommendations section is to be added

Timetable and next steps

KS to circulate Panel Meeting Notes

MS to circulate revised Report

MS to circulate Summary Report

Panel Members to comment to KS on revised report and the Summary

KS to co-ordinate feedback from Panel

KS to draft and circulate an audit Statement (Due 12th November).

Report to be presented to AGM on 25th November

Appendix 7 – Panel members for Social Audit 2006.

Chairman - Keith Stamp

Keith Stamp is a self-employed consultant and has chaired ASAN's Social Audit Panel for the last four years. Keith has been involved in social accounting for many years and is now a Board member of the national Social Audit Network.

Panel member - Claire Trumper

Claire Trumper is a self employed consultant working in the Tea Trade, which has taken her all over the world to meet small-scale tea growers and help them develop new markets using fair-trade principles.. Having worked for many years in both Fair and Ethical Trade she has undertaken a number of private sector social audits. This is her first year as a panel member and her first social Audit panel though she has been through Master Class training and does have some background knowledge of social Accounting.

Panel member - Chris Woods

Chris Woods works for Black Country Housing Association at Netherton Regeneration Centre (Savoy Centre) and this is his second year as a panel member. Chris is responsible for running a managed workspace project in Netherton in Dudley.

Panel member - Karen Cross

Karen works for Wolverhampton City Council and has been a panel member for the last three years. Karen heads up the City Council Community Initiatives Section.

Panel member - Gerry Dawson

Gerry works for Wrekin and District Council and has been a panel member for the last three years. Gerry is in charge of the development of Wrekin's Urban Regeneration Company.

Appendix 8 – Balanced scorec

<p>BUSINESS MODEL Re-configured and modernised All Saints Campus site. Other commercial/housing assets in development and/or ownership. Organisation providing exit vehicle for NDC programme. Broadened range of business activities building on car parking and recycling.</p> <p>LATER</p>	<p>Acquisition and development of the Workspace Development of CHP business linked to Workspace Develop Parking Management business x 2 new sites Develop TARA Consultancy Development of ASAN Greenworks in Boot Factory SLA with local authority to manage community centre Establish housing function through Phoenix Development of further recycling business activity based on wood recovery. Development of training packages</p> <p>Development of community forum. Enhanced role as sports development provider linked to "at risk" young people General enterprise/ support and development at community level. Learning Hub linkage</p> <p>SOON</p>	<p>ORGANISATIONAL DEVELOPMENT</p> <p>30+ employees Board strengthened—management systems for multi income, multi site working. Business development restructured Housing expertise developed Marketing function developed BITC input in staffing development Human resources person appointed Health and safety person appointed</p> <p>Established Dev Trust Board/staff with range of experience. Human resources Function in place. Health and Safety function in place. Well networked –leading light in Wolverhampton Consortium OCN accredited 25 employees IIP 2004 NOW</p> <p>SOON</p>	<p>Internal audit function in place, housing subsidiary developed, enhanced management structure incorporating improved career development, appraisal systems and pay arrangements.</p> <p>LATER</p>	
<p>LATER 860K turnover 568K Earned Income 307K Revenue Grants Net Worth 500K</p>	<p>800.K turnover 340K Revenue Grants 450K Earned Income Net Worth £475k</p> <p>SOON</p>	<p>310K revenue grants 510K earned income 275K net worth 800K Turnover</p>	<p>Social Accounts –into 4th year: increased integration into business planning processes. 2nd year of IIP Working towards matrix standard. OCN accredited Environmental policy adopted and working towards implementation.</p> <p>SOON Quest sports development mark. IAG Matrix achieved Environmental policy operational. Social Accounts development</p> <p>Track Campus Usage—establish methodology for capturing Social Return on Investment making use of social accounting processes.</p> <p>Continuing development of Social Accounting process to include economic and environmental impact.</p> <p>• SOCIAL and ENVIRONMENTAL RETURN</p>	<p>LATER</p>
<p>FINANCIAL RETURN</p>				

Appendix 9 – Letters of Thanks

West Midlands Region European Social Fund Individual Winner

All Saints Action Network, Wolverhampton nominated **Julie Cayman, age 35 from Wolverhampton**
Nominator and press contact: Pavitter Kaur Mainn,
Tel: 01902 552073. Email: pavitter.m@asan.org.uk

Inspiring other women

Julie moved to Wolverhampton with her five children following the breakdown of a relationship marred by domestic violence. Although she has qualifications, they were obsolete or not recognised in the fields of study she was interested in. At the refuge she assisted at Women's Personal Safety taster sessions, alongside tutor Pavitter Kaur Mainn, and then went on to complete an English Basketball Association coaching award and a variety of other certificates.



Pavitter said, 'Julie now coaches local young people in football and basketball and in holiday schemes on a voluntary basis. All this she has achieved, despite looking after young children and being dyslexic.'

'I'm now able to inspire other women in my community to become learners,' said Julie.



West Midlands Regional ESF Winner Julie Cayman with Carl Chinn and David Cragg

Julie Cayman, aged 35, from Wolverhampton, was awarded the European Social Fund award. Julie moved to Wolverhampton with her five children following the breakdown of a relationship marred by domestic violence. Although she has qualifications, they were obsolete or not recognised in the fields of study she was interested in. At the refuge she assisted at Women's Personal Safety taster sessions, alongside tutor Pavitter Kaur Mainn, and then went on to complete an English Basketball Association

coaching award and a variety of other certificates. The story only emphasises the remarkable achievements by Julie, which led to her success at the awards.

Wolverhampton City 
Primary Care Trust

Mental Health Directorate
Penn Hospital
Penn Road
Wolverhampton
WV4 5HN

Tel: 01902 445822
Fax: 01902 444127

Email: layla.munger@wolvespct.nhs.uk
<http://www.wolverhamptonhealth.nhs.uk/>

VS/LM/Women'sEventThankYou
4th April 2006

All Saints Action Network
The Community Centre
All Saints Centre
Wolverhampton
WV2 1EL

Dear Parv

I would like to thank you on behalf of the Women's Strategy Group for your contribution to the Women's Safety Event on 28th February 2006 – it was really appreciated.

Kind regards



Chief Executive: Jon Crockett

"Wolverhampton a Smoke Free PCT"

Message

Page 1 of 2

Subject: RE: Alley gate

Mark. I have spoken to the engineers and I will arrange a site meeting with them shortly. By the way, the Police were singing your praises over sorting out void premises. I've put them right!!! Alex.

Alex

Ownership details for

Let me know if you can do anything.

regards Mark

All Saints Action Network Ltd
The Community Centre
All Saints Road
Wolverhampton
WV2 1EL

Tel: 01902 556680
Fax: 01902 556682
www.asan.org.uk

ASAN is a community development trust based in the All Saints area of Wolverhampton. We manage several social enterprises with the aim to 'improve the quality of life for everyone living and working in the All Saints area'.

Registered Charity No. 1095257

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07/09/2006

Please Ask For
Direct Line
Facsimile
E-mail
Message



Chris Huddart
Head of Community Services

Community Services

Civic Centre St Peter's Square
Wolverhampton WV1 1SJ
Main Switchboard (01902) 556556
Website www.wolverhampton.gov.uk

All Saints Action Network
All Saints Church
All Saints Road
Wolverhampton

Your Ref.

My Ref. **AW/MD/501.let**

South West Area Office
Lea Road
Pennfields
Wolverhampton
WV3 OLU

18th May 2006

Dear Mike

Can I thank you and your staff for agreeing to host a session for the Councillor and staff from the City of Nottingham during their visit to Wolverhampton.

I have been asked to pass on thanks from Cllr Unczur, Alan Hose and Vic Sahunta for not only an enjoyable but a thought provoking visit. It was felt that their colleagues gained invaluable knowledge on social enterprise initiatives.

Once again thank you for your help and support.

Yours sincerely

Community Development Manager

This service is part of Adults and Community
Glen Mason, Director



ALL SAINTS ACTION NETWORK LTD

The Community Centre
All Saints Road
Wolverhampton
WV2 1EL

T: 01902 556680
F: 01902 556682
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We are a community development trust in the All Saints area of Wolverhampton. We manage several social enterprises with the aim being to 'improve the quality of life for everyone living and working in the area.'

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-----Original Message-----

Thankyou for the research training, i found it very useful, my regards to iftikar & vince. Have been sitting in the garden and enjoying the sun, making the most until i start work, still waiting for CRB clearance. Will phone you later just need to have a chat.

Kind Regards

Send instant messages to your online friends <http://uk.messenger.yahoo.com>

14/06/2006



St Edmund's Catholic School – A Specialist Mathematics and Computing College

Head Teacher: Ms D Finucane MA, MPhil

Compton Park
Compton Road West
Wolverhampton
WV3 9DU

To Love and
Serve the Lord

Phone: 01902 558888
Fax: 01902 558889
Email: resources@edmunds.biblio.net

All Saints Action Network
All Saints Road
Wolverhampton
WV11E1

Thankyou for allowing me to work
at ASN for my work experience
I found the work very interesting.

would you please thank everyone
for helping me and being so
nice.

yours sincerely





St Edmund's Catholic School – A Specialist Mathematics and Computing College

Head Teacher: Ms D Finucane MA, MPhil

Compton Park
Compton Road West
Wolverhampton
WV3 9DU

Phone: 01902 558888
Fax: 01902 558889

Email: resources@edmunds.biblio.net

To Love and
Serve the Lord



17th July 2006

Dear Sirs,

On behalf of St. Edmund's Catholic School, I would like to thank you for the excellent attention offered to our Year 10 Work Experience student from 10th July to 14th July.

Work Experience gives our young people a glimpse of the adult world of work and, I would hope, gives them purpose to their studies to achieve the best possible results and develop the career of their choice.

Thank you again for your interest and support.

Yours sincerely,



مسجد حمزا

MAROAZI JAMIA

MASJIDHAMZA

JAMIA QASMIA ZAHIDIA ISLAMIC CENTRE

ALL SAINTS ACTION NETWORK LTD
The Community Centre
All Saints Road
Wolverhampton
WV2 1EL



Re: Becoming an Effective Community Organisations

Dear Pavitter,

I would like to express our warmest thanks to you for the excellent delivery of the course.

You have motivated the whole group. At present we are refurbishing the Mosque and we have taken in to consideration the aspects of health and safety we discussed.

We are also setting up a youth group followed by a women's group.

Your guidance centralised our aims and objectives and now we are all working towards one clear goal for the Mosque.

The general running of the Mosque has improved considerably and we now know what should be in place and why.

Thank you for giving us this opportunity and thank you for all your hard work, commitment and sincerely.

You are an asset to your organisation and I wish you all the best in the future.

Please contact Arfan in regard to the Researchers course and other courses you can offer us at the Mosque.

We hope this is the beginning of a along and fruitful partnership.

Best wishes

Masjid Hamza
Mill Street, Walsall
United Kingdom WS2 8AX
Mobile: 07940887736
Email: hamzamosque@yahoo.co.uk



Management

ALL SAINTS ACTION NETWORK LTD
The Community Centre
All Saints Road
Wolverhampton
WV2 1EL



Re: Becoming an Effective Community Organisations

Dear Management,

I would like to express our warmest thanks to Pavitter for the excellent delivery of the course.

She motivated the whole group. At present we are refurbishing the Mosque and have taken in to consideration the aspects of health and safety we discussed.

We are also setting up a youth group followed by a women's group.

Her guidance centralised our aims and objectives and now we are all working towards one clear goal for the Mosque.

The general running of the Mosque has improved considerably and we now know what should be in place and why.

Thank you for giving us this opportunity and thank you for sending such a sincere tutor.

We hope this is the beginning of a along and fruitful partnership.

She is an asset to your organisation and I hope you will look after her for us.

Best wishes

Masjid Hamza
Mill Street, Walsall
United Kingdom WS2 8AX
Mobile: 07940887736
Email: hamzamosque@yahoo.co.uk



Branko Guslov

Serbian Volunteer Chooses Wolves this Christmas

The authority is looking forward to welcoming Branko Guslov, a young Sports Tourism graduate, who will be visiting the City for two months voluntary work experience this Winter.

Branko will be working with All Saints Action Network to facilitate the Hungarian football exchange this October whilst learning about social enterprise.

In November he will be helping in the Tourist Information Centre and Aldersley Sports Village. In December he will be facilitating the Hungarian Market as part of this year's Christmas Festival. The work experience placement is a pilot project for a potential year long exchange with our Serbian and Hungarian partner towns for 2007. Could we ask colleagues to show Branko a warm welcome when they meet him.

Appendix 10 – Social Audit Statement 2006

ASAN Social Audit Statement 2006

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them with Mike Swain and Vincent Bailey of ASAN on 31st October 2006. I have examined the revised Social Accounts which were prepared following the Social Audit panel meeting and which have taken into account various points identified in our notes of the Social Audit Panel meeting.¹ I have 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, which follows that proposed and recommended by the Social Audit Network, 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 statement of social accounts is free from material miss-statement and presents a fair and balanced view of the performance of ASAN as measured against its stated social objectives and the views of stakeholders who were consulted.

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

1. Considerable progress appears to have been made in engaging with strategic partners. It is recommended that efforts continue to maintain meaningful dialogue with key stakeholders.
2. Further consideration should be given to the assessment and reporting of ASAN's environmental and economic impacts.
3. The attempts to increase dialogue with a wider range of community stakeholders are welcomed. The panel would encourage further efforts to improve response rates to questionnaires.

The members of the social audit panel were²:

Keith Stamp	Independent social auditor
Chris Wood	Black Country Housing
Claire Trumper	Independent Consultant
Karen Cross	Wolverhampton City Council

Signed: Keith Stamp

Dated: 10/11/06



Chair of Social Audit Panel

¹ The notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected at the offices of ASAN.

² Panel members acted in an individual capacity not as representatives of their employer; the names of which are given for reference only.