



All Saints Action Network

Social Accounts

Period covered – 1st October, 2008 to 30th September 2009.

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Glossary of acronyms

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
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
WMSAC	West Midlands Social Accounting Cluster
WVSC	Wolverhampton Voluntary Sector Council

Section 1

Foreword from the Chairman

I am very pleased to be providing the introduction to these accounts. As in previous years, ASAN has completed its annual accounts. This is not a requirement by any of our funders or the regulatory authorities. It is something we are committed to do to demonstrate to those we work with how our performance is developing and hopefully improving. I am most grateful to the staff involved in developing the accounts for their hard work this year. I am also grateful to all those stakeholders who took part in the exercise. Their involvement is key to helping us to understand how we are doing.

The Social Accounts are one way in which we at ASAN can understand how the organisation is developing. The Board over the last year has been considering how it moves the organisation forward and there are a number of major areas where we hope that progress will be made to improve the organisation and realise some of our future plans.

We hope this year to engage with the ABCD Partnership about their succession strategy. ASAN is a natural successor to ABCD in the All Saints area at least and some of our work takes us beyond the All Saints boundaries. We hope that discussions with ABCD will enable us to make some real improvements to our work in relation to asset development, employment creation and the protection of our All Saints heritage.

We have for some time now been trying through the Phoenix Project to make real changes to the area through more effective co-ordination of management services from various landlords. We are disappointed that progress remains very slow and we are anxious that our partners continue to raise their game in the area and start to invest in a co-ordinated way. ASAN is keen to work with those who want to invest in All Saints and we look forward for opportunities to achieve this in the coming year.

Finally we have some major challenges as we develop our activities in the coming year. Greenworks is to be moved and we hope this will improve the business and enable us to expand our operation. We look forward to developing our asset base in partnership with the City Council and we look forward to developing several new enterprises during the course of the year. In particular we hope that we can make real strides in the establishment of a Community Maintenance company. Thank you for taking time to read this. I look forward to working with you in 2010.

Frank Amadedon, OBE
Section 2

Introduction to the 2009 Accounts

This introduction opens the eighth consecutive set of social accounts produced at ASAN. We started the process in 2002, two years after we established the organisation. In the early days of ASAN we were a small organisation with two members of staff and a relatively simple set of activities to report on. In 2009 and eight accounts later we have certainly become a more complex organisation but essentially the social accounting approach is similar. The accounts are structured in exactly the same way – they just seem to have got that much longer and more difficult to co-ordinate. But that is the key to social accounting. The structure of a set of accounts is similar regardless of whether it is a large training organisation in a large city with 500 employees or a small organisation with five volunteers in a village.

The key to social accounting in our view is the underpinning principles which focus and guide our approach to the process. The principles like values provide a way of working which enables the organisation to set out how it relates to those it works for. Those principles originally developed by the Social Audit Network in 2005 still serve us well.

Taking them one by one:-

Multi-perspective – At ASAN we always aim to engage all stakeholders. The reality of course is that this is quite a difficult thing to achieve in practice. Often logistics prevent a complete set of views being collected. It is also often difficult to engage everybody every time because of project timescales and funding limitations.

Comprehensive – We do try to ensure that we report on all aspects of what we do. Chapter 4 sets out all of our activities and if the reader of these accounts thinks that we haven't reported on some of our activity, then we would like to know!

Regular – We certainly have fulfilled this criteria since our humble beginnings in 2002. The process is also becoming part of the culture of the organisation. This year at least ten members of staff were involved in the collection of data for these accounts.

Comparative – One of the more interesting aspects of this document is the year on year information that we are now collecting. Sometimes we can get a little complacent in the way we do things and collecting regular information keeps us on our toes and certainly helps us to understand if we are improving the way we do things.

Verified – This is one of the unique elements of social accounting. The existence of an independent process which runs alongside of the organisations own processes but which is capable of taking an independent view of the accounts. We are aware that this process is not particularly well understood outside of those who are familiar with social accounting. It is however a very important element of the whole process and one that gives considerable credibility to social accounting.

Disclosed – The reporting of information contained within social accounts remains a potentially controversial matter. Social Accounts contain organisational information that may be painful to publicise. There have been stories of organisations producing information in social accounts which was then used against them by a funder. Our approach to this is to recognise that by publicising the full contents of our accounts we are recognising that we understand the issues in the organisation whether they are challenging or otherwise. We also make it clear that we aim to use the results in our social accounts to inform how we change or adapt our work and practice for the future.

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

January	Board and staff awayday to review the previous years social accounts and look forward to plans for the coming year.
February	Staff consultation, appraisals and other discussions about what has gone before and what is planned for the future.
March to April	Agreement on the business plan for the year including elements of learning from the social accounting process as well as what will be included as part of the 2009 social accounting process.
May to August	This is a period of collecting information as we do anyway and when special consultations and feedback activities take place.
September and October	The social accounts are drafted.
November	The Panel meets. ASAN holds its AGM.

And we start all over again!

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, community enterprise and a local network bringing together members of the local community and local organisations from the public, community and private sector in and around the All Saints area.

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 is also a committed social accounting organisation being a member of the Social Audit Network and operating an annual social accounting system.

ASAN 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.

During 2008, ASAN was approached by the City Council to be involved in the development of an asset transfer pilot. The purpose of the pilot has been to explore how to transfer physical assets from the public sector to the third sector. As part of the pilot, ASAN is exploring how All Saints Community Centre and Blakenhall Community Centre might be transferred to third sector ownership.

(Map to be included)

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.

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 was completed in September 2008. In addition developmental work is ongoing to try and secure 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 rates in the area are high by Wolverhampton standards but have improved since the introduction of the All Saints Crime Fighting Initiative funded through the Home Office in 2003. Super output data indicates that the total number of crimes in the area for 2003/04 were 884 and this figure had dropped to 706 in 2007/2008. All Saints has for years attracted prostitution and kerb crawling and remains a red light area. The crime fighting initiative has had some impact with anecdotal evidence that prostitution is currently less obvious on the streets than in previous years.

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 community of All Saints and its environs. The Board of the Charity 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 being developed and currently include membership of the tool library and the kerb side collection service for items of waste.

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.

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

Director category	Affiliation if organisational director	Name
Community Director and Chair		Frank Amadedon OBE
Organisation Director	Haque Centre	Dilbag Bungay
Organisation Director	Oxford Street	Maureen Johnson
Community Director		Sunny Khumb
Organisation Director	Community Housing Network	Colin Gough
City Council Director	City Council	Councillor Roger Lawrence
Organisation Director	Duke Street	Darren Thompson
Community Director		Neil Paddock
Community Director		Colin Smart
Organisation Director	All Saints Church	Phil Davis

Table 2 – ASAN Management Services Board of Management.

Position	Name
Community Director	Neil Paddock
Organisation Director	Colin Gough

The Directors are responsible for overall direction and policy of the organisation. Board meetings are currently held every 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, a further sub group responsible for the development of the Children’s Centre and two new groups established in the last six months, one to manage the development of a proposed day nursery service and the second to oversee the recently established Community Maintenance Project funded through the New Deal for Communities programme.

Table 3. Governance arrangements

Governance structure	Meets	Function	Who involved
ASAN Board of Management*	6 times a year	Responsible for the overall strategic direction of ASAN	See Table 1
ASAN Management Services*	As required	Responsible for the strategic direction of ASAN’s trading activity.	See Table 2
Finance and Business Development Sub committee**	As required	Delegated by the Board to consider business and finance matters .	Frank Amadedon, Neil Paddock, Roger Lawrence.
All Saints Community Forum**	4 times a year	The Community Forum is independent and facilitated by ASAN. The Forum meets at the Workspace	All residents are invited to all community forums as are local partners.

All Saints Children's Centre Steering Group**	Once a month	ASAN is the accountable body for the Children's Centre in All Saints	Open to any organisation involved in or committed to the development of children's services.
The Powerhouse Project Development Group**	As required	Responsible for the development of the Powerhouse Combined Heat and Power project.	Phil Davis, Rob Buckman, Sunny Khumb
All Saints Nursery Steering Group**	As required	Responsible for moving forward the proposed Day Nursery service in All Saints	Mike Swain, Subhash Patel, Maureen Johnson.
The Community Maintenance Steering Group**	As required	Responsible for managing the progress of the recently established Community Maintenance project.	Mike Swain, Sarah Schofield, Joan Bond

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

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

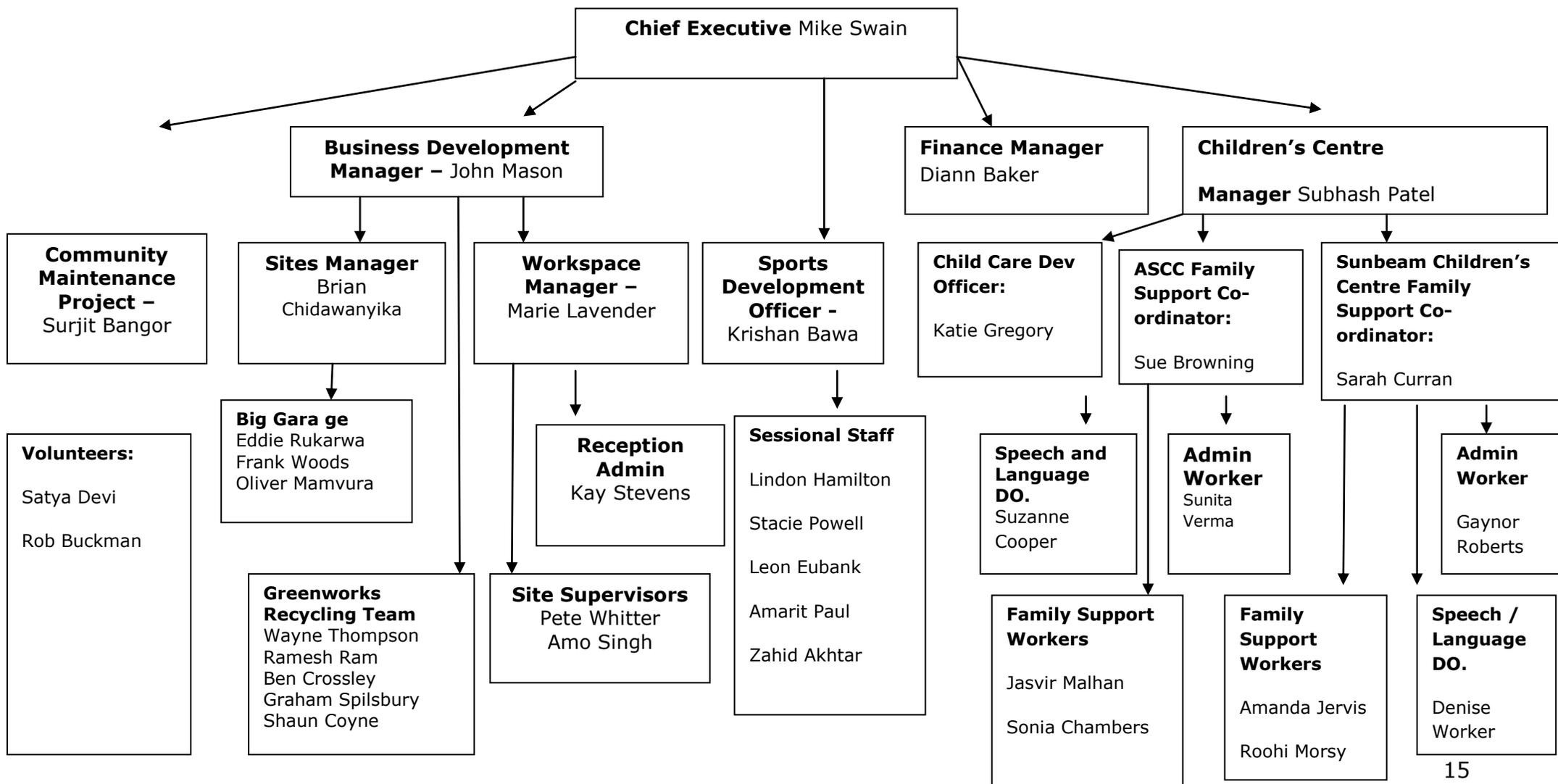
3.5. Staffing structure.

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

In addition to the staffing arrangements below, ASAN also runs a Consultancy trading under the name of 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.



3.6 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</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>

HR Consultancy provide advice to both management and staff on employment issues.

3.7. ASAN sites.

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

The ASAN registered office is at the Community Centre in All Saints Road and 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 is the Workspace and now owned by ASAN. The building opened in September 2008 as a managed workspace.

Adjacent also 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.

At Powlett Street, ASAN currently lease the single storey north light warehouse from the owner, Simon Developments on a six year lease (with a break clause) for its Greenworks operations.

At Cleveland Road, ASAN currently lease the Big Garage on a three year renewable lease from Tesco UK. ASAN has no rights under the Tenant and Landlord Act and has agreed to vacate the site with minimal notice.

3.8 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 2008 version and one developed for the Workspace are incorporated into the Appendices.
- ✓ Finally ASAN has a range of Health and Safety obligations across its various activities.

Section 4. Vision, mission, values, objectives and activities.

4.1. Introduction

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

4.2. 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

4.3. 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.”

4.4. ASAN’s values.

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

To be accountable to and representative of the local community

To act commercially and with entrepreneurial flair

To be creative and innovative in all that we do

To operate in a sustainable way

To value our staff, trainees & volunteers

4.5 ASAN’s Objectives

ASAN’s objectives are as follows:-

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

4.5. 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 alongside our community enterprise activity, the key 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.

ASAN developed a generic approach to its work on improving the local environment and encouraging residents to take more responsibility for their area. This approach has become known as the Phoenix Project and includes the Community Maintenance Project, the Tool Library and the Recycling Service.

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>The Community Maintenance Project (part of the Phoenix Project)</i>	<i>This project enables ASAN to provide a maintenance service to tenants/owner occupiers.</i>	<i>This activity is supported by ABCD throughout this current financial year.</i>
<i>The ASAN Recycling Service</i>	<i>The recycling service enables people to get rid of large unwanted items which are picked up from their house.</i>	<i>This is supported through the Community Maintenance Project and managed from the Workspace.</i>

<i>(part of the Phoenix Project)</i>		
<i>The tool library(part of the Phoenix Project)</i>	<i>The tool library provides local people free use of a selection of tools for use round the house and garden.</i>	<i>This is supported through the Community Maintenance Project and managed from the Workspace.</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>
<i>All Saints Community Nursery</i>	<i>This project is in its formative stages this year. A co-ordinator has been appointed to start developing the nursery which will include a mix of day care and crèche work.</i>	<i>The project is partly funded by the Early Years Partnership but is also generating its own income.</i>

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. A local recycling centre is planned although no site has been agreed yet.</i>	<i>Currently no resources required.</i>
<i>The biomass boiler and wood chip fuel</i>	<i>ASAN has a biomass boiler at the Workspace which is fuelled using woodchip which is</i>	<i>This activity is funded through ASAN's own</i>

<i>supply</i>	<i>generated by breaking up recovered wood.</i>	<i>resources.</i>
<i>The Powerhouse Project</i>	<i>This project is still in its feasibility stages. The plan is to develop a small scale Combined Heat and Power Scheme based at the Powerhouse in Commercial Road. Feasibility work is ongoing.</i>	<i>Some funding has been made available through Re-energy, an AWM funded programme run by Staffordshire County Council.</i>

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

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

Activities within this objective:-

Activity	Detail	Resources
<i>Southside Sports – sport development</i>	<i>This project is largely about providing capacity building and training through sporting activity</i>	<i>Funding comes from a range of different sources including the Connexions, ESF and Awards for All</i>
<i>Oral History project</i>	<i>This project was largely completed during the course of 2008. The launch of the DVD took place earlier this year and an evaluation of the project appears in this set of accounts. ASAN is now planning further work on heritage activity and this included some consultancy support on a succession strategy to the Oral History</i>	<i>The main project was funded by Heritage Lottery and ABCD. The consultancy work was funded by Business Link.</i>

	<i>project.</i>	
<i>Partnership arrangements on training activities</i>	<i>Development of joint working with the Adult Education Service based at the Workspace.</i>	<i>No resources are currently being used.</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 although the relationship is very slowly changing. ASAN is no longer a Stage 2 franchise. This means that it no longer collects furniture for Greenworks. However ASAN is now generating its own collections locally.</i>	<i>Currently Greenworks contributes to the organisations income generating activity.</i>
<i>The Big Garage</i>	<i>The Big Garage provides car</i>	<i>Currently the Big Garage</i>

	<i>parking and storage facilities</i>	<i>contributes to the organisations income generating activity.</i>
<i>Oxford Street Car Park</i>	<i>ASAN is again in discussion with the City Council about the possible development of a business relationship.</i>	<i>No resources currently being expended other than staff time.</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>Tara Consultancy continues to undertake small scale consultancy contracts. The consultancy has been under review this year and will be rebranded during the course of the autumn.</i>	<i>Currently Tara aims to cover its costs through the consultancy work that it undertakes.</i>
<i>The Workspace</i>	<i>The Workspace formally opened in October 2008 and is now trading as both a managed workspace and as a conference and seminar facility.</i>	<i>The Workspace capital development has been largely expended although there is a small retention outstanding. The running costs of the Workspace are paid for through the revenue the building earns.</i>

Objective 5. To develop and manage the organisation effectively.

This objective is about the internal workings of the organisations main office 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>Provided now at the Workspace.</i>	<i>Funded through ASAN resources.</i>
<i>Supervision, staff development and other support</i>	<i>All staff required to manage other staff required to ensure that supervision, appraisal and other support in place</i>	<i>Funded through ASAN resources.</i>
<i>Social accounting and reporting</i>	<i>Development and management of systems to account for all organisational activities.</i>	<i>Funded largely through ASAN resources although some projects have core costs incorporated.</i>
<i>Marketing and communications</i>	<i>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.

Areas for improvement arising from the previous social accounts in 2008 and actions taken.

This section deals with the areas that emerged from the previous social accounts which appeared to require attention from ASAN to ensure improvements for the future.

General

Area for improvement	Stakeholders involved	Action taken
Consideration of staff line management arrangements at the two children's centres	Staff at both centres	Discussions with Early Years Partnership have resulted in a senior member of staff at the Blakenhall Centre being promoted to take on more responsibility at that centre.
Can we deal with the fair wage issue?	Staff/Board	This issue was discussed at the Board/staff planning day in February. It was agreed that where possible formulas should be agreed that would ensure that staff get appropriate performance related pay. No formula has been agreed at this stage.
Safety issues to be tackled at the ASAN and Greenworks offices	Staff	Due to staff reorganisation, in late 2008 some staff were relocated to the Workspace. This has helped in making more staff feel secure. The issue of heating has not been resolved at the Boot Factory and plans are now afoot to move the entire Greenworks operation out of the Boot Factory and into a warehouse in Commercial Road.
Do we need a new value related to the environment?	Staff/Board	At the Board/Staff awayday it was agreed that a new value be developed which reflects the organisations desire to be more sustainable. This new value is put simply as "to operate in a sustainable way"

Objective 1 – Local management

Area for improvement	Stakeholders involved	Action taken
A sustainable approach to the Phoenix Project	Board/staff/volunteers	Initial discussions were undertaken with ABCD as potential funder for the next stage of the project. More detail reported in Section 7 below.
More information about the Phoenix Project	Phoenix Project staff	New information on the project to be produced when new project starts.
Training for DIY	Phoenix Project staff	DIY sessions to be organised as part of the new project.
How do we deal with the “payment and contribution for work” issue?	Management Team	To be discussed with ABCD as part of the funding agreement
Development of a show home to demonstrate what could be achieved with local terraced housing	External partners	The idea to be developed by Accord Housing Group as part of the agreement between ASAN and Accord
How do we deal with the change in rules on permits for recycling.	Phoenix Project staff	Approach to be made to the City Council about permits and recycling credits.

Objective 2 – Sustainability

Area for improvement	Stakeholders involved	Action taken
Move on to the next stage with the Environmental Review process established by Groundwork Black Country	Management Team and Groundwork	Approach to be made to Groundwork Black Country about next stage developments. Initial meeting has taken place.
Next stage of Renewable Energy Strategy to be undertaken at the Workspace	Workspace Development Group	Development Group has now picked this up and waiting for a suitable capital programme to come along in order to apply for PV cells for the installation on the roof of the conference seminar area.

Objective 3 – Training and capacity building

Area for improvement	Stakeholders involved	Action taken
Taking forward the key outcomes from the Southside Sport evaluation.	Southside staff	The key areas have been to do with developing a closer synergy with other deliverers of sport across the City. Southside needs to demonstrate how it can work with partners. First attempt to be made through the Football Foundation bid.
Evaluation and further work on the Oral History project	The Oral History Steering Group	Agreement from all parties to undertake the evaluation and to consider a succession strategy. The evaluation is reported later in these accounts. The succession strategy is underway and further information is included in Section 7, report on Objective 3 below.

Objective 4 – Business development

Area for improvement	Stakeholders involved	Action taken
Issues arising out of the customer survey including security and customer service	Big Garage Team	Meetings took place during the year to discuss more foot patrols as a "normal practice" and consider how customer service might be improved. Team to work together on this.
Southside Sports Capital Development programme – consideration for added elements (nets)	Management Team	Nets to be purchased. Wider review to take place on the management of the site.
Development of new approach at Tara which will rebrand and take on some of the issues about wider charitable work.	Tara associates	Discussions well underway about the wider approach to Tara. Rebranding to take place shortly anyway but also feasibility of establishing a new organisation possibly outside of ASAN is also to be considered.

Section 6 Stakeholders for 2009

The stakeholder map for the current year is broadly the same as for previous years although with ASAN's involvement in running the Children's Centre, there is now more emphasis on ensuring that we are involved in a more detailed consultation over childcare and family support.

The key categories of stakeholder are as set out below in the table.

Stakeholder category	Stakeholder Nos (approx)	Relationship to ASAN
Local community	5000	The people who live in ASAN's area of benefit. They are users of the various local services that ASAN operates including the Tool Library, the Recycling Service and the Children's Centre.
Staff (full and part time), trainees and volunteers	36	Staff are drawn from both ASAN (the charity) and the wholly owned trading subsidiary, ASAN Management Services. Trainees and volunteers work in various parts of the organisation.
Users and customers	2000	These include those people who are customers at ASAN Car Parks, Greenworks, the Workspace and any other business activity.
Organisations in the local community (of any type)	15	When ASAN was first set up, these organisations were the key beneficiaries of ASAN's work. While we are still involved in supporting them, the relationship has changed to a much more developmental one these days.
Strategic, key and funders	100	This is a wide ranging group which includes organisations who provide funding, who offer support and who are strategically important to ASAN.
Suppliers		Suppliers are referred to in the Economic Impact section but are not dealt with in the consultation.

Section 7 Scope and methodology

7.1. Introduction

ASAN engages in social accounting on a year on year basis and as such has developed an approach to consulting with its stakeholders which enables it to understand better the relationship it has with them and how it can improve that relationship.

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

7.2. The scope of 2009 accounts.

This year we have attempted as in previous years to engage all stakeholders. However there are reasons why we have not been engaged in a dialogue with certain stakeholder groups and these are explained in the next section. The plan below covers all ASAN's activities where it has been possible to engage with stakeholders.

Plan for 2009

Activity	Stakeholder category	Consultation undertaken	No. consulted / response rate	Existing indicators
Phoenix Project	Community members	Recycling Service feedback sheets.	64/64	Tool library use Community Forum data. Project monitoring
Southside Sports	Users	User feedback questionnaire	25/11	Bookings
Big Garage	Customers	Annual customer questionnaire	174/84	Usage data Ticketing
Greenworks	Customers	Customer email questionnaire	628/47	Sales Recyclate data
The Workspace	Users	Conference and seminar questionnaire	94/35	Visitors book Tenancy details
Children's Centre	Users	Evaluation sheets	See note below	Quarterly monitoring
Oral History Project	Users and the wider community	Evaluation of project	See explanation in project evaluation – Appendix 1, Page 92	DVD sales
Strategic and developmental work	Various key and strategic stakeholders	Email consultation	100/21	Business plan development. Project records.
Staff development and support	Staff, volunteers and trainees	Investors in People process	N/A	Various staff records

For the Children's Centre evaluation, a range of different sessions and approaches to evaluation make an accurate assessment of response rates difficult.

7.3. Omissions for 2009.

There are a number of omissions for 2009. These are as follows:-

Firstly we have not consulted staff as part of this years social accounting cycle. This is because we are currently in the process of re-registering for an Investors in People award. We are aware from previous registrations that the preparatory work needs to be thorough and we are therefore taking a slightly different approach to staff involvement.

We had a full staff meeting of all staff from all parts of the organisation in late October. This has become an annual event but this year it was used to talk about the impending IIP registration. Following on from this, we plan to consult with staff in their various teams across the organisation to try and get feedback from them in advance of the registration.

The registration process will start in the New Year.

Secondly we have not consulted with tenants at the Workspace. At the moment there are three – The Adult Education Service, Apricot Care and Spurgeons. We do have meetings individually with tenants but it is our intention to hold regular tenant meetings when we finally let the 1st Floor of the building.

We are also still in the process of deciding how to develop our business support strategy. This year for the first time, we have offered a year long lease to a new business as part of our incubation strategy. This is not reported but will feature more fully in future years when we are clearer about how we manage our business support programme.

Thirdly we have not reported on our relationship with community organisations this year. We continue to have various developmental relationships and are particularly grateful for support provided by the Network Development Officer from the Network Consortium who has supported a range of local community organisations.

Fourthly we have not reported on Objective 5 directly. However much of the activity within this objective is reported through the Key Aspects Checklist and our Economic Impact section.

Finally our approach to environmental impact remains patchy and we are aware of this. Part of our problem is that we still don't really have a method to undertake such impact across the organisations effectively. We are continuing to try and develop new approaches to this and are very open to suggestions!

**Section 8.
Report on performance for 2009**

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

8.1.1. Values and stakeholders

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> <p>To operate in a sustainable way</p>
Stakeholders consulted	<p>Childrens Centre users</p> <p>ASAN members and the wider community including the Tool Library and the Recycling Service.</p>

8.1.2. Background

The Social Accounts this year are including consultation and reporting on our two main locally managed initiatives – the Children’s Centre and the Phoenix project.

Both of these projects are publicly funded and are therefore subject to contractual conditions set by funders. In both cases, arrangements are constantly changing and this clearly has an affect on the way in which we are able to develop and manage the projects. That said we are grateful to all funders for their support.

The Children’s Centre has only recently become a major project for ASAN. We formally opened for business at the beginning of the year (2009). We are contracted to deliver the Children’s Centre “offer” by the Early Years Partnership. That means that we are heavily regulated by them to ensure that the services we deliver are of sufficiently high quality. As part of our reporting on this service, we are required to complete a quarterly

monitoring return. This document is not included as part of the social accounts but is available within the audit trail of this document and can be viewed by anyone interested in understanding what the Centre does in more detail. In addition to this documentation, we also undertake evaluations of the various work we do which enables us to understand what local people think about us and the way we deliver services. We have included those evaluations as part of this report.

The Phoenix Project continues to provide some key services to local people. The Phoenix Project is part funded by the ABCD Partnership and in the past has received considerable investment from them. The current project is considerably slimmed down and consists of three main elements. These are:-

- a) The Community Forum
- b) The Tool Library
- c) The Recycling Service

As part of our funding arrangements with ABCD this year we are also offering a community maintenance service which is an additional service to the tool library. Where local people are unable to undertake small jobbing works, we offer direct help. If we can get any form of payment to recover costs, we will accept this but in most cases, we offer the service free of charge.

8.1.3. All Saints Children's Centre

Introduction.

The following section covers a range of activities undertaken within the Childrens Centre since it started its work in January of 2009. In addition to the evaluation feedback, the Childrens Centre is also required to complete quarterly monitoring information which records in much more detail the activity within the Centre.

The activities included in the evaluations are all offered free of charge to local parents. All parents are asked to complete evaluation forms and in the majority of activities 100% response rate is achieved.

Evaluation Feedbacks

A. Suzanne's Groups:

Suzanne Cooper is our **Speech and Language Development Officer**.

Suzanne has worked hard to encourage Parents to access her Groups.

Suzanne currently does Groups at:

- All Saints Children's Centre
- The Grove School
- Women's Resource Centre
- Wolverhampton Central Library

Suzanne has been very efficient in evaluating her sessions by questionnaire and has run a variety of Groups throughout the year.

Additionally to this Suzanne also supports:

- Stay and Play Sessions
- Children on the 2 year old Pilot in Nursery

- Families on a 1:1 basis (home visits and Centre based activities).
- The development of the Animal Magic Sessions (started May 2009)
- Talk to your Bump, Talk to your Baby Sessions (Starting November 2009)

Questions from evaluation forms	Little Learners Women Resource Centre, held on 4/5 June	Little Learners Grove school, held on 24/07/08, 8/12/08 and 8/6/09	Mini Movers course , held on 4/11/08, 01/07/09, 23/07/09	Baby Toddler signing course, held on 01/06/09 and 09/02/09	Baby Bop, held on 9/02/09, 21/05/09, 23/07/09	Animal Magic, held on 19/05/09
	6 attended	11 attended	8 attended	3 attended	9 attended	2 attended
1.How much did you enjoy the Course, (rating 1 – 5 stars)	Stars/No 4/6	Stars/N 5 / 11	Stars/No 5 / 8	Stars /No 5 / 3	Stars/No 5 / 9	Stars/No 5/2
2.How many sessions did you attend <i>*average attendance</i>	No/Sess. 3/3*	No/Sess. 3/5*	No/Sess 4/6*	No/Sess 3 / 5*	No/Sess 4/6*	No /Sess 2/5*
3.Did you feel that 6 sessions were Enough Not enough Too many	1 5 0	6 5 0	4 4 0	1 2 0	4 5 0	0 2 0

4. What did you like best about the sessions?

Seeing the children enjoying the games, building on speech, to concentrate.

Interactive, very good tutor, child joining in activities.

How all kids join in and enjoy, singing and dancing, great exercises.

Meeting with other parents/babies, spending quality time with my baby.

Singing, enjoying, helps the children to interact.

Everything.

5. How did you feel your child has benefited from the group?

More confident, to take turns/sharing.

More confident with speech, better sitting skills, more responsive and interactive, overcome shyness.

Become more confident, mixing with other children, enjoys musical instruments.

A change in baby's speech and co-ordination, learn't songs, contact with other mums and children.

Like the activities.

6. What have you noticed about your child's communication skills since attended the group?

Increased attention, understands more.

Understands more actions of words, vocabulary is extending, communicates more.

Good attention and listening skills, and developing new words.

Improved attention/listening skills, built more confidence.

7. Have you used any of the songs at home (for mini movers course only)

Twinkle Twinkle, Row the boat, Incy Wincy Spider, Roly Poly, Wind the Bobbin up, the Grand Old Duke of York.

B. Stay and Play Activities

We have run Stay and Play Sessions every Thursday morning throughout the year. Initially, we were asking for verbal feedback and were responding to this feedback in readiness for the following week's activities. At the end of the summer holidays, we started asking for Evaluation Forms to be completed. Hence, the low number of respondents compared to the numbers of Families attending Sessions.

Due to the significant changes to the Nursery and Crèche facilities here this Term, we have not evaluated any sessions since the Summer Term. This was due to the changes in rooms, Staff and venue for Stay and Play sessions. Over the months and summer holidays, attendance to Stay and Play sessions grew. This term there has been a steady decline. This is due to the following reasons:

- Lots of our 3 year olds starting Nursery
- Referrals to the 2 year old Pilot in our Nursery
- The decline in new birth visits (drop in birth rate in this area)
- Possibility of the changes impacting on attendance
- Parents going on to Further Education sessions.

Evaluation of Stay & Play 32 evaluation sheets were completed.

How much do you enjoy the session (scores of 1 – 5) 1 being the highest and 5 being lowest

Responses received:

1 = 30

2 = 2

What did you like best about the session?

Comments: Supportive staff, Singing, Help with completing forms, My children tidying up, Make new friends, Play freely, Socialising, Develop confidence

How do you feel your child benefits from the 'Stay & Play'

Comments: Toys and activities, Learning new skills, Socialising, Develop confidence

Are the staff friendly and helpful

Responses received:

No 0

Sometimes 0

All the time 32

Do you feel we are helping you as a parent

Responses received:

Yes 32

No 0

How would you rate the 'Stay and Play'

Responses received:

Good 0

Very good 2

Excellent 30

Child – Are you happy or not so happy here

Responses received:

Happy 32

Sad face 0

Any other comments or suggestions?

Comments: More trips please, More sessions, Everything is excellent, Staff are very helpful, Helped my child with speech, Helped my child become more confident, Really enjoyed it

C. Stay and Cook Sessions

Jasvir Malhan has worked very hard with the support of the Food Health Team to develop our Stay and Cook Sessions. We try to run a new Course every Term for new Families. This has proved popular. This is due to a maximum number of 6 Parents being allowed to attend due to our small kitchen facilities. Jasvir now keeps a waiting list for Parents requesting this Course.

Evaluation of Nutrition Session – Stay and Cook 8 participants in total

Ethnicity: White 5 Asian 2 African 1

What have you learnt?

Comments: make new things, healthier ways to cook

What will you do a result of this session?

Comments: Cook at home, Cooking together

What was not useful

Comments: Everything was useful, all good

How did you hear about this session?

Responses received: Staff/3, ASCC/1, Previous sessions/1, Stay and Play/2, Post/1

Other comments:

Comments: How to make specific dishes, Interesting, Baking, Enjoyed session, Encouraging facilities, Kitchen well organised

D. Baby Massage Course

Sue Stephens from St Luke’s School has run 2 x Baby Massage Courses for us and 1 x Baby Yoga Course for us. Unfortunately, due to a change in Sue’s funding we can no longer access this support from St Luke’s.

We would like to train one of our Family Support Workers or our Speech and Language Development Officer to deliver this training to Parents.

Baby Massage is a very important aspect of the work we do in the Centre.

This is because it

- It assists with bonding and the development of attachments
- It aids in relaxing and calming your baby
- It assists to develop interaction between Parent(s) and baby
- It assists new Parents to socialise with their babies
- It develops touch, warmth and promotes interaction

Evaluations for Baby Massage - 16 attended

Did you enjoy the session?

Responses received:

Yes 15

Some of it 1

No

Has it helped you and your baby

Responses received:

Yes 16

Some of it

No

Are you massaging your baby at home

Yes 16

No

Comments: To have gym classes more than once a week, To have gym classes running for the whole year

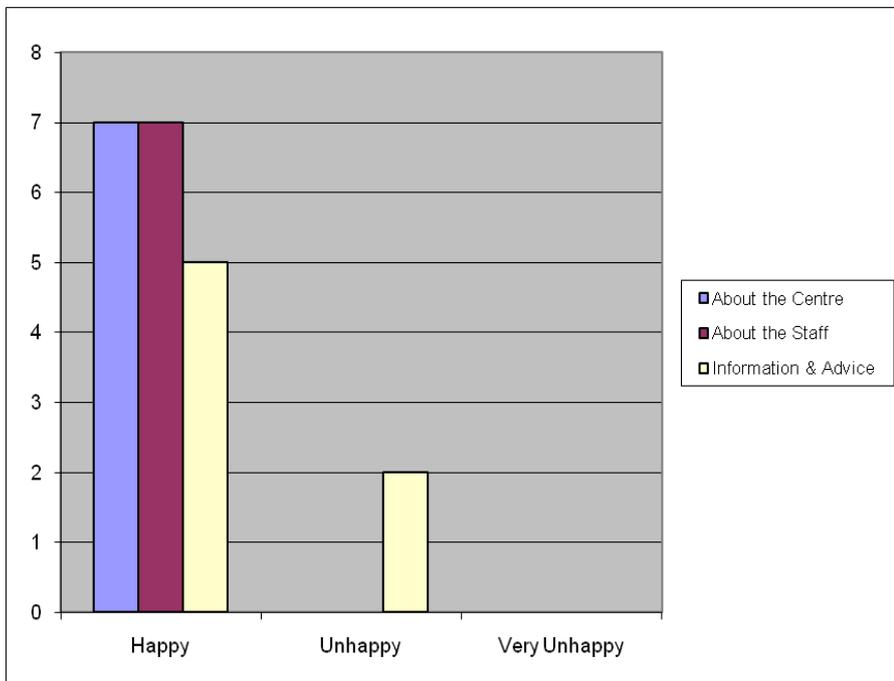
F. Summer Holiday Activities:

We ran Sessions throughout the summer holidays aimed at Parents and Children together. This was because, as a Staff Team, we felt that many of our Parents had accessed lots of the AES Courses and that Children had participated in the numerous crèches for each Course. So we took this opportunity to develop activities to do TOGETHER. These were:

- Arts and Crafts Sessions (2 x Sessions run)
- Stay and Cook Together Sessions (2x Sessions run)
- Picnic in the Park
- Dudley Zoo Trip
- Plus Stay and Play provision (see above)
- Fire Safety Session (no evaluation)
- Fussy eaters (no evaluation)

ART AND CRAFT WORKSHOP - JUNK MODELLING 7 participants

	Happy	Unhappy	Very Unhappy
About the Centre	7	0	0
About the Staff	7	0	0
Information & Advice	5	2	0

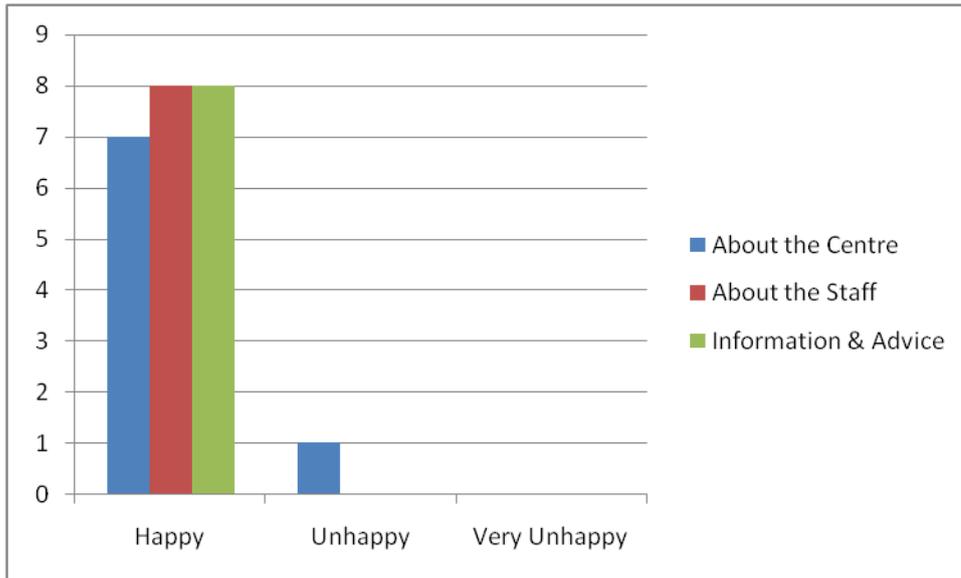


2 participants were unhappy about the category Information and Advice , they found they could not easily understand, possibly due to language problems.

ART AND CRAFT WORKSHOP - CLAY MODELLING

8 participants

	Happy	Unhappy	Very Unhappy
About the Centre	7	1	0
About the Staff	8	0	0
Information & Advice	8	0	0



1 of the participants did not find the centre easy to find (unhappy)

The Dudley Zoo Visit and the Picnic in the Park were well received.

Cooking together - Evaluation of Nutrition session (5 participants)

Ethnicity: White = 1 Asian = 4

What have you learnt?

Comments: Making different salads, To help prepare meals, Encouraging children to help in the kitchen

What will you do as a result of this session?

Comments: Try at home, Children will now try to eat different salads, Encourage my children to eat healthy food

What was not useful?

Comments: All the participants enjoyed the whole session and found everything useful

How did you hear about this session?

Comments: Through our Family Support Officer – Jas

Other comments:

Comments: Enjoyed coffee, Good facilities, Parents work together, Children enjoyed washing up, Children working together, Staff friendly and helpful

G. Coffee Morning and Family Fun Day

In partnership with AES and Wolverhampton Learning Partnership; we held the following events. **The Family Fun Day** was held on April 8th from 10am – 2pm. The **Coffee Morning** was held on 25th August 9.30 – 11.30am.

These Activities were used to ascertain what training, courses and education the Families would like delivered from the 2 x AES rooms. During the **Coffee Morning**, we consulted with the Families on the AES Courses proposed for September 2009 and on Children’s Centre planned activities.

8.1.4 Consultation analysis

The evaluation results speak for themselves. Generally the feedback was positive. The staff continue to develop existing and new activities to try and both improve and develop what the centre has to offer. The detail of the quarterly monitoring reports provided for the Early Years Partnership can be viewed in the ASAN offices.

8.1.5 The Phoenix Project community feedback

The Phoenix Project has changed significantly during the course of this accounting year. Funding finished on the 31st March, 2009 and two project workers were made redundant. Considerable effort had been made up to a year before this to try and secure support for a follow up project but there was no interest from the ABCD Partnership. The Project Manager who had been on secondment with ASAN from Wolverhampton City Council was immediately transferred back to the Council. The second worker, our Neighbourhood Maintenance Officer, was re-employed within ASAN pending a further funding application to ABCD. The Board took the view that they would try to fund the post for up to four to five months while attempts were made to secure funding. After various letters and a petition signed by more than 600 residents, ABCD finally agreed a new project for one year which has enabled us to employ a Community Maintenance Officer.

We have managed to maintain a level of activity throughout the year for the main elements of the Phoenix Project; the Tool Library, the Recycling Service and the small jobbing works. A brief report on these activities with some community feedback follows.

a. The Tool Library

This remains a very important service locally. The Tool Library has about £4000 worth of domestic tools. From these accounts onwards, we are going to request resident feedback on their use of the tools. For the purposes of these accounts, tools hired and the number of individual bookings are set out below from most popular to least popular. Where required, tools are loaned with the necessary safety equipment.

Lawnmowers 139	Pick axe 6
Strimmers 78	Hot air gun 6
Ladders 40	Garden shears 5
Jetwash 38	Angle grinder 5
Carpet cleaner 31	Tile cutter 4
Electric drill 26	Car jump start 4
Hedgecutter 25	Kango 4
Garden spade 19	Knife sharpener 4
Wallpaper steamer 19	Hammer/chisel 3
Petrol brushcutter 16	Cordless staple gun 2
Telescopic branch cutter 15	Leaf blower 2
Garden rake 15	Petrol chain saw 2
Fork 12	Axe 2
Wheelbarrow 11	Crow bar 1
Steam Cleaner 9	Drain rod set 1
Slab cutter 9	Wall paper pasting table 1
Electric saw 8	Concrete mixer 1
Electric sander 8	Garden roller 1
Petrol rotivator 7	Sack truck 1
Electric planer 7	
Dutch hoe 6	

Post hole digger 6

b. The Recycling Service

This is a long standing service which has been variously funded by ASAN, ABCD and other smaller pots of money. The service involves a man with a van (and a trailer). Because of funding uncertainties, the service was suspended for part of the year. Nevertheless the 64 users of the service did complete feedback forms which were handed out as the service was being delivered. Because figures have been kept for previous years, the totals have been turned into percentages in order that year on year comparisons can be made.

Q1 How often have you used the recycling service?

Frequency	04/05	05/06	06/07	07/08	08/09
Once	10%	20%	33%	62%	32%
Twice	45%	23%	27%	18%	24%
3 times or more	45%	57%	40%	20%	44%

Table 1: Customers’ frequency of using the recycling services as a percentage.

Q2. Did you have any problems booking the collection?

Problem in booking	04/05	05/06	06/07	07/08	08/09
Yes	0%	3%	0%	0%	0%
No	100%	97%	100%	100%	100%

Table 2: Number of customers with problems for booking for collection as a percentage.

Q3. Were there any problems with the collection?

Problems with collection	04/05	05/06	06/07	07/08	08/09
Yes	0%	0%	2%	0%	2%
No	100%	100%	98%	100%	98%

Table 3: Number of customer with problems with the collection as a percentage.

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

Customer awareness	04/05	05/06	06/07	07/08	08/09
Yes	80%	70%	73%	81%	77%
No	20%	30%	27%	19%	23%

Table 4: Customer’s awareness about whether ASAN’s service is voluntary and operated totally independent of council in percentage.

Q5: General satisfaction & comments.

Satisfaction level	04/05	05/06	06/07	07/08	08/09
Not satisfied	0%	0%	0%	0%	0%
Satisfied	40%	33%	11%	10%	13%
Very satisfied	60%	77%	89%	90%	87%

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?

- Fast friendly service
- More publicity about your services
- Very good service
- I don’t think this service should be ended
- This service should be funded for the community to dispose of goods that they are not able to get rid of themselves.
- Keep the good work going
- No comment – really good service
- They do a very good job
- Get the lads a bigger truck
- Very nice people that come – hope to see them again.
- Very efficient and very helpful

c. The small jobbing repairs service.

This service is problematic to maintain as sustainable in the long term without some form of contractual arrangement to generate income.

The service was truncated again this year following funding problems. ASAN is currently attempting to discuss with the City Council the possibility of tendering for maintenance work. A similar discussion has recently been held with Wolverhampton Homes.

During the course of the last accounting year, 67 jobs were logged.

They were as follows:-

Gardening	29
Small repairs	14
Security improvements	10
Shredding	14

The comments from customers were generally favourable.

8.1.6. Consultation analysis

The feedback has been uniformly positive for all the services provided. Given that these are free, it would be surprising if residents were not supportive. Nevertheless the quality of service is maintained and this is evidenced by the comments for all the services.

In the 2008 Accounts, residents were asked about payment for the various services. There was very limited interest. ASAN will continue therefore to try and provide the services it does using funding where this is possible or using new approaches. For example this year, the Recycling Service is now supported by volunteers.

The small jobbing service is supplemented with two small contracts from the Early Years Partnership.

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

8.2.1 Values and stakeholders

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> <p>To operate in a sustainable way.</p>
Stakeholders consulted	<p>Recycling Service users</p> <p>Greenworks customers</p>

8.2.2. Background

This part of the social accounts is new for ASAN. It represents our attempt to understand our environmental impact as an organisation. We are still relatively disorganised in our approach to this objective. We are involved in recycling material locally from local households; we recycle and re-use office furniture mainly within the West Midlands; we manufacture wood chips which we then use in our biomass boiler at the Workspace and finally we are looking at how we can produce both heat and power through the development of a small scale power station. We have not been able to report on the impact of our biomass boiler and our use of our own wood chip fuel this year but will do so in next years environmental report.

This section of the accounts reports on:-

- a) The amount of re-used office furniture sold and the detail of the amount of furniture collected and recycled.
- b) The amounts of material collected in All Saints for recycling. The detail of this is written up in Objective 1 under the Phoenix Project and represents about 10 tons of recycled material during the accounting period
- c) An approach to the development of small scale combined heat and power. The full report is available as part of the audit trail. A summary of the findings of the report is attached as Appendix 3.

Reuse and recycling statistics for Greenworks 2008/2009

Item	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Tonnes	87.75	19.5	93.50	61.50	91.50	59.63	15.63	1.50	0.00	8.50	5.00	23.63
Invoiced sales	£6,225.00	£7,627.30	£3,643.80	£8,656.60	£7,017.50	£8,216.50	£9,555.50	£8,021.50	£10,427.50	£9,352.00	£4,238.50	£21,150.00
Delivery charges	£165.00	£280.00	£80.00	£460.00	£305.00	£365.00	£475.00	£385.00	£465.00	£490.00	£390.00	£1,205.00
Total sales	£6,390.00	£7,907.30	£3,723.80	£9,116.60	£7,322.50	£8,581.50	£10,030.50	£8,406.50	£10,892.50	£9,842.00	£4,628.50	£22,355.00
No of orders	58	51	32	73	59	74	54	64	79	74	53	69
Average value	£110.17	£155.05	£116.37	£124.88	£124.11	£115.97	£185.75	£131.35	£137.88	£133.00	£87.33	£323.99
No of customers	181	171	126	194	143	205	155	200	228	212	174	195
Income from truck collections	£1,851.66	£634.38	£15,663.12	£692.96	£498.46	£1,329.98	£1538.50	£1,192.14	£3,186.80	£2,873.72	£1,188.90	£1,138.88
Tonnage of furniture collected	12.38	6.54	77.11	9.43	3.93	10.55	11.38	6.12	16.40	11.10	9.70	6.79
Man hours worked	562	450	450	525	450	450	562	450	450			
Dry waste processed	13.04	28.56	28.94	55.24	51.42	52.16	19.44	3.36	0.00	10.50	25.14	15.38
Cost per tonne	£75.86	£73.96	£70.41	£71.20	£68.78	£70.39	£73.55	£82.27	£0.00	£72.10	£72.89	£72.53
Metal recycled	7.86	1.96	21.42	18.46	28.24	26.56	25.25	7.80	4.58	3.26	4.92	2.80

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

8.3.1. Values and stakeholders

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> <p>To operate in a sustainable way</p>
Stakeholders consulted	<p>Southside Sports partners/users</p> <p>Oral History project users and the wider community.</p>

8.3.2. Background

The main focus of this years Objective 3 is the work undertaken through our community outreach with Southside Sports and the developing work related to the heritage of the All Saints area.

Southside Sports continues to provide a programme of sports development to young people both in All Saints and in other locations in Blakenhall and other local community locations. This is broadly about giving young people a means to develop themselves through sport as a medium. Southside Sports has tried over the last year to develop two main priorities. One is working with young people who need more structure and support in their lives. The other is to focus on work with young women and in particular to try and re-establish an approach to women and girls football. One of the main challenges for Southside Sports and sports development in general is the availability of funding to make activity sustainable. While one side of Southside Sports is to try and “sell” space to people who want to hire our facilities, from the capacity building and community development end, Southside has traditionally provided developmental services. These are increasingly difficult to sustain. Further detail on what we have achieved is set out in Section 8.3.3. below.

As far as our Oral History project is concerned, the last year has seen a completing of the Heritage Lottery work which included the launch of the DVD – “Together we cared”. This has then been followed up with deciding an approach to the next stage of the project. We are hopeful that there

will be a number of developments and our planning towards these is set out below on Section 8.3.4.

8.3.3. Southside Sports activities and performance.

Southside Sports has continued to provide a range of activities for both children and young people. Various regular activities take place including football sessions, gym sessions, multi sports programmes and dance. Some of these are provided directly by ASAN and some are provided in partnership with other agencies.

During the summer holidays, a multi sports programme was organised for local young people and in addition some joint working has been undertaken with the City Council youth club.

Sustaining sports development remains a challenge from a funding point of view and the future of the full-time post at ASAN is unclear. The current incumbent has decided to work part-time while he undertakes a university course. It may be that ASAN will decide to use this change in working patterns to re-think how sports development functions at Southside. Efforts are being made to seek funding from a number of sources including the Football Foundation and Comic Relief.

Further information on our activities is available in the audit trail.

8.3.4. Oral History project and wider developments.

The last year has seen the completion of one of the more high profile and successful media projects that ASAN has ever run. In the 2008 Social Accounts we were able to report on the setting up of the project which has been funded through Heritage Lottery. The project started in June 2008 with ASAN sub-contracting Media Cove to work with 20 young people locally aged between 14-19 years. They were trained by Media Cove in oral history techniques and professional 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 was completed in November 2008 and disseminated to participants and the wider community at a special event at the Workspace in January 2009. The event was attended by about 150 people from both the local area and from across the City. While the Royal is an important local iconic building it has wider resonance across the City and ASAN has benefited from support from people who have a general interest in the heritage of Wolverhampton. In particular, Roy Stallard who was for many years a nurse at the Royal and who has written his own history on the Royal has been very supportive of the project and helped enormously in promoting the work that ASAN has been involved in.

In order to try and understand how the Oral History project had gone, we invited an external consultant to discuss with the various project participants what their views of the project were. The project report is available in Appendix 1. To summarise some of the main points of the evaluation, overall the view seems to have been that the project met its objectives. Areas where there could have been improvements include better publicity for the project, more engagement of former staff, a concern that too little is known about the hospital in its heyday and this reduced the understanding of the building by younger people, the need to have had a full time employee rather than a consultant to run the project and finally better timing for the training for young people.

The DVD is available at a cost of £6.00 and sales are going quite well. The question of what should follow on from the project gave rise to some further work being undertaken with an organisation called the "Building Exploratory" in Hackney. The Oral History Steering Group as part of its follow up work to the DVD visited Hackney in London to meet up with staff and gain an understanding of what the Building Exploratory's approach to heritage is. Following this visit they were then invited to undertake some feasibility work with ASAN on how ASAN could develop its approach to heritage. Heritage clearly remains a significant issue for All Saints not least because of the Royal Hospital and a host of other old and decaying buildings. The feasibility work was funded by the project and by a Business Link Social Enterprise grant.

The outcome of the work was effectively a recommendation to develop a heritage strategy for All Saints (see Appendix 2). This report was produced at the end of June and since then ASAN has been considering how it might move this work forward. The current thinking is that an approach be made to the New Deal for Communities programme, ABCD Partnership with a view to having their Heritage Officer seconded to ASAN for the remaining part of the ABCD programme (through to March 2011). The proposal has now been put to ABCD and ASAN expects to meet with them later this month to discuss how this is moved forward. In the meantime, ASAN is currently negotiating with the DTA's Cultivating Enterprise programme for some developmental support to explore how a new business might be developed around Architectural Heritage products. The plan would be to move this business into the Boot Factory if and when Greenworks is moved out to another warehouse in Commercial Road.

8.3.5 Consultation analysis

For a complete analysis of the evaluation of the project, see Appendix 1.

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

8.4.1. Values and stakeholders

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> <p>To operate in a sustainable way.</p>
Stakeholders consulted	<p>Big Garage customers</p> <p>Southside Sports Customers</p> <p>Workspace users/customers</p> <p>Greenworks customers</p>

8.4.2. Background

This section on performance deals with users and customers of ASAN enterprises. These are reported as set out in the matrix above. The Big Garage section is an annual consultation which has been undertaken now for 7 years. The comparative figures are included going back to 2003.

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 then reports on information collected from users and customers of the newly established Workspace.

The final group of stakeholders consulted are the customers of Greenworks. Customers at Greenworks are a mix of small business, members of the public, community and voluntary organisations and schools.

8.4.3. The Big Garage Customer Survey –2009

The survey was conducted during September and all customers during the course of a week were invited to complete questionnaires. 174 questionnaires were sent out and 84 were returned representing a 48% response rate. This compares with a 50% response rate from last year. The reader will see that ASAN now has the benefit of seven 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?

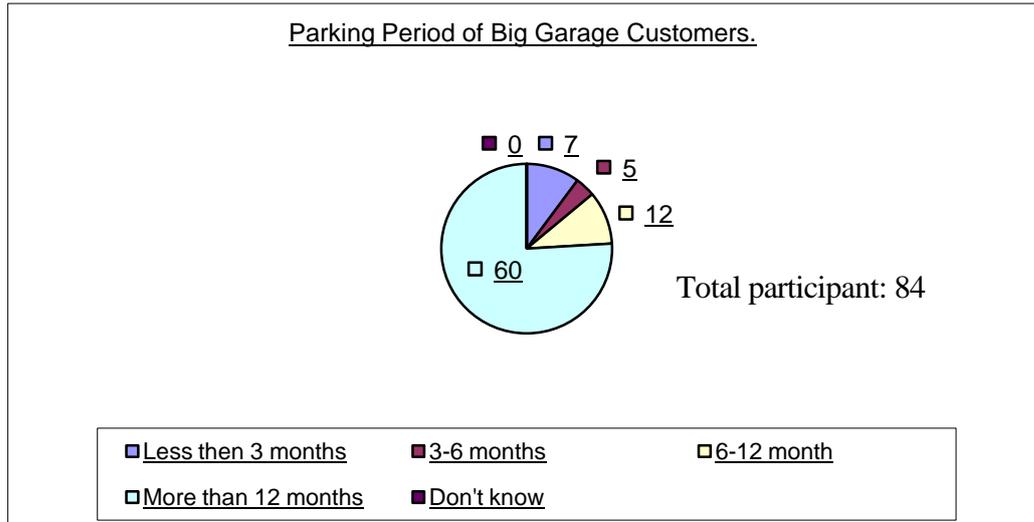


Diagram1: Customers number and their parking period.

Time	2003	2004	2005	2006	2007	2008	2009
Less than 3 months	26%	6%	27%	18%	15%	10%	8%
3-6 months	21%	6%	22%	16%	15%	4%	6%
6-12 months	18%	20%	12%	27%	13%	10%	14%
More than 12 months	35%	68%	38%	39%	56%	76%	72%
Don't know	0%	0%	1%	0%	0%	0%	0%

Table 1: Customers number and parking period in percentage.

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

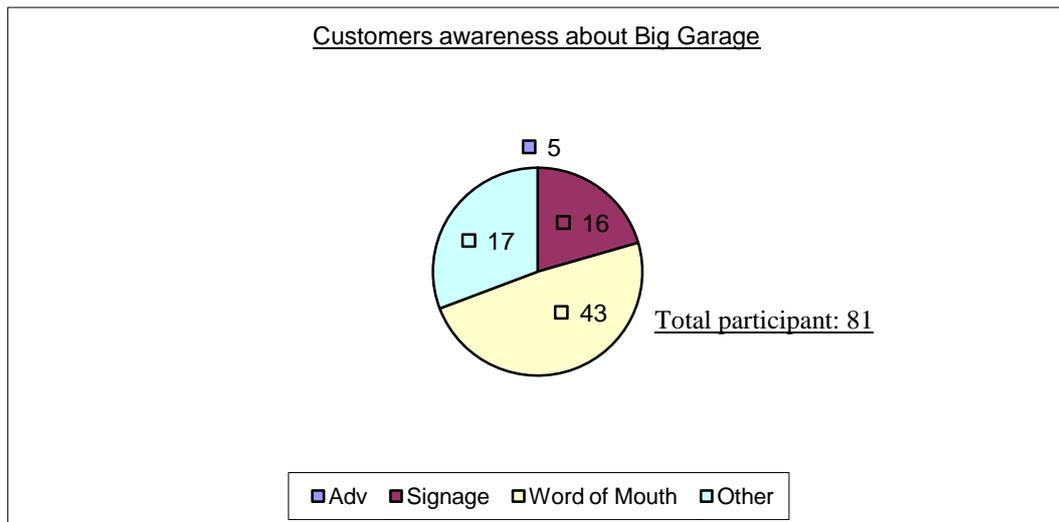


Diagram 2: Customers awareness about the Big Garage.

By	2003	2004	2005	2006	2007	2008	2009
Advertisement	7	10	4	6	4	0	6
Signage	32	24	20	35	23	21	20
Word of mouth	56	52	65	53	58	49	53
other	5	14	10	6	15	30	21

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?

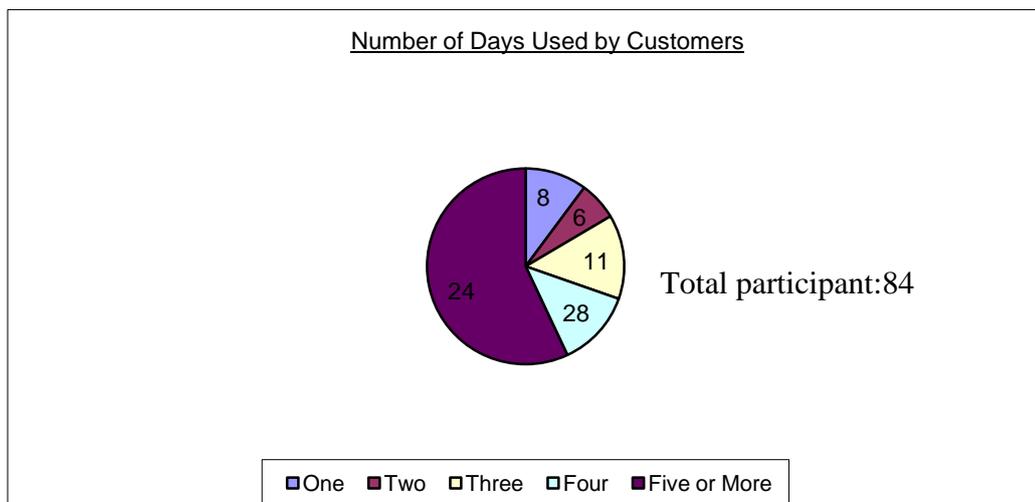


Diagram 3: Customer’s parking frequency at Big Garage.

No. of days	2003	2004	2005	2006	2007	2008	2009
One	6	2	4	6	0	11	10
Two	1	8	11	10	5	7	7
Three	10	18	22	12	14	14	13
Four	25	8	9	10	29	13	33
Five or more	51	54	27	58	58	55	29
Six							8

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?

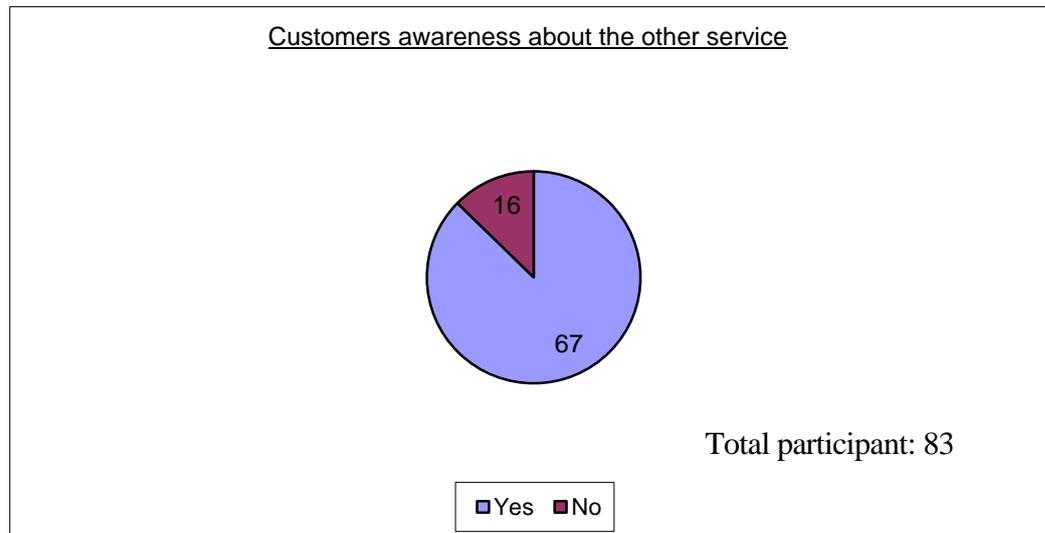


Diagram 4: Customer’s awareness about other service than parking.

Awareness of other services	2003	2004	2005	2006	2007	2008	2009
Yes	96	96	98	88	87	87	80
No	4	4	2	12	13	13	20

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

Q5. Have you ever used our car wash service?

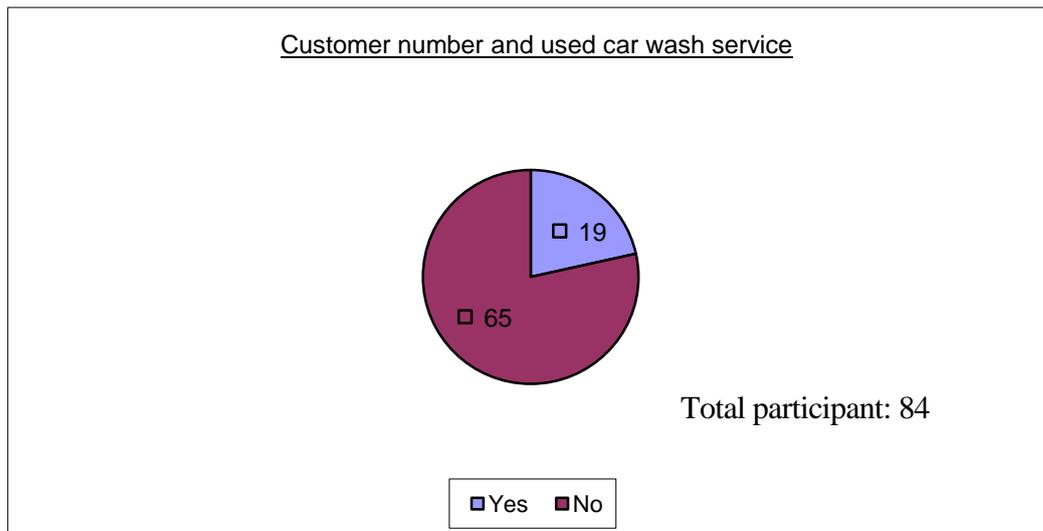


Diagram 5: Customers number who used car wash before in Big Garage.

Used our car wash	2003	2004	2005	2006	2007	2008	2009
Yes	26	35	29	27	15	22	23
No	74	65	71	73	85	78	77

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?

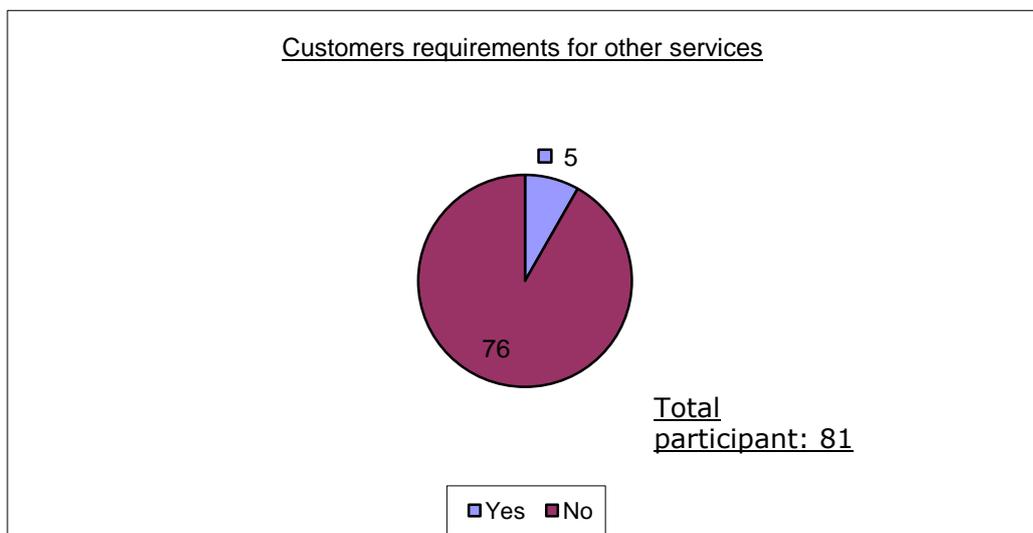


Diagram 6: Customers number who like to see other service in Big Garage.

Like to see other facilities?	2003	2004	2005	2006	2007	2008	2009
Yes	83	14	21	16	6	8	6
No	17	86	70	80	93	85	94

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

Customers were asked to make comments about other services that they would be interested in . There were rather less comments this years and they were as follows:-

Valeting x 3

Late night shopping opening hours x 1

Q7.Are you satisfied with our security arrangements?

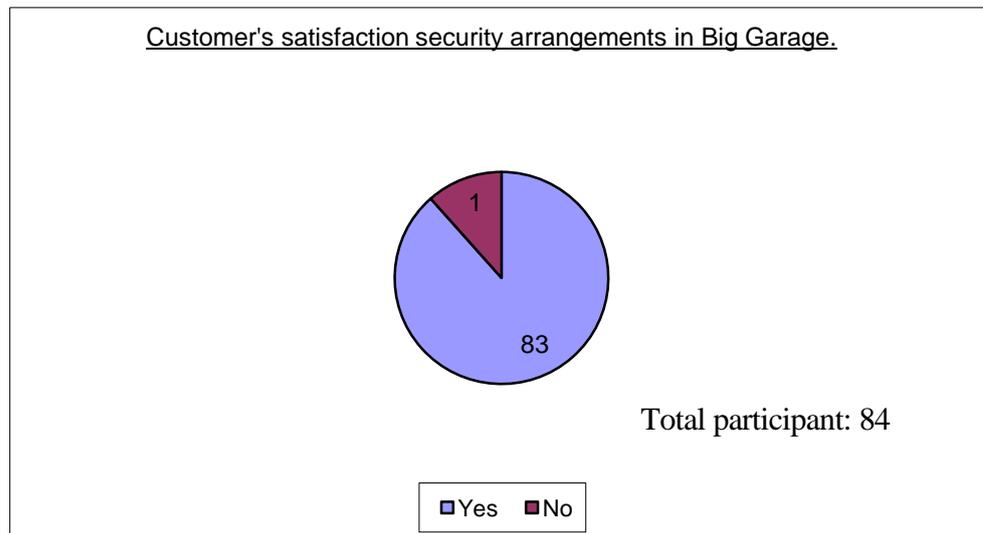


Diagram 7: Customers number who satisfied with security arrangements in Big Garage.

Satisfaction with security arrangements	2003	2004	2005	2006	2007	2008	2009
Yes	99	96	93	98	97	88	99
No	1	4	2	2	2	12	1

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

Customers were then asked to make any observations about the security arrangements currently in place. This gave rise to a number of comments including the need to have security cameras at the entrance to the Big Garage. In fact there are security cameras in place. Other suggestions include:-

A Barrier system

Better lighting x 4

On the positive side several customers commented that they liked to see staff around.

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

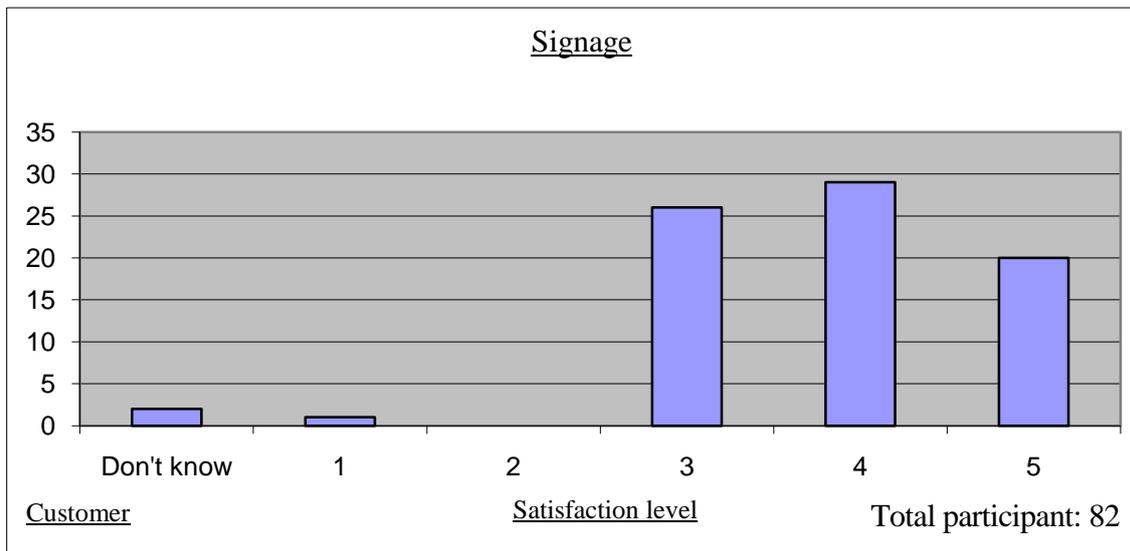


Diagram 8.1: Customers number and their satisfaction level for signage.

Signage	2003	2004	2005	2006	2007	2008	2009
Don't know	1	0	0	0	0	3	N/A
1	1	2	0	0	0	1	0
2	4	6	15	8	4	0	4
3	22	27	21	24	35	33	24
4	42	41	46	49	35	37	40
5	29	24	18	20	27	26	32

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?

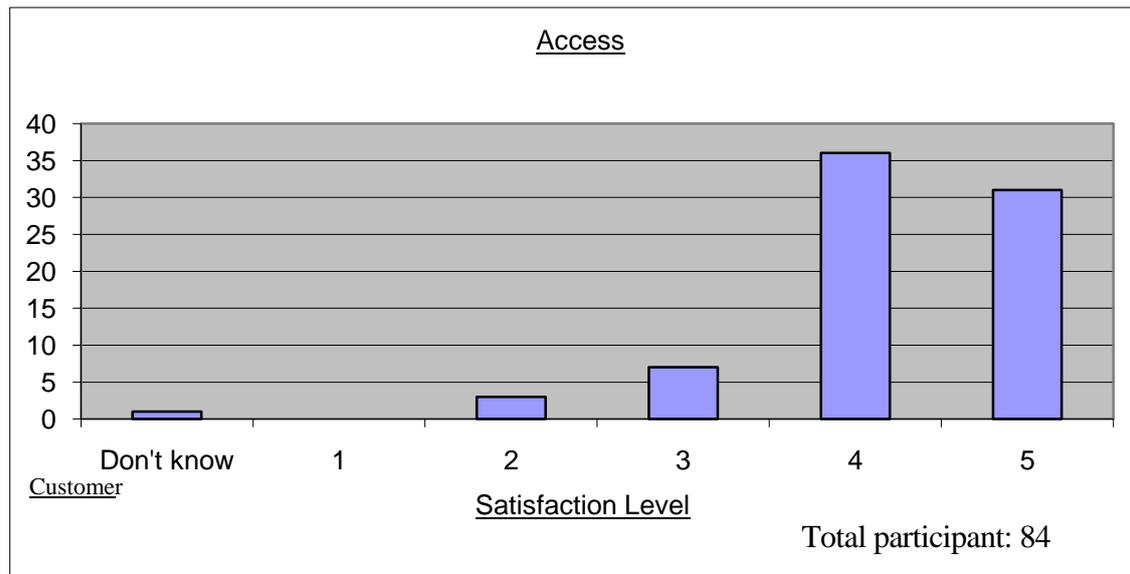


Diagram 8.2: Customers number and their satisfaction level for access.

Access	2003	2004	2005	2006	2007	2008	2009
Don't know	0	0	0	0	0	1	N/A
1	0	2	1	0	1	0	0
2	1	6	1	2	4	4	1
3	18	25	21	18	13	9	11
4	44	33	41	45	35	46	42
5	36	33	36	35	47	40	46

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?

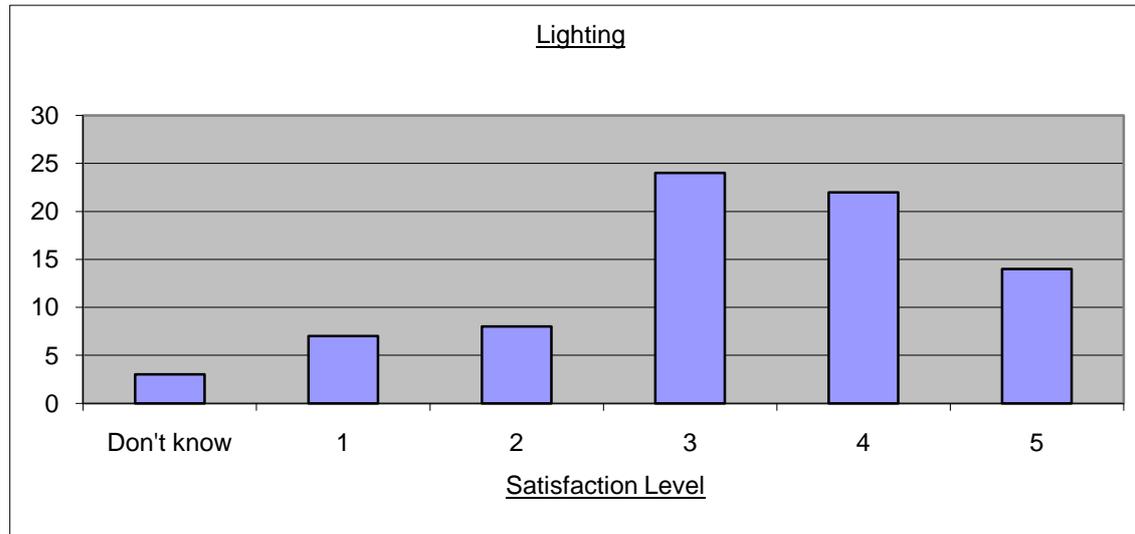


Diagram 8.3: Customers number and their satisfaction level for lighting.

Lighting	2003	2004	2005	2006	2007	2008	2009
Don't know	0	2	0	4	0	4	N/A
1	1	2	12	8	5	9	1
2	8	16	16	12	14	10	18
3	32	25	26	22	37	31	38
4	32	39	31	35	29	28	24
5	26	16	15	20	14	18	19

Customer

Total participant: 84

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.

Exterior	2003	2004	2005	2006	2007	2008	2009
Don't know	3	0	0	2	2	3	N/A
1	1	4	1	0	0	3	0
2	6	16	14	6	8	14	11
3	38	33	39	33	40	36	27
4	35	31	33	45	35	32	31
5	18	15	13	14	17	12	31

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.



Interior	2003	2004	2005	2006	2007	2008	2009
Don't know	0	0	0	2	0	1	N/A
1	5	2	1	0	3	3	2
2	4	10	14	14	13	9	11
3	47	39	35	35	46	41	30
4	32	31	38	31	24	27	27
5	15	18	12	18	14	19	30

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.

Toilets	2003	2004	2005	2006	2007	2008	2009
Don't know	26	25	20	22	27	31	N/A
1	7	4	2	4	3	3	2
2	4	6	9	6	5	10	15
3	26	22	34	20	42	28	24
4	24	31	28	29	6	13	32
5	11	12	7	20	14	15	27

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.

Customer Service	2003	2004	2005	2006	2007	2008	2009
Don't know	1	0	0	0	0	1	N/A
1	0	0	0	2	0	1	0
2	1	0	1	0	1	3	1
3	3	6	3	4	14	9	0
4	26	12	36	24	37	36	30
5	68	82	60	71	47	50	69

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?

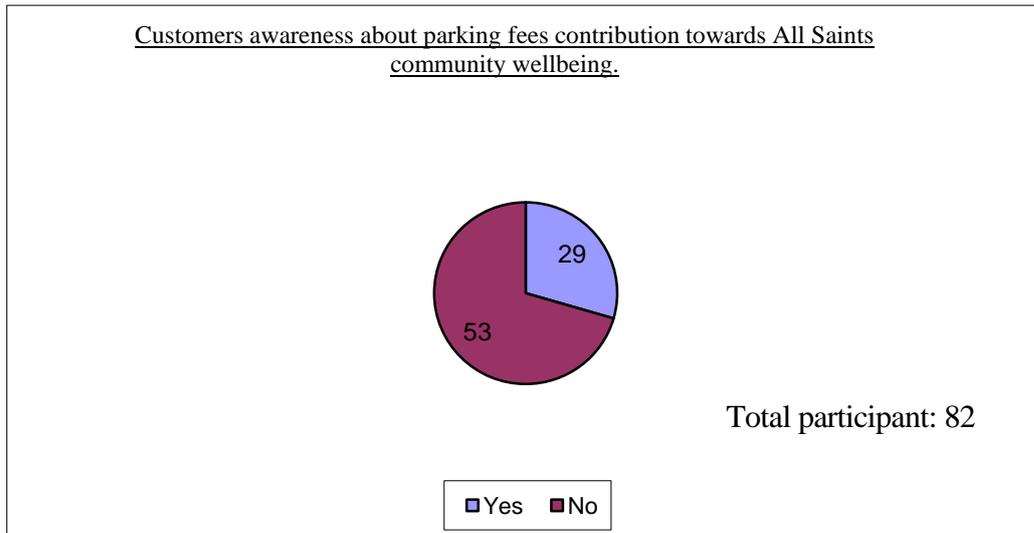


Diagram 9a: Customers view about parking fees used to provide facilities within All Saints Community.

Parking fee contributing to the regeneration of All Saints	2006	2007	2008	2009
Aware	16	23	29	35
Not Aware	84	77	71	65

Table 9a: Customers view about parking fee used to provide facilities within All Saints Community.

Q9b. Would you be happy to pay a little more in order to further improve local community initiatives and projects through increased investment capital?

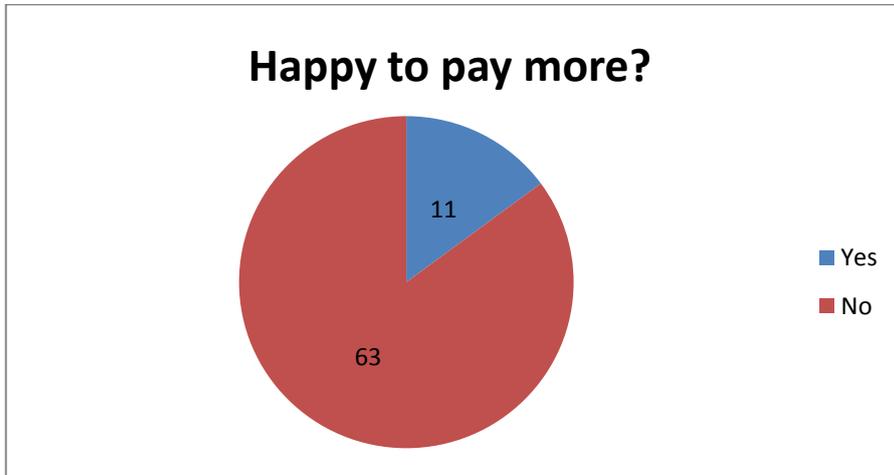


Diagram 9b. Customers views about paying more in parking fees to enable ASAn to invest in other projects.

Happy to pay more?	2009
Yes	15
No	85

Table 9b. Customers views set out as

percentages.

Question 10.

For this question, customers were asked if they had any other suggestions to make about the Big Garage. This produced a considerable number of comments which are set out below:-

Having green tickets date stamped in a big help (for when filling in expenses form).

Staff always very pleasant and courteous – well done.

Later opening hours would be better for theatre visits etc.

If the charges went up again, I would not be able to park here as my wages cannot support a further rise as I am not highly paid.

I think the payment is fine. If it changes I would possibly park elsewhere.

Staff are always very helpful and friendly.

Floors are slippery when wet.

I'm almost always the last one to leave the car park before 7.00pm and the staff are always friendly and never seem put out that they have not been able to close up.

The people who work in the Big Garage are always polite and helpful – this is very important for me.

I hope the Big Garage continues for many years to come providing valuable parking facilities for people visiting and working in Wolverhampton.

*I like the security, wide spaces and undercover protection.
Generally friendly and helpful staff.
Helpful friendly attendants.
Attendants are always friendly and helpful.
Friendly attendants.
When returning to the car park just before closing , the lighting has often been turned off which is a concern when alone.
The floor is often very slippery.
Your workforce are friendly and always say good morning – they're great.
Do you offer a five day season ticket at a reduced price?
Pleasant very helpful men on duty.
Please remain open as its the cheapest place to park in town near where my job is.
First class friendly staff.
Please do not increase fees, I will have to park elsewhere.
I'm very happy with the service.
The lighting within the garage is sometimes poor and areas of the floor need to be resurfaced.
The floor is very slippy – parking fees are already expensive – please don't increase.
Happy with the service – assistants are friendly – I would like late night opening for workers to 9.00pm when there is late night shopping.
The staff are always pleasant and friendly.
The Big Garage is a clean, dry and safe place to park. The staff are always very polite. It would be a real shame if we lost this due to redevelopment of the area.*

8.4.4. Consultation analysis.

This is the seventh successive consultation with customers at the Big Garage. For the most part, the questions used over the years have been identical. Question 9 has been added in 2006 and an additional question was added this year.

The overall response rate at 48% was a reasonable one. By far the largest group who responded were those who have parked at the Big Garage for more than 12 months (72%). This demonstrates that the feedback given will be coming from a group of stakeholders who have some considerable experience of the Big Garage. This is further underlined by the fact that about 70% of those who responded also use the Big Garage four or more days per week.

There is some evidence that customers are now more aware than ever of the services that are offered at the Big Garage. However services offered are very limited – mainly car washing.

It is particularly pleasing that this year, customers have unanimously confirmed that they are happy with security arrangements. This is a major improvement following poor results in 2008.

The various characteristics of the Big Garage came under scrutiny again. Lighting remains a problem for many customers and it is clear that some improvements will need to be made. Poor lighting has a knock on effect then on how people feel about the interior and the exterior of the building. Perhaps most pleasing is the response from customers to our customer service. This year we have scored the highest ever number of customers at 4 or better – 99%. This is a great achievement particularly in view of the dip in confidence we experienced last year.

In 2006 we decided to see whether customers understood that we are a community enterprise. We encouraged staff to raise this with customers and we also installed a number of signs in the Big Garage. Since 2006, customer awareness has risen. From a base of 16% of customers being aware in 2006, now more than double this number (35%) are now aware. Overall the feedback is generally good. We are aware about the need to resolve lighting issues and within the constraints that we face in terms of investment on the site, we will improve lighting for customers.

8.4.5 Southside Sports customers

This questionnaire was handed out to 25 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. The figures in brackets are for the 2008 Social Accounts.

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

- ◆ *The new booking system is an improvement to the old*
- ◆ *The staff are friendly and its good to see local people being employed*
- ◆ *The prices are very affordable compared to other places such as Goals in Bilston*
- ◆ *Larger pitch for larger groups*
- ◆ *Lighting inadequate at times*
- ◆ *Higher nets to prevent ball from going on to the next pitch*
- ◆ *Fences made higher so we don't have to fetch the ball all the time*
- ◆ *Shelters for spectators*
- ◆ *Nets to stop ball going out*

Analysis of survey

This is the third year that users have been invited to comment on the facilities at Southside. This year Southside increased its pitch prices for the first time due to the installation of new changing rooms in the Workspace. Customer feedback still suggests that ASAN's new pricing structure is affordable and competitive in comparison to similar facilities. One other key change Southside has made this year has been to transfer the responsibility for bookings, site management and supervision to the Workspace. Since the transition the questionnaires indicate that customers feel clearer than previous years about the procedure for booking and accessing Southside.

Also, in response to customer recommendations in the previous 2 years, Southside has provided new seating and bins which has enhanced both the facility and experience for users. Unfortunately, shelters have yet to be introduced due to cost. Plans are still in place to identify funding to secure shelters and hopefully this will be implemented by next year. As with the previous 2 years, this year, the majority of responses to the questionnaires are still very much 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 activities that take place at Southside and the view that site is still not used to its full potential. Compared to the last 2 years Southside has increased its usage which has reflected in its annual takings however there is still a strong recognition that it could market itself more effectively and reach out to more groups. At some stage this year, Southside will look at running its own adult league to generate more publicity, usage and income.

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.

Lastly, this year it is quite noticeable to see that users have not mentioned that any local young people have been causing them any distress which has often been a common issue in the past. One user had commented that this positive sign could be because of Southside employing local people to supervise the site who have local knowledge of young people and the area to and are able to diffuse situations more immediately and effectively.

8.4.6. The Workspace Conference/Seminar consultation

The Workspace is ASAN's newest major project. It has been in gestation for a very long period. The opportunity to think about the possibility of taking over the former school building first cropped up in 2002 when the City Council announced that it was declaring the school surplus to requirements. There then followed a period where ASAN proposed that the school be developed as a managed workspace and the City Council worked alongside ASAN to see if it could support the plans. A feasibility study helped enormously to demonstrate what might be possible and then finally in the latter part of 2004, the Adventure Capital Fund made an offer of funding which enabled ASAN to negotiate with other funders. Future Foundations, the local AWM sponsored regeneration zone, committed themselves to support the project and this was then followed by a series of other funders including the Wolverhampton Network Consortium, Sport England and the local New Deal for Communities programme, ABCD. By the end of 2006, a funding package was assembled and the project was finally put out to tender in the spring of 2007. Refurbishment work then started in towards the end of 2007 and the building works were completed in September 2008. The building opened for business at the beginning of October.

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

- a) A conference and seminar business.
- b) All Saints Children's Centre and Nursery
- c) All Saints Learning Hub – run by the Adult Education Service
- d) Tenants of the Business Centre – currently there are two tenants, Spurgeons and Apricot Care.

As far as the Social Accounts for 2009 are concerned, consultation has focused on the Conference and Seminar business. All Saints Childrens Centre is reported under Objective 1. The other activities in the Workspace are run by external organisations. The plan will be in future years to have an ongoing dialogue with tenants through a tenants meeting. This will be supplemented probably with a formal questionnaire once a year. The Workspace does feature in feedback from our "strategic" stakeholders.



The Workspace aims to provide a high quality service to everyone that visits our site. We are constantly seeking to improve our services and your views are important to us. We need you to tell us when a service is not quite right, or, equally importantly when services are delivered well. Please take a few minutes to respond to the questions below by *ticking the appropriate box*.

Conference & Events Feedback

The Following Results Have Been Collated from Completed Forms For Conference Bookings Between 30th March 09 and 30th Sept 09.

During this period of time 94 conferences took place with each organiser being given a form to complete. 35 completed forms were returned.

The overall attendance for all events that have taken part in this questionnaire is 872 attendees. This gives an average attendance for each event of 25 people.

1. **Location and Directions to 'The Workspace'.** No Comment 3
Poor 0 Average 3 Good 11 Very good 11 Excellent 7

2. **The Cleanliness and General Appearance of Our Facilities**
Poor 0 Average 0 Good 4 Very good 15 Excellent 16

3. **Parking Facilities at The Workspace** No Comment 2
Poor 0 Average 2 Good 11 Very good 10 Excellent 10

4. **Appearance and Conduct of The Workspace Employees**
Poor 0 Average 0 Good 3 Very good 12 Excellent 20

5. **Refreshments and Catering**
Poor 0 Average 0 Good 6 Very good 17 Excellent 12

6. **Your Overall Opinion on 'The Workspace' and its facilities.**
Poor 0 Average 0 Good 4 Very good 16 Excellent 15

7. Do you have any suggestions to help us improve our services or do you have any other comments?

Customers Comments:

"The facilities and catering were good. We would certainly use The Workspace again"

Sue Cartwright - West Midlands Police

"Always good, (but bit cold a.m, boiling p.m). Thanks for the clock but could we have a bin"

Saffi Price – Wolverhampton Voluntary Sector Council

"Have given verbal feedback re clocks, bins and food labelling. Labelling of food for vegetarians was responsive on next occasion"

Geeta Patel – Wolverhampton Voluntary Sector Council

"Very helpful staff (Marie), excellent facilities"

Craig Fowler – Metro Business Park

"You really do need air con in the room we used. Better door bell that can be heard. Great service, helpful, attentive and quiet delivery of food and drinks. Thanks"

- Wolverhampton Homes

"Better signage for the road and signage to additional parking would be useful"

Lisa Hill – City Council Early Years

"Very good feedback from participants"

Andrew Harrison – Wolverhampton Early Years

"Central location and clear directions, Superb help and support. Great facility and staff that I wouldn't hesitate to recommend to anyone else"

Matt Grayson – Wolves/Morgan Foundation

"Noise from upstairs made it hard for those that have hearing problems"

- Age Concern Wolverhampton

"Excellent facilities. No problems parking. Staff extremely helpful, nothing was too much trouble.

This venue is 'a little gem', I would recommend it to anyone. Pull down screens would be good"

Sharon Conway-Thomas – Wolverhampton Homes

"Back room was very cold... generally everyone very helpful –thanks

Sue Gorbing - Wolverhampton Voluntary Sector Council

"I got lost the first time i visited and the direction took me to a dead end, although once you know the way it is simple to get to"

Emma Rolinson – Wolverhampton Homes

"A big thank you for your help with the launch of The Morgan Foundation Entrepreneur Awards.

The support and organisation from your team was excellent"

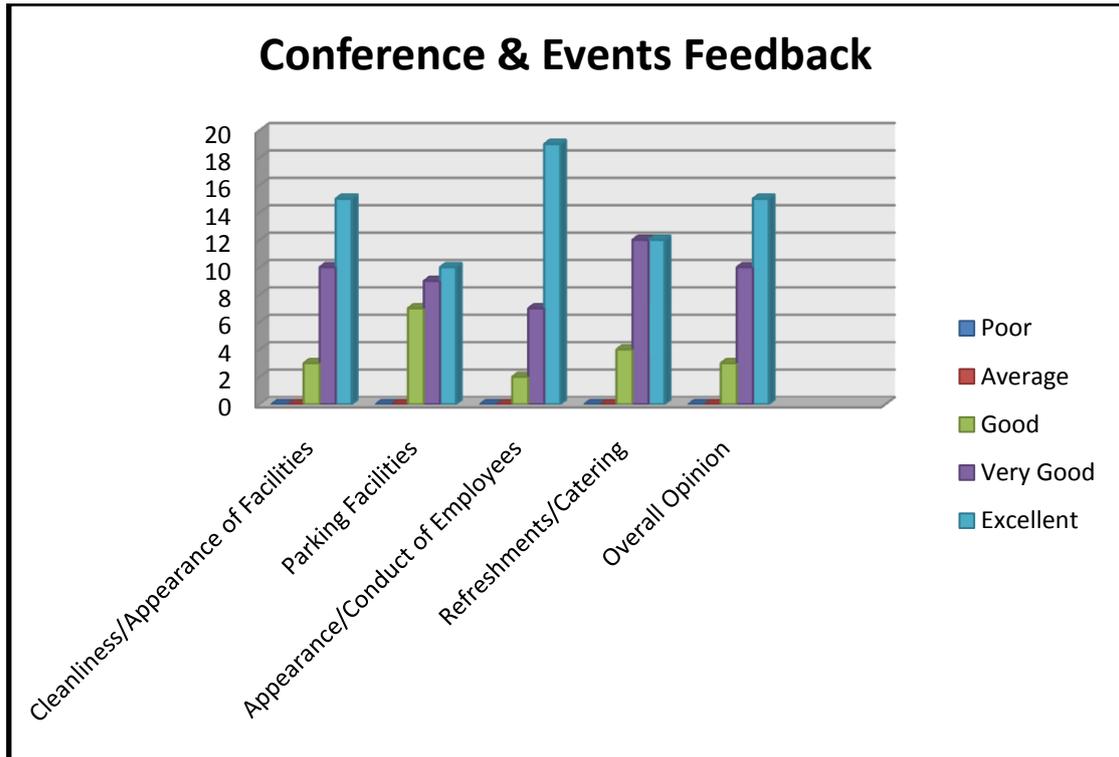
Matt Grayson – Head of Marketing & Communication
Wolves/Morgan Foundation

"Thank you so much for being absolutely amazing last week. I really enjoyed working with you and your team. You were so great to work with and I love The Work Space"

Hannah West – Prime Minister Visit

*"Thank you for your hospitality on my recent visit to Wolverhampton" ..."
Workspace is an excellent and versatile venue" ... "It is good to see that the local community continues to benefit from the change of use of the building, and I am sure that Workspace will continue to thrive"*

Mr Gordon Brown – Prime Minister



8.4.7. Consultation analysis

This is our first attempt to talk to customers about the Workspace and the service we offer. It covers the period from March through to the end of the accounting period in September 2009. We are still learning about how the consultation should be developed. At the moment we have focused for the 2009 accounts entirely on the facility we offer. This is ASAN’s first managed workspace and there are a number of new skill areas where we need to learn how best to provide a service to the user. In letting out the conference venue, we offer a complete service including provision of catering. The catering offered is now provided by a local community enterprise called All Saints TLC. ASAN uses them as the preferred provider and this arrangement has worked well so far.

We are generally pleased with the feedback that we have received for the venue. There are a number of areas which we will need to give further consideration to. These include heating, parking facilities, management of catering facilities, noise from other activities and signage for the facility.

8.4.8. Feedback from our Greenworks customers

During the course of this current social accounting year, the franchise arrangements with Greenworks were changed. ASAN decided to withdraw from the Stage 2 arrangements and focus more on developing its own business within the West Midlands. This has enabled us to have a much greater control over the distance which furniture travels to get to us. It also means that we are getting much closer to the suppliers of our furniture and developing more of a relationship with them.

We have changed the questionnaire slightly from previous years to reflect this change of emphasis. We invited customers to comment this year on our stated objectives as opposed to commenting on Greenworks mission statement which we had asked them to comment on in previous years. We also changed Question 2 by asking customers this year to register their priorities by high scores. In previous years we had asked them to put their priorities in order from 1-6. These changes are explained in the tables.

The feedback from our Greenworks customers was based on a questionnaire sent out by email to 628 previous customers. Because the response was poor to this initial request for information a further 100 questionnaires were sent out by post to the most recent customers. This year we decided to change the questionnaire slightly to reflect the change in our approach to our business.

Question 1. Do we live up to our stated objectives?

Do we live up to our stated objectives?	2009
Yes	46 (100%)
No	0 (0%)

Question2. Which of the following was important in deciding to use ASAN Green-Works for your office solution needs (score in order from 1 to 6 with 6 as your priority)?

Feature of organisation or service provided	% of responses* scoring very high/high 2007	% of responses* scoring very high/high 2008	% of responses scoring very high/high 2009
Not for profit status	13	31	43
Local to you	11	23	37
We can deliver	7	14	37
Range and quality of stock	36	49	61
Low cost	48	74	57
Environmental performance	11	24	50

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

Question 3. Would you recommend us to other organisations?

Answer	2007	2008	2009
Yes	100%	99%	100%
No	0%	0.5%	0%
Don't know	0%	0.5%	0%

Question 4 Would you buy from us again?

Answer	2007	2008	2009
Yes	99.5%	98%	98%
No	0.5%	0.5%	0%
Don't know		1.5%	2%

Finally we asked all our customers if they would like to make any other comments or suggestions about our service. The full set of responses to this question are as set out below. 21 of the 46 customers made a comment of one type or another.

I sometimes wish you could be open on Saturday afternoons.

Service in the warehouse was excellent. Delivery staff were a little surly! This may have been due to the fact they had trouble finding the office, though furniture had been delivered to this site previously to another business on the premises that had recommended you to us. They had no intention of even attempting to get furniture up.

A really useful service, but needs to be better known outside of the not for profit sector.

Harpreet has excellent customer service skills and the delivery guys are always friendly and helpful.

Being a small organisation which has set up in the last 12 months, we have found the Greenworks to be an extremely effective supplier organisation. The quality and prices of the products are always first class, the staff are very friendly and helpful and promises are always fulfilled on time. We like the idea that we are helping the environment in our own small way. We will definitely use Greenworks as our organisation grows and actively recommend it to other organisations.

Put everything on your website, including dimensions.

I am very proud when I show Visitors to the Centre around and when I tell them that all the office furniture was from Greenworks. I am committed to recycling at home and it is lovely to work for an organisation who is as committed to this as ASAN.

Always been very satisfied with your great service and range of furniture, keep up the good work!

We've used Greenworks for second hand furniture which was perfectly satisfactory and providing photographs of furniture to give us an idea of style, quality, etc was useful.

Could you sent some info to info@arvsltd.co.uk

I buy for both a business (Estate Agency) and the local rugby club of which I am the Chairman. For business purposes, desks, chairs, seating and storage items are fantastic in terms of the whys and costs. However, on behalf of many 'not for profit' organisations such as Rugby Clubs, it would be great to see diversification into pub/club facilities and especially catering furniture and equipment such as stainless steel tables sinks, ovens, dishwashers, refrigerators etc.

An excellent concept and a valuable service for local businesses and organisations in the Wolverhampton Area.

I received first class attention at all times. Very Good!

Helpful, friendly, local. On-line stock lists or "deal of the month" would be useful.

Staff very helpful, good range of products.

Great range of furniture-Very helpful , pleasant staff, excellent local enterprise- Thank You!

Excellent quality furniture at very low prices. Very Satisfied.

Excellent service, friendly helpful staff.

Very good - professional and efficient service.

The staff were extremely helpful and very polite and friendly, have told everyone about them.

Excellent service, would not go anywhere else now!

Advertise in local newspaper. Without your excellent staff your core objectives could not be achieved.

Harj was very helpful! Thanks. Disappointed that a business chq was not accepted.

8.4.9. Consultation analysis

The change of our focus as a more locally based business was not really captured in the information we collected. This may be something we will want to focus on more in the coming year. Our relationship with Greenworks is still not entirely clear and this has prevented us from being bolder about how we communicate with our customers.

The responses we received were largely positive. There have been some useful comments made back to us when customers have had the opportunity to say what they think. These comments will be helpful particularly to staff in helping them to understand how customer service works and how we as an organisation respond to those we seek to serve.

8.4.10. Consultation with strategic/funder/other stakeholders.

This consultation has become a regular feature of our dialogue with key organisations and individuals across the work that ASAN is involved in. All senior staff are invited to submit a list of organisations which they are closely involved with. This is then turned into an email which is circulated to a range of individuals representing these organisations. This year we consulted 100 individuals and received 20 responses.

The detail of the questionnaire follows and a full account of their responses is attached.

1. Which of the following activity areas do you have dealings with at ASAN?

(you can tick more than one box)

Local management of services (11)

Training and capacity building (9)

Business development (12)

Sustainable development (11)

2. Have you any specific comments either negative or positive about your dealings with ASAN which you would be prepared to share with us?

In my capacity as an Employment Pathways Officer, I placed an individual with a learning disability at ASAN Greenworks. The staff, including John Mason, Ramesh and Harjinder could not have been more supportive and I commend them for this.

Our involvement with ASAN includes the Workspace and Greenworks. We have been impressed with the professionalism of the organisation that has been combined with a welcoming and understanding approach to our start up business based at the Workspace. I always try to put a balanced view but am struggling to come up with any negatives relating to ASAN.

I am not sure how clear I am about ASAN as an entity in its own right or where the Workspace/Children's Centre etc starts and finishes.

The Youth Service and MAP Project work alongside ASAN to deliver co-ordinated work to children and young people in the All Saints and surrounding neighbourhoods. The recent joint cooking

programme with young people from All Saints Youth Club was a particularly good example of joint working.

I believe my dealings with ASAN have been somewhat hindered by what I feel to be a lack of transparency around the intentions of the network in relation to the management of property in All Saints. The instance which makes me arrive at this opinion involves the survey conducted by BCHS on behalf of ASAN. I was only aware of the survey being drafted when it was ready to be distributed to residents some of whom live in Wolverhampton Homes managed property. While certainly not adverse to the survey itself or the intention behind it, I found the fact that notice of the survey was so late in the day that Wolverhampton Homes did not have the opportunity to play more of a role in the development of the survey or importantly be given the opportunity to work in partnership with ASAN on this initiative to gauge the views and opinions of residents. As such I feel it was rather divisive and not in the spirit of partnership as promoted by ASAN's mission statement.

I have always found ASAN to be very proactive in the local community looking for potential projects and opportunities to develop the community and support local people in a variety of issues.

I think ASAN are exemplary in their commitment to the local community.

Professional, reliable and responsive service with the best interests of the community in mind.

Always found ASAN very positive to deal with and in tune with local needs.

ASAN is a progressive organisation rooted in the local community. I have been impressed with the commitment of the Board and senior management in broadening the base of activities undertaken to include housing and related services.

Historically ASAN's communication and the provision of information with/to ACF has been less than satisfactory. However there has been a significant improvement with this over the last year.

At a national level ASAN has made a significant contribution to the community enterprise movement through Board membership of the Development Trusts Association, sharing of expertise with other community enterprises and promotion of social accounting models.

All my dealings with ASAN have been positive.

All of my experiences at ASAN have always been positive.

We enjoy our relationship with ASAN. They are a very valued supplier of Boss Design Limited.

All dealings I have had up to now have been with the Children's Centre and these have always been positive and productive.

Wholly supportive of ASAN and what it does; however had instances of phone messages not being followed up and therefore wary about leaving messages as not sure they will be picked up. Perhaps there's a different number for clients.

My dealings with ASAN have been enjoyable, exciting and rewarding.

3. Have you any more general comments (again negative or positive) that you would like to make about ASAN's community enterprise approach?

I welcome any community initiatives which may lead to more opportunities for training and sustainable employment for disadvantaged and disabled people. This is very much in line with the City Council employment pathways service. I would welcome the chance to develop this further, particularly enterprises and self employment.

It is important to keep getting the ASAN message over to local residents and businesses as well as the wider Wolverhampton community. In my Chamber of Commerce role and because I know ASAN, I mention ASAN, the Workspace and Greenworks whenever possible and am surprised that some of the people I meet are not aware of the facilities. The Steve Morgan Foundation Award to ASAN was well deserved.

I think the community enterprise approach taken by ASAN is appropriate in the work being done as a social purpose and as an organisation, ASAN looks to invest and re-invest in the community to the benefit of the community. However it must be noted that organisations such as Wolverhampton Homes are not able to operate solely within a community enterprise model and are obliged to protect its interests both economically and socially. As such there may at times be conflict not in terms of the overall aims of the work, but in terms of how the vision is realised. As long as both organisations are willing to acknowledge this difference and work in

a spirit of openness and transparency in terms of their view point, the aims should not be compromised.

I think the approach is very positive helping to develop a sustainable future for the area and its community.

ASAN's approach to community enterprise seems to work well. The Workspace is a key achievement. Are there issues of "future proofing" that need to be considered on the basis that the recession is not going away and will probably have a bigger impact on the West Midlands than other regions.

ASAN understands how small community groups operate and the involvement and commitment of volunteers. ASAN respect the volunteers and are active in listening and understanding local needs and issues before helping to identify relevant options.

ASAN always present a good case to support the local needs.

The success of the new centre especially at a time of unprecedented economic difficulty demonstrates the demand for such a facility. To encourage local people to participate in community enterprise is important but to provide the support and facilities with which to do it is essential.

While I am not close to the details of ASAN's operations, my impression is that ASAN offers an extremely positive exemplar of community enterprise in practice.

Worthy of greater publicity

I wouldn't be able to comment on this as my dealings with ASAN are related to the Children's Centre Steering Group.

The connection to the community is very positive and hopefully received well by the people of All Saints. We totally admire the commitment that they have to the community.

I feel this approach is an excellent way of involving the community in the development of services provided for them and encourages participation from other community members.

The model used as charity with wholly owned trading subsidiary and the enterprising approach is in my view a more sustainable approach and therefore will have longer positive impact on the community.

In my opinion, ASAN has taken a bold and serious approach to the sustainability of community enterprise and projects to which they are involved with.

4. Finally do you think that ASAN's approach, as described above, is a proper way of tackling its overall vision which is "to improve the quality of life for all people living and working in the All Saints and its environs"?

Yes.

I can't comment on your general approach. I see your values put into action by offering the work information opportunity and I hope you will continue to offer such opportunities, preferably paid to other disadvantaged people.

The simple answer is yes. It seems that ASAN is not just spoon feeding people but asking them to take an active part in the community development that will help to make the project sustainable in the long term.

I am quite sure that the approach is the right one but how successful it has been in this area in all its activities I cannot say.

Yes I believe the work ASAN undertakes contributes towards improving the quality of life for those involved in the various projects and the project beneficiaries.

ASAN's approach to realising its vision is in the main appropriate but I feel more clarity in the aims of all the key partners involved in the regeneration of the area would help a great deal. Without this clarity I feel that the vision may not be easily achieved.

Absolutely

Would be good to see a forward strategy/business plan which sets out agenda for next 2/3 years to get some idea of where ASAN want to go in partnership with local people.

It is important in any enterprise to have community members at the heart of the organisation to ensure that the ideas and vision of the organisation and the services delivered are grounded and are realistic. Its important community members are involved and contribute their ideas and are part of shaping the programme and that staff employed recognise that they too have a responsibility to ensure that the work is community focused and driven by the community. ASAN provide the vehicle and tools to help communities make a difference. My one criticism is perhaps that ASAN do not do enough to promote and publicise the good practice they do.

Yes

I think that it is the best way. It also ensures that any investment that is made in the area through ASAN and its work is recycled in the local community, greatly aiding economic regeneration which is as important as physical regeneration. I am greatly impressed by the work of ASAN and wish the organisation well for the future.

Yes. Having an organisation led by the community which is focussed on addressing communities needs and the delivery of identified services is of significant benefit to the community.

Yes. The ASAN community enterprise approach offers potential to enhance local reliance and sustainability and embrace the vitality and creativity of those who want to put business skills to social ends – relevant as never before given the pressures of the recession.

In the absence of massive public sector (or private sector sponsorship) subsidies this must be the right approach.

I certainly think that the new Workspace is a fantastic venue and I hope that this will be utilised more over the coming months. Every visit to the Workspace has been positive and the venue is a professional looking building which is a pleasure to visit every time.

It is a very strong statement to make in a very difficult environment. The community can only hopefully see the good that ASAN are bringing to the area.

I feel it is important to be able to seek the views of those who will benefit and their input helps to develop those improvements making it more relevant.

Yes

The approach that ASAN have taken can be debated with a difference of opinion; however this approach seem to be the right one at this moment in time. Well done ASAN, keep the good work going.

8.4.11 Consultation analysis

Trying to analyse the views expressed in this consultation is complex. We are generally pleased with the comments made by our partners. We are still clearly regarded as a major player in the regeneration of All Saints and we are also viewed as a strong supporter of community development and community engagement. We are also viewed as being entrepreneurial and we are pleased that both our enterprise and our commitment to the local community are both recognised and celebrated.

On occasions this approach does get us into conflict with partners and this year we have attempted to develop a housing agenda which is long overdue. In getting involved in housing we have been quite clear about what we see as the priorities in trying to address some of the problems of the area. We have been critical of some of our social landlord partners who have been prepared to consider selling their properties on the open market thus complicating further the already difficult private housing market in the area. Some of the concerns about our approach are reflected in the responses. Our view however endorsed by local people is that All Saints needs a co-ordinated approach to housing management through an estate based agreement involving all landlords. We will continue to pursue this approach with our partners.

9. Economic impact at ASAN

This section aims to capture what we believe is the economic impact of our organisation both within the local community and beyond. The methodology used here could certainly be improved and we are always prepared to consider new ways of measuring this impact.

a. About our employment impact.

How many people does the organisation employ?

Name	2006/7	2007/8	2008/9
All Saints Action Network Ltd	10	10	14
ASAN Mgt Services Ltd	25	24	22

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

Name	2006/7	2007/8	2008/9
All Saints Action Network Ltd	2	1	8
ASAN Mgt Services Ltd	8	0	2

How many of the workforces live locally? (i.e. within the area of benefit)

2006/7	15 (43%)
2007/8	13 (38%)
2008/9	16 (44%)

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

9 members of staff

b. Our investment in training

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

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

	Training/ASAN	Training ASAN Management Ltd	Total Both Companies
2006/7	£4,257.	£708.	£4,965.
2007/8	£6,024.	£335.	£6,359.
2008/9	£2,752.	£1118.	£3,870.

c. Inward investment attracted by our work.

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

Type of Grant	2006/7	2007/8	2008/9
NDFC Grant Sports field	£23,818.	£20,189.	£0.
Net work	£18,925.	£0.	£0.
Community Enterprise	£25,381.	£0.	£0.
ABCD – community Forum	£17,907.	£19,511.	£0.
Community Interpreting Project	£15,082.	£11,107.	£0.
ABCD Phoenix Project	£68,010.	£80,919.	68632
WSEN	£18,992.	£0.	£0.
WMSAC	£34,819.	£21,267	£0.
AFA/Sports Training	£1,964.	£0.	6900
Street Games			1000
Hungary Xchange Visit 2006	£4,540.	£0.	£0.

AWM – Workspace Purchase	£344,500.	£0.	£0.
ABCD capital grant Workspace		£816,557.	900709
WCC Fees for refurb of school	£78,131.	£0.	£0.
BECO	£8,232.	£1,140.	£0.
AWM feasibility study –alternative heating		£5,875.	£0.
Early Years – Children’s Centre		£46,160.	266453
ABCD – Children’s Centre		£5,925.	£0.
Heritage Lottery Fund		£25,000.	£0.
ABCD Royal Hospital Heritage		£5,000.	20000
ABCD – Community Chest		£9,137.	£0.
British Council - YIA		£5,255.	£0.
Morgan Foundation			10000
Business Link			1360
ABCD Feasibility Grant			15863
Other grants		£4,929.	4750
Equal Project – 40 Shades of Green	£7,454.	£45,752.	440
Total:	<u>£667,755.</u>	<u>£1,123,723.</u>	<u>1,296,107.</u>

c. About our purchasing policies

Does the organisation have a local purchasing policy?

Yes

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

YES

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

Meeting Expenses i.e. Tea and Coffee.

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.

Catering for the Workspace.

Use of consultancy associates for Tara Consultancy

d. About our trading discounts

What if any discount does the organisation offers certain groups of people (e.g. residents, pensioners, local community groups)?

25 teams used Southside Sports during the previous year.

10 teams were local and received a discount of 20%

e. Contributions to the community

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

	2006/7	2007/8	2008/9
Duke Street Play project	0	0	
All Saints Jr Football Club	£443	£210	£523
All Saints Womens Resource Centre	£2000	0	
Total	£2443	£210	£523.

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	ASAN total overhead costs	Estimated value of overhead made available in kind and/or free to local people/orgs.
2006/7	£28,498.	£14,249.
2007/8	£22,430.	£11,215.
2008/9	£23,530.	£11,765.

Section 10

Conclusions, plans for dissemination and recommendations.

The social accounts for 2009 are now completed and available for consideration by ASAN and its stakeholders. The accounts in our view offer a reasonable picture of the performance of the organisation. We recognise that there is much we still have to do. In particular as an organisation aspiring to understand its environmental impact, there is considerable work to be put into an environmental report for our 2010 accounts. We also now look forward to the Investors in People process which we are about to embark on with our staff.

As in previous years, a full consideration of the social accounts will take place in January when the Board and staff members will consider the accounts while at the same time considering how the organisation should move forward in 2010.

In relation to our plans for dissemination:-

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

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

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

Finally we will make both the full version of our accounts and the summary produced for our Annual General Meeting available for the Social Audit Network website.

The initial recommendations for future consideration are as set out in the matrix below. These recommendations form the basis for discussion at the annual review in January.

Recommendations to be discussed further at the Annual Review in January.

Area for consideration	Stakeholders involved	Possible action
Staff consultation	Staff/volunteers	The IIP process starts in the New Year . Preparations have already started with a staff meeting two weeks ago followed by further discussion at team level.
Environmental impact	Staff, customers, strategic partners, users of the Workspace, community members	We plan to set out a clear plan for the coming year which will include the Workspace, Greenworks and the Phoenix Project initially. The Plan will be clearly identified as ASAN's approach to environmental impact.
Nursery/Children's Centre	Staff, Centre users	No plans as yet set out – to be agreed by the Children's Centre team and made available at the Annual Review.
The Phoenix Project	Staff, Community members	The Phoenix Project is planning to have a membership drive in the next few months. Publicity has already started to go out. There will be a display of tools at the AGM with volunteers showing people how to use them. The volunteer arrangements are to be made more transparent so that people know who is doing what. A plan is to be drawn up (and implemented) as to how funding will be secured from June of next year
Southside Sports	Staff, Users	Seating to be installed when funding received. Clear approach to working with our partners using either Football Foundation or Comic Relief funding. Proper working arrangement to be established with All Saints Community Football Club.

Area for consideration	Stakeholders involved	Possible action
The Oral History Project and Heritage Strategy	Partners and wider community	The Oral History Project as a tag will be dropped and we will move on to the development of a Heritage Strategy with a new name. We are now starting to negotiate over the secondment – this will be a key first step. Also talking to the DTA about a Cultivating Enterprise proposal linked to Architectural Heritage.
Parking issues	Customers and staff	Continue the discussions on Oxford Street. We plan to do a promotion on how the Big Garage works so that a greater proportion of users will understand our community enterprise position. A plan is to be developed on lighting.
The Workspace	Users and staff	A tenants meeting is to be held soon to engage them in Workspace issues and this will be reported next year. Noise/heating issues will be considered at the next Development Group meeting.
Greenworks	Customers and staff	The Move to new premises will change Greenworks and its conditions considerably. Staff last year were concerned about this. We also want to clearly reflect the range of businesses that we are now dealing with as far as collections are concerned for the next accounts and to show how the business is developing.

Area for consideration	Stakeholders involved	Possible action
Strategic issues	Strategic, funders, general supporters	<p>We plan to produce a short forward plan which sets out our thinking for the next three years – this will be produced after the Annual Review in January.</p> <p>We plan to move forward with estate management and maintenance plans although the strategy will have to be changed slightly. We will wait for a meeting with the City Council (in the next few weeks) before any further decisions are made.</p> <p>We will talk to the City Council about possible developments on the Employment Pathways Service.</p> <p>We hope to appoint a Graduate Intern through a new University scheme to enable us to do some serious marketing across the organisation.</p>
Wider issues	All stakeholders	As part of the Forward Plan, we hope to be able to promote some key messages from the Social Accounts to give our partners and strategic stakeholders a clearer picture of what we are trying to achieve.

**Appendix 1
The Oral History Evaluation Report**

**Together We Cared – Oral History Project
Draft Summative Evaluation Report**

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1.0 INTRODUCTION

This evaluation report concerns the Summative (end of project) Evaluation of the ‘Together We Cared’ – Oral History Project that was funded by Wolverhampton ABCD and the Heritage Lottery Fund. All Saints Action Network held overall responsibility for managing the development of the project

2.0 PROJECT DESCRIPTION

- The 'Together We Cared' Oral History Project aimed to celebrate the history of Wolverhampton Royal Hospital until its closure in 1997, through the eyes of its former employees.
- The Royal's history was to be celebrated via a heritage film documentary on DVD, created by 20 Wolverhampton College students, whereby 50 former ethnic minority employees of the Royal Hospital were to be interviewed about their working experiences etc.
- The Project (timescale November 2007 – February 2009) was funded by the Heritage Lottery Fund and Wolverhampton ABCD Partnership and delivered by All Saints Action Network (ASAN) and the City of Wolverhampton College based Mediacove Productions. ASAN, is a Wolverhampton-based development trust that manages the site of the former hospital building.
- ASAN had overall responsibility for project delivery and Mediacove was responsible for training young people in oral history interviewing techniques and professional video/recording/editing skills.
- Training sessions were 3 hrs long and ran once a week during summer of 2008. The sessions were delivered at a venue and time suitable to the participants.
- The young people applied their newly acquired skills by devising oral history questions, interviewing and filming former employees. The footage was used to make the heritage film documentary. All the information gathered was archived and held at Wolverhampton Archives.

- The project culminated in a special event, in January 2009, held by ASAN to celebrate all the work undertaken during the project. The film was screened and young people were awarded with a certificate in 'Introduction to Film Making' by Wolverhampton College.

3.0 EVALUATION BRIEF

3.1 Evaluation Aim

To evaluate the delivery and impact of the Together We Cared Oral History Project.

3.2 Evaluation Objectives

To investigate and gather information / evidence to enable evaluative judgements to be made in relation to the following project elements:

- Contractor's (ASAN) performance.
- Sub-contractor' (Mediacove Productions) Service user's feedback.
- Funders feedback (ABCD and HLF) on how the project has run and been managed and its impact.
- Participants' feedback (young people and former Royal Hospital employees).

3.3 Tasks Required from the Evaluator

The following interview and information gathering tasks were to be carried out by the evaluator:

Interviews with:

- a) Key ASAN staff
- b) Mediacove Production staff
- c) Project funders: All Saints and Blakenhall Partnership (ABCD) and Heritage Lottery Fund.

d) Young people and former employees of the Royal Hospital.

It was also required that information captured through the interviews should capture:

1. Participant's achievements views on project delivery.
2. ASAN's performance in relation to project management and delivery.

4.0 EVALUATION METHODOLOGY

The methodology adopted for the evaluation of Together We Cared Oral History Project reflected the client's requirements, namely, that interviews be conducted with:

1. Key ASAN and Mediacove Production staff
2. Project funders: All Saints and Blakenhall Partnership (ABCD) and Heritage Lottery Fund.
3. Young people and former employees.

The following methodology was adopted:

1. *In depth interviews with 5 key stakeholders.* Interviews were structured around an interview schedule, developed in consultation with the Project Manager, which directly addressed the areas of enquiry central to the review process:
2. *In depth interviews with project participants,* 4 former Royal Hospital employees and five young people. Interviews with young people were presented as individual case studies, with the aim of fixing their views of the project within the context of their lives at the point at which they became involved.

5.0 TOGETHER WE CARED EVALUATION FINDINGS

5.1 Introduction

- This section of the Evaluation records the findings of individual interviews with the following groups of project participants :
 1. Former employees of the Royal Hospital
 2. Together We Cared stakeholders
 3. Young participants

- Interviews were conducted using a structured question format, a different format for each of the three groups.
- Interview findings are presented according to question theme in the case of former Royal Hospital employees and stakeholders and case studies for young participants

5.2 Findings of Interviews with former employees of the Royal Hospital

5.2.1 Former employees of Royal Hospital Interviewed

Former employees interviewed were:

Molly Henriques

Balbi Khela

Connie Luesby

Roy Stallard

5.2.2 Interview Questions

Interview questions detailed below formed the structured of the interviews with former employees of the Royal Hospital.

1. Do you feel that the project was worth doing? (Please give reasons)
2. How did you personally benefit from the project?
3. Were there any barriers to your involvement in the project (e.g. timing of events etc.) and if there were barriers, how were these minimised or overcome?
4. Was the project satisfactorily run and managed by the ASAN staff you had contact with?
5. Could the project have been better, if so how?
6. Did the project demonstrate any areas of good practice?
7. Do you have any views on how the project's legacy could be maximised?

5.2.3 Interview Findings

1. Do you feel that the project was worth doing? (Please give reasons)

- Yes, 110% the project was very much worth doing. The project brought the Royal Hospital to the forefront with respect to the people of Wolverhampton..
- The response to the project was excellent and it brought the Royal to the prominence it had in Wolverhampton for 150 years.
- Also, it needs to be remembered that when the Royal was closed it was a major bone of contention in Wolverhampton and what happened to the building since then and the loss of such a major institution in the city was regrettable.

- Yes, the project was definitely worth doing since it provided recognition to the former employees at the Royal, particularly through the high profile launch and associated press and publicity. It gave a lot of recognition to the former staff who were very dedicated.
- Yes, the project was definitely worth doing since it valued and highlighted the contribution of former employees and engaged young people successfully.
- Yes, most definitely, because it:
 - a) Vividly captured the history of the Royal Hospital
 - b) Young people developed media skills and because all levels of the project involved work with diverse individuals and communities
 - c) Highlighted the benefits of the Royal Hospital and the work of its staff to the people of Wolverhampton
 - d) Facilitated ex employees to get together and reflect and celebrate past experiences and achievements

2. How did you personally benefit from the project?

- I am aged 75 and a retired nurse and being given the opportunity to help the project officer brought back many enjoyable memories.
- I found it very enjoyable to meet old colleagues and to arrange the interviews with them on behalf of Dawinder / ASAN.
- Seeing everybody especially old staff was very nice along with seeing the recognition that was provided.
- I rang around to locate and make contact with staff to be interviewed and found the process of linking with old staff greatly enjoyable.
- I enjoyed involvement in the project immensely and felt privileged to be part of the project.
- Involvement in the project enabled access to new experiences and learning new skills.
- I found the opportunity to meet senior colleagues worked with in the past such as Sir Steven Moss very stimulating and found the

opportunity to get to know senior old colleagues who were seen as 'unapproachable' and even intimidating enjoyable.

- I had worked in the NHS since a teenager in the era of the 'matron' and found it interesting to meet senior colleagues and others from that era on a more informal and friendly basis.
- The project brought back all the training and camaraderie of the past during the Royal Hospital days. It was a duty culture.
- Meeting up with many old colleagues and learning, in a more detailed way, about the history of the Royal Hospital site.
- Having a DVD of the project was great since it will enable me to reflect on the achievements of the project and share it with others.

3. Please describe any barriers to your involvement in the project (E.g. timing of events) and if there were barriers, how were these minimised or overcome?

- I am retired and therefore experienced no significant barriers to participate in the project and due to the effective project administration systems had sufficient warning of meetings. I was therefore able to regularly attend the project steering group meetings
- One project participant was made redundant recently and had a new job which involved working nights and therefore was unable to make some of the project meetings.
- Due to work commitments she was not able to fully participate in the project including doing some research to find other former staff
- No barriers were encountered since I was able to book the date of the filming / video interview suitable to myself.

4. Was the project satisfactorily run and managed by the ASAN staff you had contact with?

- The project went very well and ASAN staff I had contact with: Dawinder, Mike, Diann and Sue were all first rate and administered the project in an efficient and effective manner.
- There was a problem with the scheduling of interviews and the length of time allocated for interviews, some staff could not wait their turn to be interviewed and had to leave and alternative appointments had to be arranged – which was relatively straightforward. So better organisation in terms of flexibility and it was only reasonable to be organised better. Give participants the time required.
- The ASAN team worked effectively and managed the project to a high standard.
 - Dawinder (the Project Manager) was excellent and worked very hard on the project and ensured that the project was the success it was.
 - The project team worked hard, the young people carried out their interviewing role very well.
 - On the whole yes. However, communication was not always consistent. I never received a formal invitation which would have been nice as a keep sake and which would have reflected the time I had inputted into the project

5. Could the project have been better, if so how?

- On the whole no. However, communication was not always consistent. I never received a formal invitation which would have been nice as a keep sake and which would have reflected the time I had inputted into the project
- More marketing and publicity and more time to engage former Royal Hospital staff would have provided a wider pool of ex staff to interview – particularly BME staff (who were the initial targets of the project).I

only found out through a magazine article and they then used a hospital BME network for publicity purposes and to identify former BME staff through informal networking and publicity.

- The project would have been strengthened further by identifying more ex Royal Hospital workers – especially BME staff; the main source of publicity was via word of mouth and this should have been addressed with a wider range of marketing methods.
- More time to carry out the project would have been preferable.
- It would have been useful to have more pictures and records of the inside of the Royal Hospital building in its glory days rather than the current run down situation of the building.
- Would have preferred that the project could have run for longer to enable more participation from NHS staff present and past who worked at the Royal Hospital.
- For example, recently Balbi had spoken to nurses at the Nuffield Hospital who were interested in the Heritage Project.
- With greater time there could have been greater involvement from more NHS staff.
- The closure and possible loss of the building is a major issue as well which the project has partially addressed
- The publicity campaign could have been stronger and more extensive as not everyone who worked at the Royal knew about it until after the fact.
- Also not all of the interviews carried out were included in the DVD and some people felt disappointed with that.

6. Did the project demonstrate any areas of good practice?

- Use of the refurbished All Saints Primary School building (The Workspace) was a particularly fitting venue since it was also a key local landmark building with historical resonances, which had recently been given a breath of new life. Practically it was a good venue, since it accommodated 150 people, for the dissemination event, many of whom were local residents and former staff at the Royal Hospital.

- The dissemination event also provided an excellent opportunity for old Royal Hospital colleagues to meet up again, reminisce and catch up. There was a real sense of camaraderie amongst the large contingent of former Royal Hospital staff who attended – some of whom were featured in the DVD.
- There was very good press coverage. The project was featured on West Midlands TV, with involvement from local TV celebrities and it was featured on Radio WM by Carl Chinn, the Professor of Social History at Birmingham University -. The project was also featured in the Express & Star and the Wolverhampton Chronicle as well as specialist journals.
- The engagement and then involvement of young people in the project volunteer interviewers and film makers was carried out very skilfully and achieved excellent results.
- The culmination of the project was the excellent DVD which needs to widely distributed. The DVD is receiving some recognition and further copies have been requested.
- The dissemination event was excellent in terms of content, quality and numbers of people attending and the range of people present.
- Involvement in the interviewing process was beneficial to both interviewer and interviewee alike. Both parties were often nervous, but after this initial nervousness gave each other confidence and developed through the interviewing process.
- The intergenerational aspect of the project with young people working with adults worked very well. Both groups learned from each other and the links between them were strengthened.
- In particular, the young people got a real flavour of the working and living conditions of the older generation.
- The level of professionalism achieved by the young people and the production team was excellent.
- Celebration event was well organised

7. Do you have any views on how the project's legacy could be maximised?

- Materials gathered and developed throughout the project should be featured in the proposed medical museum at Cleveland House on the Royal Hospital site. Developing this link would not only preserve the legacy of the projects work it would recognise the role of ASAN and generally preserve the role of the Royal within health provision in Wolverhampton. The museum is at the conceptual stage at the moment.
- There is a need to distribute the DVD as widely as possible to publicise the Royal Hospital and the service it provided in Wolverhampton and also publicise it wider than Wolverhampton.
- The DVD provides a key opportunity to maintain and preserve the memories of a bygone age since the Health Service in Wolverhampton is now totally different compared to the time of the Royal
- The DVD will recognise the tremendous input of the former employees.
- The Project's legacy could be maximised, by the following actions:
 - a) Run the film show at the Lighthouse Arts Centre and invite all ex Royal Hospital staff and others over a couple of evenings/days to enable a much wider audience and facilitate wider recognition of the DVD.
 - b) Display pictures/photo shots in the Wolverhampton Art Gallery and Lighthouse Arts Centre in Central Wolverhampton.
 - c) Disseminate project artefacts on a website which should also be publicised and linked to the above
 - d) Widen the historical perspective to include district nurses, who may have been linked to the Royal Hospital, as in the 'good old days' nurses cared for patients in their own homes

5.2.4 Comment

- *All former employees interviewed were very positive about 'Together We Cared'*. The project gave them the opportunity to reflect on their sadness at the closure of the Royal, but also, to enjoy deserved recognition for years of dedication and commitment to the Royal and the people of Wolverhampton. They were also pleased to work with

young people and help them to gain skills and confidence to move forward in their lives.

- *A further dimension for former employees was the 'reunion' aspect* where former colleagues met, reminisced and socialised. One interviewee mentioned the enjoyment of meeting former senior hospital colleagues whom she had viewed with awe when working at the Royal.
- *Some admin issues were raised re interview scheduling and communication.* One interviewee expressed the view that communication was not consistent and that there could have been more marketing and publicity to engage more employees, in particular employees from black and minority ethnic communities. Overall, interviewees were satisfied with how the project was administered and managed by ASAN staff
- *Former employees had much praise for the project and its achievements.* The celebration event was well organised and the DVD produced of excellent quality. The levels of professionalism achieved by the young people were excellent and both they and former employees interviewed gained confidence from participation in the project. It was also beneficial for the young people to work with mature former employees of the Royal Hospital, as they learnt about the working and living conditions of the older generation. Publicity of the project was also deemed excellent and the use of the former All Saint's school, another element of local heritage, was a further project positive.
- *Interviewees' views on maximising the legacy of the project* included some interesting ideas for publicising the project's achievements much more widely. Those ideas included a wider distribution of the project DVD within Wolverhampton and the wider West Midlands area; running a film show at the Lighthouse Arts Centre in Wolverhampton and inviting all ex Royal Hospital staff and others over a couple of evenings/days to enable a much wider audience and facilitate wider recognition of the DVD; displaying pictures/photo shots in the Wolverhampton Art Gallery and Lighthouse Arts Centre and disseminating project artefacts on a website which could also be publicised and linked to the above.

- *It is clear from former employees' reflections that 'Together We Cared' has had a great impact on their lives. They have relished the opportunity to share their feelings about their former work at the Royal Hospital and their sadness at its closure and to meet again former colleagues. At the same time, they relished the experience of working with young people and helping those young people to acquire skills and confidence to help them move on in their lives.*

5.3 Findings of Interviews with Together We Cared Stakeholders

5.3.1 Stakeholders Interviewed

Stakeholders interviewed were:

Mike Swain, Chief Executive, All Saints Action Network

Dawinder Bansal, 'Together We Cared' Project Manager

Martin Rispin ABCD Heritage Officer

Elke Theissl, Mediacove Productions Manager, City of Wolverhampton College

Clare Barley, Heritage Lottery Fund Grants Officer, West Midlands

5.3.2 Stakeholder Interview Topics

Interview questions detailed below formed the structured of the interviews with 5 'Together We Cared' Stakeholders.

1. How did the Project fit with your organisations strategic objectives?
2. Was the project worth doing?

3. How well did the project achieve against targeted output and result, as well as additional benefits and/or softer indicators?
4. What were the key obstacles/barriers, if any, encountered by the project in attaining output targets and how were these minimised or overcome?
5. Was the project satisfactorily administered and managed by ASAN? Particularly with reference to meeting anticipated targets / milestones including compliance with funders regulations and value for money criteria.
6. How effective were project management procedures, systems and practices?
7. Could the project have been better, if so how?
6. Did the project demonstrate any areas of good practice?
9. Do you have any views on how the project's legacy could be maximised? Sustainability?

5.3.3 Findings of Interviews with Together We Cared Stakeholders

1. How did the Project fit with your organisations strategic objectives?

- The project was fully aligned with ABCD's strategic objectives.
- The ABCD Heritage Project contributed £5,000 and took an active part in the Project Steering Group and the major project dissemination event.
- This project did sit very well with the Mediacove /Wolverhampton College strategic objectives since they both see themselves as very much socially responsible organisations. Both organisations are focussed on the local community and the aim of Mediacove specifically

is to engage young people from the deprived areas of Wolverhampton into their projects – providing an excellent fit with the ASAN 'Together We Cared' Project, which sought to engage young people from All Saints & Blakenhall as well as neighbouring areas.

- ASAN is committed to preserving and championing the heritage of the local community, for example, the development of the former All Saints Primary School and any future development of the existing Royal Hospital site
- ASAN is also committed to the physical regeneration of the All Saints area through involving and providing benefits for local people
- The Heritage Lottery Fund considered the project to meet Heritage Fund Lottery criteria in that the project:
 - a) Encouraged communities to identify, look after and celebrate their heritage
 - b) Increased opportunities for learning about heritage
 - c) Helped conserve and enhance our diverse heritage.

2. Was the project worth doing?

- Definitely, the end product and contribution to the heritage agenda locally and in Wolverhampton were superb.
- Yes, feedback from all project participants was very positive and the project has raised the profile of young people and what they are able to achieve, specifically in the field of multi media productions.
- Definitely – the project struck a chord with ABCD, Wolverhampton Council and local people. Young people benefited and so did former employees who were pleased to contribute to a project that lauded a much loved institution they had committed themselves to as health professionals.

3. How well did the project achieve against targeted outputs and result, as well as additional benefits and/or softer indicators?

- The project met all targets and outputs laid down by funders. In addition, the project has exceeded outline aims.
- The project has laid down a benchmark and has set the agenda for future similar projects and any as yet unknown successor projects.
- This question is of limited relevance to the involvement of Mediacove in this project since there were no formal targets beyond completing the training course and producing a film
- The project has demonstrated the power of film through DVD and the value of a project that achieved a high profile through its involvement in heritage
- Plans for involving young people were not entirely successful as no college students were recruited to the project
- There were definite benefits for ASAN. The project opened out a new area of work, a new heritage piece of work. ASAN's credibility with local organisations may well have been enhanced through developing the idea and successfully working in partnership with Wolverhampton Council, Wolverhampton College, Heritage Lottery etc.
- The project exceeded its objectives, provided a new perspective on local heritage and provided great benefits to young people who formed new friendships, learnt new skills, gained in self confidence and produced outstanding work.
- Young and old gained mutual respect from working together. The project showed how sad former employees were when the Royal closed.
- The young people gained skills and confidence and also learnt how things used to be at the Royal.
- The project made me realise "I can do" a multi faceted media project.

4. What were the key obstacles/barriers encountered by the project in attaining output targets and how were these minimised or overcome?

- Not aware of any significant obstacles or barriers encountered by the project in attaining output targets.
- As mentioned the project exceeded targets
- No significant barriers were encountered by Mediacove during its involvement in the Together We Cared Project.
- Trying to find 50 employees from ethnic minorities, originally, who were willing to be interviewed. Finally employees were recruited and interviewed from different communities which represented a truer reflection of the workforce at the Royal Hospital

5. Was the project satisfactorily administered and managed by ASAN? Particularly with reference to meeting anticipated targets / milestones including compliance with funders regulations and value for money criteria.

- The project was satisfactorily administered and managed by ASAN
- Compliance with funders regulations and VFM criteria were fully met and exceeded
- Yes, well administered and good collaborative work. Clear deadlines and targets were set by the relevant ASAN staff working in partnership with Mediacove officers.
- Project managed by Project Co-ordinator, apart from finance

6. How effective were project management procedures, systems and practices?

- As demonstrated at project management meetings monitoring procedures, systems and practices were wholly effective
- Project management systems and procedures were effective and satisfactorily robust.

7. Could the project have been better, if so how?

- Martin could not suggest anything immediately that may have improved the delivery of the project.
- No significant suggestions for improvement can be provided since the project was good overall.
- Yes, would have preferred an employee rather than a consultant as an employee would have spent more time on the project

8. Did the project demonstrate any areas of good practice?

- Yes, the project demonstrated good practice in terms of how it managed to successfully achieve intergenerational working, particularly through engaging the young people.
- Yes, very much so! The project did demonstrate areas of good practice, specifically around key local agencies in Wolverhampton working together on a big project and having great success in doing so.
- Yes – the links that were established between ex employees and young people; the involvement of local media to good effect; how to successfully develop a participative informative project
- Yes – partnership working
- Young people working with professionals
- Strong project team

6. Do you have any views on how the project's legacy could be maximised? Sustainability?

- Martin has several planned ideas on how best to further the project's legacy but these ideas are much dependent upon availability of funding

- A short version put on YouTube or on Chamber TV which is run by the Wolverhampton Chamber via several screens around the city and via the internet.
- No mileage in any Royal Hospital sequel

5.3.4 Comment

- *'Together We Cared' stakeholders all felt the project was definitely worth doing.* The project demonstrated good practice in successfully achieve intergenerational working, particularly through engaging the young people; in key local agencies in Wolverhampton successfully working together in partnership on a big project; in the successful working and social links that were established between ex employees and young people; in the involvement of local media to good effect; and in how to successfully develop a participative informative project
- *All stakeholders felt that 'Together We Cared' fitted in with their strategic objectives and had met and exceeded targets and outputs.* The project was satisfactorily managed and administered by ASAN. Project management procedures, it was felt, were effective, although a point was made that the post of Project Manager should have, perhaps been an ASAN staff appointment on fixed hours rather than appointed on a consultancy basis. The greater number of hours worked as a staff appointment could have more greatly facilitated recruitment of ethnic minority former employees and college students.
- *Ideas to further the project's legacy are being considered* but are dependent upon the availability of funding. It was also suggested that a short version of the DVD be put on YouTube or on Chamber TV which is run by the Wolverhampton Chamber, via several screens around the city and via the internet.
- *All the stakeholders were agreed that the project had great benefits both for former employees and young people and had met all desired objects.* The project has laid down a benchmark and has set the agenda for future similar projects and any as yet unknown successor projects. *'Together We Cared'* has also demonstrated the power of film

through DVD and the value of a project that achieved a high profile through its involvement in heritage. There were definite benefits for ASAN. The project opened out a new area of work, a new heritage piece of work. ASAN's credibility with local organisations may well have been enhanced through developing the idea and successfully working in partnership with Wolverhampton Council, Wolverhampton College, Heritage Lottery etc.

5.4 Findings of Young Peoples' Case Studies

5.4.1 Stakeholders Interviewed

This section includes the findings of interviews with 5 young people who participated in 'Together We Cared'. Findings are presented in the form of individual case studies that include biographical information, as well as comments about the course they have followed.

5.4.2 Case Study Topics

Interview questions detailed below formed the structured of the interviews with former employees of the Royal Hospital.

1. Biographical Information? Area lives in, age, College/school (studying what), what's she/he want to do
2. Why did you choose to follow 'Together We Cared Course?
3. What did you have to do on the course?
4. What skills have you learnt?
5. Did you enjoy the course?
6. Any particular bits you liked more than others?

7. Are you glad you did it? Why etc
8. Any personal benefits?
7. Could the project have been better, if so how? Would you change anything?
10. Has following the course given you an interest in following the course up. If so, how? Would you be interested in another course were one set up?

5.4.3 Case Study Findings

Case Study A: Keelan

Keelan is 15. He attends a Wolverhampton comprehensive school and is studying for his GCSEs, with the intention of going on to the Sixth Form and subsequently to University. His particular academic interests are Business Studies, Geography and ICT.

Keelan chose to the 'Together We Cared' programme because he was interested in finding out about the various media elements on offer.

He learnt how to use cameras, produce and edit a film, use of light and sound and how to conduct interviews. Keelan enjoyed learning about the Royal Hospital and working to produce a film of former employees' memories.

"I never realised how much employees loved the Royal"

Keelan particularly enjoyed the interviewing element of the programme, and as a result of following the programme is considering pursuing a career in journalism.

As a possible improvement to any future courses, Keelan did feel that the course administration could have been better, vis a vis the timing of sessions. As a result, on one occasion, he missed an interview

"I've really enjoyed doing the course. I've learnt new skills, I've made new friends and I'm a lot more confident in expressing myself. I'd definitely be interested in following another course were one to be set up".

Case Study B: Tom

Tom's 18, lives in the Parkfields area of Wolverhampton and went to St. Edmunds school. He is currently in the second year of an IT course at Wolverhampton College.

Tom is interested in different types of media as a hobby, not as a potential career. He wants to produce family DVDs and videos. He chose to follow the course to acquire the requisite skills from College media professionals. He learnt about the existence of the course from the College Intranet.

"I enjoyed learning about the different pieces of equipment and how to use them, in particular, how to use the camera, how to add sound and how to edit films. I also learnt and put into practice different interviewing techniques".

Tom enjoyed the course, particularly the practical side, using the various pieces of

equipment and producing a programme.

He feels that it has given him knowledge and also more personal self confidence.

Tom's final comments were:

"I was really happy with the course. I liked working with all the people. I would definitely be interested in doing another course. I am going to see if there are any more advanced media courses at Wolverhampton College I could join".

Case Study C: James

James is 16 and following Media and Maths courses at Wolverhampton College.

One of the youth workers at James's youth centre told him about the course and suggested it would be a good addition to James's CV. James also wanted to see if he liked media as a possible future career path.

James is pleased with the skills he has acquired, how to set up a studio; how to conduct interviews; how to use a camera, including light and sound and how to work as part of a team.

"I enjoyed the course, in particular, the trip to the Big Brother studios, meeting new people, colleagues and former employees and editing".

James is glad he did the course as it has given him an idea of what he might like to do in the future. He is also more confident in expressing himself verbally.

"I would definitely be interested in following a more advanced course were one to be set up".

Case Study D: Harinder

Harinder is 17 and is in the sixth form at Parkfields School. She is studying 'A' Level courses in English Language, Biology and Sociology, with a view to going to University to study Journalism.

A teacher told her about the course and she joined because she was interested in making a document about the Royal Hospital and doing interviewing and camera work.

Harinder researched the Royal Hospital in the Wolverhampton Archive Centre, interviewed and filmed interviews with former Royal Hospital employees, learned editing, sound and how to make a video. She also spoke on BBC WM about the project and also wrote an article for CRASH.

"I really enjoyed the course. It was fun to do. I particularly liked the filming and the interviewing. I learnt new skills and made new friends".

"As a result of being on the course I'm more confident relating to other people and am more certain that journalism is what I want to do".

"Yes, I'd definitely be interested in another course, either more of the same or a more advanced course"

Case Study E: Jaspreet

Jaspreet is 17 and attends the sixth form at Parkfields School, where she is studying B Tec Sports and 'A' Levels in English Language, Biology and Sociology. After leaving school, she wants to go to University to study Criminology.

Jaspreet heard about the course from her Sociology teacher and joined because there was a chance to learn more about filming. She had done GCSE Media Studies and enjoyed that. Jaspreet was also interested in the Royal Hospital from a historical perspective, as she had no knowledge of the Hospital, having only lived in Wolverhampton for the past 4 years.

She really enjoyed the course and felt she learned a lot about filming, editing, interviewing, setting an interviewing scene – lighting, background and camera angles.

"The bits I liked best were seeing the Big Brother set and working with the camera". I also learnt a lot about the Royal Hospital and I felt proud of my community".

"I got a lot of confidence from talking to many different people. It has helped me to express myself better".

Jaspreet would definitely be interested in a follow up. She wants to carry on with film. Her final comment:

"Everyone loved it".

5.4.4 Comment

All the young people interviewed spoke of the great impact the project had had upon them. They spoke of the media skills acquired, the personal self confidence they had acquired through interviewing adults and knowledge of the Royal Hospital and its heritage. 'Together We Cared' also has helped them to firm up career choices and form new friendships. The course has provided a truly positive influence and all the young people said, "Let's have another one please".

6.0 EVALUATION CONCLUSIONS

6.1 Introduction

- All summative evaluations seek to answer the questions, at the point where a project is completed: "Was it worth doing"? "Was the project successful"? "How could it have been better"?

6.2 Was 'Together We Cared' worth doing?

All 'Together We Cared' participants and stakeholders interviewed, were in accord that the project was definitely worth doing.

- *Stakeholders felt that the project made a superb contribution to the heritage agenda locally and in Wolverhampton. They felt the project has raised the profile of young people and what they are able to achieve, specifically in the field of multi media productions. Stakeholders also thought former Royal Hospital employees also benefited, as they were able to contribute to a project that lauded a much loved institution they had committed themselves to as health professionals.*
- *Former employees of the Royal Hospital interviewed were unanimously in agreement that the project was worth doing. They relished the opportunity to bring the Royal Hospital to the forefront with respect to the people of Wolverhampton and highlight the prominence it had in Wolverhampton for 150 years. The project also provided recognition and highlighted the contribution of the dedicated former employees at the Royal, particularly through the high profile launch and associated press and publicity. The project was also worth doing because through their involvement, young people developed and practised media skills*
- *All young people interviewed all agreed the project was worth doing. They had acquired and practised new skills, they had gained personal self confidence and new friends and participating in the course had helped them to crystallise their future ambitions and aspirations.*

6.3 Was the Project successful?

- *All stakeholders interviewed felt that 'Together We Cared' fitted in with their strategic objectives and had met and exceeded targets and outputs. They felt that the project was satisfactorily managed*

and administered by ASAN. Project management procedures, it was felt, were on the whole, effective.

- Project participants interviewed have all expressed their view that 'Together We Cared' was a most successful

6.4 How could the Project have been better?

- *On the whole, project participants and stakeholders alike felt that the project could not be bettered.* However, several possible improvements were suggested:
 - *Better publicity* - The publicity campaign could have been stronger and more extensive as not everyone who worked at the Royal knew about it until after the fact. The main source of publicity was via word of mouth and this could have been addressed with a wider range of marketing methods.
 - *More time to engage former Royal Hospital staff* would have provided a wider pool of ex staff to be involved – particularly Black and Minority Ethnic staff (who were the initial targets of the project).
 - *It would have been useful to have more pictures and records of the inside of the Royal Hospital building in its glory days rather than the current run down situation of the building.*
 - *The point was made that project management could have been better effected through an ASAN staff appointment rather than via a consultant.* By this means, the project would have benefited from more project hours than a consultant would provide. These extra hours could have been spent on engaging more black and minority ethnic former Royal employees and recruiting Wolverhampton College students to the project (an original project aim
 - As a possible improvement to any future courses, one of the young people interviewed did feel that the course administration could have been better, vis a vis the timing of sessions.

6.5 Overall impact of the project

1. 'Together We Cared' has raised awareness about the importance and heritage of the Royal Hospital in Wolverhampton and provided local residents with a sense of pride about their area.
2. Having interviewed project participants, it is clear that 'Together We Cared' has made a considerable impact on both young people and former employees of the Royal Hospital.
3. Young people have gained new practical media skills that they could use for future projects of their own; they have gained self confidence as a result of conducting interviews; they have learnt of the heritage of the Royal Hospital; new friendships have been forged and being involved in the project has enabled them to make decisions about their future education/training/employment.
4. Former employees have benefited greatly from sharing their views and opinions of the Royal Hospital and their time working there. They were able to share their sadness at the closure of the Royal in 1997 and speak of their commitment and contribution both to the hospital and to the health of the people of Wolverhampton.

6.6 Final Comments

- 'Together We Cared' has been a heritage project with a huge impact, marrying as it has done, the acquisition of media skills by young people with the feelings, views and opinions of former employees of Wolverhampton Royal Hospital.
- Wolverhampton Royal Hospital, founded in 1849, served the people of Wolverhampton until its closure in 1997. The hospital buildings themselves retain an important place in the architectural, historic and social heritage of the town. The Royal still holds a special place in people's affections and in the Wolverhampton community because of it being a community of people working in the front line of human need. Many people felt aggrieved about the Royal closing

down simply because it was given for the people of Wolverhampton by the people of Wolverhampton

- 'Together We cared' struck a unique note and made it possible for former employees to pour out their sadness at its closure and their pride at having being involved in the Royal community
- The partner stakeholders who planned and executed 'Together We Cared' have produced a successful blueprint for such projects which could be employed, with local changes, elsewhere, either in All Saints and/or the wider Wolverhampton area.
- **To conclude, 'Together We Cared' has been a success and has had powerful positive impact on all those who have been involved in its production.**

Appendix 2

All Saint Action Network Heritage Strategy

Draft Report

1. All Saints Action Network

In 2008, the All Saints Action Network (ASAN) completed an impressive heritage project focused on the Royal Hospital in All Saints, Wolverhampton. The Royal Hospital, the city's first, consists of a group of impressive listed buildings spanning a period from 1849 to 1937 currently lying derelict and unused. The project, "Together We Cared", partly funded by the Heritage Lottery Fund saw twenty local young people working with professional film-makers, Mediacove Productions, to create a film gathering together the memories and experiences of local people who worked in the Royal Hospital prior to its closure in 1997. The film has been distributed on the DVD to great acclaim.

One of the key outcomes of the project was the realization that ASAN had a role to play in protecting and celebrating the remarkable history and heritage of the All Saints area. The realization was three fold. Firstly ASAN recognized the importance of finding new uses for heritage buildings that are under threat of demolition. Secondly, it recognized the immense value of engaging people with their local heritage. Thirdly, it realized that there was a coincidence of ASAN agendas with the possibility that projects such as the planned redevelopment of the Power House could be linked to the heritage agenda and the community development agenda.

ASAN's experience of "Together We Cared" echoes that of the Building Exploratory and clearly demonstrates the value of engaging people with their local heritage. Better understanding how the place we live in has changed over time can help us all to develop a sense of place and a pride in our local area. This comes from partly from possessing knowledge about the origins and development of a place. Providing simple access to information is therefore crucial to the development of any heritage strategy.

A focused effort to engage people with their heritage can present many opportunities and benefits. It can provide an opportunity to help people develop a variety of skills, one of ASAN's key objectives. Skills of different

sorts, from research and communication skills, to creative and construction skills. It can also lead to a greater sense of belonging and therefore the enhancement of self-esteem. Essential for feelings of belonging which are proven to lead to people taking greater care of their local area.

The Building Exploratory is a built environment centre based in Hackney, East London. We work with an interactive exhibition and hands on resources to create opportunities for communities to learn about their local heritage and the built world. We have a reputation for delivering innovative projects that help people engage with their local area.

The Building Exploratory has been invited by ASAN to outline how the organization could develop a "heritage strategy" that builds upon "Together We Cared". The following is an effort to respond to this invitation. It identifies the "heritage assets" in the All Saints area and outlines how they could be employed by the organization to develop its economic and community development agendas.

It should be noted that the Building Exploratory is not directly involved in finding new uses for heritage buildings, which is a specialist activity, but in engaging people with their local heritage, specifically buildings and the built environment.

2. Why should ASAN have a Heritage Strategy?

All Saints Action Network with its mission of commitment to All Saints, Wolverhampton and the people who live there is uniquely positioned to take forward the heritage agenda to the wider benefit.

Building on Wolverhampton's Heritage Agenda

Wolverhampton has a very well developed heritage sector with a fabulous local archive beautifully accommodated in the Molyneux Hotel, and a very impressive local history association, the Wolverhampton History and Heritage Society, with a rich and varied programme of events. However neither of these has the ability to engage very many of the residents of All Saints.

A Base in the Community

ASAN sitting in the heart of the community in All Saints, the community closest to the city centre, and with good connections to both these organisations is in an excellent position to engage local residents and to increase interest in and engagement with local history and heritage and by doing so to add to the understanding of heritage in the City.

Experience and Expertise

ASAN has already tested the water with "Together we Cared" and has developed expertise in engaging, in this case young people, with local heritage. In the project steering committee, consisting of local people concerned with the history of the Royal Hospital but also with far wider interest in the heritage of the City, it has identified individuals who are committed to and passionate about increasing awareness of local heritage.

Coincidence of Agendas

ASAN clearly recognizes the regenerative potential of heritage and the potential it presents for its business and community agendas. The potential "coming together" of agendas on the Power House site for example is evident. In this case as with most others, community involvement will undoubtedly enhance the project significantly and improve its attractiveness to funders, specifically public sector funders including the National Lottery funding bodies.

Protecting All Saint's Heritage Buildings and Infrastructure

Finally, ASAN has a great range of heritage buildings and infrastructure at its disposal. A number of these are lying derelict and unused and it is clear that they could be lost unless new uses are found that ensure their ongoing relevance. Those buildings that have been reinvented such as Bakers Boot Factory help to give All Saints a unique character and identity and could be employed to further promote the attractiveness of All Saints as a place to live and work.

3. The heritage assets available to ASAN

During a one-day trip to All Saints, ASAN introduced the Building Exploratory to a number of key heritage sites and buildings. Together these constitute "heritage assets" that would provide rich possibilities to

focus any community engagement and project activity undertaken by ASAN.

The heritage of All Saints is extensive and showcases the development of Wolverhampton as a modern and sophisticated Victorian city. Surviving assets cover a wide range of building types from transport and communications infrastructure through industrial and manufacturing establishments to welfare and places of worship. These have been mapped in the document "Discover Your Heritage" produced by Wolverhampton City Council.

Welfare and Leisure

- Royal Hospital (1862)
- Sewer Ventilation Pipe, Birmingham Road (early 20th Century)
- Newmarket Inn

Industrial Heritage

- Bakers Boot Factory (1868 & extension 1902)
- Power House, Commercial Road (1895)
- Crown Nail Works, Commercial Road (1880)
- Dixon's Building (1885)

Transport Infrastructure

- Old Bus Depot, Bilston Road (1902) (*Is this ASAN's carpark?*)
- Birmingham Canal (1772) and Chillington Wharf and Interchange
- Kent Road & Pond Lane former colliery sites now important green spaces

Places of Worship

- All Saints Church (1879)
- St Lukes (1860) and Guru Nanak Temple (Both are just out of the area, but are historically and culturally significant buildings)

Residential

- Cleveland House (Cleveland Road Conservation Area)

4. Working Towards a Heritage Strategy

In thinking about the development of a heritage strategy for ASAN, the following approach could be considered. We have set out suggestions as to the aims and objectives of an ASAN heritage strategy, identified potential participants and outlined the types of activity that could be undertaken. The section following makes suggestions as to the types of resources that would be required to deliver the work, but does not at this stage suggest a timetable for it.

Mission

To raise awareness of the remarkable heritage of All Saints Wolverhampton and to integrate a heritage agenda across the activities of ASAN

Aims

- To raise awareness of the heritage assets of All Saints
- To engage local people in celebrating the heritage of All Saints
- To ensure that important heritage is retained for future generations
- To integrate the heritage agenda with the community and business development work of ASAN

Objectives

- To improve access to the heritage of the All Saints area
- To undertake heritage projects that engage residents of All Saints
- To find new uses for heritage buildings in All Saints
- To establish how a heritage agenda can be integrated into the main objectives of the ASAN.

Audiences/Participants

ASAN has already established that the audience for the proposed heritage strand of activity should be drawn from people in the local community. Key participants might therefore include:

- Residents of All Saints
- Schools (National Curriculum at primary has a focus on the local area)
- Local families
- Independent Young People
- Older People
- Local historians
- The Children's Centre (parents, staff and children)

5. Identifying Appropriate Heritage Projects & Activities

There are many tried and tested approaches to engaging people with their local heritage. Projects must be well thought through and meaningful to participants, but can use a wide range of methods.

The work that the Building Exploratory has established a reputation for has succeeded in engaging a very wide range of people in their local heritage and built environment. It is focused around interactive, accessible and creative approaches coupled with detailed historical research and investigation. We often work with artists who are able to communicate using a wider range of techniques than those that our staff team is familiar with. This has the added benefit of enabling visual outputs that can be used to engage yet further audience groups and can overcome barriers such as language or poor literacy skills.

Examples of successful projects include, Newington Green Treasures where extensive research on the history of a conservation area revealed a rich and varied history. This was built upon in a series of activities exploring this important inner London area over a period of three years. We engaged with school children, older people, two very active and outspoken tenants and residents associations, local Turkish Cypriot groups, a local community centre, and local businesses and shop-keepers creating 11 treasures embedded in the Green.

In exploring places of worship in Tower Hamlets in Religion and Place in Tower Hamlets, 2007-08, we worked with local secondary school children and their teachers and five artists to explore 167 very diverse buildings and their resident faith groups. Outputs from this project included a public exhibition seen by 30,000 people, 10 Faith Chests (Artworks interpreting the buildings), two publications and a website.

Calico Springs in 2005 celebrated the centenary of Springfield Park. Hackney Council commissioned a community heritage project that documented the heritage of the site from forest, through 18th Century manufacturing including calico printing, to 19th Century mansions and finally as a public park in the 20th Century. A textile artist collaborated with local people to create a timeline that led to the unusual outputs of a printed tea towel and deck chairs for use in the park.

Lifelong learning at the Building Exploratory is about encouraging adults to

discover more about the places they live. We run regular seminars and activities designed to encourage participants to explore the past, present and future of Hackney and East London's built environment. The Senior Building Exploratory Explorers, the BEEs, are a huge success story where older people are involved in setting their own programme of heritage activities that includes, building visits, talks by professionals, oral histories and reminiscence.

6. Possible Project Activity/Outputs

As outlined above have found that projects are successful where they engage people from the outset and where they are built upon detailed knowledge of the area of focus. ASAN has already identified the potential focus for projects with the heritage assets listed above. Heritage engagement activity could accompany bigger capital projects being undertaken by the organization or become a strand of activity in its own right.

The Building Exploratory started with an exhibition developed by the founding director in order to make information about the local area accessible to a very diverse and disadvantaged population. The exhibition then became the focus for a wide range of learning programmes and for heritage engagement activity.

Exhibitions

Exhibitions are a very immediate way of communicating complex information about the built environment and local heritage very directly. The Building Exploratory has researched and collated a wide range of information on Hackney that is presented in hands on exhibits and displays that are very visual and have a minimum of text. We have found displays that have clearly been developed with local people, such as our model of Hackney made with 360 school children to be particularly effective tools of engagement.

Historic and modern maps, photographs, drawings, models and outputs from projects can all provide exhibition content. This can be done on any

scale and could easily be accommodated in one of ASAN's venues such as the Workspace.

Exhibitions do of course need to be curated and information interpreted and presented in an accessible format. ASAN could conceive of creating a small permanent exhibition about local heritage that grows over time, or stage a series of small one off exhibitions in a range of locations across All Saints, or indeed both.

Learning Resources

If information is being collated for an exhibition it could equally be formatted as learning resources: maps, photos, drawings and so on that could be made available to local schools to use in learning about the local area. Or to be used as material for outreach activities with hard to reach groups. Outputs from heritage engagement projects, such as the "Together We Cared" DVD, could also be similarly employed.

Learning Programmes

The development of formal learning programmes for schools might not be the first objective that ASAN has in mind, however informal learning activities for local adults and older people could further build upon any exhibition material gathered and resources developed. A motivated group such as the "Together We Cared" project steering group might take on developing it's own programme as have the Senior BEEs with only minimal support and a venue provided by ASAN. Such a programme might develop heritage walks and trails, talks and seminars pursuing themes such as transport heritage, places of worship or industrial heritage suggested by the available heritage assets listed above.

Heritage Engagement Projects

Focused on exploring specific elements of the local heritage with specific groups, heritage engagement projects need to be bespoke and clearly defined, following the model already successfully tested in "Together We Cared". We have outlined some of the Building Exploratory's successful engagement projects above and would be happy to participate in conversations about possible future ASAN projects.

Publications

Publications could be the outputs of engagement projects or projects in themselves and they could be produced in a wide range of formats relevant to the project and its audiences. ASAN could think about producing any of the following: books, pamphlets, films, CDs, DVDs, annotated maps and timelines, websites and blogs.

Training and Skills Agenda

In the longer term, if projects such as the Power House are realized, the possibility to creating opportunities for local people to develop specialist building craft and conservation skills could be explored. In the shorter term opportunities for skill development with new technologies such as those offered through "Together We Cared" could be further developed.

Potential Outcomes

We suggest that ASAN prioritises the projects and outputs that it would like to develop in the first instance. This will then provide an arena to define the potential outcomes that could be achieved. As ever these will probably be specific to individual projects.

By increasing awareness of the importance and value of local heritage ASAN could also address the priority of involving local people in the conservation, enhancement and celebration of their local historic environment. This would lead to some generic outcomes including:

- Increased sense of place
- Increased ownership of the local area
- Increased self esteem
- Development of skills
- New business opportunities

Resources Required

The crucial resources required by ASAN to realise its heritage strategy would include the following:

Project Officer

Leadership in the form of a project officer with the correct skills who is able to develop the strategy with the chief executive and define the focus of activity would be required. An outline job description can be provided if required, however the following key skills and experiences would be essential:

- Experience of working with communities
- Demonstrable understanding and experience of heritage projects
- Project management skills
- Very good communication skills

Funding

In the development stages at least funding would be required to support the development of ASAN's heritage activity. A wide range of possible funders including the National Lottery bodies support heritage activity. These include: English Heritage, Trusts and Foundations such as Esmée Fairbairn (keen to support regional activity) and Arts Council England for projects with an arts focus. It is possible that once expertise has been developed that projects could become self-financing were suitable clients to be found.

Partners

It would be equally crucial to have the following key partners on board:

- Local archives
- Local planning department
- Together We Cared steering group
- English Heritage
- Local Education Authority

Marketing

While this activity is not envisaged to be commercial, some outputs could obviously be made available to purchase. Marketing would therefore best be focused in the early stages at attracting participants and developing audiences for heritage projects and activities.

Appendix 3

Conclusions of the Wardell Armstrong report on small scale Combined Heat and Power production at the Powerhouse.

The Wolverhampton Powerhouse biomass combined heat and power (CHP) plant would receive financial support through LECs (£4.41/MWh) and either ROCs or FITs (both £90/MWh). Whilst the price of ROCs may fluctuate depending on the level of supply and demand, the support under the proposed FIT seems steadier which will be important when seeking investment.

Using a GIS resource based study there is potentially 66,000 dry tonnes (dte) per annum of forest residues currently available within 40km of Wolverhampton. There is also the potential to grow and harvest up to 37,000dte/yr of short rotation coppice and 4,488,000dte/yr of Miscanthus. A desk based study identified two local recycling centres which were able to supply up to 20,000tonnes/yr of mildly contaminated wood such as plywood, chipboard, packaging material, etc. for £10/tonne including the delivery charge. There may also be potential for cheaper fuels due to typical associated costs with disposing of more heavily contaminated fuel.

Four different biomass CHP plants were investigated:

- A 2.5W_e/7.5MW_{th} steam plant
- A 2.7MW_e/5.4MW_{th} downdraft, fixed bed gasifier
- A (small scale) 100kW_e/200kW_{th} indirect fired gas turbine
- A (large scale) 4MW_e/2MW_{th} combined cycle Stein gasifier

Each plant was modelled to estimate the costs, outputs and financial viability. The results are summarised below.

Summary of Biomass CHP Plants Investigated				
CHP Plant	2.5W _e steam	2.7MWe gasifier	100kWe steam	4MW _e Stein gasifier
CapEx (£million)	£9.5	£8.5	£0.5	£11
Fuel (tonnes/hr)	2.98	2.43	0.1	2.4

Fuel (tonnes/yr)	23,810	19,407	828	19,190
Running costs (/yr)	£838,000	£918,000	£45,000	£1,276,000
Electricity gen. (MWh/yr)	20,000	21,600	800	32,240
Heat gen. (MWh/yr)	60,000	43,200	1,600	16,080
Net Revenue (/yr)	£1,950,000	£2,093,000	£67,000	£3,219,000
NPV (at 15% DR)	£13,793,000	£25,754,000	-£556,000	£53,117,000
Internal Rate of Return	20%	24%	11%	29%

All of the biomass options produce positive IRRs, most of which are well above the normal commercial hurdle rate of 15%. Whilst the gas fired CHP plant required significantly less capital expenditure (£2.4 million), it would not break even proving biomass CHP to be the more economically attractive option.

The SWOT analysis (see Table 5.1) has identified the advantages, disadvantages, risks and other issues surrounding the different technologies.

The key choices for ASAN are between a low risk steam technology with relatively poor financial performance or higher risk gasifiers with significantly better financial returns.

A lower cost alternative would be the Talbotts BG100 indirectly fired gas turbine, which although it has low financial returns, would be very easy to finance and implement. It would also be a good fit with the waste wood available from ASAN's office furniture recycling business.

APPENDIX 4

Balanced Scorecard for ASAN and the Workspace.

