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## **Glossary of acronyms used.**

IIP	Investors in people
SRB	Single Regeneration Budget
LSC	Learning and Skills Council
ABCD	All Saints and Blakenhall Community Development
DTA	Development Trusts Association
VCS	Voluntary and Community Sector
SAN	Social Audit Network
CHP	Combined Heat and Power
LSP	Local Strategic Partnership
BME	Black and Minority Ethnic
OCN	Open College Network
NLDCF	(used by stakeholder – unknown)
CBSN	Community Business Scotland

## **Section 1**

### **Foreword from the Chairman.**

I am again pleased to be able to write the foreword for what is our sixth set of accounts. I am pleased that at ASAN we have been able to demonstrate our commitment to continuing this process within the organisation.

Not everyone will be aware that the process is essentially about the very important business of proving what the organisation does and then aiming to use the results of this information to improve what it does.

About three years ago, the Social Audit Panel made some comments about the inability of ASAN to benchmark its work against other social enterprises because of the very few enterprises who are actually involved in social accounting. ASAN very much took that comment to heart and three years on there are now six organisations across the West Midlands engaged in social accounting with a further fifteen in Birmingham going through the process of producing their first accounts.

Other improvements which have taken place as a result of the accounting process include

The establishment this year of an Employee Forum to enable employees to engage in dialogue about organisational issues.

Improvements to ASAN's approach to its own marketing and promotion.

Improvements to internal security including the installation of two CCTV cameras in and around the community centre.

Much improved reporting on our business activity

the re-branding of the Monday rubbish trawl to what is now the recycling service.

While these may be small changes in themselves, for ASAN is proof that an ongoing dialogue with stakeholders is very valuable and because of our commitment to public disclosure, it can be seen to be valuable externally.

I sincerely hope that you find this document useful and I am pleased to provide Board endorsement to both the process and its outcomes.

**Frank Amadedon, OBE**

## **Section 2**

### **Introduction to the 2007 Social Accounts**

This is the sixth set of annual social accounts produced by ASAN since it started the process in the organisation in 2002. As the years have gone by, progressive attempts are being made to completely integrate the process into the organisational year. The table over the page aims to demonstrate how far that process has gone. While the organisation is managing to adapt social accounting so that it can be used as the business planning tool that it is, other factors have had to be carefully considered in order that ASAN can make full use of social accounting and audit.

This year it is clear that ASAN needs to get its staff more on board not just in relation to social accounting but to its overall operational activities. Engaging everyone all the time and keeping them happy while at the same time seeking to keep an organisation afloat in a competitive world is a challenging balancing act. This year the organisations Investor in People award is up for renewal and both IIP and social accounting send out a real challenge to any organisation committed to ensuring good standards of employment and organisational involvement.

This year the organisation has a new objective related to environmental sustainability. In fact what has happened is that one objective has been divided into two. The original objective with regard to maintaining local services in a sustainable way has been sub-divided to include sustainability and local management of services in two separate strands. This largely reflects ASAN developing plans to start producing heat and energy through its biomass activity. This whole process is taking time but by the summer of 2008, ASAN first heating production will be underway at the Workspace. Towards the end of 2008, plans are afoot to establish a small combined heat and power plant. If all these plans are realised, this will take ASAN in a new direction which will substantially change its approach to its carbon footprint.

The accounts are in a similar format to previous years with the first sections explaining what the organisation does and then what came out of the previous years accounts. There is then a short section on ASAN's stakeholders, a section on the scope of the accounts. The main dialogue with stakeholders is included in Section 7 and then two sections on environmental and economic impact. The accounts then finish with conclusions, comments on the process and recommendations for future years.

Full information on the audit trail, questionnaires used and other related documentation can be viewed as a set of appendices and is available from the ASAN office at All Saints Road, Wolverhampton. The following table outlines the social accounting timetable for 2007.

### Organisational planning timetable for 2007.

<b>Event</b>	<b>Date/time</b>	<b>What happens</b>	<b>Who is involved</b>
Board and staff awayday	Saturday 27 <sup>th</sup> January, 2007.	Board and staff meet to review 2006 progress and look forward to 2007 and beyond.	Board and staff
Appraisals, action planning and budgeting	February and March	Staff review progress and set out action plans in accordance with the strategic direction set by the Board.	All staff
Board meeting	March 22 <sup>nd</sup> , 2007	Draft business plan is presented to the Board incorporating staff plans.	Board
Discussion on scope of consultation with stakeholders	Early May	Staff session on how the social accounts will be organised with a detailed discussion on who consultation will be with.	As many staff as can be involved
Board meeting	May 24 <sup>th</sup> , 2007	Report to Board on scope of consultation	Board
Consultation takes place	June and July	Staff ensure all consultation plans are in place and that consultation is carried out during this period.	All staff
Board meeting	July 19 <sup>th</sup> , 2007	Report to Board on progress of consultation programme.	Board
Drafting of social accounts	August/September	Social accounts are drafted and economic and environmental impact reports prepared.	Mike, Pav, Vince
Social accounts completed	End of September	Accounts are completed and prepared for circulation to Panel members and the Board	Mike, Pav Vince
Financial accounts completed	End of September	Financial accounts are received in draft form	Board sub group
Social audit panel meeting	October 17 <sup>th</sup> , 2007	Panel meets to consider completed social accounts.	Mike, Pav and Panel
Board meeting	November 8 <sup>th</sup> , 2007	Board approves financial and social accounts	Board
Annual General Meeting	November 22 <sup>nd</sup> , 2007	AGM receives financial and social accounts/reports, elects Board members and appoints auditors.	Board, staff, stakeholders.

The accounts that the reader is looking at today aim to fulfil the Social Audit Network's six principles.

Firstly the accounts are *multi-perspective*. There are no omissions of any scale considering ASAN current work. This is regarded as important to the organisation to demonstrate that whatever the issues, all stakeholders are being invited to contribute to ASAN's developments.

Secondly the accounts are *comprehensive*. The aim has been to ensure that all ASAN activities are included. We have taken a slightly different approach this year in not including as much information in the main document as in previous years. This year there is a set of appendices which can be viewed to get further details of the organisations project activity.

Thirdly the social accounting process is *regular*. As has been stated above, this is the sixth set of accounts. Our aim as far as this principle is concerned has been to demonstrate that social accounting is actually part of what the organisation does rather than some kind of bolt on process.

Fourthly these accounts continue to demonstrate the *comparative* dimension that they can offer. Internal benchmarking has become a regular feature of the accounts. ASAN is unable to externally benchmark because of the lack of comparative data. The internal benchmarking however is valuable and the reader will note how this can be used by the organisation to demonstrate its commitment to improving its service to stakeholders.

Fifthly it remains ASAN's desire to ensure that its accounts are externally *verified*. This is an important element of the social accounting and audit process and marks it out against many other comparable standards now available for organisations to use.

Finally ASAN continues to be committed to the idea of *disclosure* of its social accounts. This is a very significant principle given that there is an assumption that organisational information – "warts and all" – is disclosed. The 2007 accounts are true to this principle and no information has been omitted.

## **Section 3**

### **ASAN – who does what and why**

#### **3.1. Organisational information.**

Name of organisation: All Saints Action Network Ltd (ASAN)

Status: Company limited by guarantee

Registered Office: The Community Centre, All Saints Road, Wolverhampton.  
WV2 1EL.

Company no: 3591314

Charity no: 1095257

Subsidiary company: ASAN Management Services

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. ASAN's vision.**

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

#### **3.3. ASAN's mission.**

The mission of ASAN is to:

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

#### **3.4. ASAN's values.**

ASAN have the following values which 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

#### **3.5. Brief history.**

ASAN first came together in 1995 as a group of residents and local organisations who were concerned about the decline of All Saints. During the course of the next two years a bid for Single Regeneration Budget funding was made in collaboration with the City Council. In 1998, ASAN was incorporated as a charitable company established to improve the quality of life for everyone living and working in the All

Saints area of Wolverhampton. At the end of 1999, ASAN appointed its first Co-ordinator using the SRB funds it had been allocated by Advantage West Midlands. 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, Duke Street Community Association, Oxford Street Seventh Day Adventist Church, All Saints Community Football Club, various community organisations based at the community centre 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.

### **3.6. 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. In addition, there is a band of inter-war council housing (now managed by Wolverhampton Homes) to the south (Bowdler Road) and north (Duke Street) of the area.

The area has been designated as a New Deal for Communities area since 2001 and as such has attracted more than £50 million from the Government for a wide range of investment in community infrastructure. This has resulted in a number of important initiatives being developed including the Workspace project which ASAN is currently involved in constructing and a new housing development in Raby Street and Vicarage Road.

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 in 2002. This has resulted in the closure of the school buildings at All Saints and in ASAN subsequently purchasing the school (now the Workspace).

### **3.7.Organisation & management.**

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

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

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

- ♦ Not more than 10 from the category of Organisation Members
- ♦ Not more than 4 from the category of Individual Members
- ♦ Not more than 2 appointed by Wolverhampton Metropolitan Borough Council

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

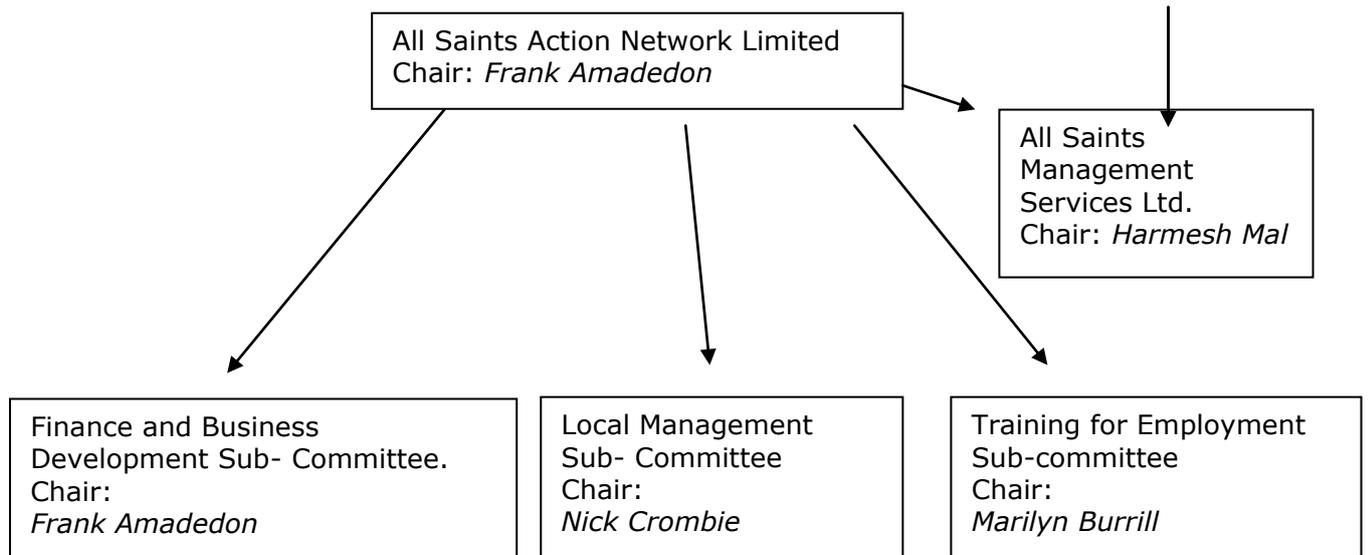
**Table 1 – Board of Management. (All directors are volunteers)**

<b>Position</b>	<b>Name</b>
Community Director and Chair	Frank Amadedon OBE
Community Director and Vice- Chairman	Harmesh Mal
Organisation Director (Haque Centre)	Dilbag Bungay
Organisation Director (Oxford Street SDA)	Enos Bell
Organisation Director (WARS)	Marilyn Burrill
Community Director	Colin Gough
City Council Director	Councillor Roger Lawrence
Organisation Director (ASWRC)	Christina Moore
Community Director	Darren Thompson
Organisation Director (Heantun Housing Ass.)	Nicholas Crombie
Community Director	Neil Paddock
Community Director	Colin Smart
Organisation Director (Church of England)	Rev. David Frith

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

In addition to the Board, the Directors have three "sub-boards" who have responsibilities to develop and manage the implementation of the five strategic objectives set out in 3.13 below. The structure is as follows:-

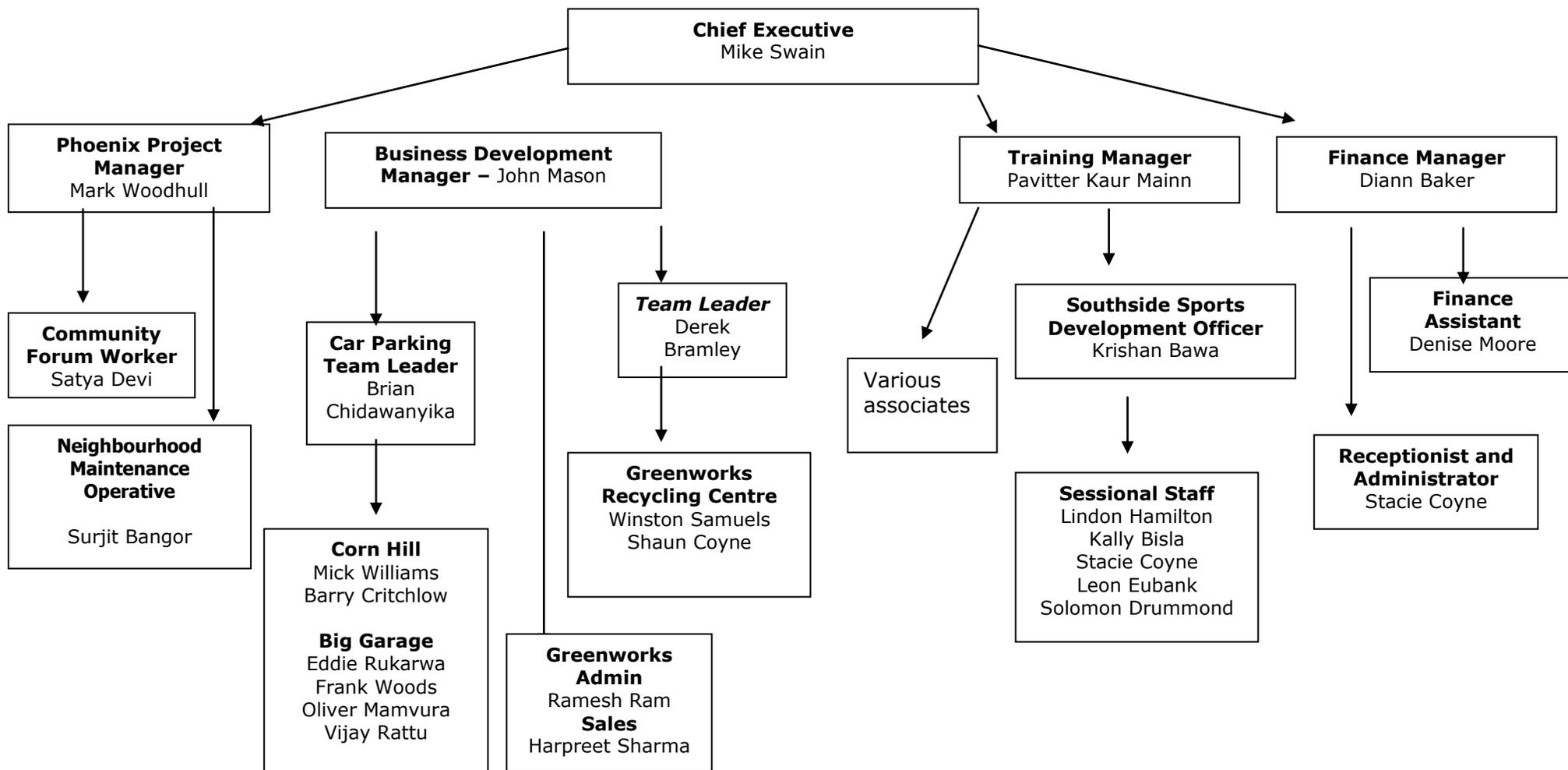
**Figure 1. Governance structure.**



**3.9. Staffing structure.**

The following structure reflects the current arrangements for the implementation of ASAN’s project and services.

**Figure 2. Staffing structure.**



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

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

Financial Audit:	<i>Tildesley and Tonks</i>
Insurance Brokers:	<i>Berkeley, Applegate and Webb</i>
Legal Services:	<i>Manby and Steward</i>
Social Audit:	<i>Keith Stamp</i>
Architectural Services:	<i>David Wilson Partnership/Online Architects</i>
IT Support:	<i>Essential Logic</i>
Training placements:	<i>A4E and Steps to Work</i>
Health and Safety:	<i>Trafalgar Compliance Solutions</i>

### **3.11. ASAN sites.**

ASAN operates from a range of sites across its area of benefit.

The ASAN main office at the Community Centre in All Saints Road is held under an arrangement with the City Council who in turn lease from the Diocese of Lichfield. ASAN are currently in discussion with the City Council over a service level agreement to manage the community centre following the demise of the All Saints Community Association in 2005.

Adjacent to the Community Centre, ASAN currently leases the land where Southside Sports is based. This is leased from the City Council on a 25 year term. Adjacent also to the Community Centre is the former All Saints School which is now in the ownership of ASAN. A refurbishment package has been put together and works are now underway to be completed in June 2008.

At Powlett Street, ASAN currently lease the single storey north light warehouse from the owner, Simon Developments on a three year lease.

At Cleveland Road, ASAN currently lease the Big Garage on a three year lease from Tesco Uk.

At Corn Hill, ASAN lease the former Post Office parcel site from Bovale Homes on a three year basis.

Finally ASAN is currently in negotiation with the City Council over the development of the Oxford Street Car Park.

### **3.12 Compliance**

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

- ✓ The requirements of the Charity Commission as a registered charity. This is an annual requirement and involves both reporting on accounts and on the progress of the organisation.
- ✓ The requirements of Investors in People. ASAN began the process of renewing its licence in August and hopes to complete by November.
- ✓ 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.
- ✓ The Balanced Scorecard – ASAN are now required to undertake a Balanced Scorecard exercise and update on an annual basis. This years version is incorporated into the Appendices.
- ✓ Finally ASAN has a range of Health and Safety obligations across its various activities.

### **3.13. ASAN's strategic objectives and associated activities.**

ASAN has five strategic objectives. These are as set out below with the activities associated with each objective listed in a matrix. The information has been pulled together as part of the 2007/2008 business planning process.

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

This objective is at the heart of ASAN's community development agenda. Since its inception, ASAN has been community led and much of its project activity has been about engaging local people in improving services and facilities in the All Saints area. This objective will continue to be the central focus of ASAN's work and the other objectives set out below will feed into this objective. ASAN has been able in the past to use SRB funds (between 1998 and 2004) to build its own capacity. During that period ASAN also successfully campaigned for the New Deal for Communities programme for All Saints. The arrival of ABCD in 2001 has seen a very important injection of funds and resources into the area to support community-managed services.

*Activities within this objective:-*

<b>Activity</b>	<b>Detail</b>	<b>Resources</b>
<i>The community forum</i>	<i>This project is currently commissioned by ABCD and involves the work of a Community Forum Support Worker</i>	<i>Current funding for ABCD finishes in August 2007. ASAN will continue to run a community forum in some way even if ABCD funding is not continued</i>
<i>Son of LAMP</i>	<i>This is a development of the</i>	<i>This activity is being</i>

<i>(still under development)</i>	<i>Forum work and aims to engage local people in developing their own ideas about changes to the local area</i>	<i>supported this year using ABCD Forum funding.</i>
<i>The Phoenix Project</i>	<i>This project aims to develop work with private landlords assisting them to improve their approach to management. The project also offers a neighbourhood maintenance service.</i>	<i>This activity is supported by ABCD throughout this current financial year.</i>
<i>The Monday recycling trawl</i>	<i>This activity provides a much-valued local service, which now is intended to recycle rather than to dump.</i>	<i>This activity is paid for by ASAN.</i>
<i>The tool library</i>	<i>This activity is part of the wider service offered by the Phoenix Project.</i>	<i>This is currently funded through ABCD</i>

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

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

<b>Activity</b>	<b>Detail</b>	<b>Resources</b>
<i>The Eco Broker project</i>	<i>This project aims to help ASAN develop its green agenda through business activity and awareness raising.</i>	<i>The project is funded through the Black Country Knowledge Society's Equal programme.</i>
<i>Recycling and re-use in All Saints.</i>	<i>This activity has developed out of contact with the Council's Waste Management Service and Enterprise Plc</i>	<i>This activity has a mix of funding.</i>
<i>ASAN's biomass agenda</i>	<i>This is a development programme, which involves a biomass unit at the Workspace. Further developments include a feasibility study for combined heat and power at the Boot Factory.</i>	<i>This activity is part funded through ASAN, Equal and AWM.</i>
<i>Consultancy opportunities</i>	<i>This element of ASAN's activity is still at its early stages.</i>	<i>This activity will depend on its ability to win contracts.</i>

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

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

Activities within this objective:-

<b>Activity</b>	<b>Detail</b>	<b>Resources</b>
<i>Southside Sports – sport development</i>	<i>This project is largely about providing capacity building and training through sporting activity.</i>	<i>Mainly ABCD funds but also supported through a range of small grants</i>
<i>The BECO project</i>	<i>This project aims to provide training to small community organisations.</i>	<i>This is a sub contract with CBC as part of a wider LSC contract.</i>
<i>North Sandwell Community Consultancy</i>	<i>This project has enabled ASAN to use its community consultancy skills in Sandwell</i>	<i>This project is funded using European funds</i>
<i>ASAN Community Consultancy</i>	<i>ASAN is again hoping to train local people in community consultancy skills (market research, data analysis, social policy) using lottery funding</i>	<i>This project if successful will be funded through the Lottery.</i>
<i>Community interpreting</i>	<i>This is a new activity for ASAN and is continued through from the previous action plan. It is hoped that this project can be continued for a further year</i>	<i>This project is currently funded through ABCD</i>
<i>Skills Match</i>	<i>This is a new project, which is still seeking funding. The idea is that ASAN uses its organisational strength to enable local people to move from training to full time employment either within ASAN or in other local firms</i>	<i>The aim is that this project be funded through the Big Lottery or a similar funding programme.</i>

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

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

which will enable the organisation to both generate income and provide equity on which the organisation can undertake further business activity.

*Activities within this objective:-*

<b>Activity</b>	<b>Detail</b>	<b>Resources</b>
ASAN Greenworks	<i>ASAN Greenworks continues as part of a franchising arrangement with Greenworks nationally. The current year will see the business developing a new structure as far as staffing is concerned with a greater emphasis on training.</i>	<i>Currently Greenworks aims to contribute to the organisations income generating activity.</i>
<i>The Big Garage</i>	<i>The Big Garage provides car parking and storage facilities</i>	<i>Currently the Big Garage contributes to the organisations income generating activity.</i>
<i>Corn Hill</i>	<i>Corn Hill provides car parking facilities.</i>	<i>Currently Corn Hill contributes to the organisations income generating activity.</i>
<i>Oxford Street</i>	<i>This is a new car park which is still in the planning stage</i>	<i>Currently ASAN is supporting the car parks development.</i>
<i>Southside Sports – facility rental</i>	<i>Southside Sports is able to offer 5 a side facilities to private hirers.</i>	<i>The five a side income contributes to the running costs of Southside Sports.</i>
<i>Tara Consultancy</i>	<i>This is ASAN’s community consultancy and this year it will continue to undertake social accounting consultancy, other local contracts and it hopes to get a Heritage Lottery contract.</i>	<i>Currently Tara aims to cover its costs through the consultancy work that it undertakes.</i>
<i>The Workspace</i>	<i>This year the Workspace will be refurbished</i>	<i>Funding package involving AWM, ABCD, ACF, Sport England, WNC and ASAN</i>

**5. To develop and manage the organisation effectively.**

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

*Activities within this objective:-*

<b>Activity</b>	<b>Detail</b>	<b>Resources</b>
Financial accounting and reporting	<i>Development and management of systems to account for all organisational activities</i>	<i>Funded largely through ASAN resources although some projects have core costs incorporated.</i>
<i>Monitoring and returns</i>	<i>Completing returns for funders and regulators across the organisation and its projects</i>	<i>Funded largely through ASAN resources although some projects have core costs incorporated.</i>
<i>Organisational administration</i>	<i>Limited admin function to offer back up to businesses and projects.</i>	<i>Funded through ASAN resources.</i>
<i>Reception</i>	<i>For the ASAN office at the Community Centre</i>	<i>Funded through ASAN resources.</i>
<i>Supervision, staff development and other support</i>	<i>All staff required to manage other staff required to ensure that supervision, appraisal and other support in place</i>	<i>Funded according to staff funding arrangements.</i>
<i>Social accounting and reporting</i>	<i>Development and management of systems to account for all organisational activities.</i>	<i>Funded largely through ASAN resources although some projects have core costs incorporated.</i>
<i>Marketing and communications</i>	<i>Currently none but discussions with University of Wolverhampton will result in a training post being created through the Knowledge Transfer Programme.</i>	<i>Funded through Europe, the University and ASAN</i>
<i>Legal advice and support</i>	<i>For a range of reasons from leases to employee issues.</i>	<i>Funded through ASAN resources unless project costs allow otherwise.</i>
<i>IT support</i>	<i>Development and management of systems to enable IT throughout the organisation</i>	<i>Funded through ASAN mainly.</i>



## Section 4 Recommendations from the 2006 accounts

<b>Improvement required</b>	<b>Stakeholders involved</b>	<b>ASAN recommendation</b>	<b>How to implement</b>	<b>Current progress</b>
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.	New arrangements on hold pending further considerations
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.	New employee forum now in place from September 2007 to advise on process
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	Management Team to discuss and consider future approach.	Now re-branded recycling service.
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.	No further progress
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.	Membership now in place and approaching 100 member mark

<b>Improvement required</b>	<b>Stakeholders involved</b>	<b>ASAN recommendation</b>	<b>How to implement</b>	<b>Current progress</b>
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.	New cameras installed outside the community centre and Workspace in June.
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.	New marketing arrangements at Greenworks in place.
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.	Improved customer information gathering now in place for current 2007 accounts.
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.	The Wolverhampton Social Enterprise Network is no longer in existence.
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	ASAN now adopting the Matrix Standard for both internal and external work

## **Section 5 The 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:-

<b>Stakeholder category</b>	<b>Approximate No of Stakeholders</b>	<b>Relationship with ASAN</b>
Local community	5,000 Approx	Those people who reside in the area of benefit. They will be users of the Monday Recycling Service. 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 (full and part time)	35	This category will include staff at ASAN Management Services and at ASAN (the charity).
Users and customers	1,500	These will include those people who are customers at ASAN car parks, Greenworks, Tara and Southside and those who receive training and capacity building.
Organisations in the local community	10	This is any organisation either business or community who ASAN have a different relationship with Asan from the above categories.
Funders and partners	85	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 now reported on in the economic impact section.

## **Section 6**

### **The scope of the 2007 Social Accounts**

This is the sixth set of accounts that ASAN has produced and throughout the process the organisation has aimed as far as has been possible to include all stakeholders in its consultation work. This section briefly discusses the approach taken in 2007.

This years accounts include consultations with all of ASAN's key stakeholders with one omission. The omission is any form of consultation with community groups\* about ASAN's performance as a network. The consultation with stakeholders has been similar to previous years although there have been some variations on a theme. There is a danger in this type of consultation that customers, users or other stakeholders will regard the process as rather mechanical when they are faced with annual surveys. There is also very little practice to compare with in the West Midlands or further afield on how to consult on a regular basis year on year as part of the social accounting process.

Section 7 is the core of the accounts and is reported across the five organisational objectives. In each case this year, at the beginning of each objective section, there is a matrix, which reminds the reader of the organisations values and then sets out who is being consulted. We have not included all the information from the accounts in this report simply because from previous experience, we believe there is a tendency for information overload. This year we have created a separate set of appendices which will be available as part of the auditing process on the day of the Panel. If it appears therefore that something has been left out, the reader should interrogate the appendices to double-check any missing elements.

With regard to omissions, community groups\* have not been specifically targeted for consultation this year. We do not regard this as an omission however. It is rather that ASAN has changed its focus now. We have reported within the accounts on community group's views for example of our sports facilities and of our other services and have abandoned a more general consultation. We also this year are scaling down our Community Investment Fund for a number of reasons. Firstly we are not confident about our surpluses for the next few years and therefore want to adopt a cautious approach to our use of available funds. Secondly we are about to refurbish the Workspace and this project will take up a considerable portion of our reserves. Finally we want to develop community investment in a different way for the future. We aim to secure funds within ASAN, which we will then use to invest in particular ASAN run enterprises. Our social accounts will therefore focus on how stakeholders are affected by those new enterprises or projects.

*\* There is some feedback from community groups about an event ASAN organised for community groups across Wolverhampton. This sits outside ASAN's normal scope of activity and is unlikely to be repeated next year.*

Our economic impact section is developing and we believe is beginning to make sense of what we do. It is helped enormously this year by the comparative statistics, which are included from 2006.

Our environmental impact section is also different and somewhat developed. We remain hopeful that we can begin to impact on the environmental impact of as many stakeholders within the ASAN area of benefit as possible but we realise that this will take time. This year we have included a survey of local people and their attitudes to recycling.

## **Section 7**

### **Outcome from the consultation with stakeholders**

#### **7.1 Introduction.**

This section looks at the consultation undertaken with stakeholders as part of this year's social accounting activity. At ASAN we regard this as the key part of the social accounts. It provides the organisation with the feedback that ASAN needs to understand its impact on the people and organisations it works with. To assist the reader in working their way through this part of the accounts, this section is divided into the four strategic objectives, which deal directly with the organisations activity. The five objectives deal with different stakeholders so these along with the organisational values are included at the beginning of each of the four following subsections.

For further details of the methodological approach used, the questionnaires can be viewed at the appendices, which form a separate document to the main accounts.

The five objectives reported on are as follows:-

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

## **7.2. Objective 1 - To work with local people to establish community managed services.**

Organisational values	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.
Stakeholders consulted	1. Strategic stakeholders 2. Phoenix project users 3. Users of the Monday recycling service. 4. Community forum participants. 5. All Saints Road Neighbourhood Watch. 6. Suggestion boxes. 7. School children from St.Mary and St.Johns.
Methodological approach	We contacted strategic stakeholders via email. The Tool library information comes from Service Evaluation sheets filled out by customers. The information about the recycling service comes from evaluation sheets. The Community Forum feedback is the result of one to one discussions with local residents at Forum meetings.

### **7.2.1. Strategic stakeholders.**

#### ***A What our stakeholders said.***

Every year we aim to get feedback from our strategic partners – these are a mix of funders, people we network with and people who for one reason or another come into contact with ASAN during their working day. Mostly these are organisations outside of All Saints.

This year we asked 80 strategic stakeholders to answer three questions. The comments under this objective are set out below. The complete version of the feedback can be viewed in the Appendices.

#### **Firstly what difference they thought ASAN had made in the last year.**

ASAN has opened up channels of communication between the Council and All Saints community which we did not have before.

ASAN has facilitated the Parkfields and All Saints Community Forum which is a vital tool in community engagement activities in the area – our organisation does not have the capacity to undertake this facility in isolation. Members of staff from ASAN also attend our Local Neighbourhood Partnership meetings again sharing of information, issues and concerns.

ASAN are an extremely good conduit for local opinion. Their support is appreciated.

Also been a great help in providing advice and help with housing issues and concerns

Assisted us greatly in forming links with the community, provided support and assistance with consultation meetings.

The major effect that ASAN has had for me personally is that I became an Accredited Landlord. Just as important is that ASAN gives me access to good quality information and professionals that are so valuable in my business. The Southside Sports facility is a major boon to the area for the young. Useful information about the ABCD area; morale and practical support for ABCD heritage project aims; a heritage grant applicant (successful) with an invaluable community engagement heritage project.

**Secondly do you think it would matter if ASAN did not exist?**

It would be disastrous for All Saints to lose ASAN because of the effort that has been put into raising the profile of the area by all the projects and facilities it provides.

Yes – but they could be even more proactive.

Yes. It is an important “engine for change” for the All Saints community. Yes.

Yes as the organisation is a “voice” for the local community and helps to bring together and forge links across several cultures impacting upon social inclusion, reduced crime rates and united communities.

The community would lose a valuable service provider and would make my job more difficult.

Yes, since there would be a void created in the provision of caring and assistance to the youth of the area.

Yes I do; it would matter to the development of the local and wider community that they support through their service delivery and practical support, knowledge and information sharing.

Residents from the All Saints neighbourhood in particular would not have a local community organisation representing their interests. This is particularly important with regards to forthcoming major regeneration initiatives in the area. The services that ASAN provides under its “social enterprise” activities would also be greatly missed in the area – the Learning Hub, the Big Garage, Greenworks, Phoenix, Southside Sports etc.

It provides a useful community service that may not be provided in such an informed locally based manner if left to statutory agencies but I do not have sufficient information to give a yes or no answer.

Yes it is important for the local neighbourhood which ASAN serves and for Wolverhampton City to have effective and challenging VCS – ASAN is one of our particularly effective VCS organisations.

Yes it would have a detrimental impact on the area which it serves.

Yes, we would not have the solid foundation that exists with ASAN knowing the community.

Yes. Topics not yet mainstreamed by the Local Authority would be less likely to be raised/realised.

**Thirdly what should ASAN do that it is not doing at the moment.**

I would like to see ASAN offering some of its equipment and facilities for local residents and groups – for example, computers and presentation projectors. These may need to be used in ASAN premises for security reasons.

No – from the outside it all looks fine to me. There is a good mix between local community work; support work to others in the region and work with national bodies such as the DTA and SAN.

Raise its public awareness of all the projects ASAN is involved with.

I think that ASAN need to be performing a more strategic role in promoting regeneration of the area. It is my experience that local residents often are more in touch with what works than often professionals.

Circulate and promote projects that ASAN are working on or have supported which can assist other local organisations who may have an interest in working in partnership to develop the initiative or obtain good practice to then deliver the idea within their local communities.

### ***B. Our analysis of their comments.***

This years consultation has produced a largely positive response to the question has ASAN made a difference to your organisation. Many of the comments exceed our own expectation of what we think we are achieving and indeed what some of the community stakeholders think we are achieving. Nevertheless we are pleased with the observations and believe the comments endorse ASAN's local approach.

With regard to the question about whether it would matter if ASAN did not exist, responses have been wide ranging. A more specific question might have produced a tighter answer. There is nevertheless a general feel that ASAN has a local anchor role to play in the local area.

Finally with regard to how ASAN might do things differently, again there is a wider range of responses some of which suggest ASAN needs to raise its profile. This is an issue which has been picked up in previous social accounts (see 2006 for example) and remains something of an enigma for the organisation.

## **7.2.2. Phoenix Project users**

### ***What our stakeholders said.***

This is the first proper report on the Phoenix project in the social accounts. The projects plan is to engage with users and others during the course of the next six months. This means that the first stakeholder feedback will appear in the 2008 Social Accounts.

The Phoenix project is now operating with the aim of offering advice, information and support to landlords and tenants in the private sector whilst developing an environmental improvement and minor repairs service. In reality, the nature of the work involved means that households and residents across the tenures benefit from the Project's activities.

During this period, 104 (144)\* properties have been visited (only accounted for when property is physically entered by Project Manager), 45 (72)\* landlords either received advice or a service from the Project, 269 (301)\* tenants/residents either received advice or a service from the Project, 223 (301)\* properties were improved and 5 (11)\* landlords/owners were referred to the City Council for enforcement action. 579 (697)\* activity logs have been recorded.

\* numbers in brackets are Project lifetime totals.

The Tool Library was launched in late November 2006, attracting 87 members to date.

Service Evaluation Sheets collected from landlords, tenants and residents have attracted the following comments:

"Really pleased with staff at ASAN. Everyone a great help. Everyone made me feel at ease. A great team, a great leader."

"We were very pleased and grateful for the work done and would like to say that it was done to a very high quality"

"A very valuable service provided."

"Did a fantastic job, nothing was too much trouble, it is a service that we should keep for all local residents. Keep up the good work and thank you again."

"Very happy with work that was carried out. A very useful service for the community."

"Well done – you guys have done a very good job. Thank you."

"Very pleased and happy with work carried out. Staff were very polite and professional."

"Excellent service. Very helpful staff."

"Nothing is too much trouble for the team. They are an asset to our community and funding for the future should be sought to maintain the work that they do."

"A wonderful job. I'm very, very pleased and grateful."

"Great job. Very professional."

"Work was carried out in an efficient manner and to a good standard."

"Mark and Surjit were very polite and courteous and did the job very quickly. We are extremely pleased with the work carried out."

"Staff were polite, friendly and helpful."

"So pleased – a wonderful job."

"I was very impressed with the service and the tools."

"Did a fabulous job."

"The work was completed to a very good standard."

"I would recommend this service to anyone who needs it. A job well done to a very, very high standard."

The only comment received that could be construed as "negative" was:  
"Fence seems strong enough but a wall would have been better. Thanks for the work though."

### ***B. Our analysis of their comments.***

The project is yet to be properly embedded in the social accounting process. In the 2008 accounts, ASAN is planning to be able to report on a full dialogue with both landlords and tenants on the impact that the project is making.

The Tool Library (which is part of the Phoenix Project) is clearly well regarded as is the neighbourhood maintenance service which is offered.

### **7.2.3. Users of the Monday recycling service.**

A. What our stakeholders said.

<b>How often have you used the ASAN Recycling Service?</b>			
	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
Once	10%	20%	33%
Twice	45%	23%	27%
3 or more times	45%	7%	40%

<b>Were there any problems with the collection?</b>			
	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
Yes	0%	0%	2%*
No	100%	100%	98%

<b>In general how satisfied were you with the performance of ASAN and its staff.</b>			
	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
Not satisfied	0%	0%	0%
Satisfied	40%	33%	11%
Very satisfied	60%	67%	89%

<b>Did you have any problems booking the collection?</b>			
	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
Yes	0%	3%	0%
No	100%	97%	100%

<b>Are you aware that the service is a voluntary one operated by ASAN and totally independent of the Wolverhampton City Council?</b>			
	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
Yes	80%	70%	73%
No	20%	30%	27%

<b>Do you wish to make any general or other comments that would enable ASAN to improve the quality of its research and consultancy activity:</b>			
	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
No	75%	73%	67%
Had comments	25%	27%	33%

\* A fridge was unable to be taken as client had put out more items than specified. It was subsequently taken the following day after the trailer had been emptied.

**B. Our analysis of their comments.**

This is the third year of monitoring this service. It is an entirely ASAN funded service and competes directly with services provided by both the private and public sector. The ASAN service is free. 45 people were consulted.

We are happy that the service seems to be largely trouble free from the customer point of view. Satisfaction rates with staff have gone up. Booking seems trouble free. Awareness about the service and its aims is about the same as previous years.

A number of comments were made about improvements. The full details of these can be seen in the Appendices. The comments were exclusively complimentary with most people taking the view that the service provided an important local function.

The 2006 Social Accounts identified the need to promote the idea of recycling rather than to view the service as rubbish collection. This re-branding has begun to become successful with residents both noting the new signage on the ASAN trailer and with comments about the service.

7.2.4. Community Forum feedback.

**A. What our stakeholders said.**

These are some of the responses that we had back from the residents they have attended the meetings and what they think about the forum. This represents the views of approximately 50 responses.

Positive views about the forum	Negative views about the forum
Good to meet the community and key local figures	Would have been good to have had more people attending
Very good	A lot more of the tenant need to get involved
Yes is needed	Too frequent
Good friendly atmosphere	Jobs done requesting people not aware of the forum needs more marketing
Good idea but once every quarter	More input from local councillors,

	lack of computer IT community centre.
<b>Good thing to have what service is provided</b>	Not at the moment but if there is no positive outcome from such meetings these people will start losing faith and confidence.
I feel that the meetings should go faster than they already are.	Local people tend to feel that they are being talked at rather than to by certain agency reps, better to ask peoples opinions and take them with you than prescribe what you think people want. There is a lot of apathy due to repeated surveys, questionnaires over the last 6-7 years. What you have to do is make the forum more succinct, punchy and to the point.
Public meetings with the police are always good so its very important and key factor which this forum is trying to do through these meetings commendable.	
Its open to all. Residents can voice their opinions and concerns on community issues. They can be informed of new initiatives or ways to contact various agencies. It is the only opportunity to do this	
The forum provides a vital platform for the residents of our area, of all the ethnic origins to present their views, questions, complaints and suggestions – and in turn receive information from civil and other representatives.	One form every months is insufficient - often, events or situations have taken place and place and it is too late for any action or complaint to be made. Ideally a monthly from should take place (as it was years ago).
They do, and continue doing a good service	I have no adverse comments. I believe they do there best to improve peoples welfare.
They are good for info and meet with local councillors police and other organisations	There are no negative views of the forum. Meet with people and discuss other views.
	Was never told the truth at the start. Should have been told it was a council orientated. And for private property, I would never attend the meetings, as it was nothing to do with me.

***B. Our analysis of their comments.***

Our consultation with the users of the Forum has been ongoing throughout the year. As will be clear from the comments above, feelings continue to be mixed about the Forum and what it can achieve. ASAN is

for the third year in a row running the Forum as a service funded by the ABCD Partnership. This has meant that much of the direction of the Forum has been given by the funder. A considerable amount of forum time is spent on ABCD issues.

ASAN has tried a number of approaches to consultation with local people, the Forum being one of these. ASAN has also tried suggestion boxes which have been sited in the local shops. The results of these have been patchy but are nevertheless included in the Appendices. There is also some information contained about the recently established neighbourhood watch in All Saints Road.

There is also a report on work done with school children at St.Mary and St.Johns about the area and their views. The detail of this can be viewed in the Appendices.

Overall our engagement with the local community over the last year has been to a very great extent influenced by our relationship with the ABCD Partnership. Our role and the way we are seen in the area will continue to be influenced by this relationship until the ABCD finishes its work in March 2011.

In the 2006 Accounts, we did indicate that we would try and make the Forum a force for community development and this has had some limited success. We believe that a more independently funded forum support programme will begin to reach this goal. ASAN will be reviewing its community forum activity in the February 2008 Board planning day.

**7.3. Objective 2 – To work towards a sustainable approach to the organisations activities.**

Organisational values	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.
Stakeholders consulted	Strategic stakeholders Community organisations
Methodological approach	Strategic stakeholders were contacted by email. The Community organisations consultation comes about as the result of an event organised by ASAN earlier in the year.

**7.3.1. Strategic stakeholders**

What our stakeholders said

This objective is new for ASAN. It was proposed at the business planning event in February of this year and has yet to be fully embedded into the organisation’s activities. The main work currently arising from this objective is linked to Greenworks and ASAN’s plan to develop biomass heating from recovered wood and then later small scale combined heat and power.

The comments from strategic stakeholders refer to ASAN’s early feasibility work in this regard and are part of the email questionnaire sent out to 80 strategic stakeholders.

Their comments are as follows:-

*It has brought about an awareness within the community and the local council of the opportunities presented within the area for a biomass combined heat and power project.*

*Brought into focus the development of CHP and energy generation in the City.*

Our analysis of their feedback

At this stage there is very little to comment on with a very limited dialogue with a number of strategic stakeholders. Our initial work to develop biomass heating and energy generation will begin to gather momentum during the course of next year.

For other environmental reporting, see Section 8, Environmental Impact.

## 7.3.2. Community organisations

### A. What our stakeholders said

ASAN in partnership with the Local Strategic Partnership has taken some responsibility for leading on the Greening our City agenda. We organised an event for community and voluntary groups earlier this year and we plan to follow this up with a further event later this month. The event was generally well received and comments on the event from stakeholders are set out below.

Out of 28 representatives of organisations who attended, 17 submitted suggestions

*"That we should meet again, some suggested on a regular basis eg once a quarter*

*Bring others on board:*

*To help plan and carry out next one*

*Invite a 'green' councillor*

*Invite other speakers / officers of the council to talk at future meetings*

*Send information to Wolverhampton Partnership – Community Plan*

*Possible agenda of future meetings:*

*Look at how we could work together in the future*

*Community empowerment*

*CHP and micro generation initiatives*

*City gardening initiatives*

*Allotment, cycling, green space provision, public transport, traffic calming provision*

*Congestion charging*

*Getting the message across on climate change*

*Transition Towns eg initiatives in Stroud"*

There also now follows a series of comments about how the event was organised.

Good venue.

The people I met were interesting.

Very interesting.

Plenty of collaboration and time for net working.

Good all round activities to meet new people and network.

Excellent catering.

Everything just right.

Venue, time and length of event were excellent.

Everyone was so friendly.

Relaxed atmosphere but fantastic ideas were produced.

At first it was quite intimidating when looking at the schedule but everyone was so friendly and this produced a relaxed atmosphere that produced some fantastic ideas

It is wonderful that so many people in Wolverhampton want to move forward with "green" issues and lets hope that this meeting is the start of something great for Wolverhampton and it's people (oh and wildlife!)

I'm going away full of energy and with many ideas

Fantastic thought provoking session which has inspired much dialogue and I'm sure will inform our future YWCA work

This is how larger organisations should make decisions

It gave me an insight to a lot of ways to enjoy myself making and doing things very different to what I normally do

### **B. Our analysis of their feedback**

In summary this was a "feel good" event which went well and was well received by all. The event allowed maximum participation from those attending.

There is an expectation that ASAN will pick up some of the work involved in the future but unfortunately that is something we won't be able to offer.

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

Organisational values	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.
Stakeholders consulted	Strategic stakeholders Beneficiaries of Tara/ASAN training.
Methodological approach	Strategic stakeholders were contacted by email. Training beneficiaries were asked to complete an evaluation form.

**7.4.1. Strategic stakeholders.**

***What our stakeholders said***

This part of the consultation involved the email questionnaire referred to in other parts of the report. Each stakeholder was asked three questions and the replies to those questions follow below:-

**Firstly what difference they thought ASAN had made in the last year.**

ASAN form part of a partnership with a lead contractor (Co-operation Black Country). I gather ASAN have proved a good knowledgeable partner one which has delivered effective results. Some of the work ASAN have undertaken as part of this contract is aimed to be used by the LSC as good practice for publicity purposes (Walsall Mosque). ASAN have proved they are able to reach marginalised and hard to reach learners in community settings. ASAN have also engaged with the LSC regarding the "worklessness" agenda (undertaking research work).

We have attended training sessions; have had guidance from you in respect of our development of activities and policy.

The future planning of Adult and Community Learning in All Saints through the Workspace project; planning and delivery of the Community Interpreting project.

We have formed strong specific links with regards to the Swim Active Programme and Women and Girls Football Taster Day. Both initiatives proved successful, which will impact upon future initiatives. A willingness to support new projects and identify gaps in relation to the development of sport.

Given us an opportunity to engage with a community which is often "Hard to reach". The access to the facilities for coach education and targeted

coaching work has made a real impact. It has meant that sport has been used as a tool to bring together the community, which is something that we see as extremely important.

**Do you think it would matter if ASAN did not exist?**

ASAN is a positive organisation, giving organisations the opportunity to access facilities and people in a hard to reach community. The sports development officer has allowed us the opportunity to engage with participants who wouldn't normally have attended activities or courses we put on.

Yes, ASAN area "grassroots" organisation that have demonstrated value in reaching hard to reach learners, delivering vocational training in community settings. ASAN have proved to be a useful research organisation – one the LSC have engaged to undertake work covering "worklessness" and teenage pregnancy.

Yes. We would not have access to the Workspace as a "core" venue for adult and community learning.

**Bearing in mind ASAN's need to balance its community priorities with its need to create income to sustain its future and create jobs locally, is there anything you feel ASAN should do that it is not doing at the moment?**

Need to continue to up skill the community and support deployment, this in turn will create revenue.

Align services to LSC priorities i.e. worklessness aiding long term unemployed (lone parents, incapacity benefit recipients and BME clients for training and employment opportunities). Seek to become an LSC lead partner, go through LSC PQQ procurement exercise. ASAN have a wealth of stakeholder management experience to draw upon.

I don't feel able to comment about the future development of ASAN. It clearly needs to balance its community commitments with its income streams. I would like to see ASAN develop as an extended OCN learning provider using NLDCF as an income stream.

**B. Our analysis of their comments**

Our strategic stakeholders have come up with a wide variety of comments but these are entirely positive and helpful. The comments cover training and capacity building at Southside Sports and more widely through ASAN's training for employment agenda.

ASAN will continue to engage positively with the LSC but such engagement is fraught with complications and lack of flexibility. The organisation notes the encouragement of LSC staff and looks forward to any opportunities to work more closely with the agency in the future.

**7.4.2 Beneficiaries of Tara/ASAN training and other activity.**

**A. What our stakeholders said**

There is a significant amount of material to report on in relation to the training for employment agenda at ASAN. For the purposes of these

accounts, the Community Interpreting Project has been picked out because ASAN are hopeful that the training programme will be repeated in future years and therefore there will be an opportunity to do comparative reporting next year.

### **Community Interpreting Skills Project feedback**

ASAN developed, delivered, and managed the Community Interpreting Skills project in partnership with Adult Education Services (AES) funded via the ABCD Partnership in 2006-07. We recruited 40 local residents from ABCD and surrounding areas. The course was accredited through Open College Network and we offered level 2 & 3 (worth 6 credits). We had 34 learners completed the course (20 @ Level 2 and 14 @level 3). 28 learners completed the evaluation questionnaires:

**Male: 3, Female: 32, Ages: from 26-52 yrs, Ethnicity: 100% Asian**

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

#### **General:**

##### **1. How did you find the staff of All Saints Action Network?**

<b>Very Good</b>	<b>Good</b>	<b>Poor</b>
1 A = 18	1B = 10	1C= 0

##### **2. How did you find the Domestic Arrangements? Refreshments:**

<b>Very good</b>	<b>Good</b>	<b>Poor</b>
2A = 7	2B= 18	2C= 1

#### **Creche:**

<b>Very Good</b>	<b>Good</b>	<b>Poor</b>
2D= 4	2E= 7	2F= 0

Building/ training venue

<b>Very Good</b>	<b>Good</b>	<b>Poor</b>
2G= 3	2H= 22	2i= 0

#### **COURSE CONTENT**

##### **3. How did you find the course tutors?**

3A= 22	3B= 4	3C= 0
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### **3 Why have you chosen this tick box?**

Tutor had time even if it was one to one even after the lesson

Because they helped me when I needed them.

They were supportive

My tutor is very helpful. He is always ready to help me.

My tutor is very helpful, and well organised. My course manger is also helpful and well organised.

Because it's the right one.

My tutor is very helpful. He is always ready to help me.

Because my tutor was very helpful.

### 3 Why have you chosen this tick box?

Because I was satisfied by there responses.  
They were most helpful and always willing to assist.  
The tutor was very supportive and helpful.  
Our teacher was very helpful.  
Excellent tutor, always available for support, excellent planning organisation, and delivery of lessons  
Out tutor is very helpful, and well organised.  
The tutor had a lot of time for you; sometimes if you needed help he would come in early.  
My tutor is excellent, helpful and well organised. My coursed manager is also helpful and smart.  
Tutor very good, and helped us whenever we needed help.  
Always available to answer any queries.  
Because Mr. Sandhu helped me a lot during the course.  
Mr. Sandhu was very helpful  
Dr Sandhu and Pav were the tutors, and they required all the help required.

#### 4.The course pace was:

**Just Right (A)**

**Too Fast (B)**

**Too Slow ©**

4A= 26

4B= 2

### 4 Why have you chosen this tick box?

Because every student had sufficient time to complete it.  
Because I got enough time to complete my assignments.  
OCN courses normally cover 20 weeks.  
Because I have enough time to finish my assignments.  
We had a lot of time to complete the assignment, and manage to submit on time.  
Because I have enough time to finish my assignments.  
Because I thought the time was less for the course.  
Too much work in a short period of time.  
Most of the course was a manageable pace but was a little faster towards the end.  
Given enough time to prepare the portfolio and assignments.  
The course pace was right, it was very useful.  
I chose this box, because the group had sufficient time to finish Assignment off.  
We had enough time to finish the assignments and make the portfolio.  
Course pace was just right, I find it very useful.  
Enough to do for full time workers and house wives.  
I started this course a few weeks later but I didn't find it hard to complete the course work.  
Was OK  
As a workingwoman, I had time to do all the paperwork and prepare my folder in time.

**5. The Content was:**

**Too Basic (A)**

5A= 0

**About Right (B)**

5B= 28

**Too Advanced ©**

5C= 0

**5 Why have you chosen this tick box?**

Because the content was not too easy or too much hard.

Because we understand the matter of assignments and teachers speech.

We have covered quite a lot

Some assignments were tough but I done it by extra help.

Because I wanted to.

Some assignments were tough but I did it with extra help.

Because it was just right for me.

Contents were reasonable.

Most assignments and notes were understandable and I have learnt a lot of new vocabulary.

Had sufficient time to complete it.

Needed help for one or two assignments but most were manageable.

The course content is about right some assignments are hard to understand but I complete it with extra help.

The content was not too hard nor was it too easy, just right for me.

Some of the assignments were hard to understand but I completed them by getting extra help.

Content was about right, it was very interesting. I find it very useful.

Was OK

I could find the information easily.

**6. The Handouts were:**

**Interesting & easy to understand**

6A=8

**Reasonable & easy to understand**

6B=19

**Difficult & hard to Understand**

6C= 1

**6 Why have you chosen this tick box?**

Because it belonged to our assignments so they were not difficult.

Some hand outs with were hand written.

Because my tutor's teaching method is very good.

The handouts were very interesting and knowledgeable. They were according to the course contents.

Because my tutor's teaching method is very good.

Reasonably understandable.

Lots of interesting topics discussed and accompanying handouts were very useful.

I don't find it easy or hard.

Lots of reasonable topics discussed and handouts were very useful.

The hand outs were interesting and easy to understand and helpful.

For me it was not really difficult.

They were precise, useful and according to the course content.

Handout very interesting and very helpful.

Every handout was easy to understand.

## 6 Why have you chosen this tick box?

Some parts of the course were hard to understand.

Again they provided us handouts, which were easy to understand.

### Was the course?

**Too Long**

7A=0

**About Right**

7B= 28

**Too Short**

7C=0

## 7 Why have you chosen this tick box?

I have got enough time to complete the assignments.

For level 2 it was adequate.

Because the course is all well planned.

The course was well-organised.

The assignments were just right but a little bit more practice for vocabulary would have helped.

The assignments were just right but a little bit more practice for vocabulary.

I had enough time to complete the assignment.

A little bit more practice for vocabulary would have helped.

I enjoy the course as well as getting some knowledge.

Sufficient for me to complete all the assignments off.

It was well organised and planned accordingly.

Course was just right; I enjoyed the course as well as gaining some knowledge.

It was a good length.

From September to June was just the right amount of time to complete the course.

## 8. Did you feel you could ask questions?

**All the Time**

8A=13

**Sometimes**

8B= 13

**Never**

8C=

## 8 Why have you chosen this tick box?

Because I asked questions all the time when I did not understand anything.

Because tutors give us enough time and confidence to ask questions.

When I need I could ask the question.

I could ask questions when ever I need. I feel very confident when I ask question.

When I need to, I could ask questions.

Because whenever I had a question, I n was able to ask the tutor.

Because i was able to ask when in doubt.

Staffs were approachable and friendly and answered all questions.

When I do not understand then I ask the question.

When I do not understand then I ask questions.

When I could not understand the question and when I went to a visit.

Tutor was always willing to answer the questions.

I could ask questions whenever I need, and tutor is very friendly.

### **8 Why have you chosen this tick box?**

I could ask questions all the time and the tutor was always helpful.  
I could ask some questions as required according to my understanding.  
I could ask my tutor questions whenever I wanted, he is very good.  
Because it is right.  
Yes, If I didn't understand anything or was not sure I always asked questions.  
Yes I could.  
You always want to know more.

### **9. What do you consider to be the best part of the course/workshop?**

Audio- Video and presentation  
When I went to the police station and the court and I learnt a lot about the law side.  
Audio- Video interpreting presentation.  
It was community located.  
Visit to court, Video role play, Good atmosphere  
Visit to court, Role-play in both languages, attending classes.  
Practical part of the course.  
Visit to court/ police station.  
The best part was the course when we were playing the vote, and the visit to the police head quarters.  
Best part was video role-play.  
Amazing improvement on vocabulary and built up of confidence for a role-plays, oral presentation and group discussions.  
When we went to visit police station and court, we learn  
Building up of confidence for role-play and presentation.  
Amazing improvement and build up of confidence for role-plays, oral presentation, and group discussions.  
They had a lot of patience and time for you and I find going to the police station and court, very interesting. Learnt a lot about law side.  
Attending classes, Role-playing, and the visit to court.  
Visit to the police station, and visit to the court.  
Visit to police station and Magistrate Court.  
Visit to Magistrate court.  
I think every session was the best part, in every session I learnt something new.  
Role-play.  
I have gained/learned a lot during the course.

### **10. What were the parts you didn't like?**

None  
Everything about the course I enjoyed there was nothing to fault.  
None  
At the start of the course, the classroom wasn't good. It was too cold in there.  
Too much writing.

### 10. What were the parts you didn't like?

When I started the course the class room wasn't good. It was very cold.  
Sight translation- I found this a bit difficult to remember the right words at the right time.

Role Play.

Everything about the course I enjoyed nothing to fault.

Oral exam.

I don't think there was anything I did not like about the course. I felt very comfortable going to the lessons.

Cold classroom in the beginning, change of classroom during the lesson.

Cold classroom for a few weeks.

Some sentences I didn't understand, these were the harder ones.

At first I didn't like the idea of playing or simulating a role as interpreter videos. But I found it interesting after.

### 11. Would you recommend the course / workshop to anyone else?

**Yes**

11A= 24

**No**

11B=

**Maybe**

11C= 2

### 11 Why have you chosen this tick box?

I will recommend this course to anyone else.

It is good to learn the skill.

This course is very important, now I can get a better job.

It is very helpful and it has increased my knowledge and confidence. I also get a qualification.

Because there is a lot of need for the interpreter in the community.

This cause is very important. And I think I can get a better job.

Because I think it's very useful course for the community to help the people.

It was quite helpful.

It is very informative course and I would certainly recommend it to those who are bilingual to improve vocabulary and get achievement.

I feel this was a brilliant course, not just to gain a recognised qualification, but also to build up your confidence.

To be able to translate Urdu to English and vice versa.

Because it was good experience for me. I learnt a lot about law, health etc. I learnt a skill.

To gain confidence, knowledge and increase vocabulary and achievement.

It is very helpful to build up knowledge and to build up my confidence.

I would recommend to a friend because it was very interesting to know about law, health and the community.

It is quite helpful and it has increased my knowledge, vocabulary and built my confidence and also I gained a qualification.

I think there is a need for these types of courses.

Hoping to get a part time job.

It is a good course to improve your skills.

My friends are already asking me about the course. It is good to build confidence and other community needs.

## 12. What did you hope to gain from attending this session?

Training sessions

More confidence and a lot of knowledge about the law and community.

Lots of confidence.

Training Session

Knowledge about interpreting skills.

More knowledge, I m now able to translate from English to Punjabi and Punjabi to English.

Advance knowledge, qualification; build up confidence, good chance to get a job.

Qualification and knowledge for the future.

Knowledge, ability to translate and interpret from English to Punjabi.

Qualification, knowledge, confidence and hope for a new job to help our own community.

Better understanding in communicating and translating the community language to English.

Qualification and knowledge for future jobs.

To be able to translate and interpret from Punjabi to English and vice versa.

To be able to translate and interpret Punjabi to English and vice versa.

Confidence and more information related to the course.

More knowledge about, law court and community.

To be able to translate and interpret from Punjabi to English and vice versa.

To be able to translate and interpret from Punjabi to English and vice versa.

I wanted to gain more knowledge on community, law and police issues. For example, police visits.

Confidence, knowledge, qualification, built self-esteem and chances to get a job.

Improve my English and translation.

Hoping to get a part time job as an interpreter and translator.

I hoped to improve my English and build my confidence up.

## 13. Where your hopes achieved??

**Met & Exceeded**

13A=10

**Met in Most Parts**

13B= 12

**Not Met At All**

113C=0

## If not met why not?

Yes, I felt I can have go now and appreciated the course content.

I hoped to be better at interpreting and translating if the chance occurs to do so.

Yes, I feel I can have a go now and appreciate the course content.

Yes, I feel I can have a go now and appreciate the course content.

Yes, I feel I can have a go now and appreciate the course content.

Yes, I feel I can have a go now and appreciate the course content.

Yes, I feel I can have a go now and appreciate the course content.

### **Any other comments?**

It was really good course, it made students more confident.  
Course very well planned.  
Course was very well organised and well presented.  
Practical wasn't enough.  
Course was very well planned.  
Course could in the future be followed according to the criteria.  
Course was very well presented.  
Course was well presented.  
I found the course a bit difficult at first but once I got into it I found it interesting and knowledgeable.  
Course was very well presented.  
More confident in the community and law after this course.  
Very interesting and well presented.  
Course was very well presented.  
More confident in the community and law after this course.  
I want to start another similar course which could help me to enhance to build my communication skills and confidence.  
Very good tutor, very good atmosphere.

### **Are there any changes you would recommend for the future courses**

During the exams time it would more privacy when recording.  
Everything was good.  
All was very good.  
All very good.  
More practical and more time length.  
In future it should be run according to the assessment criteria.  
More practical work needed.  
All very good.  
When it comes to exams I would like to have had more privacy when recording on the tape.  
More study material could be useful.

### ***B. Our analysis of their comments***

This course was a new piece of work for ASAN – it was very well attended – sometimes 45 people involved. At the end of the course 34 learners completed the course. The feedback seems to demonstrate that it was very well received. A further course is planned in 2008 provided funding can be found.

**7.5. Objective 4 – To become financially self sustaining through the development of physical assets and social enterprise.**

Organisational values	<p>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 &amp; volunteers.</p>
Stakeholders consulted	<ol style="list-style-type: none"> <li>1. Strategic stakeholders</li> <li>2. Big Garage customers</li> <li>3. Corn Hill customers</li> <li>4. Southside Sports customers</li> <li>5. Tara customers</li> <li>6. Greenworks customers</li> </ol>
Methodological approach	<p>Strategic stakeholders were contacted by email.          Big Garage and Corn Hill customers were consulted through the annual survey used for all customers.          Southside Sports customers were contacted directly with questionnaires.          Tara customers were sent evaluation sheets.</p>

	Greenworks customers were asked to complete a customer feedback form.
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### **7.5.1. Strategic stakeholders.**

#### ***A What our stakeholders said.***

Every year we aim to get feedback from our strategic partners – these are a mix of funders, people we network with and people who for one reason or another come into contact with ASAN during their working day. Mostly these are organisations outside of All Saints.

This year we asked 80 strategic stakeholders to answer three questions. The comments under this objective are set out below. The complete version of the feedback can be viewed in the Appendices.

#### **Firstly what difference they thought ASAN had made in the last year.**

I believe the All Saints Network has made a big difference to the local area and is one of the best examples of social enterprise in the West Midlands. I would like to see the model rolled out to other parts of the City.

Unfortunately I can't comment on the breadth of work that ASAN does but I can comment on the work that it has done to champion social accounting in the region. This has been really valuable for the social enterprise sector as a whole and ASAN should be applauded for switching organisations on to social accounting.

ASAN has provided me with the opportunity to maintain my interest and involvement in social accounting with the Social Audit Network through the West Midlands Social Accounting Cluster which has contributed to my professional development. It has also given me the opportunity to work with TARA as an associate.

Probably not a lot of difference. CBSN/SAN works with ASAN on workshops and social accounting. The experience has been good and mutually beneficial. Personally I like working with ASAN – both Mike and Vince and those friendships are valued.

None.

Unable to comment.

ASAN is a key player in the Development Trusts Association in the West Midlands and more widely – it both contributes to and draws on the support available from this national network of community enterprise practitioners.

Given us an opportunity to engage with a community which is often "Hard to reach". The access to the facilities for coach education and targeted coaching work has made a real impact. It has meant that sport has been used as a tool to bring together the community, which is something that we see as extremely important.

Working on a code of practice for smaller community groups will ensure that they have a voice when working with the statutory sector. Tara's work on this code – although still in its early days – has been efficient and helpful to the work of the Wolverhampton Compact and in turn the WVSC.

#### **Secondly do you think it would matter if ASAN did not exist?**

I think it would really matter to the local community and customers of the social enterprises that sit within the ASAN umbrella. ASAN has a very visible presence in the area and has made use of local assets to good

effect. ASAN is a progressive and sustainable example of a social enterprise. This is really important for WMSEN as a key part of our role is to build the profile of the social enterprise sector and in Wolverhampton, ASAN is an excellent example we can point to.

Yes – ASAN has a number of interesting community based projects and social enterprises which benefit and involve the local community. It is also the focus for social accounting regionally which is an important framework for impact measurement and organisational development in the social enterprise and voluntary and community group sectors.

I think that it would be unfortunate if ASAN did not exist as Mike and Vince would not have been actively involved in SAN and thus we would have been a weaker organisation.

Yes – ASAN fulfils an essential role as the most successful social enterprise in Wolverhampton

**Thirdly what should ASAN do that it is not doing at the moment.**

Become a Centre for Excellence for social enterprises offering a good range of business support for existing and emerging social enterprises. Our organisation aspires to achieve and grow into an organisation that be and equal ASAN.

***B. Our analysis of their comments.***

The comments made as part of the email survey are almost entirely positive. Where they are not directly positive, they seem to be intended to be constructive in their approach. ASAN's work over the last year or so on the West Midlands Social Accounting Cluster has attracted a number of positive comments. Comments also on the work of Tara clearly demonstrate the impact that the consultancy has had.

ASAN's profile seems to have improved somewhat. In the 2006 accounts, a number of strategic stakeholders commented on our lack of profile. This still comes through a little but we are encouraged by comments that suggest we are developing a higher profile.

**7.5.2. Big Garage customers.**

***A. What our stakeholders said.***

As in previous years, ASAN has consulted Big Garage customers. The full results of the survey are included in the Appendices along with the questionnaire used. The accounts show a summary of the full feedback along with comparative statistics for previous years.

This year 78 questionnaires were received from a daily intake of some 140 to 150 customers.

All statistics are percentages.

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

<b>Time</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Less than 3 months	26	6	27	18	15
3-6 months	21	6	22	16	15
6-12 months	18	20	12	27	13
More than 12 months	35	68	38	39	56
Don't know	-	-	1	-	

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

<b>By</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Advertisement	7	10	4	6	4
Signage	32	24	20	35	23
Word of Mouth	56	52	65	53	58
Other	5	14	10	6	15

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

<b>No. of DAYS PARKING</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
One	6	2	4	6	0
Two	1	8	11	10	5
Three	10	18	22	12	14
Four	25	8	9	10	29
Five	51	54	27	58	58

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Yes	96	96	98	88	87
No	4	4	2	12	13

**5) Have you ever used our car wash service?**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Yes	26	35	29	27	15
No	74	65	71	73	85

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Yes</b>	83	14	21	16	6
No	17	86	70	80	93
Don't know	-	-	9	4	1

**7) Are you satisfied with our security arrangements?**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Yes</b>	99	96	93	98	97
No	1	4	2	2	2
Don't know	-	-	5	-	1

**Comments on security:**

Are there any cameras in case any issues arise.

Very good

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

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

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

<b>2005 results (%)</b>						
<b>MARK</b>	1	2	3	4	5	No response
<b>Signage</b>	0	15	21	46	18	0
<b>Access</b>	1	1	21	41	36	0
<b>Lighting</b>	12	16	26	31	15	0

<b>Exterior</b>	1	14	39	33	13	0
<b>Interior</b>	1	14	35	38	12	0
<b>Toilets</b>	2	9	34	28	7	20
<b>Customer service</b>	0	1	3	36	60	0

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

<b>2007 results (%)</b>						
<b>MARK</b>	1	2	3	4	5	No response
<b>Signage</b>	0	4	35	35	27	
<b>Access</b>	1	4	13	35	47	
<b>Lighting</b>	5	14	37	29	14	
<b>Exterior</b>	0	8	40	35	17	
<b>Interior</b>	3	13	46	24	14	
<b>Toilets</b>	3	5	42	17	6	27
<b>Customer service</b>	0	1	14	37	47	

## 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.

<b>Aware</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Yes</b>	-	-	-	16	23
<b>No</b>	-	-	-	84	77

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Yes</b>	-	-	-	29	25
<b>No</b>	-	-	-	71	75

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

The floors are very very slippery with the oil especially in wet weather. It is only a matter at the time before someone has a serious injury. Also a slight discount price for week and monthly passes would be an incentive and a thank you to loyal customers who park everyday.

None

One of the reasons I use this car park is because of the price, if it was raised I would park somewhere else.

Company pays for parking

RE: Question 9 £3 wouldn't be too bad.

The car park attendants are polite and helpful, makes for a nice start to my working day! All deserve a "pat on the back".

None

I'm happy to have a safe place to park my car that is good value, but would be unhappy to face an increase to further fund projects. Ask for donations on top of parking prices not compulsory increases.

All the staff are extremely helpful and pleasant, also not used toilets so cannot comment Q8.

Hope garage kept open as long as possible, cheapest parking in town.

I'm very pleased with the service at the Big Garage staff are always very friendly and helpful and willing to help. Never had to use the toilets but its good that there are some.

I believe that your last question should be on a voluntary contribution not just added onto parking.

Parking is very difficult and expensive in Wolverhampton as it is so why not let people decide what they can afford and when.

If our parking fees go towards our local community, why doesn't some of the effort go into tidying up the local area? Raby Street and Vicarage Road are a bit of a dump and could do with a good clean up. Surely monies would be better spent clearing up instead of taking people on a Hungary exchange trip.

All the changes around the urban village if they result in closure of a car park raise petition against it unless a sensible alternative is readily available.

This car park is invaluable to people working this side of town. What will we do if it closes? Staff are very helpful and cheerful.

If the prices are dearer the bus would be a cheaper option.

It is sometimes difficult to get out of some of the aisles because of cars parked along the wall near to the entrance. I know spaces are of a premium but these would be better left empty.

I am happy with the service provided currently and the price I paid each week.

The staff are friendly and helpful, keep up the good work.

Attendants very polite.

Can you let the customers know how long you will be residing there because there are a lot of rumours about Tesco buying the Big Garage and we will have to find parking elsewhere.

Did not think it was signposted very well. But I will be using it all the time from now on.

The staff are always very pleasant and helpful. I feel that when I leave my car its in safe hands.

Staff are great, always helpful wish there were more spaces available on busy days.

The floor surface is very slippery when it is wet.

Didn't know we had toilets.

This is a sensible price which most people are very happy about. You are without doubt the cheapest car park in the town. Thank you for providing a most in valuable service.

The staff at the Big Garage are very friendly and helpful the Big Garage is a bit dark and could do with some good lighting inside, I find the price of the garage wonderful as I work in town I use it everyday. Thank you.

The staff always endeavour to find me a parking space and are friendly and polite. Although spaces are limited I have never been unable to park thanks to the attendants, so THANKS!!!

I think if people want to give to these funds then it should be your own choice I would suggest that a collection box should be displayed and at the end of customers working week if they wish to

donate anything then it is there choice.

With working for AUDI they pay for our car parking but I would think they would help with such ask.  
Willing to Pay More

***B. Our analysis of their comments.***

We are generally happy with the outcome of this years consultation with customers. We retain a hard core of regular customers who park with us day in day out. They want us to look after their car and do so at a competitive price which we believe we still do.

Customer views of the quality of the Big Garage building continue to be mixed but this reflects the temporary nature of the building and our reluctance to invest in any major way given the uncertainty of the future of the building.

We note that customers are less satisfied with customer service this year – this may reflect some changes in staffing arrangements and we hope that this decline can be reversed next year.

**7.5.3. Corn Hill customers.**

***A. What our stakeholders said.***

Again for Corn Hill, ASAN has consulted its customers through a questionnaire which has been used in previous years. We are therefore able to show comparisons year on year. Of a total of about 60 customers requested, 34 returned questionnaires. Percentages are used to describe the statistics.

Numbers on the Corn Hill survey are down this year because of problems with road works around the site at the time of the survey. The situation is now greatly improved and the business is doing well.

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Less than 3 months	-	8	13	15	12
3-6 months	-	23	13	10	38
6-12 months	-	26	18	5	15
More than 12 months	-	43	56	70	35

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Advertisement	-	3	2	0	6
Signage	-	23	33	35	32
Word of Mouth	-	53	50	60	53
Other	-	21	15	5	9

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
One	-	3	5	0	2
Two	-	3	5	0	6
Three	-	5	21	80	18
Four	-	15	5	20	18
Five	-	69	64	0	56

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Yes	-	85	19	45	21
No	-	15	76	55	79
No comment	-	-	5	-	-

**5) Are you satisfied with our security arrangements?**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Yes	-	97	95	95	94
No	-	3	5	5	6

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

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

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

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

<b>2007 results (%)</b>						
<b>MARK</b>	1	2	3	4	5	No response
<b>Signage</b>	3	3	38	26	29	
<b>Access</b>	0	3	18	32	44	3
<b>Lighting</b>	6	15	15	29	18	18
<b>Toilets</b>	41	3	6	6	18	26
<b>Customer service</b>	0	0	0	18	79	3

## 7) Knowledge of ASAN's is Social Objectives

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
Yes	-	-	-	10	30
No	-	-	-	85	67
Don't know	-	-	-	5	3

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

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Yes</b>	-	-	-	15	32
No	-	-	-	85	68

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

The customer service is always very good, I think the parking fee is about right, if it was any more it would be unlikely that I would continue to use the parking, its encouraging to know that the money is going to fund community progress.

Difficult to answer this question, could you be more specific? Saturday parking, provsion for emergencies ie, trains being late & getting back to car park on time.

Very good customer services (BAZ) excellent services

Attendants are very friendly and speak in a polite manner.

Staff at Corn Hill are always exceptionally friendly, polite and helpful, I hope there fully recognised for there great work.

The guys who work on the carpark are very polite and deeply excellent customer service - they all deserve a wage rise and bonus.

I had no idea that the car park is run as part of a community enterprise initiative, I am very impressed by this. Also, the car park attendants are always very friendly. You provide affordable, secure parking, something which is in short supply in Wolverhampton, keep up the good work.

Would pay more if surface was improved.

Would like you to re-introduce the discounted £2.00 rate as I'm a regular customer of your car park. Also I would like to say that Mick and the other attendants are very friendly and efficient and do a sterling job.

Lighting, unable to comment only used during daylight hours.

Depends how much more you would want us to pay.

The staff are always pleasant and friendly.

The men do walk round to check the cars but I do feel that in the winter when the nights are dark there could be a little more lighting by the gate leading to the railway bridge. For ladies on their own it can feel a little intimidating, apart from that excellent. The two men who work for you are a credit to you, friendly, chatty and on many occasions I've seen them walking round to make sure the cars are safe.

Monthly or weekly payment options with some kind of discount.

Customer service depends on who is on duty.

I would rather not as parking in Wolves is usually quite expensive.

Extend hours of opening

The car park is used by a lot of rail passengers who may return quite late. Could the car park be open later in the evenings?

Attendants very helpful and pleasant.

No!

Excellent staff especially (Barry) always goes the extra mile

The staff are always polite and friendly and re-assure me that my car is being looked after.

Also open a little later as I often work after 7pm.

Yes, please open at 6am and close at 8pm to get market, would also pay 50p extra for parking.

B. Our analysis of their comments

***This year again shows similar results to previous years and like the Big Garage, there are some limitations to the improvements that we can make to the Corn Hill site. This is further exacerbated by the fact that surpluses are reduced on this site because of the profit share arrangements which ASAN is committed to by virtue of the agreement reached with the landowner.***

Nevertheless we are pleased to report that customer service maintains a very high standard for the third year with all customers finding the service either good or very good.

Over the last year, there have been changes to the road infrastructure in and around Corn Hill and this has badly affected the business. However we can report that Corn Hill is thriving like never before and plays an important part in the organisation's growth.

#### **7.5.4. Southside Sports customers**

##### A. What our stakeholders said

Southside Sports is now in its fourth 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.

28 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.

The figures for 2006 have not been included for comparison purposes as the numbers of groups involved was very low.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Southside Sports provides a service to the community	0	0	0	8	19
Southside Sports is both a visual and practical asset to the AI Saints are and its residents.	0	0	1	12	15
Local young people make regular use of the facility	0	0	2	13	12
I am/ My group is clear about the procedure for booking an accessing Southside Sports	0	0	5	7	15

I know/My group knows about the organised young peoples activities which take place at Southside Sports.	0	1	5	6	15
The charging structure for Southside Sports is affordable in comparison to similar facilities	0	0	6	8	13
The facilities at Southside meet my/my groups needs	0	1	1	12	13
I/My group would like to see other sporting activities taking place at Southside Sports	0	0	6	9	12
The facility is being used to its full potential	3	5	6	5	9
I /my group receives a quality service from Southside Sports and its employees	0	0	0	11	16
I/My group would recommend the use of Southside Sports facilities to others	1	0	0	11	16
How often have you used Southside? (1-3, 4-6, 7-10, 11-15, 16+)	0	0	0	2	25

Finally our users were asked to propose one improvement to the facility and the responses are set out below.

Shelters x 6

Bins x 1

Benches for spectators x 2

Tea and coffee facilities x 2

### ***B. Our analysis of their comments***

Last years consultation was poorly organised because of staffing changes and it is very gratifying to have a much stronger set of figures this year on which to base our performance. Responses were received from all 27 users contacted and in most cases, the performance has been satisfactory or very good.

There are clearly however lessons from this exercise. We have assumed that responses in the 4 and 5 categories are adequate but that below this there is room for much improvement.

It seems clear that we need to be much clearer about our booking system. This may help in increasing bookings as well as making existing customers feel happier about the current arrangements.

We also need to recheck with customers our charging policies to see what the problem may be there.

We fully support the concerns about not enough activity at Southside and we are actively working with partners to improve this.

Finally we note the comments about facilities for spectators and will be dealing with this in the near future.

### 7.5.5. Tara customers

What our stakeholders said

The questionnaire below was sent out to 10 customers and 6 were returned. The questions broadly followed the format used in previous social accounts and a comparative table is included below.

<b>Question1: Contracting</b>	
Did Tara provide a work plan outlining how the work would be carried out? Yes 6 No 0	If yes was the work plan clearly laid out with realistic project milestones and with clear costings Yes 6 No 0
Do you wish to suggest any changes in the contracting & implementation process? Yes 1 No 5	To involve all key internal staff from the outset and maximise the use of "free" project development agencies. No, the exercise was quick and gave good feedback. No, I was not involved in it.
<b>Question 2: Project Delivery</b>	
Did Tara satisfactorily achieve the project progress milestones as agreed? Yes 5 No 1*	If any issues arose during project delivery were you informed of them in sufficient time and was any refinement in project delivery jointly agreed? Yes 5 No 0



### 7.5.6. Greenworks customers

#### A. What our stakeholders said

This is the third 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. We have adopted slightly different approaches to customer feedback since Greenworks opened and it has therefore only been possible to produce comparative data on Question 1.

168 responses were received from customers based on feedback forms handed out. 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."***

<b>Do we live up to our mission statement?</b>	<b>2006</b>	<b>2007</b>
Yes we do	96%	99%
No we don't	4%	1%



Good friendly service.

All staff were very helpful & knowledgeable.

Excellent service

The only thing that I would really wish is to be able to preview items online with accurate pricing & description

Delivery service free of charge with 10-12 miles, would be good consideration, should be given to customers who purchase off you over £100 pounds for free of charge delivery.

May be better to get rid of the poorer quality stuff. Even not for profit organisations do not want to buy very dirty/damaged goods! But keep up the good work - you are doing a great job!

Very pleased all in all

There was some confusion over deliveries, but it was ok in the end. There seems to be a gap in paperwork trail.

Many thanks for your excellent service in the past - will be around this summer for more furniture.

Try and look after the furniture in the warehouse a little better.

Need to promote follow-up service as to item NOT in stock when originally requested or ordered.

Excellent service & staff, "H" was lovely

Very good service I have recommended to other organisations.

None, please carry on the good work.

We struggled a bit to get the furniture in, as only one delivery person was available.

Very friendly people - nothing too much trouble.

More user friendly website (eg. Photos)

Always received excellent service

The warehouse is very cold you could do with some heaters

A very good service which I found out about whilst visiting the sandwell show in august 2006, if I had not visited on that weekend I would not have known about your business.

Sometimes prices can be a little high.

An excellent service which I have recommended to other organisations, friendly staff who are very helpful & customer focused. Well done!

Very satisfied with the service we have received, we have furnished the majority of our offices for a reasonable cost.

Very good service

I am a little disappointed that you refused to exchange furniture, or even enter into dialogue, "Making waste work for the community". It only works if its benefits both parties.

Harpreet Sharma is very helpful

Helpful services, used it twice, some furniture could be cleaned better.

Have you pushed out advertising to local organisations such as churches etc.

I have visited and bought as a private purchased and for school. The quality of service is first rate so pleasant, friendly, helpful and knowledgeable, it is a real pleasure to come and browse.

Very pleased with service & items received from yourselves thanks!

Very friendly and obliging staff who are willing to do just that little bit extra to help their customers . Thank you!

Email bulletins to notify customers when new stock arrives.

Very cheap and good quality furniture

Great staff, very helpful always a pleasure to go to the premises.

Delivery service could be improved. It appears that the same van was used to collect "new stock" as well as delivering older furniture and the new stock took preference.

Thanks to your staff for their help and advice

Did not know you have a delivery service for larger items. What is the charge or details of delivery service? I would have purchased more items had I known that excellent staff work there very helpful. Thank you!

Do local info centres in towns in Cheshire, Shropshire, Staffordshire (often attached to local libraries) have your details e.g. Market Drayton town info point 01630 653 114? (They will also usually display posters/flyers).

250 miles away, probably best to take me off your mailing list. Thanks.

TLC college are still awaiting replacement chairs

Find that prices are still high even though cheaper than high street shops, but due to lack of funding available for smaller organisations this is still a problem.

All the above points are so good as each other, since forming our new office we have found your organisation very helpful.

We thought that you provided an excellent service. We would always recommend you, we have done – I hope people have listened. Good luck!

No - very good service and very flexible recommend you every time.

We dealt with a lady called "H" she was most helpful, polite & accommodating.

Carry on the good work

Service was excellent, but you could do with a lot more publicity.

Suggestion - Negotiate delivery charges for voluntary organisation.

Very good service

Useful source of furniture at a fair price, very helpful staff

Was purchasing goods for elderly, disabled person who was unable to do for self, but who did not have a great income, thus wanted something reasonable. Chairs took rather long to clean to an acceptable condition, but person making do with them.

Service and people were wonderful, just keep doing what you doing

Only had one chair from you but it has been of good quality for a good price and would use you again should the need arise.

You are selling products at a very high cost, too much waiting time.

Very pleased with customer service and the service/delivery service, I would recommend your name to my friends and family and family businesses.

You are excellent, true environmental prophets in UK, you can join World Vision 2020 Children Group of countries.

### ***B. Our analysis of their comments***

This feedback exercise has confirmed that people are generally happy with Greenworks although the "other comments" section gives some food for thought. The observations both good and not so good will be considered by ASAN in the near future.

## 7.6. Objective 5 – To develop and manage the organisation effectively

Organisational values	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.
Stakeholders consulted	Staff and trainees
Methodological approach	Staff were consulted by means of a questionnaire.

### 7.6.1. Staff and trainees

#### A. What our stakeholders said

1 Working for ASAN

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

	2006 (%)	2007 (%)
Yes	40	27
No	15	33

N/A	40	40
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**Do you consider that ASAN pays you a fair wage compared to other similar organisations?**

	2006 (%)	2007 (%)
Yes	65	73
No	30	20
No response	5	7

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

	2006 (%)	2007 (%)
Yes	55	47
No	35	27
Don't know	5	6
No response	5	20

**Are you satisfied with the pay you receive?**

	2006 (%)	2007 (%)
Yes	55	53
No	40	47
No response	5	0

**Comments:**

Happy with pay. Not enough hours  
 ASAN can only pay what it can afford.  
 Do we have an annual pay rise?  
 I enjoy working with ASAN  
 Following the past two years of consultation and publishing of the social accounts, the staff have been told that it is ASAN's intention to bring in consultants to discuss pay scales and undergo some sort of consultation prior to reviewing wages and in truth this does seem to be as far as it goes and such things seem to be said simply to keep us quiet.

**Terms and conditions of Employment**

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

	2006 (%)	2007 (%)
Yes	65	60
No	10	7
Partly	25	33

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

	2006 (%)	2007 (%)
Yes	40	53
No	10	13
Partly	50	33

**Comments:**

Whilst it is important for organisations to value their employees by giving them good terms and conditions, some employees can take advantage. The organisation needs to protect itself from these people.

Annual leave entitlement does not compare with similar organisations. Same number of days irrespective of service length does not seem fair. Incentive scheme should be introduced to benefit those not going off sick.

I don't feel part of ASAN, the only time I see people from ASAN is when they visit GW or at one off events.

Environment

**Do you work in a comfortable and safe environment?**

	2006 (%)	2007 (%)
Yes	70	53
No	10	33
Partly	20	13

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

	2006 (%)	2007 (%)
Yes	65	60
No	5	0
Partly	30	40

**Comments:**

ASAN is run effectively

The external area around the community centre can sometimes feel intimidating.

Winters are unbearable – quality of building poor – some staff feel intimidated at times.

Certainly not comfortable, roof leaks, cold in winter.

Development within the organisation

**Are you supported in undertaking training connected to your work?**

	2006 (%)	2007 (%)
Yes	65	60
No	0	6
Partly	35	33

**Comments:**

Spoken to Krishan about taking on coaching course

Training requested several times, no feedback yet

I am supported in as much I can do training, however finding time is a problem.

Too busy to even think about training and personal development.

Work areas

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

	2006 (%)	2007 (%)
--	----------	----------

Yes	70	53
No	10	20
Partly	20	27

**Do you feel your ideas and contributions are taken seriously?**

	2006 (%)	2007 (%)
Yes	70	47
No	10	13
Partly	20	40

Comments:

Your Role

Is your job interesting?

	2006 (%)	2007 (%)
Yes	85	53
No	15	6
Partly	0	40

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

	2006 (%)	2007 (%)
Yes	80	53
No	10	6
Partly	10	40

Comments:

Shared learning

**Do you feel part of a supportive team?**

	2006 (%)	2007 (%)
Yes	75	47
No	10	13
Partly	15	40

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

	2006 (%)	2007 (%)
Yes	60	53
No	10	7
Partly	30	40

**Do you get positive support from other staff members?**

	2006 (%)	2007 (%)
Yes	80	53
No	0	0

Partly	20	47
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**Do you understand the work that is undertaken by different teams within ASAN Ltd.?**

	2006 (%)	2007 (%)
Yes	55	53
No	5	0
Partly	40	47

Comments:

More inter staff involvement needed with all areas of the organisation.  
Being supportive is a two way street. Those being supported should consider how they can support in return.

The Organisation

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

	2006 (%)	2007 (%)
Yes	15	33
No	15	33
Partly	70	33

**Is morale generally good at ASAN Ltd?**

	2006 (%)	2007 (%)
Yes	60	40
No	10	13
Partly	30	47

Comments:

I can only comment about Greenworks

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?**

	2006 (%)	2007 (%)
Yes	80	80
No	0	0
Partly	20	20

Comments:

Its helped with the youth groups that run on Thursdays  
Further develop skills for employment opportunities

## 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?

	2006 (%)	2007 (%)
Yes	80	87
No	5	7
Partly	15	7

Comments:

ASAN's about the community

## 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

Perhaps we could set 2 days in the year where everybody has to attend, no excuses for get together

Complaints procedure should be reviewed – most staff don't feel comfortable for fear of losing their job or being treated differently. Procedures are out of place in some areas. More general training needed for staff (ie basic skills, areas of expertise, health and safety, first aid, (especially for GW and the Big Garage). All staff need to get to know each other more. Train local young people in various skills.

Work environment is good – however maintenance of the cabin is needed. Not so urgent as we are in summer now. However the electrics haven't worked for a while. Meaning no heater which is important for winter.

Running of ASAN is very good as is the way my line manager has dealt with problems.

### **B. Analysis of staff comments.**

The view of staff about ASAN was very mixed in 2006 and the responses in 2007 remain mixed. In some cases the results are actually worse this year than in 2006. This is of concern to the organisation because it seems clear that in many cases, staff do not feel confident about what the organisation is doing.

ASAN has just had a review of its Investors in People registration and the view of the consultant was that the organisation had a lot of work to do in demonstrating that it looked after its employees.

The key issue which the Social Accounts has thrown up is the credibility of the social accounting process in making any changes that will impact on their work and working conditions.

Some changes have been made this year, the affects of which will not yet begin to be felt. ASAN took on an Human Resource consultant to assist it in regularising its terms and conditions. This has resulted in the establishment of an Employee Forum where employee issues can be discussed and views aired. It is anticipated that this will begin to tackle some of the issues raised in the questionnaire above about employees feeling that they have some kind of influence on the way in which the organisation operates.

With regard to working conditions, the Boot Factory in particular has proved to be a difficult building to work in and ASAN are now reviewing their lease arrangements with a view to moving to alternative premises. We have real concerns about the comments made by staff about feeling part of a supportive team and we hope that the new structure of an Employee Forum with team meetings feeding into this will help staff feel that they are able to both feel supported and be more involved in the organisation.

The report of Investors in People, the action plan following from this and ASAN's new Matrix Action Plan can be viewed in the appendices.

## **Section 8 Environmental impact 2007.**

This years impact statement on the environment differs from previous years. ASAN is developing a strong and potentially very significant environmental agenda within the organisation. While this is still not fully reflected in its activity, there are a number of new developments which will in the longer term start to demonstrate the organisations environmental credentials and its impact. The work reported below was undertaken to try and start to build a community wide impact.

ASAN has also commissioned Groundwork Black Country to undertake an organisational environmental impact and this will be available shortly and will be reported in the 2008 Social Accounts. This may form the basis of a formal approach to reporting in the future.

ASAN commissioned it's own dry waste recycling study in March. It wanted to find out overall recycling rate and what was being put in the green boxes. Four volunteers went out on three separate occasions to survey All Saints core, Park Fields and Duke Street.

The study concluded:

Overall recycling rate for area 18%

Slightly more paper was recycled than cans and bottles

'Other' material found in boxes was negligible. However, it's interesting to note that most of the materials found were plastic and cardboard - items that would potentially make a large dent in the black bin waste stream

Surveyors observed and residents commented that:

Some streets had no boxes out at all

Bins are too small and can be heavy.

Bearing in mind that up to 50% of Duke Street area residents are elderly, a more user friendly system is needed

Green wheelie bins could be used for dry recycle too

Plastic and card should be included in the kerbside collection

Talk to Tesco and Sainsbury's about schemes to reduce packaging waste

In addition, residents were asked their views on recycling at last April's Community Forum meeting. Those present were asked to fill in a questionnaire. One third present cooperated - their responses are summarised as follows:

All believe recycling is important and want to see more recycling in the area

Most have a box - those who didn't reported it stolen

Just over 50% put their box out every collection; one third put it out every other collection

Respondents want to see card, plastic bottles and bags included in the kerbside collection

Just under half thought the box was too small; 20% wanted to see wheels added; 13% thought lid was difficult to use; 13% felt design was fine

60% said they would compost their food waste if a scheme was in place

Half those questioned said they would help with future recycling projects and left contact details

Comments and suggestions: Include clothes and shoes, wood and metal; label boxes with collection dates; provide larger bins or increase frequency of collections

ASAN are hoping to help residents to improve dry waste recycling rates and reduce volume of black bin waste through the establishment of an All Saints Residents Recycling initiative.

The questionnaire results are set out below.

All Saints Recycling Survey - results

**1. Do you believe recycling is important?**

Yes 11

No 0

**2. Would you like to see more recycling in this area?**

Yes 11

No 0

**3. Do you have a 'green' recycling box?**

Yes 9      No 2

**4. If you answered NO to Q3 please comment:** stolen x 2

**5. How often do you put out your box?**

Every collection 5      Every other collection 3  
Other (please specify) 1 – don't have one      Skipped 2

**6. What other things would you like to put into the box? Please tick all that apply**

Card 8      Plastic bottles 9      Plastic bags 5  
Other (please specify) 1 – Plastics      Skipped 1

**7. What do you think of the 'green' box? Please tick all that apply**

Good design 2      Too small 7      Needs wheels 3      Lid is a fiddle 2  
Other (please specify) 1 – compartments      Skipped 2

**8. If there were a scheme in place would you compost your food waste?**

Yes 6      No 4

**9. Would you be interested in getting involved in future recycling schemes? If so please leave your name and number**

2 respondents

**10. Please feel free to comment or offer any suggestions**

Recycle clothes and shoes  
Recycle wood and metal  
Issue collection dates regularly; label boxes with what can and can't be recycled  
More frequent collections; larger bins

## **Section 9 Economic impact 2007.**

This section breaks ASAN's economic impact down into sections relating to creating employment, using volunteers, investment in training, inward investment, purchasing policies and contributions to the community. In this economic impact section, we have tried to quantify all these elements. This year we also have the benefit of having 2006 figures for benchmarking purposes.

### **9.1. Creating employment**

How many people does the organisation employ?

Name	2005/6	2006/7
All Saints Action Network Ltd	13	10
ASAN Mgt Services Ltd	17	25

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

Name	2005/6	2006/7
All Saints Action Network Ltd	3	2

ASAN Mgt Services Ltd	6	8
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What is the total value of wages paid annually by the organisation?

	<b>Total Gross Pay</b>	<b>Employer's NIC</b>	<b>Employer's Pension</b>	<b>Total:</b>
All Saints Action Network Ltd				
2005/6	£168,100.69	£14,339.66	£9,562.29	£192,002.64
2006/7	£196,381.86	£16,771.01	£12,153.69	£225,306.56
ASAN Mgt Services Ltd				
2005/6	£158,121.45	£11,812.09	£0.00	£169,933.54
2006/7	£203,390.61	£15,186.94	£0.00	£218,577.55
Total – Both Companies				
2005/6	£326,555.14	£26,151.75	9,562.29	£362,269.18
2006/7	£399,772.47	£31,957.95	£12,153.69	£443,884.11

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

2005/6	10
2006/7	15

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

	<b>Tax</b>	<b>Employee's NI</b>	<b>Employer's NI</b>	<b>Total</b>
All Saints Action Network Ltd				
2005/6	£31,256.69	£13,072.62	£14,339.66	£58,668.97
2006/7	£32,795.02	£15,425.49	£16,771.01	£64,991.52
ASAN Management Ltd				

2005/6	£20,169.71	£10,150.78	£11,812.09	£22,164.56
2006/7	£23,024.44	£13,041.72	£15,186.94	£51,253.10
Total				
2005/6	£51,426.40	£23,223.40	£26,151.75	£80,833.53
2006/7	£55,819.46	£28,467.21	£31,957.95	£116,244.62

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

Three members of staff were known to be unemployed before coming to work for the organisation in both years. No new in charity

### 9.2. Using volunteers

How many hours of volunteer work does the organisation use for its own benefit

How many hours provide services to its beneficiaries and the community?  
2006/7

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

**Total: 428 hours**

The numbers for 2005/6 are the same.

### 9.3. Investment in training

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

What is the cost in £s of providing this training?

	Training/ASAN	Training ASAN Management Ltd	Total Both Companies
2005/6	£1318.15	£288.00	£1606.15
2006/7	£4,257.63	£708.00	£4,965.63

### 9.4. Inward investment

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

Type of Grant	2005/06	2006/7
NDFC Grant Sports field	£33365.00	£23,818.00
Net work	£18464.00	£18,925.00
Community Enterprise	£33500.55	£25,381.00

ABCD – community Forum	£16005.31	£17,907.00
LSC – Step to Work	(£831.20)	£0.00
Community Interpreting Project	£0.00	£15,082.00
ABCD Phoenix Project	£17661.00	£68,010.00
WSEN	£31431.09	£18,992.00
WMSAC	£46000.00	£34,819.00
Greets Green Business Acumen	£23203.00	£0.00
AFA/Sports Training	£0.00	£1,964.00
Hungary Xchange Visit 2006	£0.00	£4,540.00
AWM – Workspace Purchase	£0.00	£344,500.00
WCC Fees for refurb of school	£0.00	£78,131.00
BECO	£9360.00	£8,232.00
Equal Project – 40 Shades of Green	£0.00	£7,454.00
<b>Total:</b>	<b>£228,158.75</b>	<b>£667,755.00</b>

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

	2005/6	2006/7
All Saints Community Association	£1600	£0.00
Asian Women Group	£5500	£4000.00
<b>Total:</b>	<b>£7100</b>	<b>£4000.00</b>

### 9.5. Purchasing policies

Does the organisation have a local purchasing policy?

Yes

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

<b>Suppliers:</b>	<b>Number of Suppliers 2005/6</b>	<b>Percentage 2005/6</b>	<b>Number of Suppliers 2006/7</b>	<b>Percentage 2006/7</b>
Local	54	32%	54	27%
Regional	68	39%	72	40%
National	51	29%	60	33%
International	0	0		
<b>Total:</b>	173	100%	186	100%

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

YES

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

Meeting Expenses i.e. Tea and Coffee.

Printing of leaflets for projects, letterheads, car parking tickets and promotional items. The percentage is small to date as the costs of the items are small compared to other purchases.

### 9.6.Trading discounts

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

	2005/6	2006/7
(Income without discount)	£8,891.31	£8,743.69
Income from Southside Sports Booking	£8,002.18	£7,772.17
<b>40% of customer were given 25% discounts value of in 2005/6 – in 2006/7 - 50%</b>	£889.13	£971.52

### 9.7. Contributions to the community

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

	2005/6	2006/7
Duke Street Play project	£4435.00	
All Saints Jr Football Club	£1500.00	
Oxford Street Church	£1700.00	
Parkfields Dragons	£2280.00	
All Saints Womens Resource Centre		£2000.00
All Saints Junior Football Club		£443.00
Total	£9915.00	£2443.00

What has been the value of in kind/free services, which may have been given to local residents or organisations? (e.g. photocopying, use of rooms, transport etc.)

Year	Overhead	50% of Overhead
2005/6	£25,099.91	£12,549.95
2006/7	£28,498.75	£14,249.94

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

		2005/6		2006/7
Staff member 1	50 hrs per mo	600 hours	50 hrs per mo	600 hours
Staff member 2	20 hrs per mo	240 hours	20 hrs per mo	240 hours
Staff member	20 hrs per	240 hours	20 hrs per	240

3	mo		mo	hours
<b>Total:</b>		<b><u>1080 hours</u></b>		<b><u>1080 hours</u></b>

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

		2005/6		2006/7
Staff member 1	600 hrs & £33 per hr	£19800.00	600 hrs & £33.99 per hr	£20,394.00
Staff member 2	240hrs & £23 per hr	£5520.00	240hrs & £23.69 per hr	£5,685.60
Staff member 3	240 hrs & £23 per hr	£5520.20	240 hrs & £23.69 per hr	£5,685.60
<b>Total:</b>		<b><u>£30,840.00</u></b>		<b><u>£31,765.20</u></b>

## **Section 10**

### **Conclusions and comments on the process.**

The aim in this document has been to try and ensure that it meets the Social Audit Network principles adequately but at the same time is shorter and rather more comprehensible. The main part of the document is in Section 7 where the results of ASAN's dialogue with its stakeholders takes place. This section in previous years has been difficult to follow and this year an attempt has been made to provide a reporting template which runs as follows:-

Strategic objective  
Organisational values  
Stakeholder category  
What our stakeholders said  
Our analysis of what they said

That thread is intended to run through this document and ASAN would welcome feedback on whether that has been achieved.

Another important factor which ASAN wishes to develop year on year is the ability to use the document to improve the organisations operations. We hope that this is being shown through the link between the proposed improvements from 2006 and the activities in 2007. Some matters will

take much longer to make changes to. With regard to staffing, ASAN has grown from an organisation with just one member of staff in 2000 to an organisation with more than thirty staff members in 2007. Combined with the organisational complexity, this growth sends out a challenge to all involved in managing the organisation.

We hope also that the process used in producing these accounts is a fair one. We have tended to vary our methodological approach very little from year to year. This is largely because it is helpful to keep consistent processes in place when trying to internally benchmark from year to year.

It is customary in social accounting to comment on the process and how it has been for the organisation over the year. For ASAN it continues to be a challenge to produce accounts in the form that we do in the timescale that we do it. Nevertheless the process is now fits quite logically into the organisational year and as it being demonstrated this year, provides a useful measure around which the organisation can reflect on its progress and its future work.

## **Section 11**

Recommendations for improvement.

A draft set of recommendations will be tabled at the Panel meeting on Wednesday 17<sup>th</sup> October, 2007.