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**The appendices for the accounts are available for view at the ASAN main office in the Community Centre*

Glossary of acronyms used.

ABCD	All Saints and Blakenhall Community Development
ACF	Adventure Capital Fund
AWM	Advantage West Midlands
BCC	Black Country Consortium
BME	Black and Minority Ethnic
CBSN	Community Business Scotland Network
CEO	Chief Executive Officer
CHP	Combined Heat and Power
CSPAN	Community Sports Partnership and Network
DAF	Deprived Area Fund
DTA	Development Trusts Association
ESOL	English as a second language
FA	Football Association
IIP	Investors in people
LAA	Local Area Agreement
LSC	Learning and Skills Council
LSP	Local Strategic Partnership
OCN	Open College Network
PCT	Primary Care Trust
RMC	Refugee and Migrant Centre
SAA	Social Accounting and Audit
SAN	Social Audit Network
SDA	Seventh Day Adventist
SRB	Single Regeneration Budget
VCS	Voluntary and Community Sector
WCC	Wolverhampton City Council
WEP	Wolverhampton Economic Partnership
WMSAC	West Midlands Social Accounting Cluster
WVSC	Wolverhampton Voluntary Sector Council

Section 1

Foreword from the ASAN Chairman

You are most welcome to the ASAN Social Accounts report which is in its seventh year. That is a very long time to be committed to what is not a statutory or regulatory process – it is entirely voluntary and I am very grateful to all staff who are involved in the process of producing the accounts each year. I am very aware that just this year, at least ten members of staff will have had some kind of input into the production of these accounts.

We believe at ASAN that producing social accounts while not compulsory is a must for any organisation that wants to demonstrate its worth to both its local and wider community. We are learning all the time about how best to engage with our stakeholders and how best to try and measure what we do as a community enterprise seeking to improve the quality of life for people in All Saints.

We have seen some changes in the organisation this year – we very much regret having to have made the redundancies we did earlier in the year. We are very grateful to the staff who were involved for the hard work which they have put in at ASAN. As an independent organisation, we have to live within our means, and the Board took the view that we couldn't sustain certain posts where there was no certainty that we would receive funding for them.

We are particularly unhappy that we are not able to play the role that we used to play with regard to training activity. However we have formed a strong partnership with the Adult Education Service who have moved into the Workspace and will be offering a range of training to local people when they start their work programme in the new year.

I would like to take this opportunity to thank everyone associated with these accounts for their help and support – I am very grateful to the Panel members who give of their time to take a view on the work we do here at ASAN. I would also like to thank all our stakeholders who have patiently completed questionnaires, sat in workshops or been prepared to speak openly about ASAN and its work. Our accountability to them is paramount and we look forward to continuing that relationship in the years to come.

Frank Amadedon, OBE.
Chairman of ASAN Ltd.

Section 2

Introduction to the Social Accounts for the period October 2007 to September 2008.

This will be the seventh consecutive set of social accounts produced at All Saints Action Network. It will also be the seventh attempt to engage all stakeholders in the process. At ASAN we don't always succeed in engaging everyone in as comprehensive a way as we might but our intention is to have a dialogue across the organisation and to try and measure our performance in every aspect of the organisations work. There are a number of reasons why it isn't always easy to have such a full account of our activities in the same way with each stakeholder group each and every year.

Firstly it is the case that some activities are quite short lived and setting up a means to engage new and short lived ideas in an ongoing process can be logistically complex. This last year we have been running a very interesting project with the Heritage Lottery Fund. The purpose of the project has been to try and find out how people from black and minority ethnic backgrounds contributed to the work of the Royal Hospital during its years as the City's main hospital. This is a one off piece of work which will be partly reported this year and then a fuller evaluation reported next year – and then as far as we are aware at the moment, that will be the end of the project.

Secondly we engage with people in a creative way in order to get their views about our performance (we hope), and it isn't always the right approach to talk to people about the same things year on year. We have conducted a very full questionnaire with staff in two consecutive years about their terms and conditions and we have taken the view this year that it is more appropriate to get a limited view on a number of key issues that concerned them last year.

Thirdly we need time to develop relationships with stakeholders and often a year isn't quite long enough to make the kind of step changes that we sometimes need to make in order to get their involvement in our organisation. A good example of this is the Big Garage where after no less than seven years of questionnaires, a third of our customers are now aware that we are a community enterprise with certain values and objectives. It takes time for people to understand what we are - even in our community development activity.

This year sees a number of major changes which have taken place within the organisation.

We have had a history of engaging with the local community through training and capacity building work. Some of this work has been funded through Single Regeneration Budget funds. We have also successfully managed to get funds from the Learning and Skills Council. Two years ago we were awarded a grant from Capacity builders to undertake social impact measurement work. Our aim has always been to make this work

as sustainable as possible. With that approach in mind we have developed our own brand of community consultancy so that we could train local people and make them more effective in employing themselves to do various types of work in their communities. The idea of Tara Consultancy came out of this approach. Tara has tried to sustain jobs in the consultancy field employing local people. The approach we had adopted until this financial year was to offer jobs to salaried staff. Toward the end of last financial year a decision was made that this was no longer sustainable and two post most closely associated with this work were made redundant. These are the Training Manager post and the Community Consultant post.

Meanwhile we have been invited by the Early Years Partnership to manage a Children's Centre contract for the All Saints area and so this has brought in an entirely new area of work which in future years, the social accounts will be able to report on. It is quite a complex contract involving two areas, All Saints and Blakenhall with ASAN employing the Co-ordinating post and some of the other staff and then other agencies involved in the delivery of other parts of the contract.

Another major change this year has been the emergence of the Workspace as the main facility within ASAN's activity. The Workspace represents a very considerable investment both for ASAN and for All Saints. A number of new relationships will be developed through the Workspace and again we hope that in future years, this will be reflected in forthcoming social accounts.

We hope that readers of these accounts will feel that they are true to the principles behind social accounting. That is to say that we believe that they are multi-perspective, comprehensive, certainly regular, containing increasing amounts of benchmarking and of course verified through the social accounting and audit verification process approved by the Social Audit Network.

To assist readers, there is a timetable for the current year setting out how the organisation builds social accounting into its everyday work.

Mike Swain
Chief Executive

Organisational planning timetable for 2008.

Activity	Date/time	What happens	Who is involved
Board and staff awayday	Saturday 2 nd February	Board and staff meet to review 2007 progress and look forward to 2008 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	Thursday March 13 th	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	Wednesday May 7 th	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	Thursday 26 th June	Update to Board	Board
Board meeting	Wednesday July 30 th	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 + various
Social accounts completed	End of September	Accounts are completed and prepared for circulation to Panel members and the Board	Mike +
Financial accounts completed	End of September	Financial accounts are received in draft form	Board sub group
Board meeting	Wednesday November 12 th	Board approves financial and social accounts	Board
Social audit panel meeting	Thursday 13 th November.	Panel meets to consider completed social accounts.	Mike, Harpreet and Sue/ Panel
Annual General Meeting	Thursday November 27 th ,	AGM receives financial and social accounts/reports, elects Board members and appoints auditors.	Board, staff, stakeholders.

Section 3.

Background information on ASAN

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

3.2. 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, Grove Primary School, 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. In 2001, ASAN campaigned to try and secure New Deal for Communities funds for the All Saints area. This campaign was successful with All Saints and Blakenhall being brought together as one area with designated status in 2002. The organisation set up to manage New Deal for Communities funds is the ABCD Partnership and ASAN has worked closely with the Government scheme receiving funds for a number of projects. ASAN is a long standing member of the Development Trusts Association and continues to play a leading role in the development of development trusts within the West Midlands. ASAN also works with other schools, religious and community organisations, the police, Wolverhampton City Council, Wolverhampton Primary Care Trust and local businesses. ASAN is a founder member of the Wolverhampton Network Consortium and is actively involved in the Consortium's activities. In 2006, ASAN was approached by the Early Years Partnership to be the accountable body for a Children's Centre in the area. The Children's Centre involves a range of agencies working with families with young children in the All Saints area.

3.3. 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 which will result in the construction of about 100 properties. A key feature of this scheme is the aim to enable existing house owners to relocate in the area in the new homes to be built.

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).

3.4. Structure, governance and management.

Introduction

ASAN is a charitable company limited by guarantee, which was incorporated in July 1998 and registered as a charity in 2002.

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

The company wholly owns ASAN Management Services Ltd, a private limited company, which is used to manage the trading activities of the charitable company.

Board structure

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

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

In addition, up to three people may be co-opted onto the Board and at least one third must stand down at each Annual General Meeting. The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as the Board of Management. The rules of the company allow for up to 10 organisational directors which ASAN interprets as local organisations while the individual directors are appointed as community directors who reside within the area of benefit.

Community Involvement

Membership of ASAN is open to anyone who lives in the All Saints area. A membership scheme is now in operation which local people are encouraged to join. Benefits to membership are linked mainly to the Tool Library.

The company is always interested in recruiting new members of the local community who can contribute to the work of the company. It is particularly interested to increase the numbers of women currently on the Board. It is also keen to attract directors who have business and/or other technical experience. This experience could be linked to the organisations interests in property and renewable energy. Under the requirements of the Memorandum and Articles of Association, the members of the Board of Management are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

Board operations and procedures

The Board is continually considering ways in which it can improve its understanding of the challenges it faces in the work that it does. New Board directors are encouraged to take part in an induction process which enables them to gain a wider understanding of the work of the company. In addition and from time to time, the Board reviews its need for training and other advice and support.

The Board reviews risk issues on a regular basis. This is achieved through a risk management policy implemented through the staff Management Team led by the Chief Executive. Regular risk assessments are undertaken on all activities within the organisation.

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

Position	Name
Community Director and Chair	Frank Amadedon OBE
Organisation Director (Haque Centre)	Dilbag Bungay
Organisation Director (Oxford Street SDA)	Maureen Johnson
Organisation Director (RMC)	Marilyn Burrill
Community Director	Colin Gough
City Council Director	Councillor Roger Lawrence
Community Director	Darren Thompson
Community Director	Neil Paddock
Community Director	Colin Smart
Organisation Director (Church of England)	Phil Davis

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 Chief Executive 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, ASAN has had a variety of sub committee structures although this is currently under review. There is at the moment one sub committee which considers Finance and Business Development matters.

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

At the moment there is a small sub group which is considering the development of the Powerhouse in Commercial Road. There is a further sub group responsible for the development of the Children's Centre.

Table 1. Governance arrangements

Governance structure	Meets	Function
ASAN Board of Management	6 times a year	Responsible for the overall strategic direction of ASAN
Finance and Business Development Sub committee	As required	Delegated by the Board to consider business and finance matters .
All Saints Community Forum	4 times a year	Established by ASAN in 2001 and used as a means for local people to discuss local issues.
All Saints Children's Centre Steering Group	Once a month	ASAN is the accountable body for the Children's Centre in All Saints
The Powerhouse Project Development Group	As required	Responsible for the development of the Powerhouse Combined Heat and Power project.
The Phoenix Project Phase 2	As required	Responsible for moving forward the next phase of the Phoenix Project.

3.5. Staffing structure.

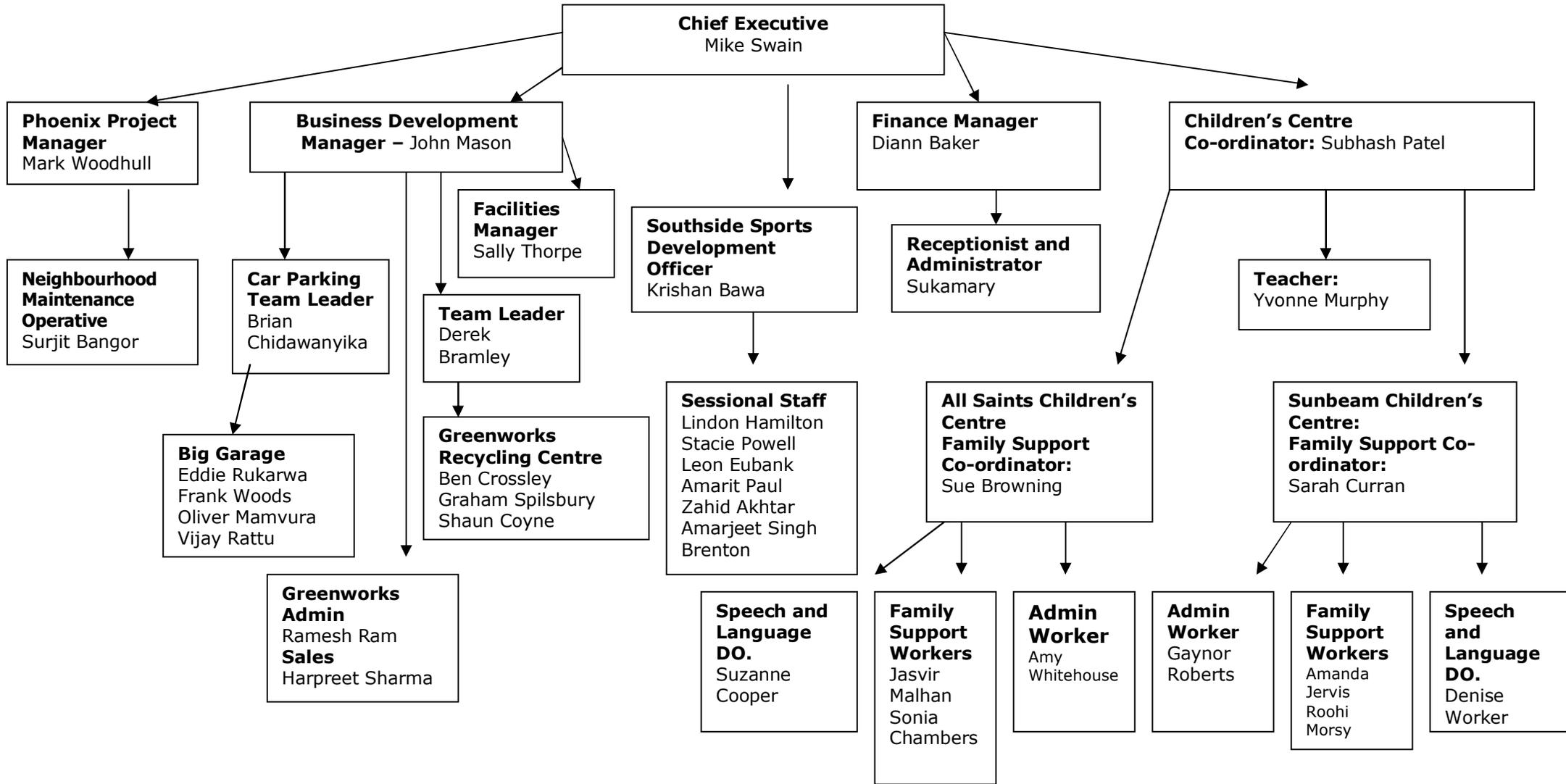
The staffing structure for the organisations reflects the organisation's strategic objectives. Currently there are four main objectives which are set out in Section 4 below.

The current staffing arrangements are as set out in the figure below.

In addition to the staffing arrangements below, ASAN also runs a Consultancy trading under the name of Tara Consultancy. Tara is run by a self employed consultant, Iftikar Karim. Tara employs a range of associate consultants from time to time.

Tara is a community development consultancy offering services in research, project development and management. It also specialises in organisational business planning in the community and social enterprise sector.

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>Patrick Boase</i>
Architectural Services:	<i>David Wilson Partnership Sjolander da Cruz 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>
Human Resources:	<i>HR Consultancy</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. Again adjacent to the community centre is the Workspace (formerly All Saints Primary School) and now owned by ASAN. The building opens in September 2008 as a managed workspace.

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

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

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 requirements of the Early Years Partnership with regard to performance management and Childrens Centre activity.
- ✓ 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.

Section 3. Vision, mission, value, objectives and activities.

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

3.13. 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 2008/2009 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:-

Activity	Detail	Resources
<i>The community forum</i>	<i>The community forum is a quarterly meeting which allows local people to give their views about issues in the area. It is also an opportunity for changes to be made.</i>	<i>The Forum is supported and run by ASAN</i>
<i>Son of LAMP (still under development)</i>	<i>This is a development of the Forum work and aims to engage local people in developing their own ideas about changes to the local area</i>	<i>This activity is being 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 ASAN Recycling Service</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 resourced 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 as part of the Phoenix Project</i>
<i>All Saints and Blakenhall Children’s Centre</i>	<i>This activity involves the provision of family support services to people in All Saints and Blakenhall</i>	<i>The project is funded by a mix of resources from the ABCD Partnership and the Early Years Partnership.</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:-

Activity	Detail	Resources
<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 and the Powerhouse.</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:-

Activity	Detail	Resources
<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>ASAN Community Consultancy</i>	<i>ASAN undertakes from time to time local research which aims to fulfil other project needs. The most significant piece of work this year has been some child care research undertaken in collaboration with the new Children's Centre.</i>	<i>This activity is resourced through work already undertaken by ASAN in its other activities.</i>
<i>Oral History project</i>	<i>The project aims to engage young people in collecting stories from previous employees of the Royal Hospital (drawn from BME communities mainly)</i>	<i>This project is funded by Heritage Lottery.</i>
<i>Partnership arrangements on training activities</i>	<i>Development of joint working with the Adult Education Service based at the Workspace</i>	<i>ASAN funded</i>

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

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

Activities within this objective:-

Activity	Detail	Resources
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>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>The Workspace will be refurbished by September and will start trading from early October.</i>	<i>Funding package involving AWM, ABCD, ACF, Sport England, WNC and ASAN</i>

Objective 5. To develop and manage the organisation effectively.

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

Activities within this objective:-

Activity	Detail	Resources
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 through ASAN resources.</i>
<i>Social accounting and reporting</i>	<i>Development and management of systems to account for all organisational activities.</i>	<i>Funded largely through ASAN resources although some projects have core costs incorporated.</i>
<i>Marketing and communications</i>	<i>Marketing is managed by each individual part of the organisation</i>	<i>Funded internally</i>
<i>Legal advice and support</i>	<i>For a range of reasons from leases to employee issues.</i>	<i>Funded through ASAN resources unless project costs allow otherwise.</i>
<i>IT support</i>	<i>Development and management of systems to enable IT throughout the organisation</i>	<i>Funded through ASAN mainly.</i>

**Section 5.
Recommendations from the 2007 accounts**

5.1. Matrix of areas for improvement for consideration by the organisation.

Area for Improvement	Stakeholders involved	Proposed action
1. Phoenix project engagement with landlords-need for detailed response for next accounts to check project value	Landlords, tenants and local community	Full scale questionnaire/other means to Engage with landlords during early 2008
2. All Saints and Parkfields Forum-lack of Clarity about future role of forum	Local community	To be considered by ASAN Board in November.
3. Environmental reporting- need for more Clarity on approach to consultation and environmental impact	Strategic stakeholders, local community	Consultation in early 2008
4. Consideration of more strategic approach to By taken by ASAN in All Saints.	Strategic stakeholders, local community	To be considered by ASAN Board in Away day In January/February
5. Training Issues-need for clarification within training activity about relationship with LSC, OCN and Matrix.	Strategic stakeholders, local community	To be considered by training for Employment Sub committee.
6. Business/ Car parking Customer service at Big Garage Late night opening at Big garage	Customers Customers	To be considered by Big Garage team Meeting Survey of customers to be considered

Area for Improvement	Stakeholders involved	Proposed action
7. Business/Southside Proposal for physical improvements Check ABCD relationship	Customers/user Strategic stakeholders	Draw up funding proposal for shelters/bins And seats Arrange Sports summit with ABCD
8. Business/Tara Need for consideration of the role of Tara for The future.	Tara customers, Tara staff/associates	Business plan review during late 2007 to Make recommendations to the Board Awayday
9. Business/ general Need to consolidate WMSAC work Consider our position with regards centre of excellence	Customers, Strategic stakeholders	To be considered at Awayday in January/February
10. Staffing-employee involvement and the Social accounting process	Staff	Discussion at Employee Forum initially
11. Staffing and salary issues versus conditions of service	Staff	For further Board consideration

5.2. ASAN response.

Following on from the publication of the last social accounts in 2007, the annual review awayday considered both the outcome of the 2007 accounts and how the organisation should respond. The table below sets out how the issue was dealt with and makes an assessment of what the current position is.

No	Area for improvement	ASAN response
1	Phoenix project engagement with landlords- need for detailed response for next accounts to check project value	The 2008 social accounts have a much fuller report on the activities within the Phoenix Project.
2	All Saints and Parkfields Forum-lack of Clarity about future role of forum	The New Deal For Communities programme formally ended funding for the forum in March 2008. ASAN has decided that the Forum remains a key part of the organisations work. Details of the Forums work are described in the Performance section.
3	Environmental reporting-need for more clarity on approach to consultation and environmental impact	Environmental reporting has not advanced as much as might have been hoped since the last accounts. The Eco Broker project ended on 31 st December, 2007. The Environmental Review however was completed with support from Groundwork Black Country and will form the basis of further work for the coming year.
4	Consideration of more strategic approach to be taken by ASAN in All Saints.	The need to take a more strategic approach in All Saints has been adopted in a number of ways. ASAN have played a leading role in promoting more sustainable approaches to energy use. ASAN are also setting in place a partnership between itself and Accord Housing Group with a view to take a more strategic approach to the future of housing in All Saints.
5	Training Issues-need for clarification within training activity about relationship with LSC, OCN and Matrix.	At the end of the 2007/2008 financial year, the Training Manager post was made redundant. Currently training activities are limited to partnership working with the Adult Education Service and occasional one off events. In house training is organised on a case by case basis unless economies of scale dictate otherwise.
6	Business/ Car parking Customer service at Big Garage Late night opening at Big garage	Customer service issues have been discussed at car park team meetings. Late night opening at the Big Garage remains uneconomical other than at Christmas time and night football matches.
7	Business/Southside Proposal for physical improvements Check ABCD relationship	Funding application submitted to Istock Cory and awaiting outcome. ABCD agreed further support subject to establishing clear sustainable strategy in the long term.

No	Area for improvement	ASAN response
8	Business/Tara Need for consideration of the role of Tara for the future.	Tara now very much downsized with self employed consultant leading on most of the Tara work. A further review later this year is planned to consider a change of approach and branding.
9	Business/ general Need to consolidate WMSAC work Consider our position with regards centre of excellence	WMSAC still very much in development although further success over the last year with WMSAC leading on a social accounting cluster in B'ham. Centre of excellence approach shortly to be explored through the development of the Business Centre at the Workspace.
10	Staffing-employee involvement and the Social accounting process	The establishment of an employee forum and regular team meetings through out the organisation has helped considerably in improving communications. Staff involvement in the social accounting process continues.
11	Staffing and salary issues versus conditions of service	The Board decided at the awayday in February to abandon its links with local authority pay and conditions of service on the basis that its arrangements should be more relevant to the organisations needs. A pay agreement for the financial year 2007/2008 offered 3% across the organisation which was superior to the local authority offer at the time. Future pay offers are to be based on an across the organisation offer based on the ability to pay and then where finances permit an across the organisation performance related offer. For 2008/2009, a further 3% has already been paid and a performance related offer will be considered after Christmas. Conditions of service have been reviewed with the help of our HR consultants with the issuing of a new contract which all staff have now signed.

**Section 6
Our stakeholders**

The review of ASAN's stakeholders undertaken in May 2005 is still in use and reflects the organisations relationship with both external and internal stakeholders. The key categories of stakeholder for these accounts therefore are as follows:-

Stakeholder category	Approximate No of Stakeholders	Relationship with ASAN
Local community	5,000 Approx	Those people who reside in the area of benefit. They will be users of the ASAN Recycling Service and the Tool Library. They will 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)	25	This category includes 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.
Key stakeholders	80	This is a wide ranging group which includes funders, strategic organisations and various other partners.
Suppliers		Suppliers are not consulted as part of the ongoing dialogue with other stakeholders. They are referred to in the Economic Impact section in relation to how local they are.

Section 7

The scope and methodology for the 2008 Social Accounts

7.1. Introduction.

ASAN is committed to engaging all stakeholders each year in its social accounting processes. It has been our intention therefore to be as comprehensive as possible. There are situations where it may not be practical to undertake social accounting activity and this is explained in the paragraphs below. In commenting on the scope of the 2008 accounts, there are three points to be made.

7.2. Scope

Firstly ASAN is committed to undertaking regular social accounting which will enable it to measure progress in aspects of its work. Regular and in this case annual accounting enables us to make comparisons with our performance in certain areas of activity. Regular accounting on an annual basis has enabled us to benchmark performance in our business activity. At the Big Garage we are now in our sixth year of comparing performance. At Greenworks we are also using year on year information. Tara has also got comparative information to enable it to consider activity over a number of years. Our intention will be to add our recycling activity and Southside Sports to this list next year.

Secondly ASAN is reporting a number of projects for the first time this year. The most important of these is the Phoenix Project where a major consultation with community members has enabled us to understand better how we might move the project forward in the short to medium term. The Phoenix Project links closely with ASAN's aspirations to become more involved in estate and housing management activity. The Phoenix information covers the recycling programme, the Tool Library and general work undertaken under the banner of the project.

This year also a major evaluation has taken place on the Southside Sports project. We have been able to find out how what our strategic stakeholders think about our operation and we have also used the opportunity to get some feedback from parents of young people involved at the facility.

Thirdly there are a number of areas of activity where it has not been possible to have a proper dialogue with our stakeholders. We don't regard this as an omission in social accounting terms. We think that the time is not yet right to integrate the project activity into the social accounting framework. The three main areas which are referred to here are the Children's Centre, the Workspace and the Oral History project.

Taking the Children's Centre first of all, the Children's Centre Co-ordinator was appointed in February of this year. The Children's Centre will open officially after Christmas. It is ASAN's intention to organise a Children's Centre discussion about how Centre activity can be incorporated into the

accounts early in the New Year. We will ensure that the Early Years Partnership is able to contribute to this discussion. The 2008 accounts do include a research project which has enabled local parents to comment on the types of work that the new Children's Centre should get involved in. We also plan to bring the new Workspace into the social accounts next year. This year it has simply not been possible as the building was only handed over in September. Again there will be a discussion amongst ASAN staff about how best to do this. Consideration will be given to making use of the Balanced Scorecard, a technique encouraged by the Adventure Capital Fund, one of the Workspace funders. ASAN currently have a 2007 version of the balanced scorecard which is available in our audit trail. Finally we have not been able to include any consultation with participants in the Oral History project. The accounts do contain a report on the project but it is our intention to incorporate a dialogue with participants in the 2009 accounts when a full evaluation will have been undertaken.

This year we have changed to arrangements in the accounts for reporting on environmental impact. Instead of creating a separate section, because ASAN has a dedicated objective linked to sustainability, we have included our environmental impact activity in that part of the report.

7.3. Methodology

Our approach to the accounts has been similar to previous years. The bulk of our reporting is via semi structured questionnaires which allow for a mix of quantitative information as well as the potential for people to express themselves. We have reported all comments made to use which has made the accounts rather longer. We have done this because it is difficult to decide which bits if any should be left out of our reporting. The questionnaires used in the consultation can be viewed in the audit trail/appendices along with all the raw data.

Some of the information reported on this year will be available in electronic form only.

Section 8 Report on performance for 2008.

8.1. Introduction

This section provides the real meat of the social accounts. In this section ASAN has pulled together two types of reporting.

Firstly we report on our performance based on the information that we already collect on a day to day, week to week basis.

Secondly we have collected information that has been specifically drawn together for the purposes of these accounts. Some of this information is being collected for the first time while other bits are collected on a regular and annual basis. We are therefore able to compare in some cases how our performance has changed over the years. In others we have to rely on a snapshot view provided by a one off report.

This section is divided like Section 3 into the four external organisational objectives which cover:-

- a) Locally managed services – Objective 1
- b) Sustainable development – Objective 2
- c) Training and capacity building – Objective 3
- d) Enterprise development – Objective 4

We have also attempted to link the consultation and reports to the values of the organisation. This helps to provide some context for the dialogue with our stakeholders. In each section we have added in the stakeholder groups affected again to give the reader some context for the dialogue.

8.2 Consultation with key stakeholders

8.2.1. Background and methodology

This section reports on the annual dialogue with a range of key stakeholders. These stakeholders range from organisations who manage regeneration programmes and fund ASAN to organisations who ASAN works in partnership with on some form of shared project activity. These stakeholders are categorised under the term “key” because they play a significant and often strategic role in the work of ASAN across one, some or all of its objectives. The list consists of approximately 75 contacts across the activity areas which ASAN is most closely associated in the areas of sports, childcare (new this year), community enterprise, business, funders, environment, housing and community safety. 31 stakeholders responded with 30 agreeing to take part and one indicating that they didn’t feel they were a stakeholder. The approach used with stakeholders was to send them a email questionnaire designed to take no more than 15 minutes to complete. The following sections set out the responses.

8.2.2. Questionnaire and responses

8.2.2.1. Which area of our work or activity do you know best from the four key objectives above?

Objective no.	Stakeholder response	Number of responses
1	XXXXXXXXXXXXXXXXXXXX	17
2	XXXXXXXXXXXXXXXXXXXX	13
3	XXXXXXXXXXXX	10
4	XXXXXXXXXXXXXXXXXXXX	16

8.2.2.2. What is your view of how effective ASAN has been in that particular area of work?

Comments.

◆ *I know that ASAN has been very effective in supporting organisations to do social accounting and audit. They originally received some money to do this and latterly worked through ISE in Birmingham. They also allow their CEO to take a very active part in the Social Audit Network. This – I believe – is very important and ASAN has been able to contribute through their support for SAA nationally and beyond the West Midlands.*

◆ *From a sub-regional perspective, ASAN is highly visible in terms of engaging with key stakeholders and promoting the profile of community managed services, social enterprise and sustainability.*

◆ *ASAN has become involved with two long standing voluntary organisations (both run by volunteers) in desperate need of professional help in developing funding applications for a new building and for long term stability and sustainability. ASAN has had to build relationships with local people and gain a good knowledge of the two organisations and how they operate. At the same time, ASAN has had to introduce and manage detailed discussions regarding complicated and difficult topics, ensuring that members can understand what options they have and what implications there are for them. Eg governance and management of a new building; bringing two organisations together; understanding outputs and outcomes; green issues and sustainability. ASAN has also had to link with local community groups and other partners eg Planners; Architect; New Deal; Sport England. Again, this has been complex and important for ASAN to try and marry together the needs of the two community organisations, and the objectives of other partners and in particular those with the cash resources that the organisations need for their new building and for the future. ASAN has been proactive and responsive to needs, attending many meetings to take the project forward. ASAN have met deadlines and I feel have taken the time to listen to and understand local peoples wishes, whilst at the same time challenging people to think about the future and what the challenges / issues may be. ASAN have also challenged the groups to think more clearly about how they need to work together and the strategic links they will need in future to sustain and grow what they do.*

◆ *In the completion of the tender to manage the Wolverhampton Link, ASAN demonstrated a clear understanding of the requirements of local people to be involved in monitoring and developing local services.*

- ◆ ASAN has bought and refurbished the former school premises which now incorporates learning facilities which are much needed in the area. It has therefore been effective in developing learning facilities and All Saints Workspace is identified as one of the learning hubs across the City.
- ◆ ASAN's support of WMSAC has been crucial to developing the practice of social accounting in the West Midlands. And over the past year, Mike's role as Chair of SAN has been an important contribution to the development of SAN as an organisation. It is really encouraging that an organisation like ASAN is able and willing to make such a contribution on the wider stage.
- ◆ My view is that ASAN has been particularly proactive in all of the above areas. ASAN has worked hard to strive towards maintaining a sustainable approach towards the organisations activities.
- ◆ To early to say as ACFs investment was for the refurbishment of the school building which was only completed in September 2008.
- ◆ Very effective. ASAN has maximised its use of resources through adopting a creative, business like approach to partnership working. However further joint work would be required between ASAN and partners to refine the operational practices with regard to management of some of its resources.
- ◆ Very effective.
- ◆ We think your operation is a wonderful support for the local community and whilst we are not qualified to talk about the area, when visiting we felt humble to be associated with a social enterprise who we could see help local people who are often from challenging backgrounds.
- ◆ ASAN have achieved good links within the community and been able to deliver a good service to residents and landlords. Being locally based and approachable helps to maintain close links within the community and other agencies.
- ◆ With regards to the big garage I have to say the team there are pretty un-customer friendly – and tend to make life hard for my team at times. We have tried things like providing lists with reg numbers – however this sometimes falls down. When then trying to deal with the issue we feel like guilty parties – not customers. As before I commend any work your company does for the local area – and would love to help where we can.
- ◆ ASAN have helped the Waste Partnership increase recycling throughout the All Saints area.
- ◆ I have no direct knowledge of the effectiveness of your work. Although personally I have many contacts with ASAN I do not consider myself or expect that I would be a beneficiary of it. I have received no feed back from parents about your work.
- ◆ By providing training and leadership skills to local people ASAN (Southside Sports) have been successful in establishing community led services. By providing training and leadership skills to local people ASAN (Southside Sports) have been

able to provide a route to employment and build local capacity. By developing robust business plans, creating key partnerships, developing new activities and actively seeking funding for programmes ASAN (Southside Sports) are working towards a sustainable approach to the organisations activities.

- ◆ *Very effective in the pursuit of viable assets as a source of ongoing revenue.*
- ◆ *Both (the Big Garage and Greenworks) are effective and well managed operations, offering useful services and an entry into employment.*
- ◆ *ASAN has been effective in lessening the proportion of its funding which comes from grants and correspondingly increasing the proportion which comes from enterprise/sales.*
- ◆ *The developments (at the Workspace) were extensively delayed (though a series of external factors) but are at last coming to fruition. In such situations there is inevitably the question of whether ASAN could have pushed things through more quickly, but I am not close enough to take a view on this. ASAN should certainly be strongly commended for not losing sight of the goal and persevering despite the many frustrations.*
- ◆ *Local people appear to be aware of ASAN's existence and have a good level of understanding of what ASAN is about. I have noted a high level of involvement within local groups and many new initiatives. ASAN appears to be making a difference within the local community, a very positive one.*
- ◆ *I've been really impressed with the new Workspace development and the scale of the Greenworks enterprise. The sports facilities also look great for the area. I'm not sure how close ASAN is to achieving financial self sustainability but the enterprises on offer are also of note for meeting the other three key objectives.*
- ◆ *ASAN continues to look at opportunities to provide services to the local community to benefit and improve both social and economic outlook. The ongoing development of their premises including managed work space is a very good example of efforts towards self sustainability. The ethos is to develop assets and services which lead into creating employment for local people and thus supporting sustainability.*
- ◆ *Not able to express a view.*
- ◆ *I have been specifically involved with objective 3. In general I am disappointed at the effectiveness of ASAN in this area. The reason being ASAN pulled out of the DAF consortia to deliver in the priority wards. I was informed the worker was made redundant after the programme had started. Recently, I have read ASAN as being a sub contract deliverer on another programme. I am being told ASAN have very little impact in this area in their NCD location. This is reinforced by the unemployed and worklessness statistics. Furthermore, ASAN has made no effort to contact WEP to see what joined up thinking can be done in the area, particularly with objective 3.*
- ◆ *ASAN is being proactive and is putting into place projects which, when they reach fruition will address these issues.*
- ◆ *This is an ongoing activity but I would say that ASAN were particularly effective in this arena and willing to "think outside the box".*

- ◆ *Very effective in helping the establishment of the lunch club and helping inspire church members to reconsider the church's relationship with the community.*
- ◆ *Although I have limited knowledge of ASAN, I believe that it is operatively effectively to meets its objectives.*
- ◆ *I am aware of the Greenworks project, which is very successful and employs local people . In addition the recent refurbishment of the All saints school has provided the workspace which will provide a range of traning and employment services – Although new ASAN have successfully engaged with a range of partners to deliver the objectives of the scheme to benefit people locally. I am also aware of the Phoenix project which is funded by ABCD but managed by ASAN which is improving the management of the private rented sector and offers support to both landlords and tenants – again this has been successful and I am aware that ASAN is looking at how the project might be sustained in the longer term.*

8.2.2.3. Do you think you will want to continue working with ASAN in the future?

Answer	Stakeholder response	Total
Yes	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX	30
No		0
DK		0

8.2.2.4. For Question 3, can you just give a brief explanation for your answer?

Comments

- ◆ *ASAN are an excellent organisation to work with. They are flexible, willing to contribute and adaptable. Their commitment to social accounting is legendary and very much appreciated.*
- ◆ *ASAN is a valuable resource to the BC Consortium as it enables the sector to engage and influence the approaches taken to driving forward regeneration across the Black Country.*
- ◆ *ASAN staff have a good understanding and grasp of local issues and how community groups operate. ASAN can relate to people and adapt materials and their input to the needs of the people they are talking to.*
- ◆ *ASAN have an understanding of the needs of their area and we will hope that they will consider working to provide cost effective service to the All Saints area and Wolverhampton area.*
- ◆ *ASAN owns and manages All Saints Workspace which houses the learning centre and therefore it is important that both the Learning Partnership and the Adult Education Service continues its partnership with ASAN in sustaining these facilities.*

- ◆ *We very much want Mike to continue as Chair of Social Audit Network! Beyond that developments with the Social Audit Network and social accounting in relation to Social Return on Investment have reached an intriguing stage and ASAN experience of social accounting will be an important grounding for SAN deliberations.*
- ◆ *We wish to continue working with ASAN on the work with young people theme and the healthy lifestyles/sports and fitness area with specific links to Southside Sports.*
- ◆ *ACF will continue to work with ASAN over the period of its investment by providing ongoing support. Monitoring visits will give the organisation the opportunity to discuss its progress and highlight any issues which the ACF may be able to assist in resolving, eg additional technical support. However, the organisations communication with the ACF needs to be improved as historically, to date, information has only generally been provided upon request from the ACF.*
- ◆ *The existence of organisations such as ASAN is critical to the aspirations of the City. Personally speaking I feel that the ASAN model is one of good practice which could be replicated across the city. However it is imperative that such organisations adopting this model would have leaders and board members with the drive, enthusiasm and skill base demonstrated by ASAN.*
- ◆ *Important partner for the City Council.*
- ◆ *As a large manufacturing local employer in the west midlands it is important for us to maintain a sustainable employment flow. By association, working with ASAN we hope that our input allows funding in your operations to continue to train people in basic skill and this then keeps the employment route flowing.*
- ◆ *I have had a good working relationship with Mark Woodall and we have by good partnership working been able to make All Saints a safer area. If Mark comes across issues of crime or anti social behaviour that I can assist with he will have no hesitation in seeking my advise. By working together we have been able to reduce crime in the All Saints area.*
- ◆ *The Waste Partnership anticipates continuing to work with ASAN in promoting recycling throughout the All Saints area.*
- ◆ *I am always willing to work with community partners.*
- ◆ *I will want to continue working with ASAN (Southside Sports) in the future as I feel that they are a key component in the development of sport and physical activity in All Saints and the surrounding areas.*
- ◆ *ASAN has played a positive role in advancing the interests of development trusts and the social enterprise sector.*
- ◆ *ASAN provides useful services.*
- ◆ *ASAN is a respected and well know organisation with a strong reputation for innovation and integrity. In an area of significant disadvantage, it has strong roots and is symbol of hope.*
- ◆ *ASAN is one of the most highly regarded development trusts in the West Midlands, and indeed is respected at a national level for its achievements. Mike*

Swain has played a valued and constructive role in the DTA regional network and more recently on the DTA national Board. Furthermore he continues to play a national role in promoting social accounting through the social accounting network, and his approach is a welcome and important antidote to the tendency of some to over-complicate the task of measuring impact.

◆ *My experience has been very positive. There seems to be many areas in which ASAN can improve the life chances for residents in the area. My personal experience has been very good in that ASAN have been honest and reliable, volunteering time and resources for local projects.*

◆ *ASAN has a lot to offer our organisation in terms of providing an example of a successful development trust. We would also hope to develop partner projects in the future.*

◆ *In particular we would want to work towards developing the new managed workspace/incubation and to increase the number of new start up businesses from the area and which grow and are sustainable.*

◆ *It is evident that ASAN are the authentic voice of the local community.*

◆ *I would like to understand the organisations commitment to various agendas, particularly objective 3. My impression is that ASAN is trying to do too many activities. It should concentrate on fewer key objectives. In my opinion there is some confusion with the objectives of the ABCD and ASAN. I am board member of ABCD. The NDC are looking at a number of exit strategies that fall within the ASAN remit.*

◆ *Will continue working with ASAN because it's one of my work objectives and also because I enjoy working with them as an organisation. I respect their commitment to the local community and their commitment to a neighbourhood which, without them would offer a lesser quality of life.*

◆ *Whilst the ABCD programme continues to run to March 2011, ASAN will remain a key player.*

◆ *The relationship has been helpful, fruitful and enjoyable.*

◆ *We are contracted by Sport England to manage a number of programmes and interventions to increase participation particularly in areas for which ASAN serve. We will be channelled through the Wolverhampton Community Sports & Physical Activity Network.*

◆ *Having worked alongside an organisation like ASAN with such a level of commitment to the local area and community it is important that such an organisation sustains the work developed by the New Deal programme and also ensures that the outcomes of the programme which are very close to ASAN's are realised in the longer term when the programme has ended.*

8.2.2.5. Do you think that the objectives above and the activities ASAN is undertaking are relevant to All Saints and Wolverhampton?

Answer	Response from stakeholder	Number of responses
Yes	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx	28
No		0
DK	xx	2

8.2.2.6. For question 5, can you give a brief explanation for your answer?

Comments

- ◆ *I am not a local stakeholder and can only really answer for the part of ASANs work that I am aware of. They appear to be very effective and well respected locally – this becomes obvious in their consultation with stakeholders as part of their social accounts.*
- ◆ *As a locally based network, ASAN enables a community led approach to local activities. By reflecting the views of local residents in its activities, this enables those activities to be responsive and flexible to meet local need.*
- ◆ *May offer potential opportunity for links once the two groups and the new building is established in Walsall.
Has improved ASANs knowledge of funding and given the experience of working with partners/bidding for grants which may benefit the local area in the future.*
- ◆ *The objectives of ASAN are in line with the key requirements to build a sustainable and economically viable local economy which is necessary in the improvement of the Wolverhampton local economy.*
- ◆ *I can only comment on learning; the area covered by ASAN is one of the most disadvantaged in terms of participation in adult learning and in the numbers of residents holding a Level 2 qualification. There are also significant issues relating to language ability (ESOL principally). The learning centre is one means of addressing these issues.*
- ◆ *This is difficult for me to comment on ... There is not doubt that SAA has been and will continue to be important for ASAN and so presumably also for ASAN's contribution to All Saints and Wolverhampton.*
- ◆ *We wish to continue working with ASAN on the work with young people theme and the healthy lifestyles/sports and fitness area with specific links to Southside Sports.*
- ◆ *Building local capacity and providing local people with opportunities for work, employment and training is relevant to the people of All Saints and Wolverhampton. This provides real opportunities for change and personal development which in turn can support wider community development and social regeneration.*
- ◆ *ASAN's services are delivered in the community for the community's benefit. The training and development of individual's skills in order for them to gain employment and the provision of childcare are of significant benefit.*

- ◆ *Personally I feel that any social/community enterprise model within the City would have a sound direction of travel if it were able to work to those objectives outline above.*
- ◆ *Your employment route is paramount to All Saint and the Wolverhampton Area. Some of the projects developed have boosted the profile of the area and bought people in to the area who would not necessarily have visited the area. This can only have a positive impact.*
- ◆ *I think ASAN have met their four key objectives and will continue to regenerate the area by focusing on them. ASAN has a clear strategy and have proved they are capable of delivering.*
- ◆ *The areas identified by ASAN are key areas for the All Saints area.*
- ◆ *My knowledge of the area would suggest that the objectives are entirely relevant.*
- ◆ *The key objectives are relevant and each aspect links into and affects each other. Providing training and employment opportunities is an important element for the local area as well as the city as a whole and will have an impact on the number of community led services. By becoming financially self sustaining and securing the organisations future more opportunity for social enterprise, new activities, development of existing activities and employment opportunities can be considered. As a whole although there are only four objectives, they have the potential to have a wide impact.*
- ◆ *A community enterprise which is accountable to the local community, independent and successful in developing resources and services to improve the quality of life in the area is vital for the community's prosperity.*
- ◆ *ASAN brings a social perspective to the business of service delivery; this is becoming less of a feature in the contract driven voluntary sector and public sector culture – it is potentially flexible enough to respond swiftly to local need and opportunities.*
- ◆ *Ignored by too much of the commercial sector, it is important to the area to have alternative services available, a gap which ASAN helps to fill. In delivering services, ASAN helps provide employment and training. It is one reason why this area has greater social capital than might be supposed from looking at the raw social indicators. Because of its lessened reliance on grants, it is moving towards sustainability.*
- ◆ *I don't know the detailed situation in All Saints and Wolverhampton. But the experience from across the UK is that the community enterprise approach as exemplified by ASAN has been a powerful agent for social, economic and environmental transformation in many communities, not least those experiencing structural neglect and deprivation.*
- ◆ *All Saints has been deteriorating for a number of years, its close proximity to the town centre has attracted many people who have been transient and the community has become disjointed and run down. The objectives that ASAN have in place are exactly what are needed to rebuild the community, to give the local people a purpose, encouraging new skills and providing regeneration and hopefully a return to a community that is proud of its environment and what it can offer to its residents.*

- ◆ *The four key objectives are closely matched to meeting the needs of local people in a financially sustainable way. Further ASAN has ensured that its activities meet each of its objectives.*
- ◆ *ASAN have identified an opportunity to improve the level of incubation and managed workspace in the Wolverhampton area which was lacking.*
- ◆ *Major regeneration is vital to the area and it is essential that the views of the local community are co-ordinated under a single umbrella. We have found ASAN to be particularly effective in this respect.*
- ◆ *I am not sure what comes first the commitment from ASAN or the lead from ABCD and WCC. This then raises the issue of whether ASAN is chasing the money or committed to a particular cause. I think with ABCD coming to a close shortly, there needs to be a clear understanding what ABCD will be delivering as part of its exit plans and what ASAN is delivering on the social enterprise agenda which is for the benefit of All Saints residents. My personal view is that there needs to be clarity around this agenda.*
- ◆ *I think a comprehensive answer is set out in the All Saints Investment and Renewal Strategy which identifies some objectives which are being pursued and others which need to be.*
- ◆ *As far as I am aware, ASAN does not undertake activities outside its catchment area.*
- ◆ *Not really! Just a gut reaction that they seem like the right thing!*
- ◆ *But, need to ensure engagement with the Wolverhampton CSPAN, Chaired by Dr Adrian Phillips Wolverhampton PCT. This will provide connectivity with the Sport and physical activity agenda within Wolverhampton and opportunity to access future national sports funding such as Sport Unlimited.*
- ◆ *All Saints remains a priority area for a number of partners in the City including the NDFc programme. ASAN remains a key organisation recognised by partners for their ability to work within the community to develop/support/sustain initiatives to benefit local people.*

8.2.2.7 Analysis

The response to the email questionnaire was just around 40% of those invited to comment. This has been a satisfactory response rate.

Based on the responses to the initial question about which area the stakeholders were aware of ASAN's work, there was a reasonable spread across the four objectives. The majority of ASAN's current activities are within Objectives 1 and 4 and those were the objectives where there were the largest number of comments. The least comments are within the area of training and capacity building and that to a large extent is explained by ASAN's lack of involvement in that area of work in this current year following a small restructure at the end of the 2007/2008 financial year.

With regard to the comments made, there are some useful and helpful observations made about the type of work ASAN is involved in. It is clear that ASAN's increasing role in social enterprise developments beyond All Saints and Wolverhampton is significant. While this is an increasing burden on ASAN's limited resources, nevertheless it remains a key part of everyday activity. The year covered by this set of accounts has seen ASAN invited to make short presentations in a variety of different settings at local, regional and national level.

While this type of activity is resource intensive, it remains a priority for ASAN to collaborate with stakeholders interested in the social and community enterprise sector.

It is clear from one comment made that ASAN's reorganisation of its strategic approach has not been adequately communicated to external stakeholders. The ending of ASAN's direct involvement in some aspects of its training activity following the redundancy of the Training Manager has been a major change in the organisations approach. It appears that this change has not been understood by some stakeholders and efforts will be made in due course to talk this through with those concerned. ASAN of course remains committed to training and capacity building and is working closely with the Adult Education Service through the Workspace to provide direct support to local people. Its community consultancy activity continues to offer training, capacity building and employment locally.

We are generally encouraged by the response from our key stakeholders. We recognise that some of our project activity particularly with regard to the Workspace places increasing responsibilities on us to deliver on our aspirations. We see this as a challenge however that will keep us occupied! We also recognise the level of expectation that is now developing about what we may be able to achieve as a growing organisation. We were challenged two years ago in our accounts for not being strategic enough in our approach to All Saints. We think that we have begun to deal with that challenge now and we are pleased that Tesco has seen fit to involve us in their plans. We are also very encouraged by the City Council's support for both our housing aspirations and for our work on renewable energy.

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

8.3.1. Values and stakeholders

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 and volunteers.
Stakeholders consulted	Key stakeholders (see Section 8.2 above) Phoenix Project users including the Tool Library and the Recycling Service. Community Forum participants Members of the All Saints community

8.3.2. Background

In this part of the social accounts, we are reporting on the activities referred to in Section 3.13. We have reported views of key stakeholders above in Section 8.2. We have produced a full report on the Phoenix Project which now incorporates activity related to recycling and the tool library. We have also included some information on the community forum and developments which we anticipate our emerging from community forum activity.

We are not reporting on Children’s Centre activity this year. The Children’s Centre Manager was appointed in February of this year and there has been to date no direct services provided to the local community. This has been due to the fact that the main base for the Children’s Centre is still not fully operational. Minutes of the Children’s Centre Steering Group are however included as part of the addenda to the accounts so that it is possible to see how the Centre has been developing. An approach to social accounting will be developed early in the New Year as part of the development of the Children’s Centre business plan for next financial year.

A research project has however been undertaken managed by Tara Consultancy to ascertain local views about childcare needs in the future. A summary of the research is included in this section and the full research report is available in the appendices.

8.3.3. Phoenix Project Report

The reporting information contained below consists of

- a) Project activity over the last two social accounting years.
- b) A customer survey undertaken earlier this year (in June 2008) of the membership of the Tool library.
- c) A customer survey of the Recycling Service.
- d) An analysis of the information within the Phoenix Project

a) Project activity over the years 2006/2007 and 2007/2008.

This information is a recording of every contact made by the Phoenix Project over its day to day, week to week work programme. The contact will involve either giving advice or information, undertaking small jobbing repairs, delivering tools, use of the recycling service or referring residents on to another agency.

Year	Landlords	Tenants	Owner Occupiers	Other	Total
2006/2007	117	240*	191	12	560
2007/2008	82	508**	457	52	1099

*** 166 Council/42 Private/32 Housing Association**

**** 297 Council/113 Private/ 98 Housing Association**

b) Customer Survey for the Tool Library –2008

A sample customer survey was conducted amongst 20% of ASAN's fledgling member group (150 members at time of survey), the results of which were:

Q1.How often have you used the services of the Phoenix Project?

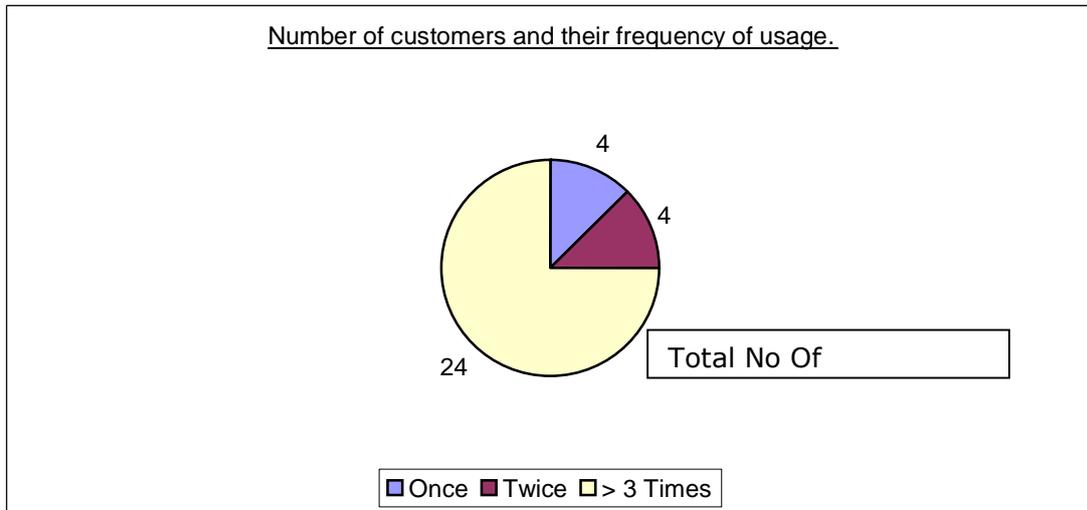


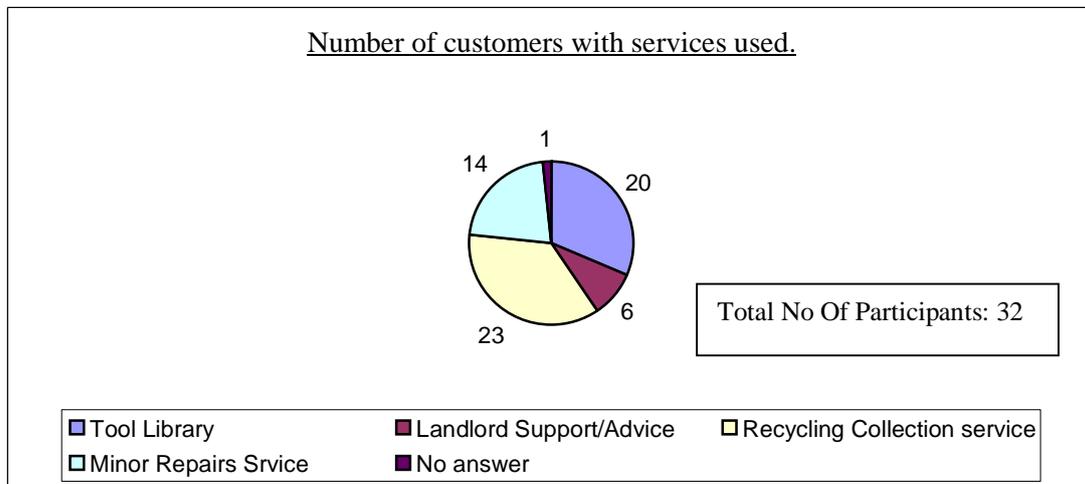
Diagram1: Customers number and their frequency of using services of Phoenix Project.

Frequency	2007/08
Once	13%
Twice	13%
> 3 Times	74%

Table 1: Customers' frequency of using Phoenix Project Services in percentage.

Q2. Which services have you used?

Diagram 2: Number of customers with services used.



Of the 32 customers surveyed, the average number of services used was 2.

No Of Services Used.	Number of Customers
None	1
1	9
2	16
3	5
4	1

Table 2.1: Number of customers and how many services that they used.

Service Offered	2007/08
Tool Library	31%
Landlord Support/Advice	10%
Recycling Collection service	34%
Minor Repairs Service	23%
No answer	2%

Table 2.2: Customers usage of Phoenix Project services in percentage.

Q3. Please give your comments on the services you have used.

Comments: -

- ◆ *Tool library has saved me money in terms of buying tools. Now I can borrow any tools using Phoenix Project with small fee (for petrol) or no fee at all.*
- ◆ *The attitude of the staff is really good.*
- ◆ *I am now able to tidy up the garden with very affordable charges. The collection of household items was attended to in a professional manner.*
- ◆ *I received very good advice about how to use the tools and health and safety.*
- ◆ *I have never experienced any problems with any of the tools I have borrowed.*
- ◆ *The quality of service and attitude of staff has been excellent. The attitude from all staff is pleasant, polite and very helpful. I rate them 1ST class.*
- ◆ *Very satisfied with work done. I don't foresee anyone else being able to do the sort of service Phoenix Project has been offering.*
- ◆ *Fantastic staff with friendly and co-operative manner.*
- ◆ *Very helpful and understanding. Great quality of service, the attitude of staff was respectful.*
- ◆ *Easy to arrange the collection and top service from the staff.*
- ◆ *The collection of household items was arranged in a professional manner.*
- ◆ *The service levels were excellent and we received very good advice.*
- ◆ *Staff show a real love for the community.*
- ◆ *Excellent service, which we cannot lose.*

Q4. As the Phoenix Project is looking to expand, what other services would you like to see provided?

Comments:-

- ◆ *I would like to see a better catalogue of tools.*
- ◆ *A show house for the local community to view, so they may adapt new ideas for their own property.*
- ◆ *I would like to see minor home repairs scheme, tidying up the area and gardens.*
- ◆ *Closer links between tenants and Phoenix Project. For example, the Phoenix Project perhaps having a list of prospective tenants who are socially responsible, thereby moving a better quality of tenant into the area. This list could then be passed to landlords.*
- ◆ *Help with other activities such as decorating or gardening for people who need assistance.*
- ◆ *Classes on "how to maintain the garden", recycling product show and education related activities.*
- ◆ *Help with pensioners' gardens.*
- ◆ *More police patrol in the night.*
- ◆ *Repairing service for example wall papering and painting.*
- ◆ *Few houses may need front lighting and it's more important during wintertime.*

◆ *Building, plumbing, fence painting spray tools and weed killer spray tools.*

Q5. Would you be prepared to pay for the existing and future services?

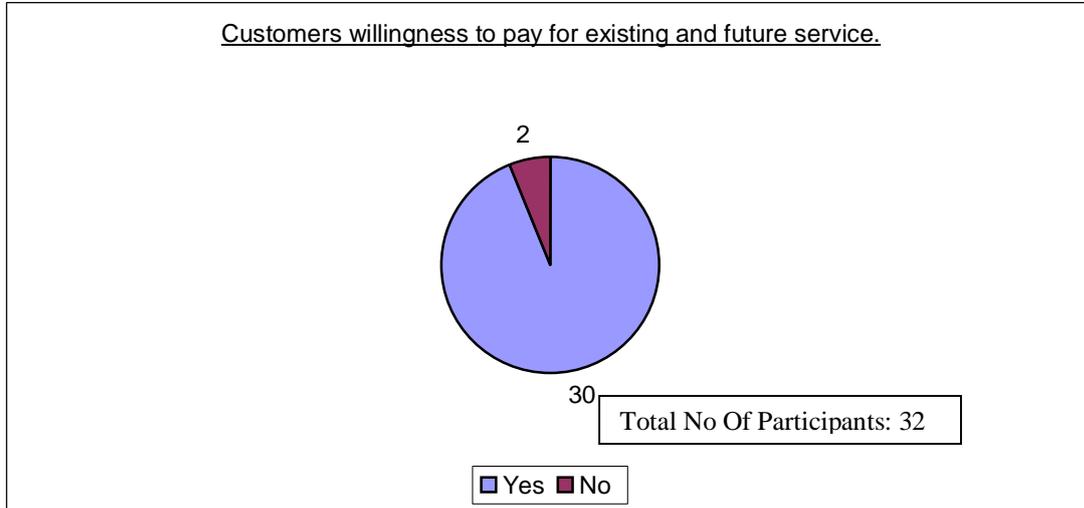


Diagram 2: Customers number and their willingness to pay for existing and future services in Phoenix Project.

Willingness to pay	2007/08
Yes	94%
No	6%

Table 2: Customers willingness to pay for existing and future Phoenix Project services in percentage.

Comments: -

- ◆ *Small fee OK.*
- ◆ *Depends how much.*
- ◆ *Yes, but here should be a graded scale as some people could afford more.*
- ◆ *As long as they are charges that everyone can afford.*
- ◆ *Yes within pension budget.*

8.3.4. Customer Survey Analysis

24 of the 32 members (74%) had used the services of the Project 3 or more times, indicating that the Project is well used by members.

The most used services amongst the sample were the Recycling Collection Service, the Tool Library and the Minor Repairs Service.

Comments regarding the services provided were very complimentary, particularly regarding staff performance and attitude.

As far as Project expansion was concerned, members indicated that they would like to see gardening and DIY services enhanced, particularly painting and decorating.

30 of the 32 (94%) of the members surveyed indicated that they would be prepared to pay for Project services. Many thought that payment should be based on "ability to pay" (donation?). This would have implications for the Service's financial viability.

c) Customer Survey for the Recycling Service –2007/08

A sample of service users were requested to complete a questionnaire after the collection. The responses were as follows: -

Q1.How often have you used the recycling service?

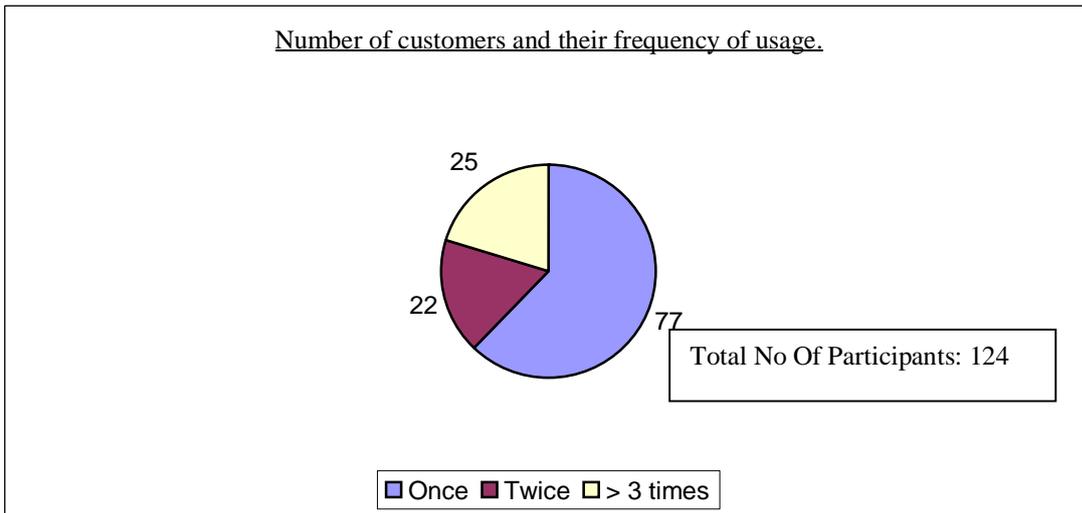


Diagram1: Number of customers and their frequency of using the recycling service.

Frequency	04/05	05/06	06/07	07/08
Once	10%	20%	33%	62%
Twice	45%	23%	27%	18%
>3 times	45%	57%	40%	20%

Table 1: Customers’ frequency of using the recycling services as a percentage from 2005 to 2008.

Q2. Did you have any problems booking the collection?

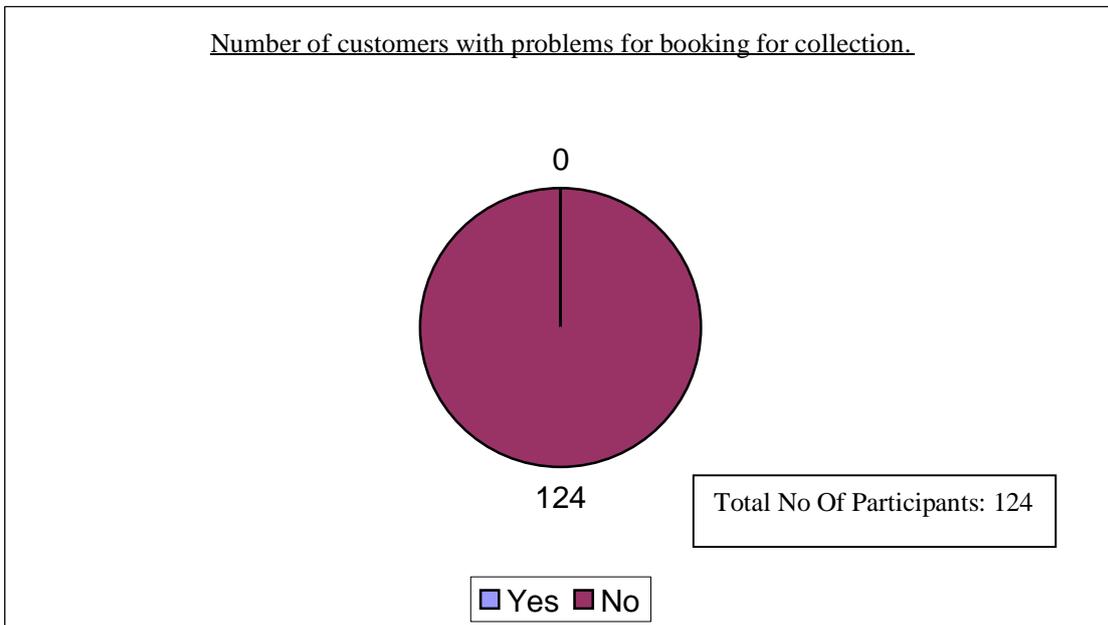


Diagram 2: Number of customers with problems for collection booking.

Problem in booking	2005	2006	2007	2008
Yes	0%	3%	0%	0%
No	100%	97%	100%	100%

Table 2: Number of customers with problems for booking for collection as a percentage from 2005 to 2008.

Q3. Were there any problems with the collection?

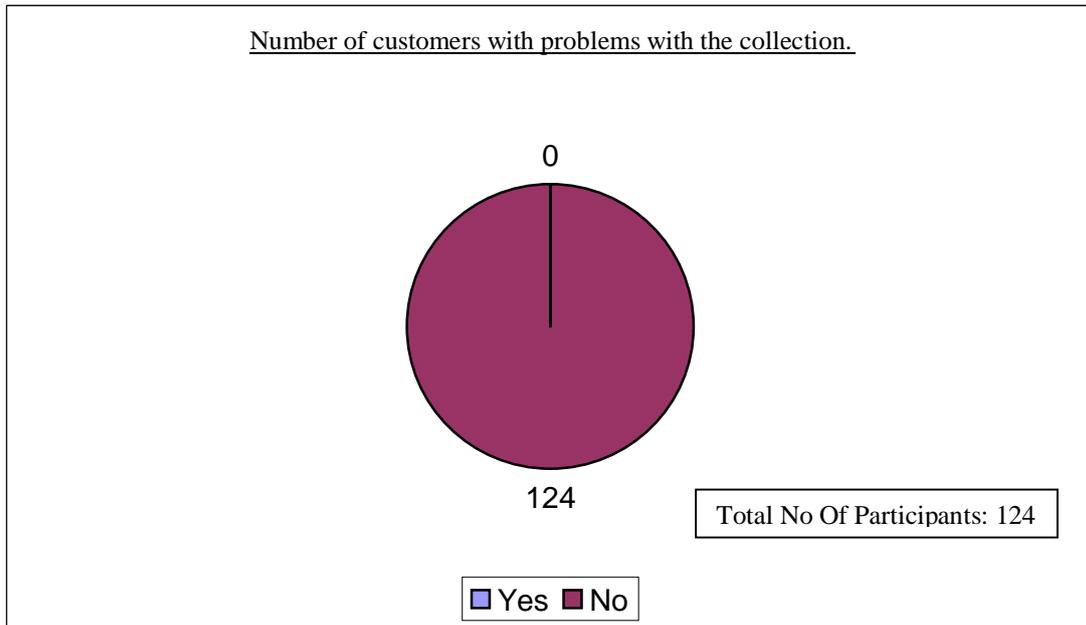


Diagram 3: Number of customers with problems with the collection

Problems with collection	2005	2006	2007	2008
Yes	0%	0%	2%	0%
No	100%	100%	98%	100%

Table 3: Number of customer with problems with the collection as a percentage from 2005 to 2008.

Q4. Are you aware that the service is a voluntary one operated by ASAN and totally independent of the Wolverhampton City Council?

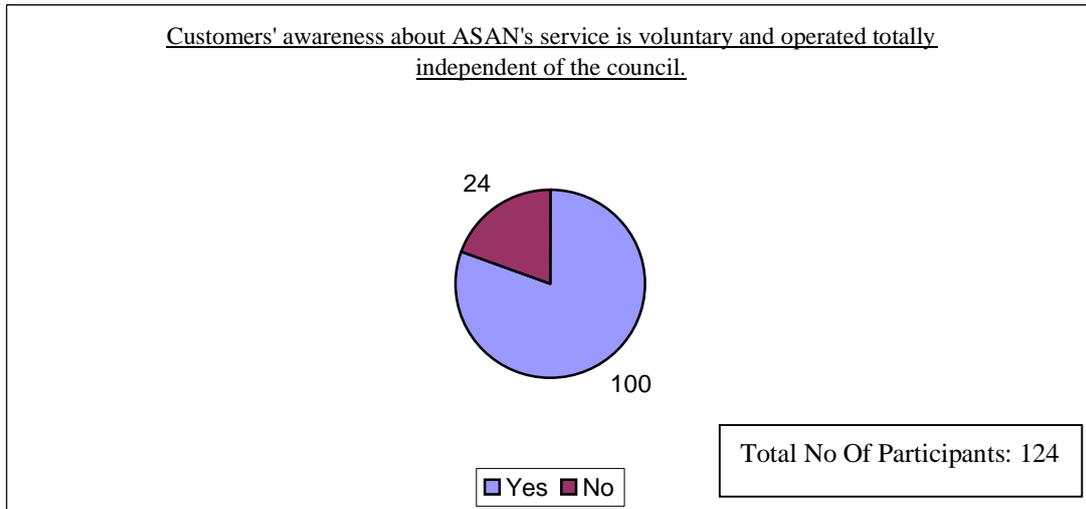


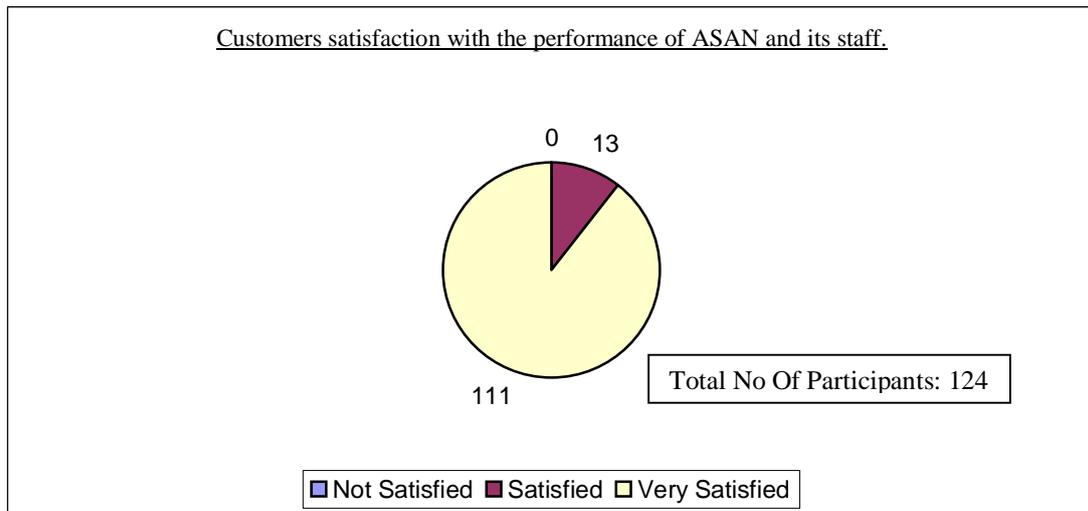
Diagram 4: Customer's awareness about whether ASAN's service is voluntary and operated totally independent of council.

Customer's awareness	2005	2006	2007	2008
Yes	80%	70%	73%	81%
No	20%	30%	27%	19%

Table 4: Customer's awareness about whether ASAN's service is voluntary and operated totally independent of council in percentage from 2005 to 2008.

Q5: General satisfaction & comments.

Q5a. In general how satisfied were you with the performance of ASAN and



its staff?

Diagram 4: Customers satisfaction with the performance of ASAN and its staff.

Satisfaction Level	2005	2006	2007	2008
Not Satisfied	0%	0%	0%	0%
Satisfied	40%	33%	11%	10%
Very Satisfied	60%	67%	89%	90%

Table 4: Customers satisfaction level with the performance of ASAN and its staff in percentage from 2005 to 2008.

5b. Do you wish to make any comments that would enable ASAN to improve the quality of the service?

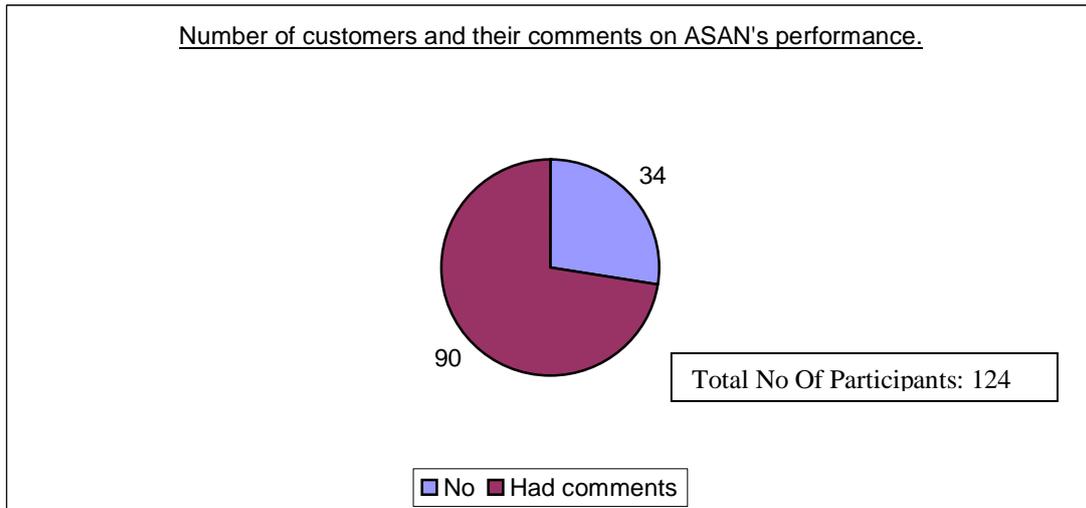


Diagram 5: Number of customers and their comments about ASAN's performance and its staff.

	2005	2006	2007	2008
No	75%	73%	67%	73%
Had Comments	25%	27%	33%	27%

Table 5: Number of customers and their comments about ASAN's performance and its staff in percentage from 2005 to 2008.

Comments: -

- ◆ *Very happy with service and staff who work in the service.*
- ◆ *Thank you (Very helpful and polite).*
- ◆ *I think they do a fabulous job and it is not what you get in other areas. Council should provide funding as it helps to keep the rubbish down which might well end up on the streets.*
- ◆ *No comments. Happy it was removed quickly.*
- ◆ *Keep up the nice work.*
- ◆ *A very good service which enables me and others to live in a clean area by removing the unwanted items. Thank you.*
- ◆ *We are very satisfied with this service.*
- ◆ *Was quite impressed by the service.*
- ◆ *Thank you very much, the staff were extremely helpful. God bless them.*

- ◆ *Very helpful and reliable. A very useful service especially for the elderly and infirm.*
- ◆ *The service provided by the staff is of a very high standard, keep it up. Thank you for everything.*
- ◆ *Hope this service continues. Has been extremely helpful for me. Service was good.*
- ◆ *An excellent service for the community. Keep up the good work. Quick and friendly, staff prompt would use again. First class service. Thank you.*
- ◆ *Fast friendly service.*
- ◆ *There is no improvement to be made. Very friendly, helpful and very informative.*
- ◆ *Keep up the good work nice people.*
- ◆ *They were very helpful indeed.*
- ◆ *Get a bigger truck as you only pick up once a week and pick up more times in a week. Thank you.*
- ◆ *Thanks for helping us clear some unwanted items.*
- ◆ *Thank you for your service."*
- ◆ *No. Perfect.*
- ◆ *Happy with service as it is.*
- ◆ *I think the ASAN group have done a good job and I know I will be using them again and again in the near future.*
- ◆ *No thanks, you keep doing the job that you are doing.*
- ◆ *I will be using this service again, your staff are very polite and helpful. Thank you.*
- ◆ *A very friendly service. Very satisfied with the help of the service. Thank you.*

d) Analysis of survey

During the accounting period, 55 Recycling Collections were carried out serving 433 households (approx 8 households per collection). 72 permits were allocated to ASAN (by Enterprise/City Council) during the period, allowing the service to be provided on a weekly basis. Unfortunately, permits have been reduced to 24 for the next accounting period, thus seriously reducing the service. 124 customers were surveyed, of which 77 (62% were using the service for the first time. This indicates that "the word is spreading" and we are likely to get oversubscribed in future accounting periods. In the coming year there will be a reduction in the number of permits available to us because of a change in policy by the Council with regard to charitable organisations recycling. This is likely to lead to customer dissatisfaction/frustration and increased fly-tipping. Customers continue to be satisfied with the booking arrangements and nobody encountered a problem with their collection. The number of customer's realising that ASAN operates the service independently of the City Council remains constant (c 80%). 100% of customers were satisfied/very satisfied with the performance of ASAN and its staff. It is noticeable that the number being "very satisfied" has increased from 67% to 90% in the 2 years that the service has been carried out by the Phoenix Project. Comments regarding the service provided were very complimentary, particularly regarding staff performance and attitude.

8.3.5. Community forum as an ASAN managed service

Background.

The Community Forum activity has undergone a significant change during the course of this social accounting period. It had been reported in the 2007 accounts, that the funder of the Support Worker for the Forum had made the decision to withdraw funding for the post. Clarification of the position with regard to the Forum's role was sought from the funder, the ABCD Partnership and it became clear that they no longer saw the Forum as performing any useful function from their point of view.

The Forum Support Worker was duly made redundant on the 31st March. Up to that period the Worker had supported two quarterly forums.

Forum activity

There has been no formal consultation with local people on the Forum issues in the last year mainly because of the confusion surrounding support to the Forum and its Worker. Prior to the arrival of the ABCD Partnership, ASAN had run its own forum. The ABCD Partnership had come in and changed the arrangements.

At the beginning of the financial year, ASAN has changed them back again and the Forum is now up and running under new management. There have been two forum meetings attracting about 30 people each time. The Forums are now much more low key and the approach to the meeting is more informal. The issues handled by the Forum are very much as before. The main difference now is that Forum issues are dealt with either by ASAN staff or by agencies who turn up to the meeting.

The Forum and the Phoenix Project

Much of the Forum activity links in closely with the work of the Phoenix Project. Added to this, the Phoenix Project has developed a membership of local people (now nearly 250) who use their membership to get a range of services including tools from the Tool Library and the Recycling Service. In addition ASAN is now in discussions with a local housing association over potential housing management responsibility in the medium term. Because of this dialogue and because of local peoples interest in greater involvement in estate management, increasingly the Forum will become a sounding board for local people to talk about how estate management issues are resolved.

It is hoped that during the course of 2009 and arising out of further work in the Phoenix Project, further consultation will develop on the future of community forum type activity.

8.3.6. Summary of Childrens Centre Survey

a) Introduction.

The All Saints Children's Centre commissioned Tara Consultancy, in April 2008, to carry out a community consultation to find out what services local parents would like to see provided by the new Children's Centre which will begin its work in Autumn 2008. The Consultation managed to survey 202 local parents and the following conclusions can be drawn from the information gathered. The survey employed and trained a small team of local people to undertake the market research work.

b) Data on potential Children Centre clients

Information was gathered, via the interviews, with respect to 363 local children, with almost equal numbers of males and females.

2% of children required language support and 11% had some form of disability. The most significant health problems uncovered related to Asthma, Eczema, Speech difficulties and behavioural problems

c) Activities and Support Required

There was general agreement that parents would take up the services proposed for delivery through the All Saints Children's Centre or which would be facilitated by the Children's Centre. The services proposed were: Parent and toddler group, Playgroup / Crèche, Trips within Wolverhampton, Trips outside Wolverhampton, Swimming, Children's entertainment.

69% of parents would take up a 'Parent & Toddlers Group' on weekdays during school hours and this was the preferred time for provision of all activities and support. A significant majority of respondents (up to 81%) would still make use of activities and support at the Children's Centre even if there was a small charge for the service.

When asked what other activities parents would like to see provided by the All Saints Children's Centre the majority of suggestions related to sports and physical activity:

A clear majority of parents (67%) agreed that they would like the Children's Centre to provide advice on childcare as indicated below.

A smaller majority (47%) 'definitely' required the Children's Centre to provide family support services.

55% of respondents either definitely require or may require ante natal support. 43% of respondents did not require ante natal support.

Just over half of respondents (53%) definitely required the Children's Centre to provide support services relating to speech and language.

An equivalent majority of parents (53%) agreed that they would definitely require the Children's Centre to provide support services relating to behavioural support.

A range of responses were provided when parents were asked to suggest what other support they would like to enable them to care for their children.

These included help on Separations, Mixing with other Nations and peoples, Asthma Advice, Hyper Activity Anger Management, Physiotherapy (x2), Post Natal Issues, Dietary Advice.

d) Current Child Care Arrangements

Parents were asked concerning what arrangements they had in place to meet their childcare needs. The majority of parents (82%) sought the assistance of various family members to meet childcare needs. There were indications that parents also made use of registered child minders and nursery provision to meet their childcare needs. Comments provided indicated that the flexibility of family support with respect to childcare was much valued and particularly when the childcare was provided by 'live in' grandparents.

There were also a small number of negative comments from the 5% of survey respondents who made use of registered child minders indicating dissatisfaction with the service provided.

e) Economic Status & Training Needs

Half of respondents described themselves as unemployed, with almost a quarter (24%) employed and a significant majority (68%) interested in taking up training opportunities.

The major training and related areas that parents were interested in where broadly IT Literacy and numeracy (including ESOL), childcare and parenting and finally vocational training and short courses such as first aid.

f) General Comments on Children's Services in All Saints

Parents were provided with the opportunity to add any other relevant comments and a wide range of comments were received. The comments reflected a notable need for quality childcare provision in the area and substantial interest in the All Saints Children's Centre and significant agreement that there was a need for the Centre.

g) Analysis

This survey is effectively the first opportunity to consult with parents about the needs of their children in the area and around. The consultation didn't ask any questions of people about ASAN's performance as this is the first time that a Childrens Service is being offered. Staff within the Childrens Centre will be developing a framework for measuring performance for next years social accounts. This survey will offer a useful baseline of information for the coming year.

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

8.4.1. Values and stakeholders

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 and volunteers.
Stakeholders consulted	Key stakeholders

8.4.2. Background

In this part of the social accounts we are reporting on activity referred to in Section 3.13. This section is also now taking the place of the Environmental Impact section which has appeared in previous ASAN Social Accounts.

Direct consultation with stakeholders has been limited to the key stakeholder exercise. However in addition to this, we have been very active in two ways:-

Firstly at the end of last year (2007), ASAN completed an Environmental Review with support from Groundwork Black Country. The review report is available as part of the audit trail and appendices for the current accounts.

Secondly we have installed a biomass boiler supplied by Talbotts of Stafford. The boiler is now operational and there is a short report on how this is working below.

Thirdly we have been pursuing a better understanding of the technical requirements for our future renewable energy generation through a number of pieces of feasibility. The full detail of these studies is available in the appendices section. A short summary of each report is contained below in this section.

8.4.3. Summary of ASAN Environmental Review.

The Environmental Review has been undertaken during the latter half of 2007 and is a full organisational review of all ASAN's activities with the exception now of the Workspace.

The review has three recommendations.
Firstly ASAN should monitor office waste.
Secondly ASAN should seek to procure recycled office paper and
thirdly that ASAN will continue its ambition of generating renewable
energy.

On the first recommendation, this year office waste is being monitored on a weekly basis. Waste paper, metal and glass are currently recycled using the City Council Green Box scheme. ASAN fills three green boxes per week.

On the second recommendation, recycled office paper is not being used currently on the grounds of cost. This position is to be reviewed towards the end of the calendar year.

On the third recommendation, ASAN is now operating a 300KW Woodchip Biomass boiler supplied by Talbotts of Stafford. The boiler supplies heat to the newly refurbished Workspace. The boiler will operate 24 hours a day during the period October through to the end of May. From June to September, heat will be provided by the gas back up boilers. The Biomass boiler is supplied by a woodchip fuel which ASAN manufactures at the Big Garage. Chipboard and other wood from Greenworks is fed into a pulverizer which creates woodchip which is then collected in bags and delivered to the Workspace where it is blown up into a silo next to the biomass unit and fed into the boiler.

A full version of the Environmental Review can be found in the Appendices.

8.4.4. Feasibility work.

In addition to the above activity, ASAN is undertaking a number of other renewable energy initiatives.

Linked to the Workspace, it is planned to undertake further feasibility work to consider generating electricity using photovoltaic cells mounted on the Workspace Conference Hall/Business Centre roof. Funding is to be sought from the Big Lottery for feasibility works which are planned for early in the New Year.

During the earlier part of 2008, ASAN commissioned a study on the installation of a biomass boiler (similar to that at the Workspace) into the Boot Factory where the Greenworks business is currently located. The plan included supplying heat to the other tenants in the Boot Factory. If installed, the biomass unit could provide heat to all users of the Boot Factory. The study shows that the plan is not viable on the grounds that fuel for the boiler would be too expensive to supply. ASAN would not be able to use its own recycled wood as it would be classified as a heat supplier and would therefore be subject to different legislation governing the supply of energy and the production of fuel. If it was able to capitalise sufficiently to manufacture wood fuel, then the scheme might be viable.

Towards the end of 2007, a study was also completed on the feasibility of investing in a BG100 combined heat and power unit which might be installed in any one of a number of sites in All Saints. The study concluded that the BG100, currently in production at Talbotts is still not sufficiently tested in the market place to be a viable enterprise for ASAN to take on.

Finally and following the report on the BG100, ASAN is now considering a larger combined heat and power scheme which would be installed in the Powerhouse, a former power station on Commercial Road in the northern part of the All Saints area. Feasibility works have not formally been started yet but initial meetings have taken place with the City Council over their involvement in the project. In addition, an approach is currently being made to Advantage West Midlands to gain their support for feasibility works up to planning permission stage. Full details of all these pieces of work are contained within the appendices/audit trail.

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

8.5.1. Values and stakeholders

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 and volunteers.
Stakeholders consulted	Key stakeholders Southside Sports partners Oral History project users

8.5.2. Background

The detail of this objectives activity is reduced this year as explained elsewhere in these accounts. The comments from key stakeholders can be viewed in the first part of this section.

The two main elements of this section are to do with Southside Sports and the Oral History project.

A substantial evaluation of Southside Sports is included in its entirety below. The evaluation is the first of its kind for the project and aims to build a better understanding of Southside’s impact in its first three years. The evaluation has been undertaken by Iftikar Karim – Iftikar leads on Tara Consultancy work at ASAN.

There is also a short report on the Oral History project funded through Heritage Lottery. As explained in the scope section above, there is no consultation reported on in these accounts. This is due to the timing of various aspects of the project. Some of the consultation that will eventually be produced will be recorded on DVD. The film of the project will be shown after Christmas. At the same time, Wolverhampton College who provided the technical support to the project will conduct some evaluative work.

8.5.3. Southside Sports evaluation

A. Introduction & Aims

Southside Sports was established as a neighbourhood sports facility in 2004 in the All Saints area of Wolverhampton, since that time has been open seven days a week with sport development support and a management and maintenance function. In that time, the main usage of the facility has been five a side football and football training/coaching. Other activities have included summer multi sport schemes, hockey and basketball. 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.

The operations and activities at Southside have been considered as part of the social accounting processes at ASAN over the last three years.

The overall aim of this evaluation is to review the work of Southside Sports over the last four years. The limited resources available for the work dictated that the evaluation should be largely an overview of the Southside operation with a limited discussion with a number of key players.

A particular emphasis of this evaluation was to assess the strategic impact of Southside Sports. This aspect was a central element of the consultations with local, sub regional and regional stakeholders.

B. Scope of the Evaluation & Methodology

The evaluation was undertaken during the summer of 2008.

There were limited resources available for this evaluation and it was therefore proposed that an overview should be taken with the possibility of considering how a more detailed evaluation be undertaken in the longer term. The scope of the current evaluation included the following elements.

A review of the consultations undertaken as part of previous social accounts.

A survey of parents of children and young people

A number of interviews with key people involved in sport delivery and sport related delivery within Wolverhampton or where relevant beyond - the number of interviews to be no more than 5.

Evaluation findings are presented in the following section of this report.

C. Evaluation Findings

Review of the consultations undertaken as part of previous social accounts.

In 2005, Southside Sports was in its second year of operation, and sought to develop itself as an affordable facility for local groups to take part in sport, and sport related education. The consultation sought to assess its performance in relation to these two factors and questionnaires were submitted to the two main user groups -sports pitch users, and people receiving training or coaching at the facility.

In 2005 a total of five responses were received from sports site users, this response rate was poor, however a response was obtained from at least one user from each of the user categories who make use of the site – Young peoples groups/clubs, Adult groups/clubs, 5 a side users, and schools. Responses were generally positive, with users agreeing that the facility is a visual and physical asset to the community. There are notable negative comments from two user groups. One highlights that they do not believe the facility is affordable in comparison to other similar venues, and another, which highlights that the facility is not being used to its full potential. However, there were no further comments or justification for these views.

Thirteen people who attended training courses at Southside Sports in 2005 provided feedback. Learners made particular reference to the quality of the tutors, facilities and organisation of the course they attended. One comment from this groups highlighted that he did not know of Southside Sports before attending the course.

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

In 2006 and 2007 Southside Sports continued to develop itself as an affordable facility for local groups to take part in sport, and sport related education. During this period it developed new aims and objectives which encompassed providing local young people with advice and guidance on life issues through a combined programme of sport and informal social education to All Saints. More specific objectives were to:

Provide children between the ages of 8 and 14 with information and an opportunity to discuss issues which affect the lives of young people within All Saints.

To identify appropriate key agencies to provide advice and resources to ASAN staff for effective delivery of this and future projects.

Create a mechanism for ensuring that the project is sustainable in the long term.

Some of the key issues highlighted by service users during this period included:

- ◆ *Communication skills taught will help me speak and socialise with other people*
- ◆ *Modern techniques changed my perspective on football*
 - ◆ *I really enjoyed the whole experience. A great effort from everyone involved – Thank you*
 - ◆ *I hope to one day become a coach on a full time basis, either at club level or for the community*
 - ◆ *I couldn't fault the course. Before the course, I didn't even know Southside Sports was there. I was surprised with the set-up, and found the organisation rather professional.*
 - ◆ *Brought new knowledge and skills to pass on to my team.*
 - ◆ *Course leader and lecturers were fantastic. Information well presented. Very highly recommended accommodation and pitches.*
 - ◆ *Excellent Coaches*
 - ◆ *Well done for putting on a good course*
 - ◆ *Good for CV, good overall introduction to football*
 - ◆ *Is having changing rooms on site a possibility?*
 - ◆ *Sporting activities for disabled persons in wheelchairs e.g. Basketball tarmac area.*
 - ◆ *The surface can be very slippery and steps should be looked at to minimise this.*
 - ◆ *Some staff can be quite arrogant at times. They need to be more customer friendly. One needs a new watch many a time he removes us early from the pitch when he wants to go home early.*

Finally there is a need for a clearer booking system, this may help in increasing bookings as well as making existing customers feel happier about the current arrangements.

There should be a review of customer charging policies to see what the problem may be there.

There is a need to explore with partners providing more activities at Southside and there should be provision of facilities for spectators.

A survey of parents of children and young people

The survey of 17 parents of children and young people using the facilities at Southside Sports uncovered the following.

An overwhelming majority of respondents (94%) rated the service provided by Southside Sports as either excellent or good. A majority of responses recognised that the facility was providing a useful service to children and young people in terms improving their physical fitness and personal development. A smaller number of comments indicated that there remains room for improvement.

82% of respondents agreed that the facility staff were friendly and approachable. The comments indicated that staff were clearly effective in communicating with service users and developing a good rapport within a professional framework.

Only 37% of parents felt that the facility could improve its service to children and young people. The comments provided indicated that a wider range of activities were required and that a wider range of children and young people should be catered for along with reviewing timing of provision.

52% of parents stated that they would like to see additional activities provided and a range of specific examples were provided. The suggestions focused on outings, additional sports which could be provided on site and off site sports such as swimming.

31% of respondents offered to give up time to help Southside Sports in the future to help shape or deliver activities at Southside Sports

A majority of the respondents (76%) believed that Southside sports has played a part in the reduction of the levels of crime and anti social behaviour in the All Saints area

Respondents were given the opportunity to provide some more general comments relating to services provided by Southside Sports. The comments reflect a general feeling that the activities provide a worthwhile opportunity for participating in sports activities, especially during the school holidays. The need for improved marketing of the provision was raised along with catering for a wider age range of young people.

The above survey indicates strongly that parents of service users view Southside Sports to be providing a valuable service which was meeting the sports and physical activity needs of their children. Similarly the contribution that Southside Sports can play in reducing crime and anti social behaviour in the All Saints area is clearly recognised.

Report on consultation with strategic stakeholders.

A number of Interviews were carried out with key strategic stakeholders. These were identified jointly with Southside Sports staff and management. The interviewees represented agencies involved in sport delivery and sport related activity within Wolverhampton and where relevant beyond; a list of agencies represented and interviews carried out is provided below:

A. Sport Development Manager

Wolverhampton City Council, Community Recreation Adults & Community Services

B. Sports Partnership Director

Black Country Consortium Ltd

C. Sport & Physical Activity Co-ordinator

ABCD - All Saints and Blakenhall Community Development Partnership
(Wolverhampton's New Deal for Communities)

D. Education Development Officer

Wolverhampton City Council

Findings from the consultation with strategic stakeholders is provided below and is analysed under the thematic areas investigated during the interviews.

*Role of Southside Sports as a neighbourhood / Community based sports project – Comparison with track record
Comments on Current Linkages*

The ABCD Sport & Physical Activity Co-ordinator's current linkage with Southside Sports is as 'performance' manager for the ABCD *funded aspect of the project and to provide support and link in with other projects and initiatives within ABCD*. The ABCD funded project lays down milestones, outputs and outcomes which are around engaging local young people in sports coaching activity, through sports and physical activity addressing personal and social issues and delivering coaching and education sessions. Southside has received one *further* years funding (2008/09) aiming at enhancing sustainability and develop local sports activity. The project is proceeding well with no threats to withdraw funding.

The Wolverhampton City Council Education Development Officer expressed that links with Southside Sports had been stronger in the past and pointed out that when the Southside sports development officer post was developed it was envisaged that the post holder would also closely support the sports facilities at the Grove Primary School and questioned whether the current post holder has changed this focus. In the past there were informal steering group meetings at Southside to discuss wider links and what the project could play, the need for similar meetings was emphasised.

Achievements

Southside successfully offers a diverse range of activities to target groups in the area. It has been and is currently engaging community groups in healthy living activities and exercise programmes. It is engaging with different age groups and work with partner agencies to develop new initiatives to bring in new sports into the area such as rocket ball, futsal, and street dance classes in the Grove Primary School, new basketball sessions and joint work with the Football Association. Southside Sports is delivering in the areas which relate to its role as a Community based sports project such as delivering a programme of sports activity over the summer. It was recognised that Southside has in the past successfully engaged with target groups to participate in sports and physical activity at the site. What it has not done is to maintain their involvement in a sustainable manner and assist clubs on what governing bodies to go to gain support.

ABCD monitoring officer has met with the project and ABCD is satisfied with project progress thus far and with the justifications provided for project delivery issues

Longer Term Sustainability of Activities

There was recognition that the activities must be sustainable through residents forming groups and clubs which sustain themselves through their own efforts / subscriptions etc. Southside needs to help residents to set up groups with their own bank accounts and take subscriptions from members or refer service users to clubs they could join where they could get coaching qualifications and progress their interest.

Sustainability is a crucial issue for Southside to engage with eg during the hockey activity sustainability was a concern. The project needs to consider its exit strategy

The fact that Southside Sports is funded for short periods could be a problem. The Black Country Consortium can try to support sustainability either through learning for others from the good practice Southside Sports generates or through identifying sources of continuation funding

Areas for Development

Stakeholders were requested to clarify areas for development with respect to the activities undertaken by Southside Sports. There was recognition that it should play a role in developing capacity amongst local groups in relation to sports and physical activity as well as directly developing activities. It should be providing opportunities for young people to participate in sports and physical activity. Support local individuals and groups to set up various sport clubs & teams. The project should be providing a real opportunity to develop people in the community to act as initiators in sports so they can set up local teams and clubs. Southside should also be sign posting local young people to other centres of excellence such as Wolverhampton FC and identifying and supporting

them during the process. Southside has a massive role to play in introducing street games in the ABCD area with the ABCD Officer.

*Southside Sports fit with Strategic plans, Priorities and operational plans.
Current Fit*

Southside fits in well with the cultural strategy for Wolverhampton which aims to promote a healthy living City and Southside supports that through encouraging take up of physical activity. It fits in with neighbourhood strategy. It fits in with ABCD strategy. WCC Sports Development Team helped to develop Southside and ensured that from the start it fits into WCC corporate plans /strategies from the outset.

The part of the Southside Sports project funded by ABCD contributes towards targets outlined within the ABCD delivery plan 2008/09. Through ABCD funding Southside Sports is playing a role in the delivery of the key objectives from the ABCD Sport & Recreation Strategy 2006 – 2011 which aims to co-ordinate the delivery of sport and physical activity in the ABCD area. Southside is now creating links with relevant national government initiatives around sports development through its joint working and partnership with Sport England and the FA. As part of this work it needs to focus on engagement of females and BME people in its activities. There are 3 key strategies from the point of view of Black Country Consortium and Southside Sports was contributing to them to varying extents:

- A. Ensuring local people have local access to sports and physical activities facilities and opportunities.
- B. Linked to sports workforce plan which Southside is supporting through providing training and coaching opportunities.
- C. Helping to bridge the 5% participation gap in adult (post 16) in sports and physical activities between the Black Country and the rest of England

Areas for Improvement & Recent Developments

Southside should look more at what the PCT and Sport England are doing and their target groups. It needs to link with the Black Country Sports Partnership which covers the whole of the Black Country funding is fed down from Sport England. The PCT is looking for targeted activity eg around obesity. Local PCT primary care centres participate in the ABCD partnership group meetings and WCC Education Development Officer is on that partnership and is seconded to the PCT for 2 days per week so if Southside participates in the ABCD partnership it could link with PCT's work. There is scope for developing partnership working.

One of the key roles of the *ABCD Sport & Physical Activity Co-ordinator* is to co-ordinate the ABCD Sport and Physical Activity Network. This Network aims to link sport and physical activity *within ABCD to city wide initiatives* and *develop and* promote new projects. The Network will aim to co-ordinate sports and physical activity provision in the ABCD area. It is vital for Southside to engage with this.

Black Country Consortium is now co-ordinating £750,000 of funding to support extended activities for young people to extend their sports and physical activity in community settings.

Southside should be connected to Wolverhampton Community Sports Network which is engaged consultants to identify what will be done and activity to be delivered. LAA targets are being reviewed at the moment, previously working to achieve the following key indicators N18 addressing inactivity and N156. LAA targets are being changed. The target Southside was working towards is increasing physical activity in a sustainable manner. Eg after participating in a football course beneficiary should stay engaged in activity after that 10 week period. After that course join a club and/or use an existing facility. Cricket may also be a possible sport worth exploring by Southside, minutes of the various Wolverhampton sports development groups are still sent to Southside so the information and contacts are provided to make links with additional sport clubs and bodies.

Important to have a link with Smestow Schools Sports Partnership which covers south west Wolverhampton. Since Southside has community linkages which contribute to the Partnerships work. Need to feed into the 3 hour post 16 offer since Southside can access young people better than schools and it could offer the community development input that schools may find difficult.

Other local or operational / strategic partnerships that Southside Sports should link with

Sports special development group plan to develop particular sports in Wolverhampton. Southside is linked to the football development group. There used to be links with Hockey development group which used to use the site until there were concerns about the behaviour of some of the young people and sustainability of provision. Wolverhampton City Council is developing street games in the ABCD area and will look at Southside sports site as one possible site for the street games provision.

Southside needs to link with the WCC sports equality officer. The officer aims to engage under represented groups such as BME communities and girls / women. The officer has knowledge of relevant legislation, links with groups interested in taking up sports and physical activity. There is scope for two way exchange of information since Southside has a track record of engaging hard to reach groups.

Southside needs to improve its partnership work with Grove Primary School, to increase the use of the indoor facility. There was recognition that the Southside Sport Development Officer is working with the Sport Development Officer at the Grove around delivering dance and basketball activities. There is scope for enhancing this operational collaboration. The Southside Sport Development Officer is now developing a good working relationship with the Grove and attended the last 2 Steering Group meetings at the Grove.

Southside needs to increasingly link with the School Sports Partnerships (SSPs) which aim to deliver quality sport and physical activity within and out of school hours. Southside Sports could particularly link with the SSPs extended activities programmes. This will focus on activities cascading down from Specialist Sports Colleges with Colton Hills being the key secondary school that links to all of the primary schools in the ABCD area along with some involvement from Parkfields High School as the only secondary school within the ABCD area. Particular focus would be on Grove and St. Mary's & St John's with them being the main primary schools for Southside due to their close proximity to the facility. The SSPs aim to have the majority of children participating 5 hours of quality sport and physical activities in and out of school hours. The above mentioned Extend Activities Programme has a particular focus on increasing participation to 3 hours out of school for 11 – 19 year olds. This programme recognises the need to link with out of school provision to increase the appeal of sport and physical activity to the target ages so Southside has an important role to play.

It needs to link with community sports and physical Activity network, Wolverhampton strategic partnership as well as the Crime and Community Safety Partnership in Wolverhampton. Southside should develop and maintain operational links with the Grove Primary School Sports Steering Group and increase Involvement with Grove Primary School where they have their own sports development officer

There are national targets around minimum number of hours for sports and games which are to be achieved by schools, leisure providers and community sector providers Southside has a big role to play in that area. Southside should target non participants i.e. non club players 5-16 offer engage them in street games. These are public service agreement targets 5 hours PE & sports. 2 hours PE in schools and 3 hours elsewhere. Southside could access these children and young people using its community links and track record.

D Conclusions & Recommendations

Southside Sports commissioned ArC, in late June 2008, to carry out an evaluation of Southside Sports over the last 4 years. The limited resources available for the evaluation dictated that the scope of the evaluation should be largely a review of project documentation along with the Southside Sports element of ASAN's annual cycle of Social Accounting and Audit, which seeks to understand the social, economic and environmental impact of the organisations activities over a period of time and integral to this process is initiating a dialogue with stakeholders.

Despite the limitations imposed upon the evaluation process two elements of primary research were carried out consisting of:

Survey via semi structured questionnaire of parents of children and young people using the facilities at Southside Sports, a total of 17 questionnaires were completed and analysed. The survey was carried out during July 2008.

A number of Interviews were carried out with key strategic stakeholders during July 2008. These were identified jointly with Southside Sports staff and management. The interviewees represented agencies involved in sport delivery and sport related activity within Wolverhampton and where relevant beyond.

Recommendations for future action are currently being considered and will be included in the recommendations section of the social accounts towards the early part of the New Year (2009). These will then form part of the discussions for the Board Awayday when all the recommendations for these social accounts will be considered.

8.5.4. Oral History

The following report has been written for the 2008 accounts. The Oral History project is called

“Together We Cared – Memories of Wolverhampton Royal Hospital”

‘Together We Cared’ is an oral history project documenting the memories of fifty former Wolverhampton Royal Hospital employees who worked there prior to its closure in 1997.

Since June 2008, ASAN and Media Cove Productions have been working with twenty local young people aged between 14-19 yrs old. They were trained by Media Cove in oral history interviewing techniques and professional video recording/editing skills. Overall 44 oral history interviews were undertaken and recorded on film, capturing personal memories about how these employees felt about working at the hospital and how their employment within the hospital influenced their daily lives. This footage has been transformed into a creative film documentary; the original recordings will be stored at Wolverhampton City Archives. The DVD will be completed in November 2008 and disseminated to participants and the wider community at a special event in January 2009.

Outputs

DVD – heritage film documentary

Exhibition to accompany the film

Special event to mark the end of the project – January 2009

Target Audiences

BME communities

Former NHS staff from all grades

Young people aged 14-19 years old

Project Partners

Heritage Lottery Fund

All Saints Blakenhall Community Development Partnership (ABCD)

Wolverhampton Archives

Media Cove Productions

Timescale

Nov 2007 – February 2009

Impact

New skills and opportunities for local young people interested in film making.

Raising confidence of young people and providing them practical skills to use should they wish to create their own projects.

Free visit to Channel 4 Big Brother TV studio – enabled the youngsters to see a live television show being filmed.

Raising awareness about the importance of The Royal Hospital in Wolverhampton.

Providing local residents with a sense of pride about their area.

Archive

All information will be archived and held at Wolverhampton archives. This can be accessed by other people interested in heritage, schools and colleges.

Event

In January 2009 ASAN will hold a special event to celebrate all the work undertaken during the project. The film will be screened and the young people will be awarded with a certificate in Introduction to Film Making by Wolverhampton College. Currently Rob Marris will be attending with potential guest appearances from Carl Chinn and Satnam Rana.

An evaluation of the project will follow in February 2008.

8.6. 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.</p> <p>To act commercially and with entrepreneurial flair.</p> <p>To be creative and innovative in all that we do.</p> <p>To value our staff, trainees and volunteers.</p>
Stakeholders consulted	<p>Key stakeholders</p> <p>Big Garage customers</p> <p>Southside Sports Customers</p> <p>Greenworks customers</p> <p>Tara Customers</p>

8.6.2. Background

This section of the accounts reports on the enterprises which ASAN manages through its trading subsidiary, ASAN Management Services. As with the other sections of the performance report, key stakeholders have had the opportunity to comment on ASAN performance as set out at the beginning of the section.

This section deals with customers from the Big Garage. Customers are very largely members of the public who use the Big Garage on a day to day basis. Some of the customers are organisations and these include the Adult College, Wolverhampton Community Safety Partnership, the Audi Franchise (next to Greenworks) and Benham BMW.

This section also deals with customers of Southside Sports. These are a mixture of community users and private users. Community users benefit from a subsidised rate (approximately £10 per hour) while private users pay a commercial rate (approx £25.00 per hour).

The section also reports on activity at Greenworks where customers have been asked to comment on the performance of the recycling enterprise. Customers at Greenworks are a mix of small business, members of the public, community and voluntary organisations and schools.

Finally this section reports on ASAN's Tara Consultancy which undertakes largely community enterprise consultancy – business planning, social accounting and other organisational support.

8.6.3. Big Garage customers

Customer Survey –2008

The survey was conducted during the summer and all customers during the course of a week were invited to complete questionnaires. 150 questionnaires were sent out and just over 50% were returned. ASAN now has the benefit of six previous years of customer feedback and so is able to measure its performance against previous years. A short analysis is provided at the end of this report.

Q1.How long you been parking at Big Garage?

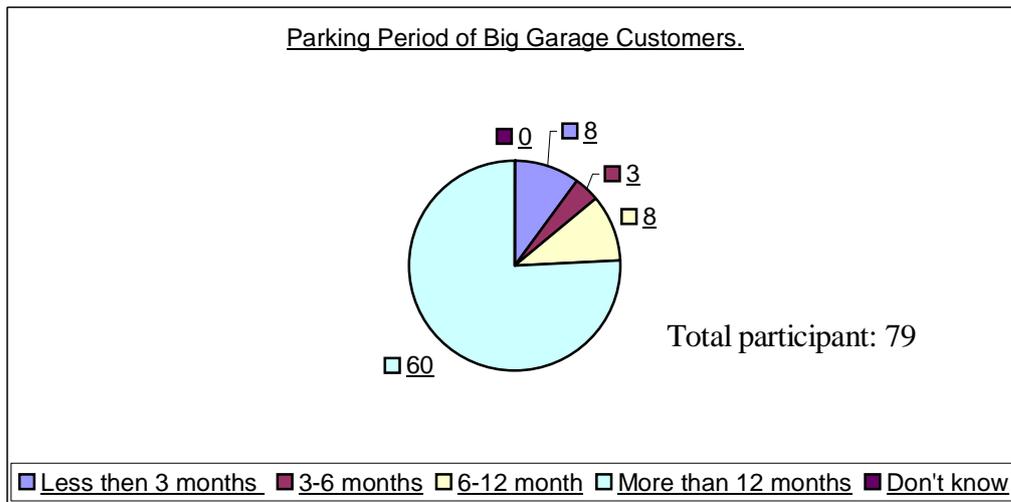


Diagram1: Customers number and their parking period.

Time	2003	2004	2005	2006	2007	2008
Less than 3 months	26%	6%	27%	18%	15%	10%
3-6 months	21%	6%	22%	16%	15%	4%
6-12 month	18%	20%	12%	27%	13%	10%
More than 12 months	35%	68%	38%	39%	56%	76%
Don't know	0%	0%	1%	0%	0%	0%

Table 1: Customers number and parking period in percentage.

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

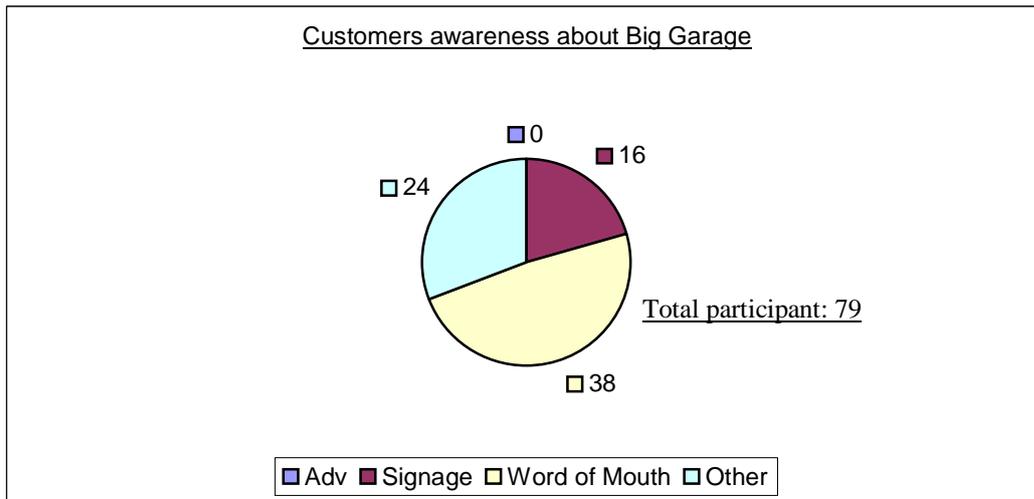


Diagram 2: Customers awareness about the Big Garage.

By	2003	2004	2005	2006	2007	2008
Adv	7%	10%	4%	6%	4%	0%
Signage	32%	24%	20%	35%	23%	21%
Word of Mouth	56%	52%	65%	53%	58%	49%
Other	5%	14%	10%	6%	15%	30%

Table 2: Customers number and their awareness about Big Garage in percentage.

Q3. How many days per week on average do you park at the Big Garage?

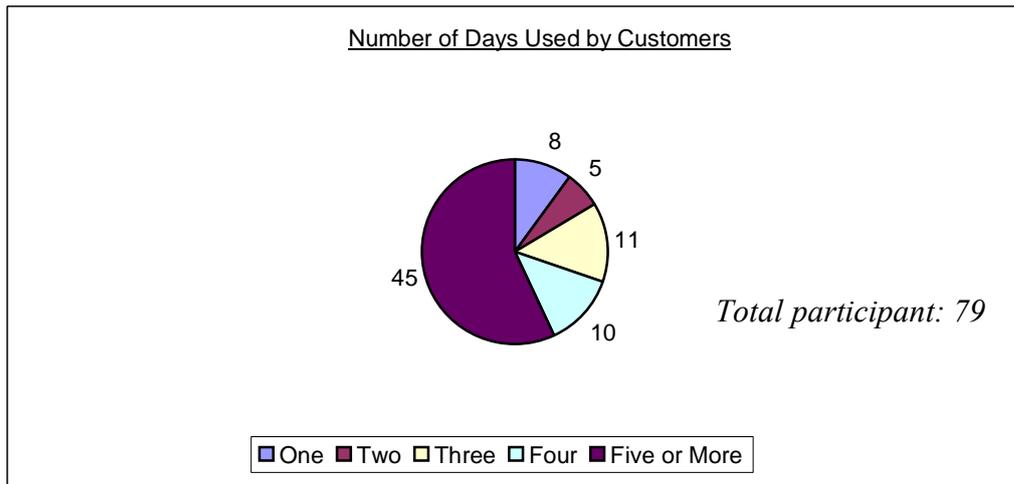


Diagram 3: Customer's parking frequency at Big Garage.

Number of Days	2003	2004	2005	2006	2007	2008
One	6%	2%	4%	6%	0%	11%
Two	1%	8%	11%	10%	5%	7%
Three	10%	18%	22%	12%	14%	14%
Four	25%	8%	9%	10%	29%	13%
Five or more	51%	54%	27%	58%	58%	55%

Table 3: Customers number and their parking frequency at Big Garage in percentage.

Q4. Were you aware that we offer other services other than parking?

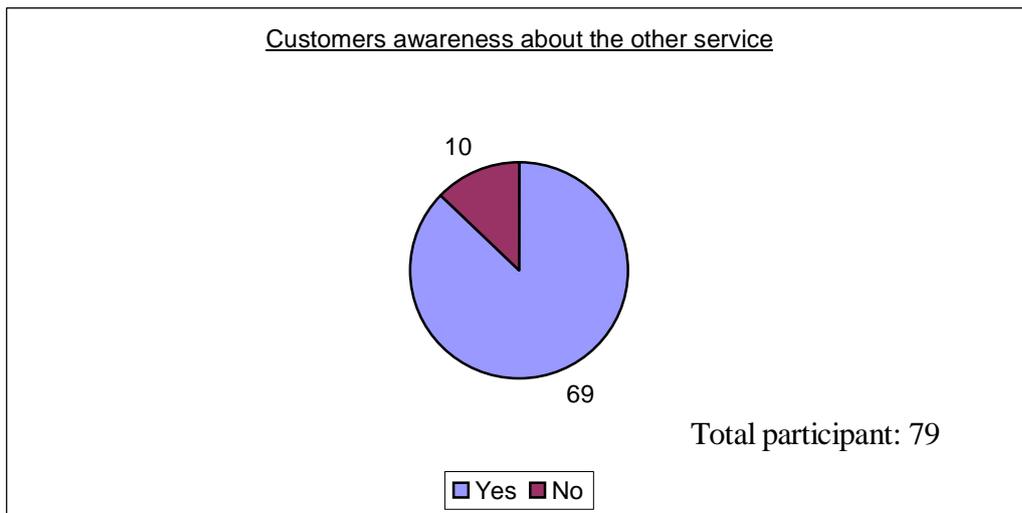


Diagram 4: Customer's awareness about other service than parking.

Year	2003	2004	2005	2006	2007	2008
Awareness of other service- Yes	96%	96%	98%	88%	87%	87%
Awareness of other service- No	4%	4%	2%	12%	13%	13%

Table 4: Customer's awareness about other service than parking in percentage.

Customers Comments

- Please include price list for car washing service.

Q5. Have you ever used our car wash service?



Diagram 5: Customers number who used car wash before in Big Garage.

Year	2003	2004	2005	2006	2007	2008
Used Car Wash before- Yes	26%	35%	29%	27%	15%	22%
Used Car Wash before- No	74%	65%	71%	73%	85%	78%

Table 5: Customers who used car wash before at Big Garage in Percentage.

Q6. Are there any other services or facilities you would like to see us offer?

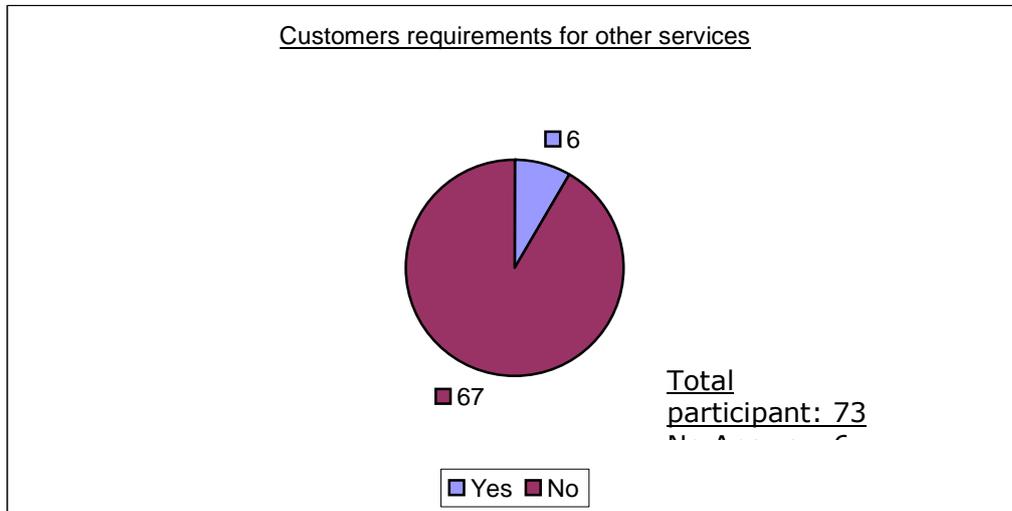


Diagram 6: Customers number who like to see other service in Big Garage.

Year	2003	2004	2005	2006	2007	2008
Like to see offer facilities - Yes	83%	14%	21%	16%	6%	8%
Like to see offer facilities - No	17%	86%	70%	80%	93%	85%
Don't Know	Don't Know	0%	9%	4%	1%	6%

Table 6: Customers feedback about other service at Big Garage in percentage.

Customers Comments:-

- ◆ *Late nights opening in December, Wednesdays until 9pm and last week before the Xmas.*
- ◆ *Water from leaking roof.*
- ◆ *Vending machine –foods and snacks*
- ◆ *Dent Repair*
- ◆ *Vehicle service because it is difficult to take time of work.*

Q7.Are you satisfied with our security arrangements?

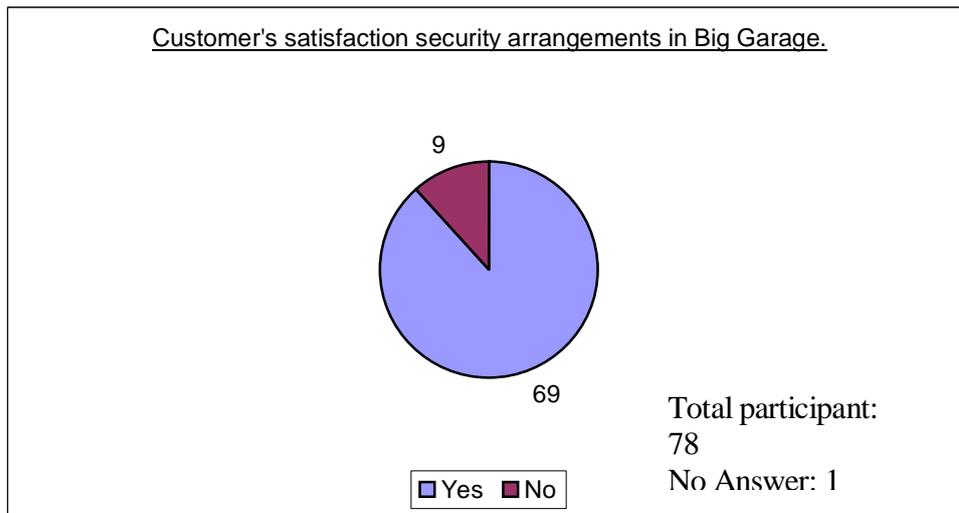


Diagram 7: Customers number who satisfied with security arrangements in Big Garage.

Year	2003	2004	2005	2006	2007	2008
Satisfied -Yes	99%	96%	93%	98%	97%	88%
No	1%	4%	2%	2%	2%	12%
Don't Know	0%	0%	5%	0%	1%	0%

Table 7: Customers feedback about security arrangements at Big Garage in percentage.

Customers Comments:-

- ◆ *More CCTV cameras to tackle car hit with no witness.*
- ◆ *Poor lighting causes concern during dark nights towards customers and their vehicles.*
- ◆ *Not satisfied with the security system. An employee of Wolverhampton Audi had his car moved over night in the Big Garage.*
- ◆ *Lighting not very good in parts, could do with sign saying " No unauthorised person's on this site.*
- ◆ *Better lighting in winter.*
- ◆ *Once the customer did see man going around checking all the car doors to steal one.*
- ◆ *More patrols.*
- ◆ *Very safe and friendly staff.*

Q8.1 On a scale of 1 to 5 (1 being the lowest score) how do you rate the signage for Big Garage?

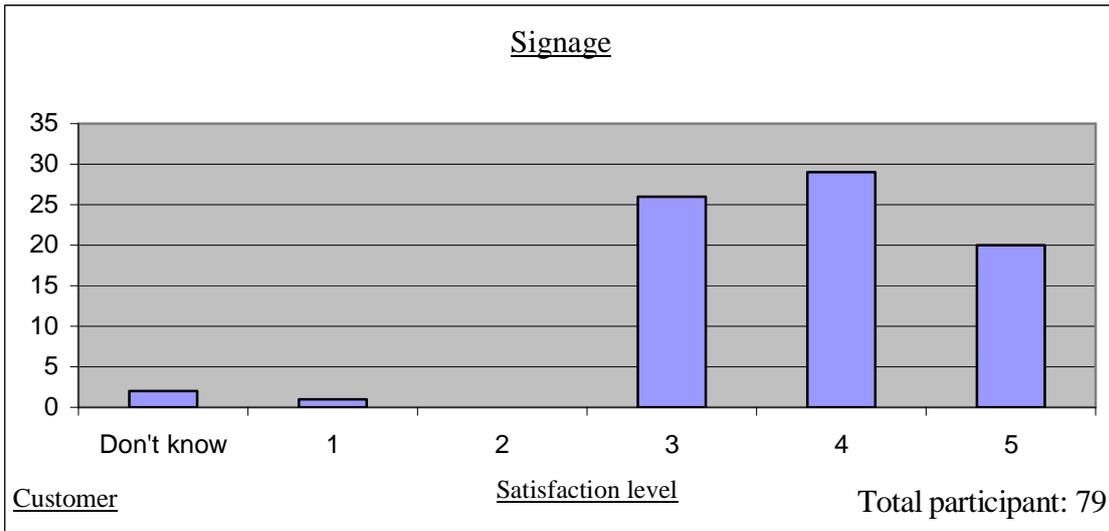


Diagram 8.1: Customers number and their satisfaction level for signage.

	2003	2004	2005	2006	2007	2008
Don't know	1%	0%	0%	0%	0%	3%
Very dissatisfied 1	1%	2%	0%	0%	0%	1%
Dissatisfied 2	4%	6%	15%	8%	4%	0%
Satisfied 3	22%	27%	21%	24%	35%	33%
Fairly Satisfied 4	42%	41%	46%	49%	35%	37%
Very Satisfied 5	29%	24%	18%	20%	27%	26%

Table 8.1: Customers number and their satisfaction level for signage at big Garage in percentage.

Q8.2 On a scale of 1 to 5 (1 being the lowest score) how do you rate the access for Big Garage?

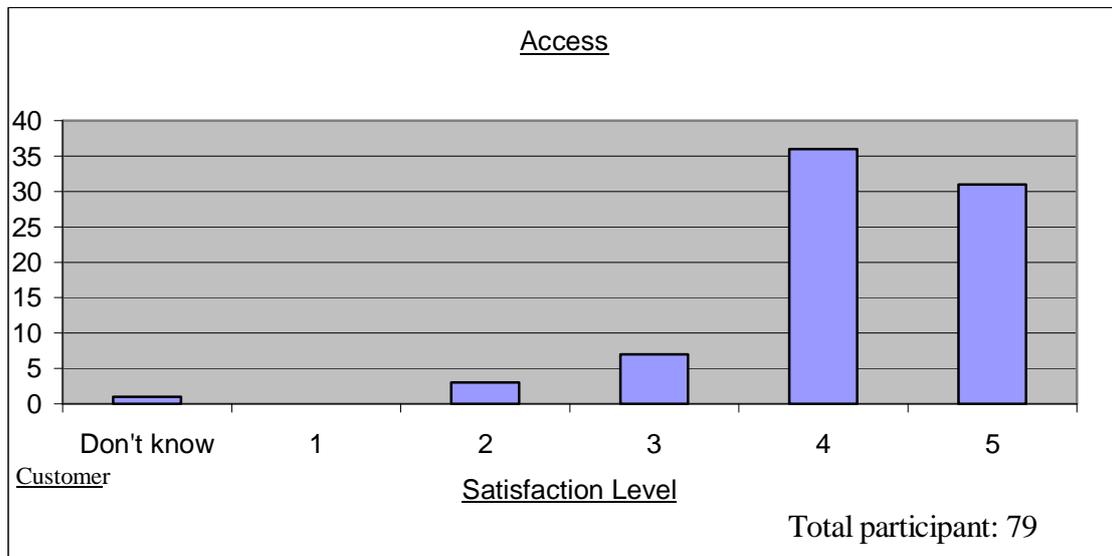


Diagram 8.2: Customers number and their satisfaction level for access.

	2003	2004	2005	2006	2007	2008
Don't know	0%	0%	0%	0%	0%	1%
Very dissatisfied 1	0%	2%	1%	0%	1%	0%
Dissatisfied 2	1%	6%	1%	2%	4%	4%
Satisfied 3	18%	25%	21%	18%	13%	9%
Fairly Satisfied 4	44%	33%	41%	45%	35%	46%
Very Satisfied 5	36%	33%	36%	35%	47%	40%

Table 8.2: Customers number and their satisfaction level for access at big Garage in percentage.

Q8.3 On a scale of 1 to 5 (1 being the lowest score) how do you rate the lighting for Big Garage?

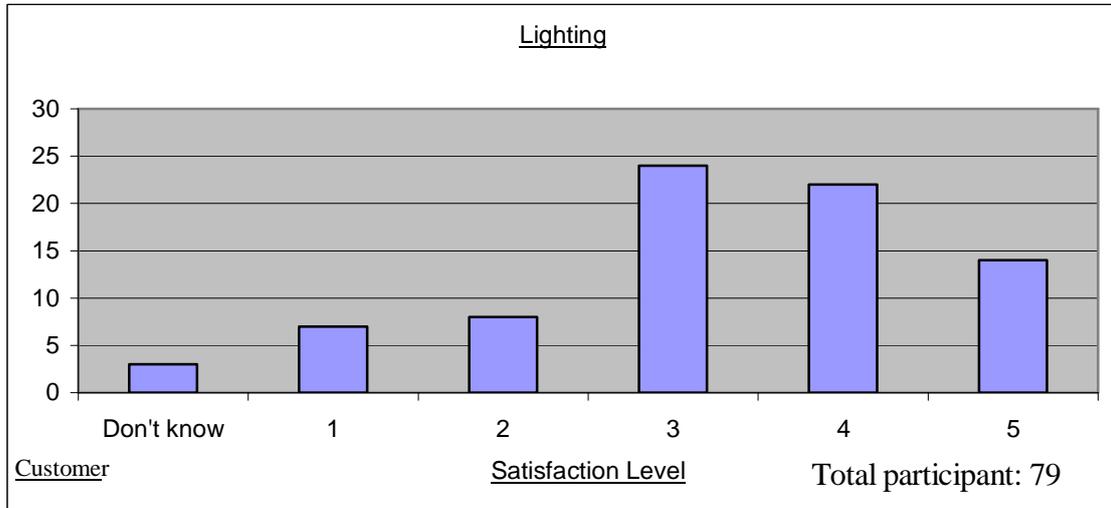


Diagram 8.3: Customers number and their satisfaction level for lighting.

	2003	2004	2005	2006	2007	2008
Don't know	0%	2%	0%	4%	0%	4%
Very dissatisfied 1	1%	2%	12%	8%	5%	9%
Dissatisfied 2	8%	16%	16%	12%	14%	10%
Satisfied 3	32%	25%	26%	22%	37%	31%
Fairly Satisfied 4	32%	39%	31%	35%	29%	28%
Very Satisfied 5	26%	16%	15%	20%	14%	18%

Table 8.3: Customers number and their satisfaction level for lighting at big Garage in percentage.

Q8.4 On a scale of 1 to 5 (1 being the lowest score) how do you rate the exterior for Big Garage?



Diagram 8.4: Customers number and their satisfaction level for exterior.

	2003	2004	2005	2006	2007	2008
Don't know	3%	0%	0%	2%	0%	3%
Very dissatisfied 1	1%	4%	1%	0%	0%	3%
Dissatisfied 2	6%	16%	14%	6%	8%	14%
Satisfied 3	38%	33%	39%	33%	40%	36%
Fairly Satisfied 4	35%	31%	33%	45%	35%	32%
Very Satisfied 5	18%	15%	13%	14%	17%	12%

Table 8.4: Customers number and their satisfaction level for exterior at big Garage in percentage.

Q8.5 On a scale of 1 to 5 (1 being the lowest score) how do you rate the interior for Big Garage?

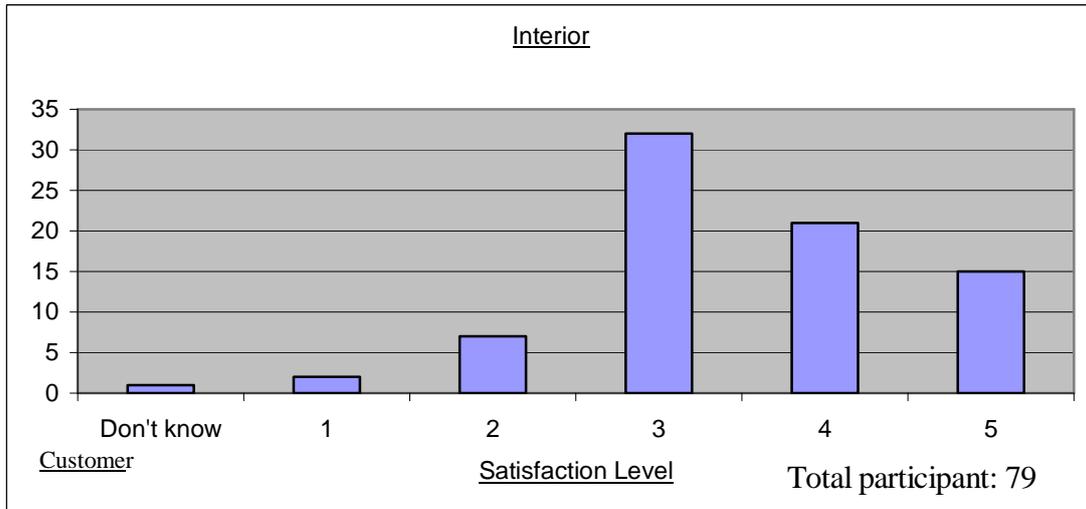


Diagram 8.5: Customers number and their satisfaction level for interior.

	2003	2004	2005	2006	2007	2008
Don't know	0%	0%	0%	2%	0%	1%
Very dissatisfied 1	5%	2%	1%	0%	3%	3%
Dissatisfied 2	4%	10%	14%	14%	13%	9%
Satisfied 3	47%	39%	35%	35%	46%	41%
Fairly Satisfied 4	32%	31%	38%	31%	24%	27%
Very Satisfied 5	15%	18%	12%	18%	14%	19%

Table 8.5: Customers number and their satisfaction level for interior at big Garage in percentage.

Q8.6 On a scale of 1 to 5 (1 being the lowest score) how do you rate the toilet facilities for Big Garage?

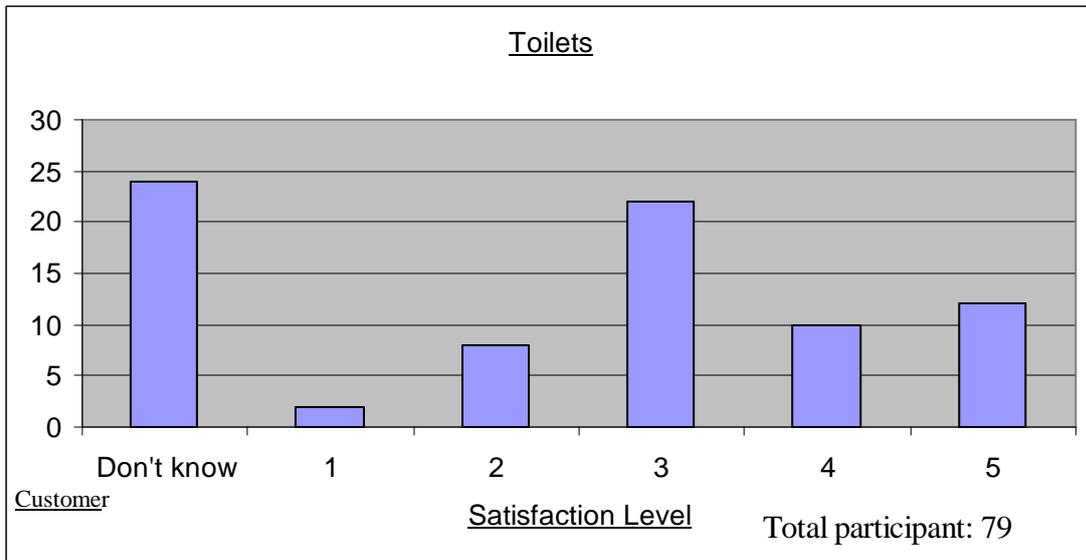


Diagram 8.6: Customers number and their satisfaction level for toilets.

	2003	2004	2005	2006	2007	2008
Don't know	26%	25%	20%	22%	27%	31%
Very dissatisfied 1	7%	4%	2%	4%	3%	3%
Dissatisfied 2	4%	6%	9%	6%	5%	10%
Satisfied 3	26%	22%	34%	20%	42%	28%
Fairly Satisfied 4	24%	31%	28%	29%	6%	13%
Very Satisfied 5	11%	12%	7%	20%	14%	15%

Table 8.6: Customers number and their satisfaction level for toilet facility at big Garage in percentage.

Q8.7 On a scale of 1 to 5 (1 being the lowest score) how do you rate the customer service for Big Garage?



Diagram 8.7: Customers number and their satisfaction level for customer service.

	2003	2004	2005	2006	2007	2008
Don't know	1%	0%	0%	0%	0%	1%
Very dissatisfied 1	0%	0%	0%	2%	0%	1%
Dissatisfied 2	1%	0%	1%	0%	1%	3%
Satisfied 3	3%	6%	3%	4%	14%	9%
Fairly Satisfied 4	26%	12%	36%	24%	37%	36%
Very Satisfied 5	68%	82%	60%	71%	47%	50%

Table 8.7: Customers number and their satisfaction level for customer service at big Garage in percentage

Q9. Did you know that your fees contribute to the provision of facilities and other regeneration within the All Saints Community?

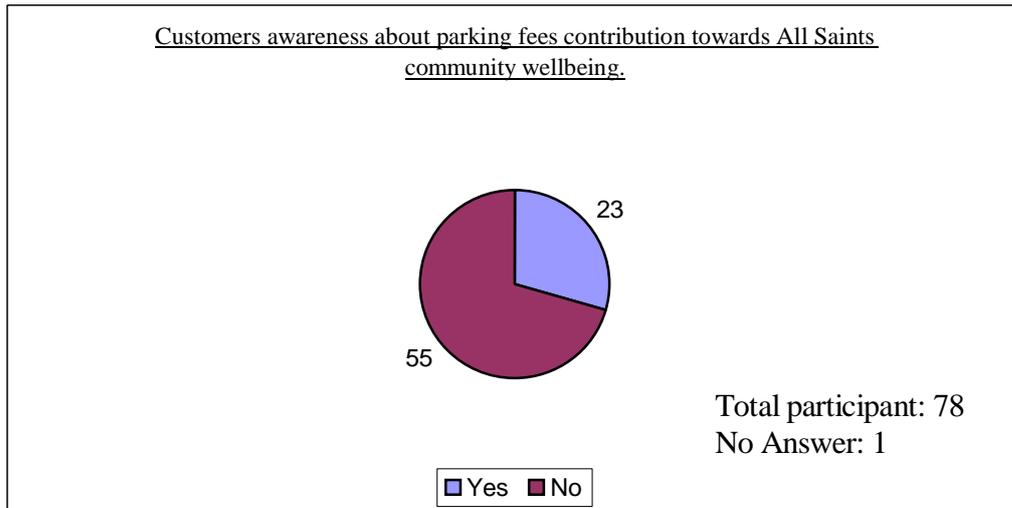


Diagram 8: Customers view about parking fees used to provide facilities within All Saints Community.

Year	2006	2007	2008
Parking fee contribute to regeneration AS Community- Yes	16%	23%	29%
Parking fee contribute to regeneration AS Community- No	84%	77%	71%

Table 8: Customers view about parking fee used to provide facilities within All Saints Community.

Q10. Are there any further comments or suggestions you wish to make?

Comments:-

- ◆ *Longer opening hours.*
- ◆ *Price Rise (£2.50-3.00).*
- ◆ *Leaking roof.*
- ◆ *Disappointed customer-Car was hit but no witness. Because, CCTV image is very poor.*
- ◆ *Poor lighting.*
- ◆ *Loyal customer: Allocate some parking place for them.*
- ◆ *More patrol staff*
- ◆ *Very good staff.*
- ◆ *Big Garage is secure parking.*
- ◆ *Good offer in the town.*
- ◆ *Good price*
- ◆ *Very satisfied with all securities.*
- ◆ *Wide parking bays.*
- ◆ *Reasonable pricing*
- ◆ *Good value for money*
- ◆ *Can use ticket machine instead of " real people". Difficult to steal a car.*
- ◆ *Discount for companies with a lot of parking with vast cars.*
- ◆ *Improve the drainage.*
- ◆ *Can we leave cars overnight at the daily rates?*
- ◆ *Monthly or weekly parking tickets instead of daily tickets.*
- ◆ *Advance monthly payments for customers who using car park for fix day in a week.*
- ◆ *Regular users offered free Saturday parking.*
- ◆ *Open later for theatre visits and evening functions.*

Analysis of customer survey

The annual survey of customers enables ASAN to make year on year comparisons. This is a very valuable exercise for the organisation and this year is no different. One drawback with the exercise is ASAN's limited ability to do very much about some of the key issues raised. For example the quality of lighting in the building is partly dictated by the amount of investment that ASAN feels it can reasonably make given the short term nature of the leasing arrangements.

Nevertheless the exercise enables us to consider a variety of different aspects of our work at the Big Garage.

This year 3 out of 4 questionnaires have come from long standing customers. This is a higher proportion than ever before and should mean that we are having a dialogue with people who are quite committed to the business.

It remains the case that word of mouth is the key way for our customer base to be built up. People want to know about a car park before they are prepared to commit to it.

This year it is noticeable that a much higher percentage than before are concerned about security at the Big Garage. We are not aware that this related to thefts from vehicles or thefts of vehicles. It is the case however that this year 1 in 10 customers appears to be concerned about security. This may be related to lighting or it may be related to the number of patrols that customers see. As far as we are aware, it is not related incidents of theft. Clearly this is an issue that will need to be considered urgently to establish what may be behind these concerns.

Customers continue to show limited appreciation for our toilets. Given that very few car parks have toilets, we often feel that maybe to reduce this dissatisfaction, it may well be simpler to close them altogether and keep them for staff only.

Finally it is pleasing to note that 1 in 3 customers now understand that revenues from the Big Garage are being used to invest in All Saints. When this question was first asked in 2006, only 1 in 6 were aware.

8.6.4. Southside Sports customers

This questionnaire was handed out to user groups both from the community and from private lettings. Groups were asked to score their response with 5 being strongly agree down to 1 being strongly disagree.

Statement	1	2	3	4	5
Southside Sports provides a service to the community				10	2
Southside Sports is both a visual and practical asset to the AI Saints are and its residents.				9	3
Local young people make regular use of the facility			4	8	
I am/ My group is clear about the procedure for booking an accessing Southside Sports				10	2
I know/My group knows about the organised young peoples activities which take place at Southside Sports.			6	5	1
The charging structure for Southside Sports is affordable in comparison to similar facilities				10	2
The facilities at Southside meet my/my groups needs			2	8	2
I/My group would like to see other sporting activities taking place at Southside Sports			10	2	
The facility is being used to its full potential		2		10	
I /my group receives a quality service from Southside Sports and its employees				10	2
I/My group would recommend the use of Southside Sports facilities to others				7	5
How often have you used Southside?**(1-3, 4-6, 7-10, 11-15, 16+)				1	11

*** For the last question, the categories indicate number of times Southside has been used by customer.*

Customers were then asked to make any other comments about the facility. The comments made are as set out below:-

- ◆ *Prevent some young people from intimidating players from the outside*
- ◆ *More security to prevent disruptive young people*
- ◆ *Higher nets and shelter*
- ◆ *Higher nets*
- ◆ *Fences made higher so we don't have to fetch the ball all the time*
- ◆ *Shelters for spectators*
- ◆ *Nets to stop ball going out*
- ◆ *Nets to stop ball going out*
- ◆ *Security to prevent disruptive young people*

Analysis of survey

This is the second year that users have been invited to comment on the facilities at Southside. Last year, users indicated that they would like to see shelters being provided for spectators and as a result of that request, a funding application has been submitted to Istock Cory, a landfill operator for capital funding for shelters and further environmental improvements.

The majority of responses to the questionnaire are in the agree or very much agree category. There are however a number of responses in the middle column and a small number in column 2. These responses relate to knowledge about Southside and the extent to which the facility is used. During the course of the year, ASAN has been preparing a funding application to the Football Foundation, the purpose of which is to encourage much wider usage of the facility particularly at weekends. The other major comments are included at the end of the questionnaire where respondents are able to make general observations about the sports facility. The two main comments are to do with intimidation and netting to prevent the ball from going out of the facility.

The intimidation issue is long standing and has already resulted in lost bookings. ASAN employs its own local security staff but one person is powerless against a large gang that want to make trouble.

On the question of trying to prevent footballs from going over the fencing, ASAN has been looking at the feasibility of hanging netting over the top of the facility. The main problem with this solution is the weight of the netting.

8.6.5. Greenworks customers

This part of the social accounts involves feedback from Greenworks customers about the operation of our Greenworks business. The Greenworks business consists of two main elements. The first of these is the reception of furniture from various locations around the country. When the furniture is received it is then either stored ready to be sold or is broken down into its constituent parts for recycling. The second element is the resale of the furniture to a range of organisations in the private, public and third sectors. The questionnaire used for this years accounts has been used for the last two years and it is therefore possible to show some comparative data.

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."

Do we live up to our mission statement?	2006	2007	2008
Yes we do	96%	99%	93%
No we don't	4%	1%	1%
Don't know			6%

Question2. Which of the following were important in deciding to use ASAN Green-Works for your furniture needs (scored in order from 1 to 6)?

Feature of organisation or service provided	% of responses* scoring 1 or 2 - 2007	% of responses* scoring 1 or 2 - 2008
Not for profit status	13	31
Local to you	11	23
We can deliver	7	14
Range and quality of stock	36	49
Low cost	48	74
Environmental performance	11	24

* A number of responses included more than the requested two choices.

Question 3.

Would you recommend us to other organisations?

Answer	2007	2008
Yes	100%	99%
No	0	0.5%
Don't know		0.5%

Question 4

Would you buy from us again?

Answer	2007	2008
Yes	99.5%	98%
No	0.5%	0.5%
Don't know		1.5%

Customers were then asked to give any other views on the business. It was difficult to provide a selection without losing the qualitative element of this part of the questionnaire so all the comments have been left in.

- ◆ *Great range, great prices, very pleased indeed! Thank you!*
- ◆ *Greenworks came in very handy for me, but the paper work to buy a few chairs was a bit drawn out, but I do understand its for charity references.*
- ◆ *Friendly and helpful staff.*
- ◆ *Customer service is excellent- There is always somebody to take time to find what I am looking for.*
- ◆ *Advertise more*
- ◆ *I don't know enough about your business. I was recommended through a friend and I have heard ASAN through a work colleague at Graiseley Primary School.*
- ◆ *Friendly staff at depot and easy to approach them.*
- ◆ *Excellent website and personnel service*
- ◆ *I think it is a brilliant concept, but we live a bit to far away to make it practical to use your services much (our fault not yours!) Also, as we are a business, we do a lot really. You rang a little while ago to tell us that some wooden filing cabinets had came in. Sorry not to get back to you at the time, but we are now sorted for filing cabinets. Thanks for remembering us though.*
- ◆ *Keep up the good work*
- ◆ *Furniture bought for a student house. Very pleased with furniture and service. H very helpful(Don't remember her real name but known as H. Only found out about Greenworks from a builder so General publicity not very effective.*
- ◆ *As you know, car parking is very difficult near to your premises. Didn't know you existed until a web search for office furniture.*
- ◆ *I am going to set up my own business soon and definitely be buying my office furniture from yourselves.*
- ◆ *Very pleased with your products, would recommend and use your service again.*

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- ◆ *We would have liked to purchase soft furniture from you but it needs to be stain-free. If you could solve this problem we would.*
- ◆ *A need to advertise more, Leaflets to large employers.*
- ◆ *It would have been better if all products were in the same building, however the quality and cost was worth this small inconvenience.*
- ◆ *Excellent service, very friendly.*
- ◆ *Your work is fantastic. We are proud to be working with you.*
- ◆ *Helpful, pleasant, spacious.*
- ◆ *Have found all to be helpful and pleasant.*
- ◆ *Your warehouse is in a building with dangerous roofing material(asbestos). Please consider to re-locate or the roof. The warehouse is in a shambles!!!!!!*
- ◆ *Reliable people to deal with.*
- ◆ *I found the staff very helpful and since my private purchase from ASAN, I have purchased on behalf of my work place. Good customer Service.*
- ◆ *Excellent Service and value.*
- ◆ *None really as you didn't have a lot of really good stuff.(Difficult).*
- ◆ *The outside of the premises (and some of the inside) Not very welcoming - Needs attention.*
- ◆ *Great service from friendly and helpful.*
- ◆ *Staff was helpful.*
- ◆ *Staff always friendly and polite.*
- ◆ *Corridor entry to showroom may put off some who look in and do not enter. More inviting signs could help.*
- ◆ *Thank you for your help.*
- ◆ *Staff have always been polite and very helpful.*
- ◆ *More advertising- Only know about you because we are located in the area.*
- ◆ *We have been extremely satisfied with the service and quality of items we have had. Would have no hesitation in recommended you.*
- ◆ *Nothing needed to say except that the service was very good.*
- ◆ *I was more than delighted with both the attitude and professionalism of your staff. Thank you.*
- ◆ *Great friendly staff who are eager to help!*
- ◆ *Very Helpful and Knowledgeable staff, always usually willing to be of assistance.*
- ◆ *Some of the furniture is over priced for what it is!*
- ◆ *Great service and products and friendly and helpful staff.*
- ◆ *I am satisfied with the purchases I have made to date from ASAN. I do not feel ASAN is fulfilling core objectives (2&3) from the (3) indicated above particularly objective.(3)as I do not see any marginalised people employed or trained by ASAN and I think this area should be developed by ASAN employment manager.*
- ◆ *I have a limited need for your products but would use you again and have done already passed on to other friends your location and advantages.*
- ◆ *Great service and excellent range.*
- ◆ *This was a good supplier for our environmentally friendly.New building. We have an environmental policy and this fitted in well. First visit I was very cold - second visit I went with warmer clothes- and we really did appreciate our hot cup of coffee!*

- ◆ *Very helpful, pleasant service at all times.*
- ◆ *Good service, can be more flexible with prices on stock which is a long time to shift.....*
- ◆ *Very pleasant and helpful without pressure to buy.*
- ◆ *It is a refreshing change to see people Re-cycling and not throwing away good- useful items.*
- ◆ *Prices could be a little less for smaller charity org's.*
- ◆ *Only problem we had was pedestal units were brought. We were told that getting replacement keys would be very easy from local key cutters.(Keys had been lost and so were not supplied by Greenworks). This proved very difficult in practice in our experience. In the end we did it online, sending the barrels off.*
- ◆ *Fantastic enterprise! Saved money and solid furniture.*
- ◆ *I was particularly impressed with the offer of cleaning the office chair I bought from you last xmas, and for the pleasant service.*
- ◆ *Can you have a showroom in Worcestershire please?*
- ◆ *Feel this is a very good service for voluntary organisations on a limited budget. Service of staff was excellent.*
- ◆ *I was pleased how helpful all the staff were, nothing seemed much trouble for them.*

Analysis

The responses from our customers have been largely positive. There are occasional observations about price. However these are massively outnumbered by the statistics which show that customers chose Greenworks because of low prices.

Once again we are pleased that customers have commented on the customer service side of the business.

Client comments from questionnaire

◆ *Pleasure to work with you – look forward to the next time later this month!*

◆ *WVSC found communications were sometimes lacking, this was due to the general work load of the Compact Officer, but also due to issues at Tara. I did not always have the same confidence that Tara could lead on the research project and produce a report without it needing quite a lot more input from WVSC. This is meant as a genuine critical friend in order for Tara to be able to compete rather than a criticism and hope that it is taken as that.*

Comparative data since 2004.

Questions asked	2004	2005	2006	2007	2008
<i>Did Tara Provide a Work Plan</i>	90%	100%	100%	100%	67%
<i>If yes was it Realistic and Clear</i>	80%	100%	100%	100%	67%
<i>Was Progress with the Project as Agreed</i>	90%	100%	67%	100%	67%
<i>Did Tara Liaise satisfactorily throughout</i>	100%	90%	90%	100%	67%

B. Our analysis of their comments

During the 2007/2008 Financial year, a decision was taken to make the post of Community Consultant and Training Manager redundant. Both of these staff members worked for Tara either full time or part time. At the same time, Tara’s business model was changed with most of the consultancy work being sub-contracted to associate consultants who share Tara’s ethos around working within community development and community consultancy principles. These changes in staffing have impacted on work carried out as reflected in one of the comments above.

Due to reduced capacity Tara has delivered fewer consultancy commissions during the period of these social accounts. Consequently the results have been skewed due to one of the Tara projects being taken after it had been planned and developed by another organisation.

The fact that 100% of respondents were either satisfied or very satisfied by the overall service provided by Tara does indicate the continued high quality of consultancy services delivered by Tara.

8.7. 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 and volunteers.
Stakeholders consulted	Staff

8.7.1. Background to staff consultation

The staff questionnaire this year focused on the main issues that arose out of the consultation in 2007 and from the Investors in People review in December 2007. The Investors in People review can be found in the Appendices.

Communication, involvement in decision making, pay, safety at work and harassment were all issues that came up and were considered important enough to be looked at for potential measures to make improvements. The detail of the response from ASAN is set out earlier on in these accounts.

24 staff were sent questionnaires and 18 were returned.

8.7.2. Staff consultation exercise

Question 1 – Do you feel that communication has improved within ASAN over the last year?

Yes 13 No 0 Don't know 5

Comments:-

- ◆ *Use of team meetings is good*
- ◆ *Hard for me to comment because I am not here all week*
- ◆ *Don't know – am a new member of staff. I have to say that I have been nothing but impressed with ASAN and my line manager.*
- ◆ *There have been some areas that need improving but will be hopefully sorted soon (message taking)*
- ◆ *I am new employee*
- ◆ *The employee forum is a good idea but some of the group left. This needs to be re-instated.*
- ◆ *Team meetings have helped raise a lot of issues which have then been documented and dealt with.*

- ◆ *It has improved however without the monthly meetings and the fact we are running on a skeleton staff, we cannot always get to the meetings.*
- ◆ *Although it has been overlooked on important issues.*
- ◆ *Not been here long enough*

Question 2 – Are you satisfied with your involvement with decisions that affect your work?

Yes 12

No 2

Don't know 4

Comments:-

- ◆ *Most of the time*
- ◆ *I feel in control of my project but do feel I lack support at times often when I need it most.*
- ◆ *Ask me again when we are up and running. My skills and passion are with direct "hands on" work and I am concerned that this may be minimal.*
- ◆ *Am a new employee.*
- ◆ *Very satisfied.*
- ◆ *Re-instating the employee forum would help others to be more satisfied with their involvement*
- ◆ *Not been here long enough*

Question 3 – Do you think you are paid a fair wage at ASAN?

Yes 9

No 7

Don't know 2

Comments:-

- ◆ *Voluntary agencies can't possibly compare to statutory pay scales. They don't have the funding!*
- ◆ *Not compared to similar service providers.*
- ◆ *Not sure as compared to other Children Centre Managers.*
- ◆ *I get a good wage according to the job I am doing now at ASAN.*
- ◆ *Current structure needs to more fairly reflect and reward peoples hard work.*
- ◆ *The wage is quite good but for the amount of work I have had passed to me over my time here I feel I should be paid more.*
- ◆ *As long as we get a pay rise each year.*
- ◆ *I feel I should be paid a bit more.*

Question 4 – Do you feel you work in a safe environment?

Yes 14 No 2 Don't know 2

Comments:-

- ◆ *Most of the time – however some of the work we do doesn't always mean that we feel entirely comfortable.*
- ◆ *I do not feel safe working here beyond 5pm. Sometimes the door is left open and anyone could walk in. At times there has been no-one in the office except me and I did not feel safe.*
- ◆ *I have found the staff team very supportive, very caring and very kind.*
- ◆ *Friendly, approachable and we usually lock up together.*
- ◆ *My line manager always make sure I am feel safe, mentally, physically and environmentally.*
- ◆ *My car has been damaged whilst parked outside. Parking at the Workspace should help.*
- ◆ *I don't feel my safety is a concern but the cold conditions aren't really good for health and safety.*
- ◆ *This is an unfair choice of answers – it is safe when there are more than 2 persons in the building.*

Question 5 – Do you feel free from bullying, harassment and discrimination within your work?

Yes 16 No 1 Don't know 1

Comments:-

- ◆ *No-one should ever be made to feel like this! Especially at work.*
- ◆ *Each and every body in office give me very good respect*
- ◆ *No such thing in our team*

Question 6 – Have you any other comments to make about your work or about ASAN?

Comments:-

- ◆ *Pleased to be able to make comments about my working conditions.*
- ◆ *I think communication and sometimes trust is an issue. If info about other projects was more open, then ASAN employees may possibly feel happier and contribute towards future projects. An organisation like this needs creative thinking to make a variety of projects happen which give something back to its employees and the community.*

- ◆ *Very early days but I am delighted with my line manager – he is organised, professional, thorough, supportive, dedicated, hard working. I think you are fortunate to have him. And I am very impressed with this questionnaire. I have worked for voluntary agencies and charities since 1995 and have never been asked questions like these. Thank you!*
- ◆ *Good organisation to work for as all staff are friendly and helpful – a good community spirit.*
- ◆ *I would like to use my own computer rather than using others account and computer.*
- ◆ *Just the cold conditions that we work in. Its hard to concentrate and keep motivated.*
- ◆ *Conditions in the winter time are not good and keeping furniture away from leaks in the roof is not easy.*
- ◆ *I feel environment of work is fair and feel comfortable working with other staff members.*

8.7.3. Analysis

While there is no room for complacency, there is some evidence that there has been a shift in attitudes amongst staff about a number of issues. Communication in particular seems to have improved as does involvement in decision making.

There is considerable difference of view about pay with a number of staff feeling that they are not getting the rate for the job while others feel that they are. ASAN has responded from the 2007 accounts by offering an above inflation pay award of 3% which was repeated again for 2008. Issues of safety are much improved from the 2007 accounts although there is still concern at the Community Centre about security. The rule now is that lone working is discouraged.

Finally there are a number of comments which refer to the cold working conditions at the Boot Factory. The landlord has refused to install any form of heating and this has meant that staff have to make use of small space heaters. This issue will again be considered during the coming months in an effort to find a resolution.

**Section 9
Economic Impact**

9.1. Creating employment

How many people does the organisation employ?

Name	2005/6	2006/7	2007/8
All Saints Action Network Ltd	13	10	10
ASAN Mgt Services Ltd	17	25	24

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

Name	2005/6	2006/7	2007/8
All Saints Action Network Ltd	3	2	1
ASAN Mgt Services Ltd	6	8	0

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

	Total Gross Pay	Employer's NIC	Employer's Pension	Total:
All Saints Action Network Ltd				
2005/6	£168,100.	£14,339.	£9,562.	£192,002.
2006/7	£196,381.	£16,771.	£12,153.	£225,306.
	£187,977.	£16,048.	£13,635.	£217,660.
ASAN Mgt Services Ltd				
2005/6	£158,121.	£11,812.	£0.	£169,933.
2006/7	£203,390.	£15,186.	£0.	£218,577.
2007/8	£210,786.	£13,167.	£0.	£223,953.
Total – Both Companies				
2005/6	£326,555.	£26,151.	9,562.	£362,269.
2006/7	£399,772.	£31,957.	£12,153.	£443,884.
2007/8	£398,763.	£29,215.	£13,635.	£441,613.

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

2005/6	10
2006/7	15
2007/8	13

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

	Tax	Employee's NI	Employer's NI	Total
All Saints Action Network Ltd				
2005/6	£31,256.	£13,072.	£14,339.	£58,668.
2006/7	£32,795.	£15,425.	£16,771.	£64,991.
2007/8	£34,520.	£14,976.	£13,635	£63,131.
ASAN Management Ltd				
2005/6	£20,169.	£10,150.	£11,812.	£22,164.
2006/7	£23,024.	£13,041.	£15,186.	£51,253.
2007/8	£27,272	£13,167	£15,322	£55,761.
Total				
2005/6	£51,426.	£23,223.	£26,151.	£80,833.
2006/7	£55,819.	£28,467.	£31,957.	£116,244.
2007/8	£61,792.	£28,143.	£28,957.	£118,892.

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?
2007/8

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**

9.3. Investment in training

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

	Training/ASAN	Training ASAN Management Ltd	Total Both Companies
2005/6	£1318.	£288.	£1606.
2006/7	£4,257.	£708.	£4,965.
2007/8	£6,024.	£335.	£6,359.

The training for ASAN was for the Community Interpreting course and Mgt Services is for the Sports field.

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	2007/8
NDFC Grant Sports field	£33365.	£23,818.	£20,189.
Net work	£18464.	£18,925.	£0.
Community Enterprise	£33500.	£25,381.	£0.
ABCD – community Forum	£16005.	£17,907.	£19,511.
LSC – Step to Work	(£831.)	£0.	£0.
Community Interpreting Project	£0.	£15,082.	£11,107.
ABCD Phoenix Project	£17661.	£68,010.	£80,919.
WSEN	£31431.	£18,992.	£0.
WMSAC	£46000.	£34,819.	£21,267
Greets Green Business Acumen	£23203.	£0.	£0.
AFA/Sports Training	£0.	£1,964.	£0.
Hungary Xchange Visit 2006	£0.	£4,540.	£0.
AWM – Workspace Purchase	£0.	£344,500.	£0.
ABCD capital grant Workspace			£816,557.
WCC Fees for refurb of school	£0.	£78,131.	£0.
BECO	£9360.	£8,232.	£1,140.
AWM feasibility study –alternative heating			£5,875.
Early Years – Children’s Centre			£46,160.
ABCD – Children’s Centre			£5,925.
Heritage Lottery Fund			£25,000.
ABCD Royal Hospital Heritage			£5,000.
ABCD – Community Chest			£9,137.
British Council - YIA			£5,255.
Other grants			£4,929.
Equal Project – 40 Shades of Green	£0.	£7,454.	£45,752.
Total:	£228,158.	£667,755.	£1,123,723.

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	2007/8
All Saints Community Association	£1600	£0.	0.
Asian Women Group	£5500	£4000.	0.
Total:	£7100	£4000.00	0.

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?

Supplier s:	Number of Suppliers 2005/6	Percentage 2005/6	Number of Suppliers 2006/7	Percentage 2006/7	Number of Suppliers 2007/8	Percentage 2007/8
Local	54	32%	54	27%	43	33%
Regional	68	39%	72	40%	36	27%
National	51	29%	60	33%	53	40%
International	0	0			0	0
Total:	173	100%	186	100%	132	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)?

2007/8

There has been a change in the price structure at Southside Sports. The users of Southside have been given a loyalty discount ie. every 10th hire is free. This is shown in the total sales of £7,905. Residents of the ABCD area get a discount of 20% of the non-resident rate. For instance youth out of area pay £15 and area youth pay £12. 50% of customers are local.

	2005/6	2006/7	2007/8
(Income without discount)	£8,891.	£8,743.	£8,695.
Income from Southside Sports Booking	£8,002.	£7,772.	£7,905.
Discount for teams in area	£889.	£971.	£790.

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	2007/8
Duke Street Play project	£4435	0	0
All Saints Jr Football Club	£1500	£443	£210
Oxford Street Church	£1700	0	0
Parkfields Dragons	£2280	0	0
All Saints Womens Resource Centre	0	£2000	0
All Saints Junior Football Club		£443	
Total	£9915	£2443	£210

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.	£12,549.
2006/7	£28,498.	£14,249.
2007/8	£22,430.	£11,215.

**All Saints Action Network
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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		2007/8
Staff member 1	50 hrs/mo	600 hrs	50 hrs/mo	600 hrs	50 hrs/mo	600 hrs
Staff member 2	20 hrs/mo	240 hrs	20 hrs/mo	240 hrs	10 hrs/mo	120 hrs
Staff member 3	20 hrs/mo	240 hrs	20 hrs/mo	240 hrs	20 hrs/mo	240 hrs
Total:		<u>1080 hrs</u>		<u>1080 hrs</u>		<u>960 hrs</u>

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

		2005/6		2006/7		2007/8
Staff member 1	600 hrs @ £33/hr	£19800.	600 hrs @£33.99/hr	£20,394.	600 hrs @£35/hr	£21,000.
Staff member 2	240hrs @ £23/hr	£5520.	240hrs @£23.69/hr	£5,685.	120 hrs @ £26.13/hr	£3,135.
Staff member 3	240 hrs @ £23/hr	£5520.	240 hrs @ £23.69/hr	£5,685.	240 hrs @ £26.13/hr	£6,271.
Total:		<u>£30,840.</u>		<u>£31,765.</u>		<u>£30,406</u>

Section 10 Conclusion and comments on the process

The process of collecting information for the 2008 accounts is now completed. The report which has been produced at the end of November represents the most significant piece of social impact reporting yet from ASAN. It is significant in that it represents a solid year of work from a range of different parts of ASAN involving quite a number of staff. It is also significant because considerable investment has been directed towards creating the information which sits within the 115 or so pages which you have just read. Most of this investment has been paid for by funders – particularly where there has been evaluation work undertaken. It is also important from ASAN's point of view because it continues to represent a critical part of the planning process at the organisation. The 2008 Social Accounts will be circulated amongst staff involved with the process and at various team meetings, discussion will be undertaken about various aspects of the accounts.

Meanwhile the Board will be getting a first view of the accounts on the 12th November at the next Board meeting. In January, the Board and staff awayday will consider the document in more detail while at the same time considering what the organisation will be prioritising for the coming financial year.

Social accounting is alive and well at ASAN and is being adapted to suit the organisations planning processes. Social accounting is now very much part of the everyday work of the organisation and the structure that the process offers is welcomed by staff and Board alike.

ASAN will watch with interest as the Social Audit Network decide how to make changes to the process following the recent research project in the North East and Scotland. It will also be interested to see how the Government's plan to encourage the use of Social Return on Investment techniques develops. ASAN recently contributed to an article in the newsletter published by Social Enterprise West Midlands about Social Accounting and Audit and how it compares with Social Return on Investment. It is our view that the key to encouraging the use of social impact measurement is in making the process fit the needs of the organisation.

Social accounting is sufficiently flexible as a framework planning tool to allow organisations to fit it around the way they work. The main problem is in getting organisations to commit themselves to the idea of impact measurement in the first place. There is really too little measurement of social impact going on at the moment in the third sector. Organisations should consider becoming more accountable to those they work with and for.

**Section 11.
Areas for improvement**

Area for improvement	Stakeholders involved	Other comments
<p>General</p> <p>1. Consideration of staffing line management arrangements at the two children's centres.</p> <p>2. Do we need a new value related to the environment?</p> <p>3. Can we deal with the fair wage issue?</p> <p>4. Safety issues to be reviewed at ASAN main office and at Greenworks.</p> <p>5. Strategic issues to be considered in detail</p>	<p>Staff Key</p> <p>All</p> <p>Staff</p>	<p>Meeting planned with HR at the City Council.</p> <p>Initially to be considered at staff meetings in the next few weeks. Board and Management Team</p>

<p>Objective 1 – Local management</p> <p>1. Planning day needs to consider sustainable approach to the Phoenix Project.</p> <p>2. Would a tool information sheet be useful?</p> <p>3. Consideration on training for local people on DIY.</p> <p>4. How do we deal with the “payment and contribution for work” issue.</p> <p>5. The development of a show house?</p>	<p>Staff Key</p> <p>Staff Members Staff Members</p> <p>Staff Members Staff Key Members</p>	<p>Phoenix Project meeting</p> <p>Ditto</p> <p>Ditto</p> <p>Ditto</p>
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Areas for improvement (Continued)

<i>Areas for improvement</i>	<i>Stakeholders involved</i>	<i>Other comments</i>
6. How do we deal with the	Staff	

<p>looming problem of permits? 7. Further planning on the Community Forum needed as part of the new work with Accord Housing Group. 8. Children's Centre at All Saints to use survey outcomes for further development.</p>	<p>Members Staff Accord</p>	<p>Ongoing meetings locally Planning day to be agreed in early January to think through centre development.</p>
<p>Objective 2 1. Move on to next stage with Environmental Review. 2. Next stage of renewable energy strategy to be developed at the Workspace</p>	<p>Staff Groundwork Staff + consultants</p>	<p>Need to take a view on feasibility of generation of electricity.</p>
<p>Objective 3 1. The publication of the Southside Sports evaluation needs careful consideration. 2. Plan to organise evaluation for Oral History project</p>	<p>Staff Staff Community</p>	<p>A review of recommendations to be considered initially in a Southside Sports project development meeting. To be planned initially at an Oral History Steering Group meeting.</p>
<p>Objective 4</p>		

<p>1. Issues to be considered at the next Big Garage Team meeting include security, customer service and customer proposals. 2. Southside Sports Capital Improvement Programme to include added element (nets) 3. Continuing development of new approach at Tara involving sub-contractors and relevant staff.</p>	Staff	Team meeting
	Staff	Project development meeting
	Staff and consultants	Tara planning session

**Section 12.
Social Audit Statement**

SOCIAL AUDIT STATEMENT 2008	20/11/08
<p>The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Mike Swain, Harpreet Sharma and Sue Browning of All saints Action Network at the Social Audit Panel meeting held on 13th November 2008. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes* of the Social Audit Panel Meeting. We also examined a</p>	

sample of the data and the sources of information on which the Social Accounts have been based.

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

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

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

- i) Fuller recording of the commitment of ASAN to environmental sustainability issues.
- ii) The continued reporting on ASAN's ongoing attempts to consult with staff on pay, conditions etc.
- iii) The continued development of ASAN's reporting on the local economic impact of its work.

The members of the Social Audit Panel were:

- a) Richard Beard, Jericho Foundation, Balsall Heath
- b) Lisa Corbett, Wolverhampton City Council
- c) Christabella Amoakoh, Coventry and Warwickshire Chamber of Commerce
- d) Patrick Boase, Community Business Scotland

Signed: [Signature]

Dated: [Date]

Chair of the Social Audit Panel

* the notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of (name of organisation) at (address of organisation). Members of the Social Audit Panel have acted in an individual capacity.

Appendices to the 2008 Social Accounts.

A. General.

1. Memorandum and Articles
2. Previous social accounts – electronic only
3. Directors information
4. Compliance –
 - Charity returns
 - Investors in People
 - Companies House returns
 - DTA Healthcheck 2006
 - Balanced Scorecard 2008.
 - Staff handbook
5. Key stakeholder responses
6. Staff questionnaire responses

B. Objective 1

1. Phoenix Project cases – electronic only
2. Tool library survey
3. Recycling service survey
4. Community forum data – electronic only
5. Tool library membership
6. The Child Care Services survey

C. Objective 2

1. Environmental Review
2. Biomass Unit information
3. Feasibility on Boot Factory Biomass Scheme
4. Feasibility on the BG 100

D. Objective 3

1. Oral History information including DVD extract
2. Southside Sports raw data

E. Objective 4

1. Big Garage Customer Survey
2. Southside Sports Customer survey
3. Greenworks customer survey
4. Tara customer survey

