



All Saints Action Network

Social Accounts

Period covered – 1st November 2013 – 31st October 2014

Acknowledgements

ASAN would like to take this opportunity to thank all the people who contributed to these Social Accounts, including staff, directors and other stakeholders. We also wish to thank the members of the Social Audit Panel: Saffi Price, Sue Howarth and Graham Stubbs who gave up their time to participate and Barbara Beaton who chaired the panel.

Iftikar Karim, Cheryl La and Richard Whitmill (ASAN Social Accounting Working Group)

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Foreword from the Chairman

On behalf of All Saints Action Network (ASAN) I am pleased to be providing the introduction to our eleventh social accounts. ASAN has used its own resources to carry out the social accounting process and produce this social report. 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.

ASAN has not been immune from the continuing economic downturn and funding cuts, which are affecting organisations serving communities in greatest need across the country. As reported in this document during the social accounting period we have lost funding for both the All Saints Children's centre and the Community Maintenance Service. ASAN has responded by using its own resources generated through enterprising activities to underpin the delivery of much needed community services. We have continued to engage local residents through our membership scheme and this now includes more than 500 local residents. Membership provides entitlement to ASAN's recycling and maintenance services as well as discounted use of Southside Sports.

Following a challenging 2014 ASAN can confidently look forward to creating more opportunities within the local economy in 2015. One of the key opportunities will be provided by the transfer of the All Saints Community Centre from the local authority. This will enable us to draw in funds to revitalise the building so that it becomes a thriving enterprise hub, making a wider impact on regenerating the All Saints area. ASAN is actively exploring new enterprise opportunities in order to create local jobs as well as surpluses to reinvest in the area. After consideration we will be looking into the feasibility of setting up recycling and landscaping businesses in 2015.

Over the coming 12 months we will seek to get more residents involved in improving All Saints through looking at setting up a volunteering time bank as well as seeking funding to focus on local community development and engagement.

If you would like to work with us in 2015 to volunteer, help with the Memorial Garden, support the All Saints Festival or even get involved with area clean ups then please get in touch. Thank you for taking time to read this.

Neil Paddock

Chair

Executive Summary 2013/14

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. This is the eleventh set of social accounts produced at ASAN. We started the process in 2002, two years after the organisation employed its first member of staff. In the early days of ASAN we were a small organisation with two members of staff and a relatively simple set of activities to report on.

These social accounts have been verified by an independent panel that met on 5th March 2015. A summarised report on performance for 2014, under the relevant ASAN strategic objective is provided below including a flavour of feedback provided by stakeholders consulted.

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

Stakeholders Consulted:

- All Saints Nursery Users
- The All Saints Community Centre Community Group Leaders
- All Saints Festival Stakeholders (comprising local residents and partner agencies)

All Saints Festival

This is a free community festival organised by ASAN each year – which normally takes place within the All Saints Community Campus comprising the Workspace, Southside Sports, All Saints Community Centre as well as All Saints Park. . The key aims of the event are to increase community pride, promote community cohesion and enable residents to learn about the various services available locally.

Stakeholders involved with helping to organise the 2014 Festival as well as some local residents provided some feedback on the arrangements:

- Most comments recognised the overall good atmosphere to the festival.
- All who completed the online survey said they enjoyed the event and would be willing to partake next year.

The responses showed that the activities were well received and the day was well organised. In 2014 the Festival was held on Saturday 19th July and was originally planned to be based on All Saints Park and Southside Sports. Unfortunately due to bad weather a decision was made to relocate activities inside the Workspace and the Community Centre. The following areas for improvement were suggested by stakeholders:

- The possibility of changing the festival day to a Sunday should be explored since this may assist with increased attendance
- Activities requiring audience participation should be further developed.
- Increasing the range of volunteer roles within the festival should be explored.
- Contingency planning for wet weather should be improved.
- Festival sponsorship opportunities should be enhanced.
- In future festivals there should be a range of food options – including vegetarian as well as cheaper options for families in the area.

All Saints Day Nursery

The All Saints Nursery is an OFSTED approved nursery that is managed by ASAN that provides care for babies from 3 months to children aged 5 years.

This year the profile of parents has changed. More parents are accessing free childcare and a number of new children started using the nursery in September 2014.

- ✓ Response rates were low this year
- ✓ Most parents do not believe improvements need to be made to the nursery. This could be explained by the number of free places now at the nursery. In previous years if parents are paying to send their child to nursery it is possible they would want to see improvements for the money they are paying
- ✓ Staff are seen as welcoming and friendly. As parents have not been at the nursery that long they may not have had a chance to properly get to know the staff.
- ✓ More parents have been able to get into employment or start a training course due to their child attending the nursery
- ✓ Issues for improvement and issues raised by parents were that the 2-5 room should be improved by more resource and play activities for children as well as activities that involve both children and parents.

All Saints Community Centre

The All Saints Community Centre is a council operated building for local community groups and the ASAN management office. ASAN provides casual business support and office facilities to these community groups.

Consultation Analysis

- All of the Community Group leaders make use of the ASAN office facilities and support from ASAN staff. Four out of five community group leaders responded via a written questionnaire
- All of the respondents made positive comments regarding the support that they had received from ASAN.
- Areas for improvement focused on the need for increased storage facilities and improving access to the building.

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

Stakeholders Consulted:

- Members of the Tool library
- Users of the Recycling Service

Recycling Service & Tool Library

ASAN has a membership of 513 local residents. These members are entitled to use the recycling service, tool library and community maintenance service. The recycling service is a long standing service which is funded by ASAN's own resources. The staff and volunteers of the Community Maintenance Service (formerly known as the Phoenix Project) run a recycling collection service to remove large rubbish items from resident's homes free of charge. The service helps to ensure fly tipping is kept at a minimum as well as providing a useful recycling facility for local residents. This year the funding we received to cover this work was lost meaning that ASAN now fully funds the project from our own resources. This has meant that we have had to make some changes to how the service is operated. This includes scaling back small maintenance jobs and making changes to how the tool library works

The Tool Library service allows ASAN members to borrow household and garden tools for free. This encourages the local residents to improve their homes and gardens without having to buy the equipment. Feedback is collected very simply for the tool library. When signing tools back in customers are asked to circle whether they are 'very satisfied', 'satisfied' or 'not satisfied' with the feedback collected.

- ✓ The tool library and recycling service remain popular with high levels of customer satisfaction
- ✓ Response rates are low, partly due to the loss of some data
- ✓ 56% of the recycling service users have used the service more than four times.
- ✓ Customer awareness of the service being run by ASAN is at 85%, showing a trend towards more awareness amongst stakeholders
- ✓ Numbers of stakeholders who were "very satisfied" with the service have lowered by a third from last year however, the overall result is good as the respondents were either satisfied or very satisfied with the performance of ASAN and its staff.
- ✓ The booking and arranging the recycling collections have been consistent in the last few years. 95% of the respondents were happy with the service.
- ✓ This year the tool library was accessed 161 times. We received 64 responses to the questions. Of those who did respond 100% indicated that they were 'very satisfied' with the service. It is clear that this is a popular service which is well regarded by local residents. Further work could be done in future years to gain more detailed responses from tool library users.

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

Stakeholders Consulted:

- Big Garage customers
- Southside Sports customers
- The Workspace tenants and conference facility users.

The Big Garage

The Big Garage is ASAN's secure 250 space indoor parking facility with CCTV and uniformed security staff. The building was formerly a municipal bus depot and has been brought back into use after remaining derelict for a number of years.

Consultation Analysis

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

Customer profile

Most customer park for four or five days (79%), suggesting that people travelling to nearby Wolverhampton City Centre for work or shopping form the majority of our customer base.

Customer awareness

Most customers found out about The Big Garage through word of mouth (60%) or through their employer.

For the first time ever no customers found out about The Big Garage through signage.

Most customers were aware that we offered other services such as caravan storage (65%)

Awareness of ASAN was at a high level with 55% aware of our other activities in the All Saints area. However this is lower than last year's high of 68%

Quality of service

100% of customers rated customer service at The Big Garage as 'high'. In addition a large number of respondents praised the staff in the comments section. There were more comments highlighting the friendly and welcoming nature of the staff than for any other area.

Lighting, the appearance of the building and the toilets are an area of concern. For each of these areas 'average' and 'low' responses outweighed 'high'. This is consistent with previous analysis from previous years and reflects the aging nature of the building.

Suggestions for Improvement

Big Garage customers provided the following comments on how the service could be improved

Monthly or annually parking pass would be good

reduced rate for 2nd cars from same family

Late night opening at Christmas & Later closing would be an advantage

There is a problem with the floor being slippery in wet weather and it can be dull at night.

In the winter, I have noticed the attendants have no warm shelter or heating

A lot of new vehicles on car park and I find it difficult to find a space

Southside Sports

Southside Sports is a sports facility for hire at very competitive rates. The facility includes three floodlit Astro turf pitches suitable for a whole range of sports and a basketball court. During the summer holidays ASAN ran a series of sports activities days for children in the local area. These activities took place on the Southside Sports pitches and were delivered by staff from a partner organisation - Believe to Achieve. Feedback was gathered from parents of the children attending

- 46% of users have used the service for between 2 and 11 years.
 - 57% of respondents use the facility once a week and 43% use it at least twice a week.
 - All respondents again agreed that the facility was a positive thing for the community and 100% also rated the quality of service provided by Southside Staff as good. The cheaper rates for local residents was recognised by site users.
 - There were some minor levels of dissatisfaction with the pitch bookings system and level of fees – these will be investigated further.
The Summer activities were seen as positive overall. 100% of respondents said their child enjoyed the activities and would send them again.
Future sessions may need to be at different times and over more days.
- Improvements to Southside
- ASAN is exploring upgrading the Southside Sports facilities since the current pitches are now 11 years old and need upgrading. We wish to ensure that any developments reflect what our customers want. Therefore, as part of this year's feedback questionnaires, we added some new questions to get specific answers about improvements people wanted to see.
 - The most popular areas of development amongst evening users were 3G football pitches and a heated undercover shelter. Similarly within summer activity respondents 3G pitches and a viewing area rated most highly, along with a mixed use pitch area.
 - There were a variety of different suggestions for other improvements including nets over the pitches and uprating of the pitch surfaces.

The Workspace

The Workspace is a community enterprise owned by All Saints Action Network, providing serviced offices and conference space hire for local and national businesses. During this Social Accounting cycle there have been some large changes to the profile of The Workspace tenants.

The Workspace Tenants

- With the exception of The Workspace location, there has been a dramatic improvement in customer satisfaction across the board, as compared to 2012/13 levels.
- The opinion of The Workspace location is more mixed than in previous years, possibly explained by new tenants moving in who are used to a more central location. Respondents highlighted poor access via public transport and difficulty in finding the building as the main issues.
- Parking remains an issue. Although feedback was broadly very good, there is a significant minority of respondents who are dissatisfied. The crux of the issue appears to be visitors parking on car parking areas allocated to staff.
- The security of the building and quality of the facilities were rated highly
- Levels of satisfaction with the reception services and Workspace staff were very high this year
- Some specific areas of improvement were raised in the comments section which will need to be dealt with by Workspace staff

The Workspace Conferences

- Overall The Workspace conference facilities have received highly positive feedback this year. Feedback scores have improved on last year's results. The trend is that feedback was broadly

positive in the 08/09 and 09/10 social account cycles, dipped in 10/11 and has steadily improved since then. This year results are closer to 09/10 levels.

- The location was rated highly and comments show The Workspace is seen as a convenient location close to the City Centre and near public transport links. There remains an issue about finding The Workspace from our postcode as this directs to the wrong end of All Saints Rd.
- The cleanliness and general appearance of The Workspace facilities and the appearance and conduct of our employees received the highest ratings with 21 (47%) and 22 (50%) rating those areas as 'excellent' respectively. Some delegates had specific issues with their rooms (e.g. the heat on the day) which will need to be looked at.
- Parking facilities received a positive response but not as positive as other areas. Although steps can be taken to improve parking facilities, markings, etc the car park remains the same size. This means that when a lot of large events are on there is difficulty in parking
- Refreshments and catering received a positive response and is an improvement on 2012/13. However satisfaction levels remain lower than other areas. However there have been a small number of mistakes which have caused issues for some respondents. Poor value for money was highlighted by four respondents in the comments section and this needs to be reviewed.

Objective 5: To develop and manage the organisation effectively

Stakeholders Consulted:

- ASAN Staff
- ASAN Board Members

Staff Consultation

There are some clear issues for ASAN to look at with regard to our staff. Feedback has been mainly negative. Key issues which have arisen from the consultation are:

- Staff do not feel adequately consulted and involved in company decisions. In particular staff raised the issue of staff holiday being required to be taken in school holidays, a policy which has affected nursery staff
- There is concern about what is happening with regard to the Chief Executive position and generally with the management of ASAN. Staff have mentioned the way in which the most recent Interim CEO's departure from ASAN was communicated
- Staff predominantly don't feel they are being paid a fair wage.
- Most staff feel they work in a safe environment
- Most staff feel free from bullying, though it is concerning that there are some who do not
- Some staff have raised the frequency of fire drills and procedures within The Workspace as an area for improvement

ASAN Board Members

- ✓ Unanimous agreement by directors that the ASAN strategic structure (see section 3) remains relevant especially with regard to organisational activities. Directors confirmed awareness of ASAN's strategic statements.
- ✓ Directors provided input into the stakeholder mapping process.
- ✓ A detailed review was undertaken of the recommendations resulting from the last social accounts and responses were agreed and integrated into the business planning process.
- ✓ Directors provided oversight of the ASAN social accounting process and agreed timetable and make up of social accounting working group.

Environmental Impact

Environmental Impact

The Carbon Footprint* of ASAN for the 2013/14 social audit year was: 64,355Kg CO₂e. This is an incomplete Carbon Footprint based upon the carbon emitted by the activities listed in section 8.2. This is a small decrease compared to the last social accounting cycle on 2012/3.

Within this Social Accounting cycle ASAN has actively considered options for renewable sources of energy at The Workspace. An options appraisal was undertaken to consider potential sources of renewable energy, including a biomass boiler. It was concluded that the preferred option would be to explore installing photovoltaic panels.

ASAN continues to implement many environmentally sustainable policies and behaviours. These include:

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

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

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

Recommendations for Next cycle:

- Install Solar PV panels in The Workspace
- Promote recycling within The Workspace
- Review procurement of cleaning supplies and stationary to assess whether eco-products could be substituted
- Promote sustainable travel within The Workspace

Economic Impact

Economic Impact

Total incoming resources: £788,548 Total resources expended £785,554

- ASAN employs 26 staff, 15% of which live in the local area.
- We have invested 17 in staff training over the year. Mainly short courses such as first aid, fire marshal and health & safety.
- 70% of ASAN's income was generated through enterprise activity, which is an improvement on the 61% in the last social accounting period. The remaining 30% was grant funding – mainly to deliver Children's Centre services on behalf of the City Council in All Saints.
- 10% of the money ASAN spends goes to local businesses within the WV2 area of Wolverhampton. A further 21% is spent with Wolverhampton based businesses and another 25% on businesses located in the West Midlands but outside Wolverhampton.

Section 1 Introduction to the 2013/14 Accounts

This introduction opens the eleventh set of social accounts produced at ASAN. We started the process in 2002, two years after the organisation employed its first member of staff. In the early days of ASAN we were a small organisation with two members of staff and a relatively simple set of activities to report on. In 2014 and eleven accounts later we have certainly become a more complex organisation but essentially the same social accounting approach is used. The accounts are structured in exactly the same way – they just seem to have got that much longer and more difficult to co-ordinate. But that is the key to social accounting. The structure of a set of accounts is similar regardless of whether it is a large training organisation in a large city with 500 employees or a small organisation with five volunteers in a village.

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

Taking them one by one:-

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

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

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

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

And we start all over again!

Section 2 Background information on ASAN

2.1 Organisational information

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

2.2 Brief history

ASAN 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 was the ABCD Partnership and ASAN worked closely with the Government scheme receiving funds for a number of projects.

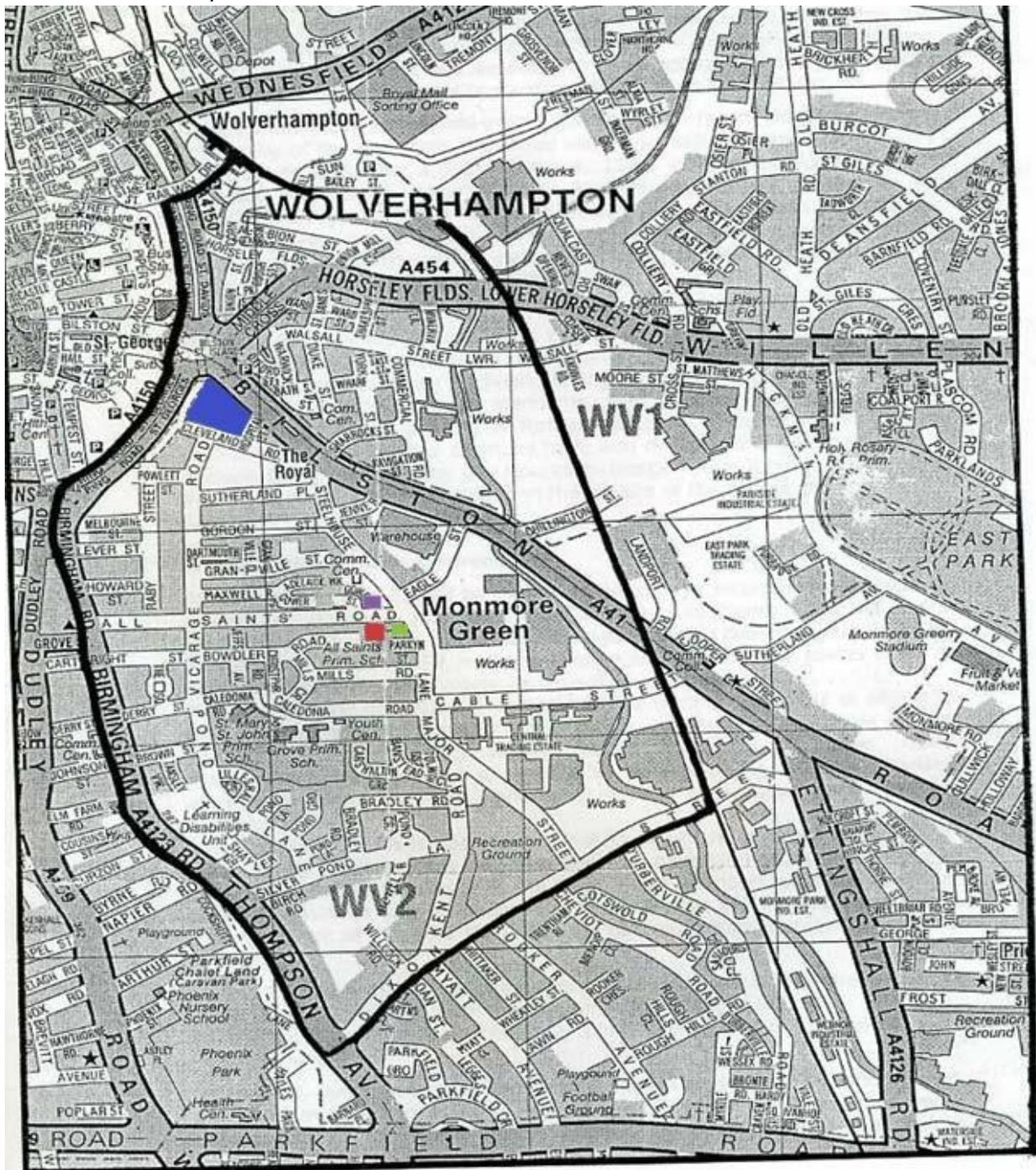
ASAN is a long standing member of the Development Trusts Association (now known as Locality) and continues to play a leading role in supporting development trusts within the West Midlands. ASAN is also a committed social accounting organisation being a member of the Social Audit Network (SAN) and operating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

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 involved 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.

In 2011 ASAN was approached by Tesco UK to provide support for the planning application to redevelop the site of the former Royal Hospital. Unfortunately at the time of writing we received news that Tesco is no longer going ahead with this development.

2.3 Core Area of Operation



Map Key

The Workspace (tenant and conference facility, All Saints Day Nursery and Children’s Centre) ■

The All Saints Community Centre (ASAN Management office) ■

Southside Sports ■

The Big Garage ■

2.4 About our Core Area of Operation

All Saints is a neighbourhood in the north of Ettingshall ward in Wolverhampton lying to the immediate south east of the city centre. It is approximately the area between the city centre, the A4123 Birmingham Road, the A4150 Ring Road, Dixon Street and the Birmingham Canal. It is a multi-ethnic part of Wolverhampton. Just under half (47%) of All Saints residents are White. Nearly three in ten (29%) is Asian – the majority of whom are Indian (23%). Most of the other residents are Black (12%) or Mixed race (9%). Most Mixed race residents are White and Black Caribbean. Of the 1363 multi-person households in the area, 297 (22%) involve people from different ethnicities.

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

In the 2011 Census All Saints had 4942 residents living in 1881 households. All Saints was in 2011 – and remains - a young and diverse part of Wolverhampton with a relatively large number of people born overseas – in particular from India.

A high proportion of the 1881 households in All Saints are large families including some of the 328 single parent families with dependent children living in the area. All Saints has relatively high levels of child poverty. More than half (52%) of children in the northern part of the area are growing up in poverty compared to less than a third (31%) in Wolverhampton as a whole. Child welfare is worse in all parts of All Saints – and in particular in the northern part of the area - than in Wolverhampton on average. In particular, childhood wellbeing is affected by the poor environment in the northern part of the area; by poor quality housing in the south of the area and by health issues in the central part of the area.

Houses make up most (91%) of the residential property in All Saints. Most are semi-detached, although there is a concentration of brick-built Edwardian terraced housing in the neighbourhood. Most (52%) of the housing stock is 3-bedroomed. Although most (69%) of families are adequately housed, one in twelve families is over-crowded and a relatively high number of private rented homes fail to meet the decent housing standard. Nearly all (97%) of properties have central heating - mainly (81%) gas central heating. Properties are overwhelmingly (86%) banded A for Council Tax and housing tenure is approximately: two-fifths owner-occupied; two fifths social-rented (mainly Wolverhampton Homes); and one-fifth private landlord.

Some of the housing stock is in a poor condition and although group repair and enveloping schemes have been introduced in recent years, this has merely served to give the area a superficial lift in appearance. Some homes have communal access to the rear causing gardens to merge into scrubland and owner occupation is in decline, particularly in terraces to the North of the area. Many of these have become private rented accommodation which are hard to let and house prices have fallen with evidence of high voids and vandalism. Some private landlords have been effective at managing their properties while others have contributed to the ongoing decline of the area. In addition, there is a band of inter-war council housing (now managed by Wolverhampton Homes) to the south (Bowdler Rd) and north (Duke St).

Single people living alone are the most common household type in All Saints, but the largest proportion of residents live in four person households. Nearly two-fifths (39%) of families in All Saints are owner-occupiers. A similar number (38%) are tenants of social landlords; and about one in five (19%) are tenants in the private sector.

All Saints is a deprived part of Wolverhampton which is itself a relatively deprived part of the country. The northern part of the area is in the most deprived 5% of places in the country and the southern part is in the most deprived 10% of places. In particular there are issues with the poor physical environment, high crime and poor health in the north of the area. The area as a whole suffers from low incomes and is in the lowest 10% of places in the country for household incomes.

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

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 evidence that prostitution is now less obvious on the streets than previously.

The area is ethnically diverse, with English and Punjabi commonly spoken, together with Gujarati, Urdu, Polish, Lithuanian 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).

2.5 Structure, Governance and Management

Introduction

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

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

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

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 in operation which local people are encouraged to join. Benefits to membership include access to the tool library and the kerb side collection service for items of waste as well as discounted use of the Southside Sports facility.

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		Neil Paddock
Organisation Director and Vice Chair	All Saints Church	Phil Davis
Organisation Director and Vice Chair	Oxford Street Seventh Day Adventist Church	Maureen Johnson
Organisation Director	Community Housing Network	Colin Gough
Community Director		Colin Smart
Local business representative		Leon Streete
Co opted		Julia Spencer

Table 2 – ASAN Management Services Board of Management.

Position	Name
Community Director	Neil Paddock
Organisation Director	Colin Gough

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

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

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

Table 3. Governance arrangements

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

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

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

2.6 Staffing Structure

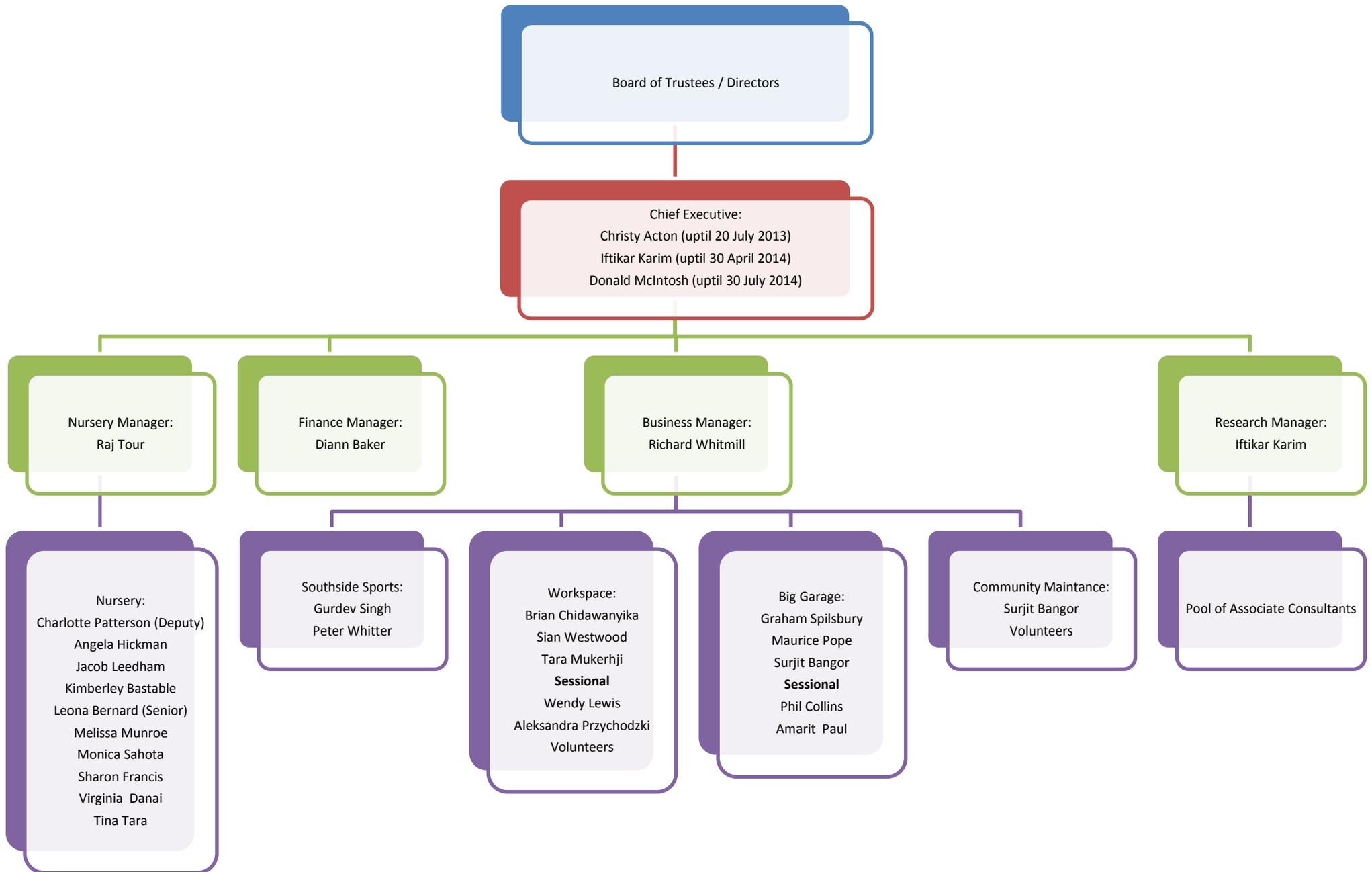
The staffing structure for the organisations reflects the organisation's strategic objectives. Currently there are five main objectives which are set out in Section 4 below. The current staffing arrangements are as set out in the figure below. In addition to the staffing arrangements below, ASAN also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

2.7 Financial Information

For the financial year ending 31st March 2014, ASAN's total turnover was £788,548. The respective proportions of earned and grant incomes were 70% and 30%.

During the same period ASAN employed 26 people and of these 4 or 15% lived locally i.e. within ASAN's area of benefit which is the All Saints and Blakenhall neighbourhood of Wolverhampton.

A fuller account of ASAN's financial impact can be found in Section 9.8 of this social report.



2.8 Technical or Other Support

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

Financial Audit:	Copia Wealth and tax
Insurance Brokers:	Berkeley, Applegate and Webb
Legal Services:	Manby and Steward
Social Audit:	Barbara Beaton
IT Support:	Essential Logic
Human Resources:	The HR Department

2.9 ASAN Sites

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

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

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

2.10 Compliance

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

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

A copy of the Key Aspects Checklist has been included in Appendix 1.

Section 3 Vision, Mission, Values, Objectives and Activities

3.1 Brief history

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

3.2 ASAN’s vision.

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

3.3 ASAN’s mission

The mission of ASAN is to:

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

3.4. ASAN’s values

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

- To be accountable to and representative of the local community
- To act commercially and with entrepreneurial flair
- To be creative and innovative in all that we do
- To operate in a sustainable way
- To value our staff, trainees & volunteers

3.5 ASAN’s Objectives

ASAN’s objectives are as follows:-

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

3.6 ASAN's strategic objectives and associated activities.

ASAN has five strategic objectives. These are as set out below with the activities associated with each objective listed in a matrix. The information was been pulled together as part of the 2008/2009 business planning process.

ASAN's strategic objectives all of which are implemented on the basis that the local community is at the heart of what ASAN does and that local residents lead and steer the organisation in setting priorities and monitoring their progress.

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

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

Activities within this objective:-

Project/Activity	Detail	Resources
<i>All Saints Day Nursery</i>	<i>This project is now well established. A manager has been appointed and the nursery provides a mix of day care and crèche work.</i>	<i>The project is partly funded by the Early Years Partnership but is also generating its own income.</i>
<i>The Community Forum</i>	<i>The community forum is a quarterly meeting which allows local people to give their views about issues in the area. It is also an opportunity for changes to be made.</i>	<i>The Forum is supported and run by ASAN</i>
<i>The All Saints Community Centre</i>	<i>The All Saints Community Centre is a council operated building for local community groups and the ASAN management office. ASAN provides casual business support and office facilities to these community groups.</i>	<i>The support for the community groups is provided by the ASAN management team.</i>
<i>All Saints Festival</i>	<i>All Saints Festival is an annual community festival held in the summer. This is overseen by a</i>	<i>The Festival is supported by ASAN with funding coming from sponsors and our own resources</i>

	<i>partnership of local agencies with support provided by ASAN</i>	
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Objective 2 To work towards a sustainable approach to the organisation's activities

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

Activities within this objective:-

Activity	Detail	Resources
<i>Recycling and re-use in All Saints.</i>	<i>This service is made available to local residents using ASAN's own resources.</i>	<i>This activity is funded through ASAN's own resources</i>
<i>The Community Maintenance Project</i>	<i>This project enables ASAN to provide a limited maintenance service to tenants/owner occupiers.</i>	<i>This is now receives limited support through ASAN's own funds and is managed from the Workspace.</i>
<i>The Tool Library</i>	<i>The tool library provides local people free use of a selection of tools for use round the house and garden.</i>	<i>This is now supported through ASAN's own funds and managed from the Workspace.</i>
<i>The ASAN Recycling Service</i>	<i>The recycling service enables people to get rid of large unwanted items which are picked up from their house.</i>	<i>This is now supported through ASAN's own funds and managed from the Workspace.</i>

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.

Although no specific activities took place under this object in 2013/14 ASAN's status as a local employer means that we provide routes to employment for local people. ASAN also supports volunteers, building their skills, experience and confidence. This has the effect of making them more employable.

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.

ASAN practices asset based development, we seek to transfer physical assets (land and buildings) into community ownership. Through this approach ASAN has brought surplus derelict buildings back into use and in the process we have provided the community with much needed amenities and uplifted the overall appearance of the area resulting in reduced anti social behaviour such as fly tipping.

As a development ASAN recognises the importance of working in partnership with the public and private sectors to achieve long term community regeneration. It is through working closely with the local authority and other partners that we have been able to develop and maintain the enterprises detailed below which provide facilities for both local residents and the wider benefit of Wolverhampton.

Activities within this objective:-

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

Objective 5 To develop and manage the organisation effectively

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

Under this objective ASAN aims to develop and manage the organisation efficiently so that it is robust and well managed from a governance, financial and operational perspectives and meets its mission effectively and efficiently making good use of resources and working pro-actively with the local community.

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>
Monitoring and returns	<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>
Organisational administration	<i>Limited admin function to offer back up to businesses and projects.</i>	<i>Funded through ASAN resources.</i>
Reception	<i>Provided at the Workspace.</i>	<i>Funded through ASAN resources.</i>
Supervision, staff development and other support	<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>
Social 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>
Marketing and communications	<i>Central marketing function to promote ASAN's businesses and services</i>	<i>Funded internally</i>
Legal advice and support	<i>For a range of reasons from leases to employee issues.</i>	<i>Funded through ASAN resources unless project costs allow otherwise.</i>
IT support	<i>Development and management of systems to enable IT throughout the organisation</i>	<i>Funded through ASAN mainly.</i>

Section 4 Areas for improvement arising from the previous social accounts in 2011/12

Actions taken are in bold

Area for consideration	Stakeholders involved	Possible action
Objective 1 - To work with local people to establish community managed services.		
Nursery	Staff & service users	A number of issues with the Nursery facilities were raised by parents/ carers that need to be addressed. These include: <ul style="list-style-type: none"> Evaluating the current carpet cleaning schedule Ensuring child safety gates are fully installed in the Nursery Evaluating the safety of the current pushchair ramp.
Nursery	Staff & service users	The Nursery's current hours of operation need to be re-evaluated to see if it is feasible for them to be increased.
All Saints Community Centre (ASCC)	service users	The possibility of increasing the levels of support given to community group leaders needs to be investigated. This specifically refers to providing administrative support with advertising, project funding proposals and help with using the computers. Due to changes in ASAN senior management during the last 12 months it has not been possible to provide support with fundraising. ASAN has continued to provide administrative support to groups using the ASCC as well as signposting to other sources of support.
Objective 2 - To work towards a sustainable approach to the organisation's activities.		
Tool library	Staff & service users	An audit of the current Tool library service needs to be completed and the possibility of developing the service further needs to be explored. The system of booking tool library tools has changed. These are now only available in All Saints Community Centre to pick up. Admin systems have been reviewed and a new numbering system for tools has been introduced.
The Recycling Service	Staff & Service users	The length of time between a collection being booked and the collection being completed should be reviewed. Collections now take place regularly once per month on the last week in the month. As we only have a finite number of permits it is necessary to put some people on a waiting list for the next month.
Environmental Impact	Staff	The current energy and resource usage by ASAN staff needs to be improved upon (full details of these issues are detailed in section 10.4.) Elements of the Green Office checklist have been implemented.
Environmental Impact	Staff	Realistic energy and resource reduction targets and strategies for achieving them need to be developed.
Environmental Impact	Staff	The feasibility of the reinstatement of a Biomass Boiler at the Workspace and the seeking of source of external funding is a key priority for the coming year. A full options appraisal on renewable energy sources, including biomass, was undertaken in 2014. Details are provided in Section 8.

Objective 3 - To provide a route to employment through training, the development of skills and building local capacity.		
All Saints Children's Centre & The Workspace	Staff & service users	No programmes which were specifically targeted at increasing the employability of the Centre's users have been offered this year. The possibility of reintroducing employability and skills building courses needs to be explored. An employability project targeting local unemployed adults was launched at ASAN's AGM in November 2013 and implemented in January 2014.
Objective 4 - To become financially self-sustaining through the development of physical assets and social enterprise.		
The Big Garage	Staff & service users	Big garage users have reported number of problems with the quality of the facilities' lighting, interior, exterior and toilets and these need to be addressed. Specific areas for consideration include: <ul style="list-style-type: none"> ▪ Improving the levels of lighting in the garage ▪ Fixing the leaks in the roof ▪ Regular maintenance of the toilers ▪ Reviewing the cost of the service compared to its competitors in the city. The following actions have been taken: <ul style="list-style-type: none"> • Regular programme of maintenance to fix broken lights. • Roof gulleys have been cleared to stop water overflowing • Toilets are regularly maintained and inspected However due to the aging nature of the building and the terms of our lease it is difficult to take major steps to remedy some of these areas. Our costs are reviewed against competitors on an ongoing basis and are competitive.
South Side Sports	Staff & service users	Southside Sport's users have raised a number of concerns about the quality of the lighting, nets and the surface of the pitch. The feasibility of adding nets to the top of the pitch and addressing the levels of lighting and the quality of the pitch after it has been raining need to be investigated. Funding to address the above areas is being sought from the Football Foundation.
South Side Sports	Staff & service users	The possibility of providing additional facilities for other types of sport or outdoor exercise equipment needs to be explored. Consultation on this was undertaken as part of this year's social accounting feedback
The Workspace Tenants	Staff & service users	The specific issues that tenants have raised are: The quality of the reception service, the parking facilities and the lack of place near the Workspace to purchase food. Possible actions include: <ul style="list-style-type: none"> ▪ Improved communication between tenants and reception staff. ▪ Exploring the possibility of having the car park on the Workspace site as a dedicated Tenants, Staff and Day Nursery user facility with the South Side car park as a Visitors car park. ▪ Investigate the feasibility of a cafe or food purchasing facility in the Workspace Since 2012 we have:

		<ul style="list-style-type: none"> • Instigated regular tenant meetings to aid communication with tenants • The front car park at The Workspace is designated for tenants and Day Nursery parents with a visitor car park next to the Southside football pitches. However enforcement remains an issue • We have undertaken further study work on the possibility of a café through questionnaires with building users. A tender for the work has been issued twice. The first time we received no response, the second time we received tenders but these were not of sufficient quality to go ahead with.
The Workspace Conference Facility	Staff & service users	<p>The issues raised by the conference facility users need to be addressed. They are the following:</p> <ul style="list-style-type: none"> ▪ Location and Directions ▪ The conference facilities and heating ▪ Parking Facilities at the Workspace ▪ Catering and Refreshments <p>Specific actions are:</p> <ul style="list-style-type: none"> ▪ Reviewing the catering arrangements and variety of food and refreshments available. ▪ Making directions and SatNav arrangements more clear when communicating with visitors. ▪ Reviewing how the facilities could be improved. ▪ Encouraging Workspace staff to greet visitors more. <p>Actions undertaken were:</p> <ul style="list-style-type: none"> • Changing our catering supplier • Improving The Workspace directions • Separating the visitor and staff car parks • Promoting good customer service, including during the recruitment process
Objective 5 - To develop and manage the organisation effectively.		
Staff Consultation	Staff	<p>A number of issues have been raised by staff which need to be addressed:</p> <ul style="list-style-type: none"> ▪ The levels of communication between management and staff and between the various enterprises need to be improved. ▪ Staff wages need to be reviewed, particularly in comparison with market levels. ▪ The workspace safety concerns experienced by some staff need to be investigated. ▪ Regular staff consultation meetings have been implemented to keep ASAN staff informed regarding organisational developments. ▪ Staff safety concerns have been explored via team meetings.

Section 5 Stakeholders for 2014

The stakeholder map for the current year is significantly different from previous years due to ASAN ceasing involvement in the All Saints Children's Centre in January 2014. The key categories of stakeholder are as set out below in the table.

Stakeholder category	No of Stakeholders (approx)	Relationship to ASAN
Local community	5000	The people who live in ASAN's area of benefit. Some of the local community are users of the various local services that ASAN operates including the Tool Library, the Recycling Service and the Children's Centre.
Staff (full and part time), trainees and volunteers	32	Staff are drawn from both ASAN (the charity) and the wholly owned trading subsidiary, ASAN Management Services. Trainees and volunteers work in various parts of the organisation.
ASAN Members	460	These are the number of individuals, mostly local residents, who are registered on the ASAN membership scheme.
Organisations in the local community (of any type)	12	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	41	This is a wide ranging group which includes organisations who provide funding, who offer support and who are strategically important to ASAN.
Suppliers	40	Suppliers are referred to in the Economic Impact section but are not dealt with in the consultation.

ASAN Managed Service	Number of Users (2013/14)
All Saints Day Nursery	45 families
All Saints Community Centre Groups	5 community groups
Tool Library	161 individuals
Recycling Service	Average 7 households once a month
Big Garage	65 average day parking and 130 average contract day parking
South Side Sports	49 groups
The Workspace Conferences	240 bookings for 2013/14
The Workspace Tenants	9 organisations

Stakeholder maps for previous social accounting cycles can be found by consulting previous social accounts which are available for viewing on ASAN's website (www.asan.org.uk). The list of stakeholders, provided in the table above includes all key stakeholders for the 2013/14 period with the exception of ASAN consultancy clients – the reasons for this omission are explained in section 6.3, below.

Section 6 Scope and Methodology

6.1 Introduction

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

Our initial approach was to attempt to engage with all our stakeholders in this social accounting cycle. However this proved not to be feasible and part of the purpose of this section is to be quite open about who was and was not consulted.

There were some limitations of scope in the social accounting cycle reported. The limitations include: limited amount of data available for Recycling service and the limited extent of consultation in relation to Objective 5.

6.2 The scope of 2013/14 accounts

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

Activity	Stakeholder category	Consultation undertaken	Number of stakeholders / response rate	Existing indicators
Recycling Service	Community members	Recycling Service feedback sheets.	Number of stakeholders not known/39 responses	Project monitoring
Tool Library	Community members	Feedback survey	161 Bookings/ 64 responses	Bookings
Southside Sports	Users	User feedback survey	593 bookings/33 responses	Bookings
Big Garage	Customers	Annual customer questionnaire	65 average day ticket per day/20 responses	Usage data Ticketing
The Workspace Serviced Offices	Tenants (serviced offices)	Tenants questionnaire	9 tenant organisations/ 17 individual responses	Tenants meetings
The Workspace Conferences	Users	Conference questionnaire	240 bookings/ 45 responses	Usage data
Nursery	Users	Evaluation sheets, interviews and case studies	45 families/13 responses	Quarterly monitoring for OFSTED
Staff	Staff	Email and confidential questionnaires	26 staff members/ 12 responses	Notes of team meetings
Community Centre	Users	Evaluation Sheets	5 Regular users/ 3 responses	None
All Saints Festival	Customers/ community	Feedback survey	8 responses from stakeholder organisations	None
Strategic	Users	Not undertaken	n/a	None
Board Members	Staff		7	Minutes of board meetings

6.3 Response rate and methodological issues

Southside Sports– In previous years data has been collected during summer months, traditionally the quieter months for Southside. This cycle the consultation period was extended

Big Garage – The Big Garage stakeholder consultation took the form of a customer satisfaction questionnaire. Given the nature of the Big Garage as a car parking/storage facility and the high numbers of users, the relationship with the stakeholders is not as close as with other projects. The possibility of reintroducing the technique of incentivising stakeholders to complete the questionnaire will be explored.

The Workspace Tenants – In this cycle responses were gathered both electronically and in paper form. The response rate is higher than in the previous cycle but in future years we should consider more in depth interviews with tenants.

The Workspace Conferences – The number of conferences / events has been calculated. In order to increase response rates an online survey will be developed for conference bookings that offers an incentive to complete the survey.

Day Nursery- The low response rate from Nursery stakeholders is potentially due to a lack of close relationship with the person who conducted the research. Also, for some of the stakeholders there was a language barrier in completing a questionnaire in the English language. In addition at the time of undertaking the survey many of the parents were new to the nursery.

Staff – Although questionnaires were handed out by managers response rates were low.

6.4 Omissions for 2014

In order to make the process manageable we have adopted an approach to engage selected stakeholders. There are a number of omissions for 2014. These are as follows:-

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

This year All Saints Children's Centre ceased operating under the ASAN umbrella. Although it did run for seven months during this social accounting year we do not have data on its impact.

During the 2013/14 social accounting period there has been limited project activity under Objective 3: 'to provide a route to employment through training, the development of skills and building local capacity.' There was one employability project delivered in the Workspace during January to March 2014. The project was delivered by an external provider and they have not provided any stakeholder feedback to ASAN.

Strategic Stakeholders have not been consulted due to staffing changes within ASAN during the period of these social accounts. Traditionally the relationships with strategic stakeholders had been within the remit of the ASAN Chief Executive and due to the changes within this post strategic relationships have not been prioritised.

Within Section 7 of this report there is comparative data from the 2012/13 social accounting cycle though it should be noted that a full set of social accounts were not produced for that year. However data was collected and has been used in this year's analysis. In the 2013/14 social accounting period only local residents using ASAN's various community services were consulted. This approach resulted from a focus on getting feedback from residents who made use of ASAN's services to enable identification of areas for improvement and levels of satisfaction.

Section 7 Report on Performance for 2013/14

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

This section focusses on ASAN's work within the All Saints community to establish services which are managed by local people. This includes the provision of our Day Nursery which serves local people; the running of All Saints Community centre which is utilised by a variety of local groups and people; the running of the annual All Saints Community Festival.

ASAN decided in this set of accounts to limit the scope and focus on the impact of individual activities. Therefore we did not conduct any consultation about Mission and Values. ASAN will reviews its vision, mission, objectives and values at an organisation planning day which will take place after the end of the reporting period.

Values and stakeholders

Organisational values	<ul style="list-style-type: none"> • To be accountable to and representative of the local community • To act commercially and with entrepreneurial flair. • To be creative and innovative in all that we do • To value our staff, trainees and volunteers. • To operate in a sustainable way.
Activities	<ul style="list-style-type: none"> • All Saints Day Nursery • All Saints Community Centre • All Saints Festival
Stakeholders consulted	<ul style="list-style-type: none"> • All Saints Nursery Users • All Saints Community Centre Community Group Leaders • All Saints Festival stakeholders

7.1 All Saints Day Nursery

Background

ASAN's OFSTED registered day nursery business provides care for children from two to five years old. The nursery used to operate a baby room, however this was converted to a room for 2-3 year olds in August 2014.

The nursery was established in 2009 and provides care for 39 children.

A survey was circulated to parents of children attending the nursery. This survey was based on surveys used in previous years to enable us to get comparative data.

Economic Data

Financial contribution of the All Saints Day Nursery to ASAN*: £37,469

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2013 – 31st March 2014.

Total Number of Individuals employed by the Nursery: 10

Total Number of Individuals employed by the Nursery who live in the local area: 1

Number of volunteers: 0

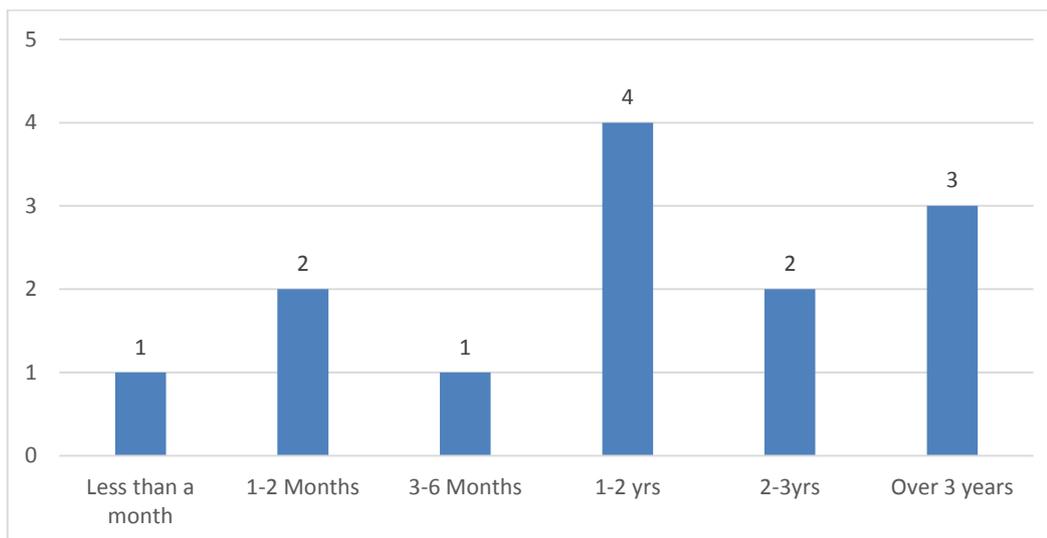


Evaluation Findings

Question 1. How do you feel that your child has benefited from attending the Nursery? (open-ended question)

Main reported outcomes: Skills development, confidence and social skills
"Gaining a lot of confidence doing everyday basis activities which gives my child development in all areas of learning."
"I feel that my child has benefitted a lot since coming to nursery, she has come along so much, definitely a nursery to be recommended."
"He has learnt how to write, socialise with children and adults. I feel that my son has gained confidence with various things, also he's received a great understanding of respect and manners."
"My daughters speech and understanding has improves massively. The nursery does a load of activities with her and she has so much energy so I'm sure she enjoys that. She also hasn't been around other children her age before attending nursery so this is a good experience for her. I'm happy she's happy."
"My child is learning more and talking a lot more."
"[My child] has really settled down her confidence has grown a lot."
"Very well, she's improved with her communication skills."

Question 2. For how long have you been using All Saints Day Nursery?



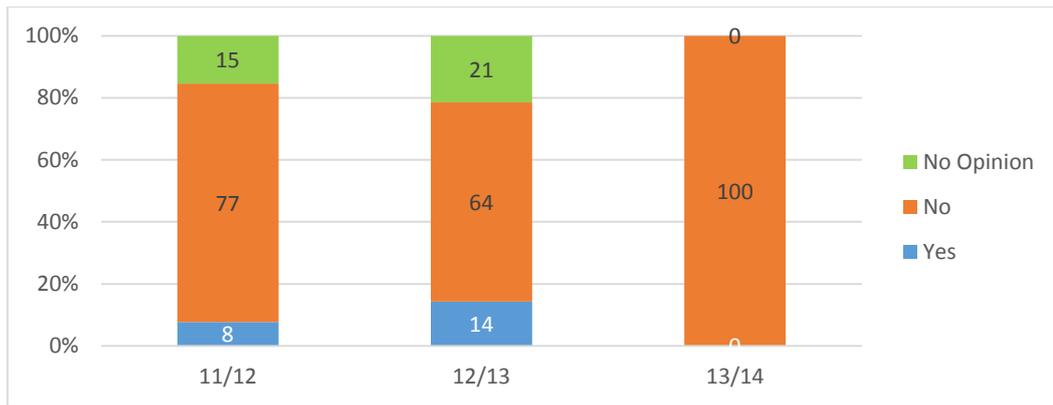
- The majority of Nursery users have used the service for 1-2 years and over.

Question 3. Do improvements need to be made to the:

	Yes	No	No opinion
2-3 room	1	2	
2-5 room		7	
Nursery		7	2

- The majority of respondents did not think these specific areas of the nursery needed improvement
- The 2-3 room is a new room which was opened in September. Therefore we have no comparative data for this room. There are not many parents who have their children in this room hence the low number of responses.

2-5 Room

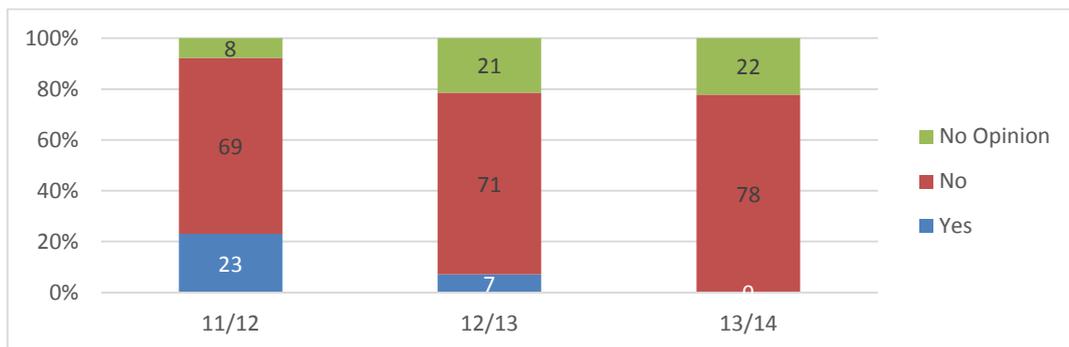


- 100% of stakeholders responded that they did not think the 2-5 Room needs to be improved. This is an increase of 36% from last year social accounts 2012/2013.

Suggestions for improvement to the room:

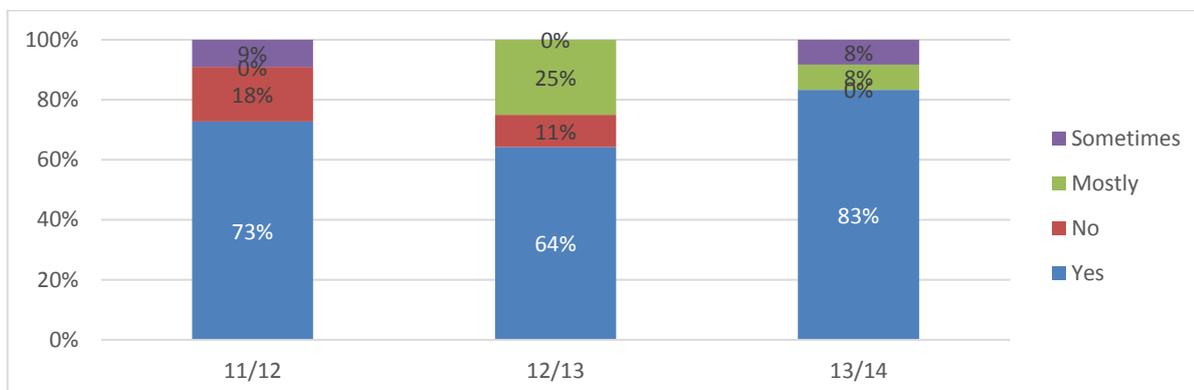
“Probably more resources and play activities for the little ones.”
“Activities that will involve children and parents.”

Nursery



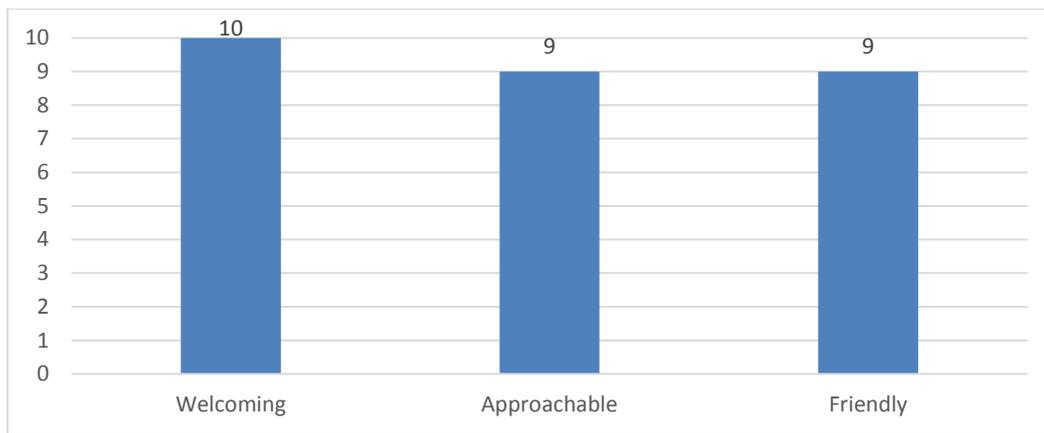
- 78% of users responded that they did not think the Nursery Room needs to be improved whilst 22% have no opinion on the matter. For the first time no parents think that an improvement is needed.

Question 4. Do the current hours of the Nursery meet your needs?



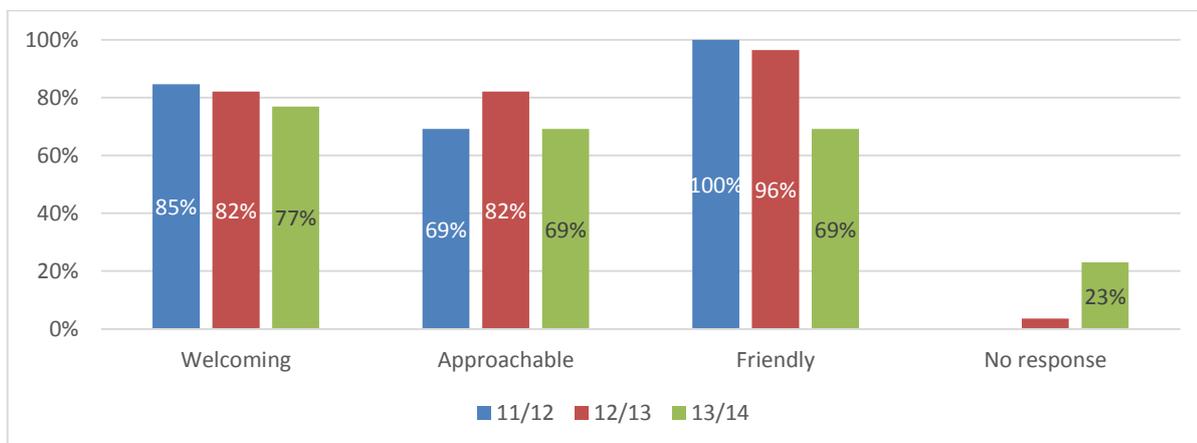
- For 83% of the users the current hours of operation meet their needs. This is the highest level recorded. No respondents thought that the hours didn't meet their needs whilst only 8% thought they only 'mostly' met their needs.

Question 5. Are the staff in the nursery..?



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

Comparison Graph 2011-14

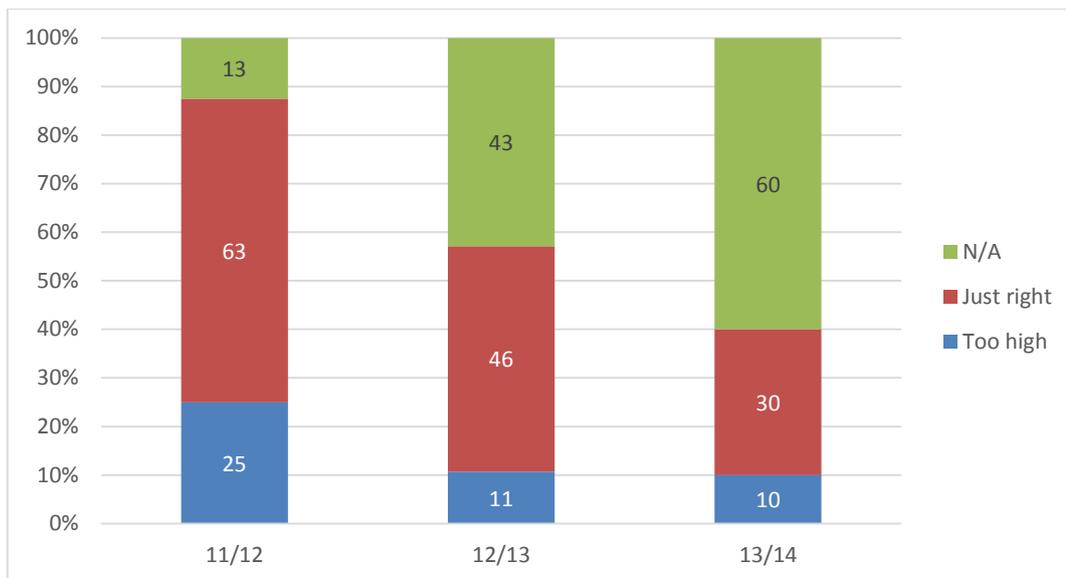


- The graph above shows respondents thoughts on our staff as a percentage of total responses year on year. This year there have been slightly more respondents who have not made a response to these questions and results are lower than in previous years.

Additional comments on staff

“Staff in the nursery is always welcoming. They always welcome us in a friendly manner.”
“Very Nice Staff.”
“I’ve always got on with all staff.”
“Always ask how you are.”
“Staff are welcoming and nice.”

Question 6. What do you think about the childcare costs?

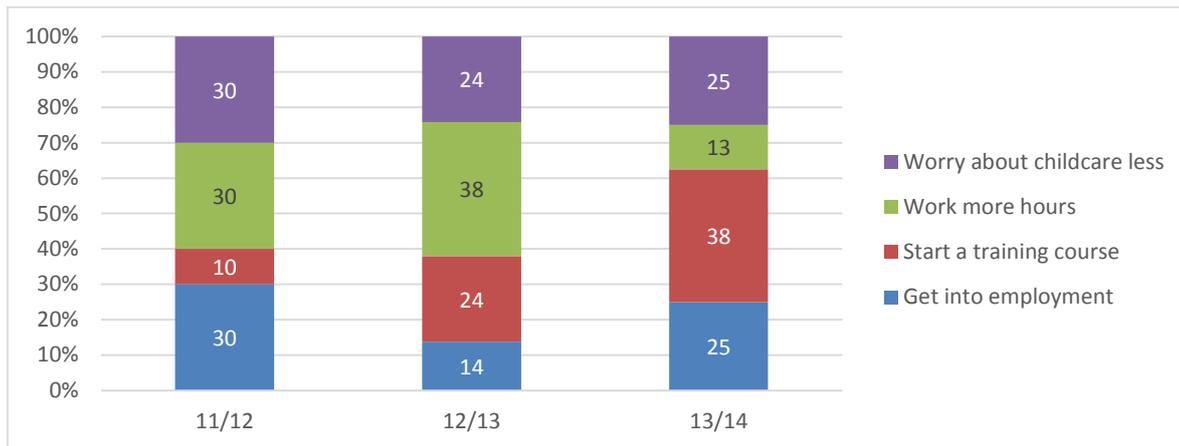


- 60% of users felt the childcare costs were not applicable to them whereas 30% of users thought the costs were ‘just right’. This reflects the shift in the profile of parents utilising the nursery this year. Most of our places now are government funded places giving 15 hours of free childcare.

Question 7. How do you feel you have benefited from your child/children attending the All Saints Day Nursery? (open-ended question)

“It has helped me a lot through college and just having a bit of time to myself.”
“Give me time to do what I need to do in mornings.”
“Give me time to try & look for work, but the work I’m offered clashes with the nursery hours.”
“Before my daughter came to this nursery we hadn’t been away from each other ever, so I suppose it’s a little break throughout the day for both of us.”
“I am able to work part time, they fit just with the nursery hours.”
“Give me time to try & look for work, but the work I’m offered clashes with the nursery hours.”

Question 8. How has your employability improved since your child started attending the nursery? Have you been able to...?



- 25% of respondents managed to find employment while their children were in the nursery. This is an 11% increase on last year. 38% of users were able to start training courses which is an increase on previous years. Only 13% of respondents were able to work more hours compared to 38% the previous year.
- The move to more free funded places explains this year's different results. Terrific for Two places are available to those claiming benefits. If less parents are working it would follow that a smaller proportion would work more hours. However more would access training courses through the Jobcentre.
- 25% of parents said that the nursery has helped them get into employment

Question 9. Additional comments on the nursery

Positive comments
"All is very good. Thanks for your job."
"Great Nursery."
"I would like to do some training so I could do childcare."
"[My child's] behaviour has changed suddenly."

Consultation Analysis

- ✓ This year the profile of parents has changed. More parents are accessing free childcare and we have a number of new parents who only started using the nursery in September 2014.
- ✓ Response rates were low this year
- ✓ Most parents do not believe improvements need to be made to the nursery. This could be explained by the number of free places now at the nursery. In previous years if parents are paying to send their child to nursery it is possible they would want to see improvements for the money they are paying
- ✓ Staff are seen as welcoming and friendly. As parents have not been at the nursery that long they may not have had a chance to properly get to know the staff.
- ✓ More parents have been able to get into employment or start a training course due to their child attending the nursery

7.2 All Saints Community Centre

Background

The All Saints Community Centre (ASCC) is a council operated building for local community groups and there is an ASAN office located within the building. ASAN provides casual business support and office facilities to these community groups.

Following a formal Community Hubs consultation in 2012, ASCC was identified as being surplus to requirement and it was agreed by Wolverhampton City Council that it should eventually be transferred to ASAN via a long lease. ASAN has been informally managing the building since 1995 and is currently exploring a business case for taking on the building via feasibility funds from the Social Investment Businesses (SIB).

This is the second time we have reported on the impact of ASAN on the leaders of the five community groups based at the All Saints Community Centre who receive administrative support and facilities from ASAN.

Four out of five community group leaders responded via a written questionnaire.

Evaluation Findings

Positive Comments:

"I received very good advice from ASAN staff regarding my matter"
"The staff were very good and friendly"
"The staff have directed me to relevant community services in Wolverhampton"
"They are always available to help if we need help in the kitchen and supported us in the church"

Suggestions for improvement:

"Need more cupboard."
"Need a main door key."

Consultation Analysis

- ✓ Two out of four group leaders make use of the ASAN office facilities.

The helpfulness and the group leader's satisfaction with the service offered by ASAN is highlighted.

7.3 All Saints Festival



This year All Saints Festival was held on Saturday 19th July and was originally planned to be based on All Saints Park and Southside Sports. Unfortunately due to bad weather a decision was made to relocate activities inside the Workspace and the Community Centre. All scheduled activities other than the bouncy castle were able to continue. The Main Hall was used as a central performance area whilst the Atrium hosted a range of stalls. Sports activities were held in the Community Centre and caterers were located undercover on the Workspace car park.

Event partners gave feedback through questionnaires and a feedback session. An evaluation of the event was produced along with recommendations for future events. This section of the social accounts is adapted from that evaluation.

Evaluation available at <http://www.asan.org.uk/wp-content/uploads/2015/03/All-Saints-Festival-Evaluation-Report-2014.docx>

Positive Comments:

"It was an enjoyable day considering the weather let us down, lots of variety and really nice atmosphere"
"Very happy with my raffle prize. I won a tablet. Good atmosphere. Well organised"
"Thanks to St Johns Ambulance. Also given the circumstances the Workspace team did well"
Just unlucky with the weather however community spirit saved the day which was excellent"

There were a number of comments expressing the overall good atmosphere to the festival. All who completed the online survey said they enjoyed the event and would be willing to partake next year. Together with this responses showed that the activities were well received and the day was well organised.

Suggestions for improvement:

"Variety of food options (there was no vegetarian options available) and larger venue if it rains. It was very hot in the atrium and not much space"
More variety of foods and cheaper options for families in the area"
"healthy food, beer tent, bigger bands, showcase more arts, sculpture, painting, karaoke competition"
"activities should be more focused on entertainment, sports activities and providing information/encouraging take up of local services"

Analysis and plans for future events

After reviewing all activities which were part of the festival it was felt that a central performance area worked well and should be adopted for future festivals. There were a number of suggestions that would be looked at:

- ✓ People tend to have less commitments on Sundays and so changing the festival day from a Saturday may also assist with increased attendance
- ✓ Activities which required audience participation were popular so karaoke and dance workshop would be ideal to include this
- ✓ Hold several smaller events prior to the festival this gives the community more activities.
- ✓ Approach the community for their opinions prior to the festival and invite them to planning meetings. This would mean that ASAN could aim to provide activities that the community want and as such more people would attend
- ✓ To encourage more volunteers to help in a specific role for just a couple of hours. It was felt that more people would be willing to volunteer in these circumstances rather than all day doing a number of different roles
- ✓ Wet weather plans were discussed. An alternative venue could be considered as The Workspace struggled with locating all activities indoors. In addition to this a cover for Southside Sports was suggested
- ✓ Invite a celebrity to the festival which would increase the event reputation and attendance. Further to this it was said that the Grand Theatre may be a possible option to approach as they would be promoting their yearly pantomime.
- ✓ Donations should be given towards the overall amount in future planning to avoid duplication between contributions. In addition to this suggestions were made to approach more organisations like Mercedes to gain sponsorship and to jointly bid for a grant two local organisations with the festival being the centre of the plans

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

Organisational values	<ul style="list-style-type: none"> • To be accountable to and representative of the local community • To act commercially and with entrepreneurial flair. • To be creative and innovative in all that we do • To value our staff, trainees and volunteers. • To operate in a sustainable way.
Activities	<ul style="list-style-type: none"> • Phoenix Project: tool library, recycling project & community maintenance project
Stakeholders consulted	<ul style="list-style-type: none"> • Members of the Tool library • Users of the Recycling Service

7.4 Phoenix Project

ASAN has a membership of 513 local residents. These members are entitled to use the recycling service, tool library and community maintenance service.

This year the funding we received to cover this work was lost meaning that ASAN now funds the project from our own resources. This has meant that we have had to make some changes to how the service is operated. This includes scaling back small jobs and making changes to how the tool library works (see below)

Economic Data

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

Number of individuals employed by the Phoenix Project: 1 (part time and also works at The Big Garage)

Number of individuals employed by the Phoenix Project who live in the local area: 1

Number of volunteers: 1

7.4.1 Tool Library

Background

The Tool Library service allows ASAN members to borrow household and garden tools for free. This encourages the local residents to improve their homes and gardens without having to buy the equipment. There are over one hundred tools in the tool library ranging from small tools like hammers and screwdrivers, to larger power tools including lawnmowers.

The tool library has been running for a number of years now. This year due to funding changes we have changed how the tool library operates. Tools were delivered directly to local residents. This changed in Autumn 2014. Tools are now displayed in the community centre and local residents are encouraged to come and pick them up directly.

Feedback is collected very simply for the tool library. When signing tools back in customers are asked to circle whether they are 'very satisfied', 'satisfied' or 'not satisfied' with the feedback collected.

Consultation Findings

This year the tool library was accessed 161 times. We received 64 responses to the questions.

Of those who did respond 100% indicated that they were 'very satisfied' with the service. It is clear that this is a popular service which is well regarded by local residents. Further work could be done in future years to gain more detailed responses from tool library users.

7.4.2 Recycling Service

Background

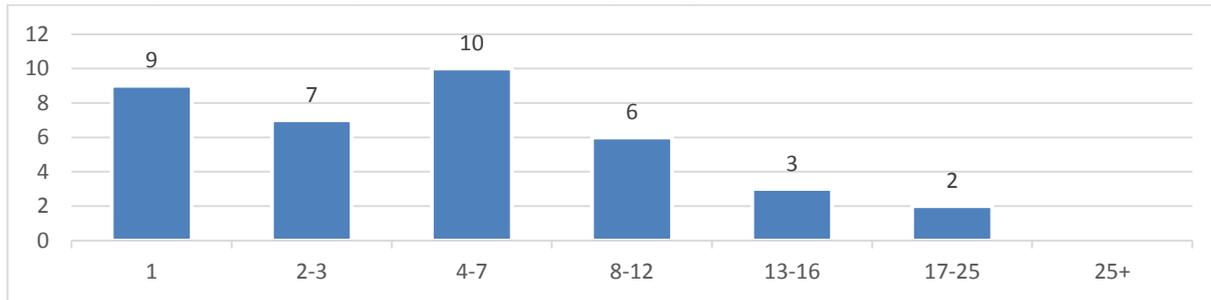
The recycling service is a long standing service which provides collection services of bulky waste for local residents. Typically items such as sofas beds are collected. The service is offered once per month and an ASAN employee and volunteer go out to collect items which have been booked in. The service helps to ensure fly tipping is kept at a minimum as well as providing a useful recycling facility for local residents.

Once picked up items are collected and sorted. Items are taken to the local recycling facility where recyclable items are appropriately sorted e.g. wood and metal. Some items are not recyclable and end up at landfill.

Unfortunately during this social accounting period a number of feedback forms were lost, meaning we do not have a full dataset and are unable to establish the number of collections made. Feedback forms are handed throughout the year when collections are made through a simple questionnaire. 39 responses have been accounted for this year.

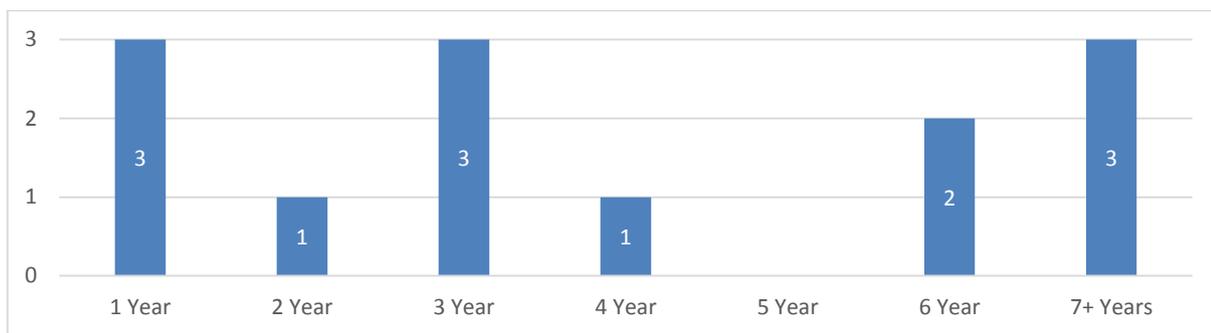
Consultation Findings

How many times have you used the recycling service?



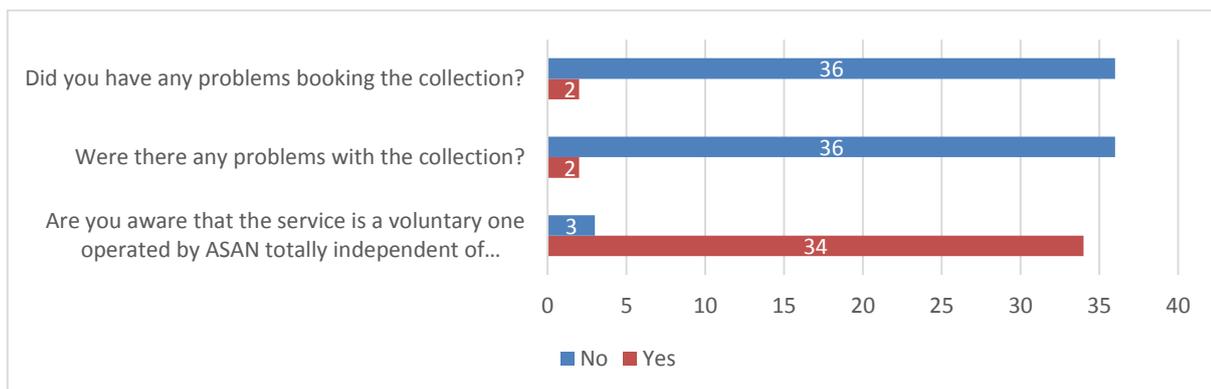
- The majority of respondents (56%) have used the service four time or more.

How many years have you been using the recycling service?



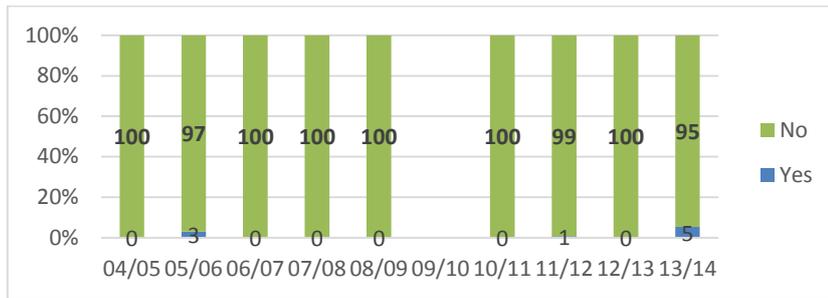
- There were very few responses to this question and results are inconclusive

Responses to yes/no questions (actuals)

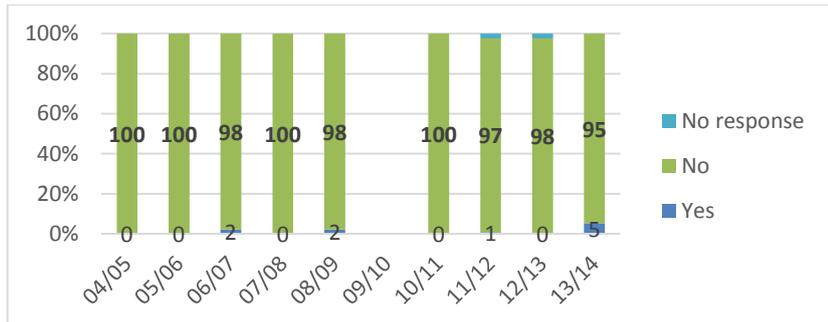


The above graph shows that the vast majority of respondents did not have a problem with booking or the collection. The majority of respondents are aware that this is a voluntary service run by ASAN. These responses are similar to levels in previous years as shown below.

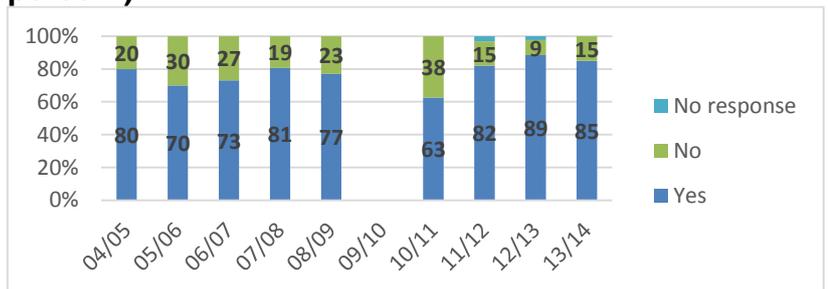
Did you have any trouble booking a collection? (comparison, percent)



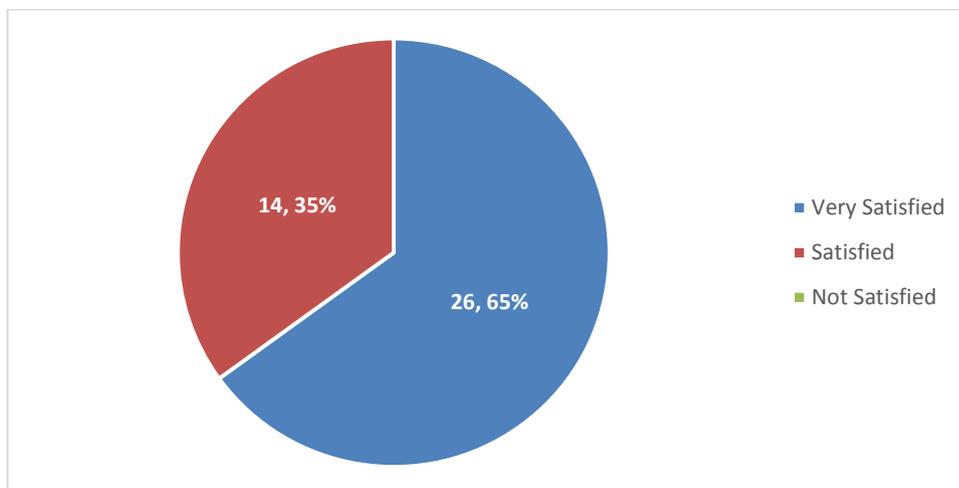
Were there any problems with the collection? (comparison, percent)



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

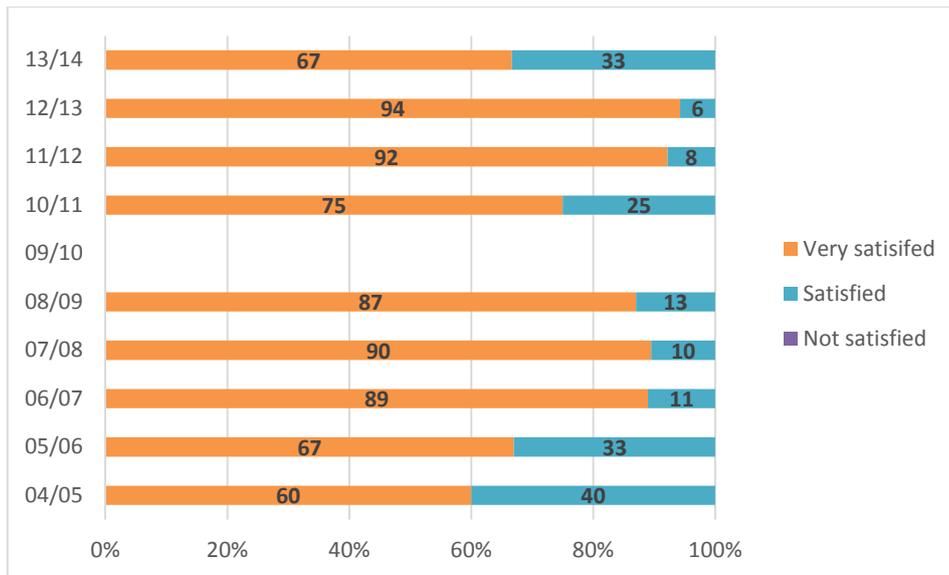


In general how satisfied were you with the performance of ASAN and its staff? (actuals, percent)



- 65% of stakeholders were very satisfied with the performance of ASAN and its staff.

Comparison of satisfaction with ASAN and its staff (percentage)



- Whilst satisfaction levels remain high they have dipped below previous years' levels

Comments

A number of additional comments were given by the stakeholders.

"This is the best service I would not know what to do without them."

"Great service. Thank you." – **4 stakeholders**

"We need this service to continue for the community because they are many people out of work and we need all the help given."

Consultation Analysis

- ✓ The tool library and recycling service remain popular with high levels of customer satisfaction
- ✓ Response rates are low, partly due to the loss of some data
- ✓ 56% of the recycling service users who replied to the survey have used the service more than four times.
- ✓ Customer awareness about the service being run by ASAN is at 85%, showing a trend towards more awareness amongst stakeholders
- ✓ Numbers of stakeholders who were "very satisfied" with the service have lowered by a third from last year however, the overall result is good as the respondents were either satisfied or very satisfied with the performance of ASAN and its staff.
- ✓ The booking and arranging the recycling collections have been consistent in the last few years. 95% of the respondents were happy with the service.
- ✓ Since the project began in 2004 none of the respondents have reported being 'unsatisfied' with the service.

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

Organisational values	<ul style="list-style-type: none"> • To be accountable to and representative of the local community • To act commercially and with entrepreneurial flair. • To be creative and innovative in all that we do • To value our staff, trainees and volunteers. • To operate in a sustainable way.
Activities	<ul style="list-style-type: none"> • No specific activities
Stakeholders consulted	<ul style="list-style-type: none"> • Volunteers

Within this social accounting period no formal work has taken place under this objective. However, as a local employer and provider of volunteer positions, ASAN has carried out activities which support this objective.

Within The Workspace a Business Admin Apprentice supports the team. This role is a learning position, designed to give people on the job experience as well as training from a learning provider (The City of Wolverhampton College). The apprentice was taken on in August 2014.

Within the year 2013/14 there were several volunteers at ASAN assisting with areas such as All Saints Festival, Grounds Maintenance and Admin support. Two case studies are provided below to illustrate how ASAN has helped volunteers to develop and gain new skills.

Name: Cheryl La

When did you start volunteering at ASAN and why?

I started volunteering in 3rd Sept 2014. I have been raising my children in the last six years and I feel I need to gain some work experience in order to prepare myself back into work once my youngest child goes to school full time.



How has volunteering at ASAN helped you?

I was given an opportunity to work on Social Accounts and found this project interesting. I compiled the data together and converted them into charts using Excel. Working for ASAN has increased both my self-esteem and my confidence.

Have you learned new skills as a result of volunteering with ASAN?

Yes. I have picked up some new skills when using Microsoft Office and Excel.

Has your volunteering at ASAN helped you get into work?

Who would have thought that I want to become a surveyor? It's all started when ASAN asked me to conduct surveys about the community centre. I interacted with the residents and the community users and found this process enjoyable but also challenging in terms of dealing with both negative and positive responses.

Since then I enrolled a part time course in Functional Skill Maths Level Two at Wolverhampton College to update my skills and applied a part time course at Nottingham Trent University to study MSc in Building Surveying, which I have recently been offered a place.

Name: Aleksandra Przychodzka



When did you start volunteering at ASAN and why?

I began my voluntary work in July 2014 and worked as a volunteer throughout the summer. I decided to become a volunteer at ASAN because it is a very widely known charity that focuses and aims to help the community but also provides employment and spaces for business to develop. It is a great working environment which allow individuals to gain new skills and work with fantastic people which are always willing to help. My main reason on taking voluntary work with the charity was to develop and gain new skills and improve experience in admin work.

How has volunteering at ASAN helped you?

Volunteering at ASAN was a great opportunity to learn new things, but also the history of the community which I once lived in. It was a very different experience which helped me gain new skills and meet lovely people. I had a chance to work on a project with ASAN surrounding the community which was very engaging and fantastic as I had a chance to share my ideas and views but also have a input on the project ideas. It has helped me to understand the everyday working environment of the job role as a receptionist, working with such a great team helped me to make a future plan of undertaking further education and becoming a hard working person. Working within this team inspired me to want to be doing something for other people and also understanding what people would want to receive from me. Providing great service the way ASAN promotes and provides its service to its customers is a great inspiration for people who would like to work within this kind of environment or would like to make improvements to their business and organisations because it is a very developing and fantastic charity.

Have you learned new skills as a result of volunteering with ASAN?

Learning new skills at ASAN was by far the most important objective which I had planned to improve, ASAN helped me to succeed in this area because I was able to improve my communication skills as English is not my first language, it was great working within a team which also very useful because that skill needed to be improved, ICT skills by far have been improved and I am very grateful and happy about that. The far most important was the experience that I gained working at ASAN as a receptionist, the skills vary and have become very useful to me because my confidence and self-esteem has risen very highly. The experience that I gained allow me to work as a receptionist which has become a great path towards a great career.

Has your volunteering at ASAN helped you get into work?

Yes, ASAN have helped me get into a work as I am now a staff member at ASAN working as a receptionist. It is a privilege working with ASAN as stated before I am grateful for having such position and being able to work with ASAN. I recommend volunteering for ASAN as it's a great way of learning new skills and experience.

The case studies above help to illustrate how the local employment and volunteering opportunities provided by ASAN help contribute to the objective. In future years it would be helpful to come up with a more structured way of capturing this data.

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

Values and Stakeholders

Organisational values	<ul style="list-style-type: none"> To be accountable to and representative of the local community To act commercially and with entrepreneurial flair. To be creative and innovative in all that we do To value our staff, trainees and volunteers. To operate in a sustainable way.
Activities	<ul style="list-style-type: none"> The Big Garage Southside Sports The Workspace Office Lettings The Workspace Conferences
Stakeholders consulted	<ul style="list-style-type: none"> Big Garage customers Southside Sports customers The Workspace tenants and conference facility users.

7.7 The Big Garage



Background

The Big Garage occupies the site of the former Municipal Bus and Tram Depot on Cleveland Rd. Since 2003 ASAN has been operating the site as a secure car parking facility for commuters, shoppers, corporate customers and caravan users. Through The Big Garage site we are able to offer undercover CCTV monitored parking. Significantly for ASAN, The Big Garage is an income generating enterprise which creates employment in the local area.

The Big Garage evaluations are annual consultations using satisfaction questionnaires that are completed by its customers. These were circulated to both day parking and contract customers (results of which are in section 7.7.1) and Caravan storage customers (results in 7.7.2)

Response rates for parking customers were low with only 20 questionnaires returned. The analysis has now been undertaken for 11 years and the comparative figures date back to 2003. There is no comparative data for 2009/10 social accounting cycle.

We only received 6 responses from caravan storage customers. This equals the response rate for last year. We have limited contact with caravan customers as they are only on site occasionally to pick up their caravan.

Financial contribution of The Big Garage to ASAN*: £87,963 (net profit)

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2013 – 31st March 2014.

Total Number of Individuals employed by The Big Garage: 5 (one works at Big Garage part time and also on Community Maintenance Project)

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

Number of volunteers: 0

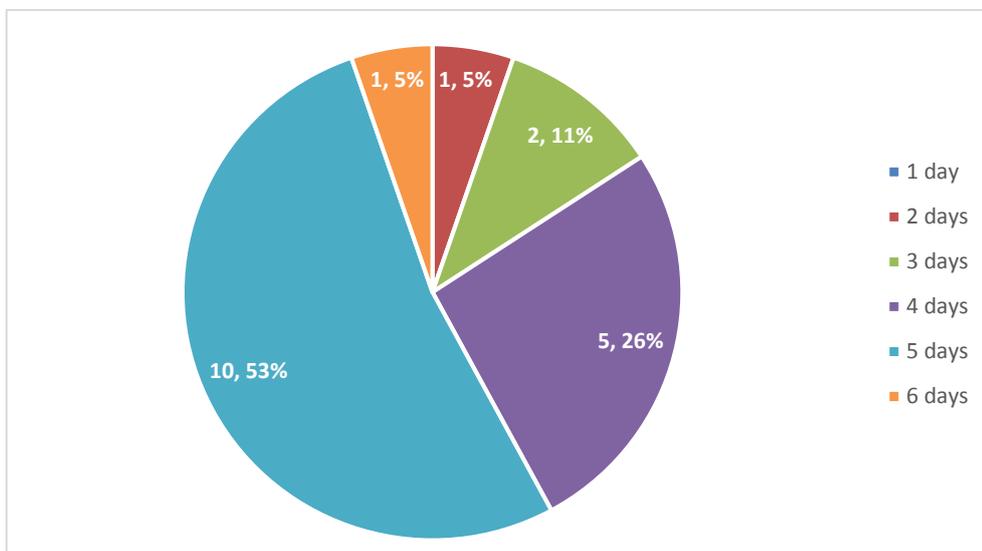
7.7.1 Day Parking Customer Feedback

Q1. How many weeks, months or years have you been parking at Big Garage? (n=total population)

1-2 mths	3-12 mths	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8 years
0	1	0	1	1	0	0	1	0	0

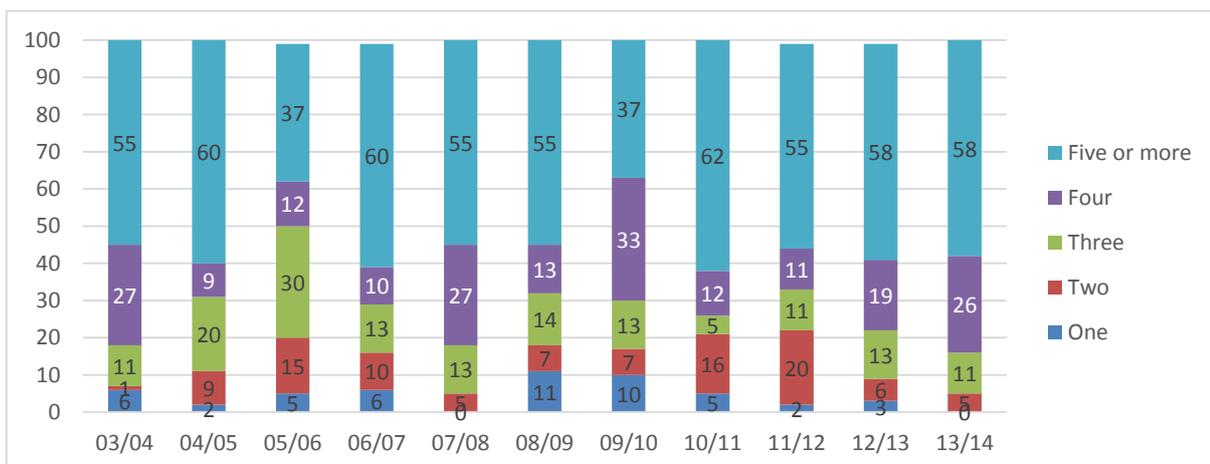
- Question 1 only received four responses, meaning it is difficult to draw any significant conclusions.

Q2. How many days per week on average do you park at The Big Garage?



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

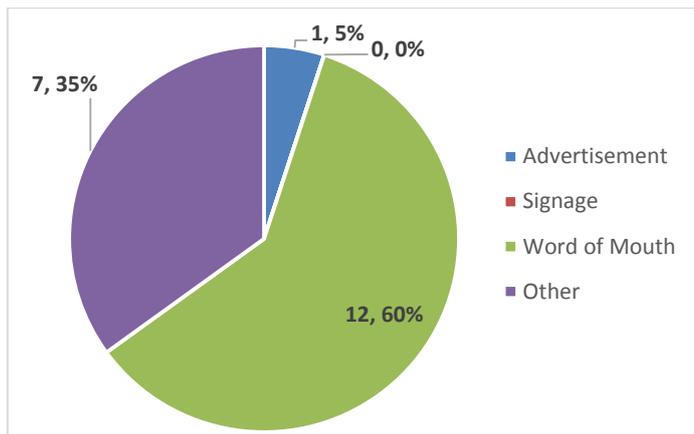
- The majority of respondents (53%) use the service for 5 days a week.



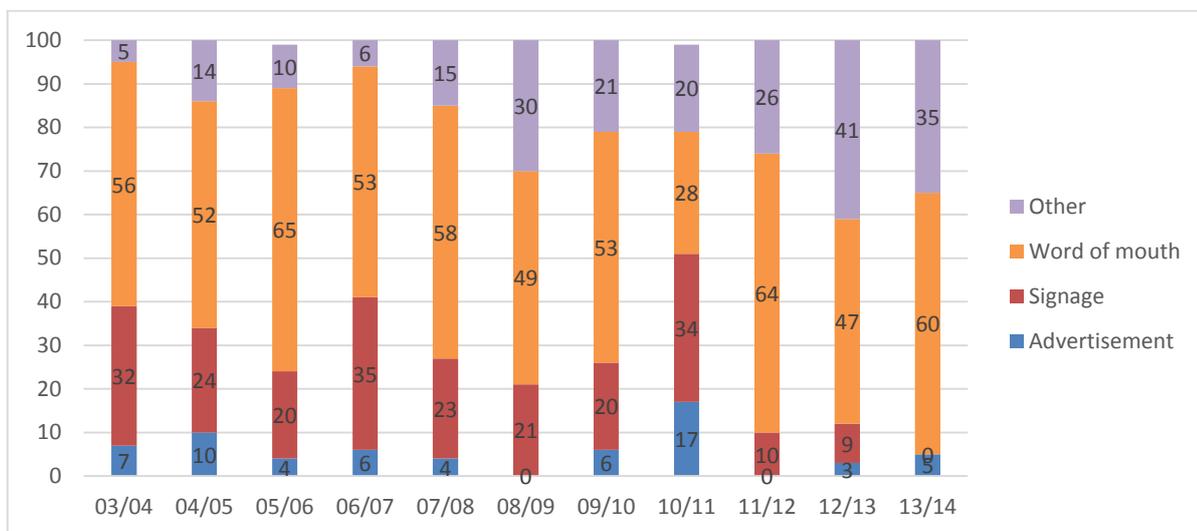
Year on year comparison of days per week customers park at Big Garage (percent)

- The comparison above shows that as in recent years the majority of people park for five or more days per week. Customers who responded to the survey appear to be parking for more days in a week.

Q3. How did you become aware of The Big Garage?



How became aware of The Big Garage (actual, percent)



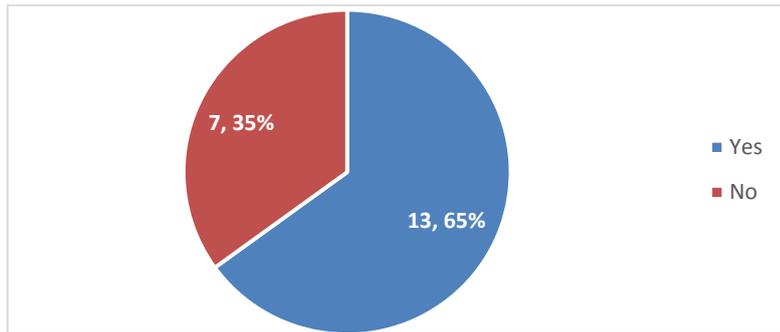
Customers' awareness of The Big Garage year by year (percent)

- Most customers became aware of The Big Garage by Word of Mouth (60%)
- Customers who became aware of The Big Garage through signage has decreased to 0% this year, following a trend of this decreasing in the last three years.
- The comments section of the survey indicates all of the respondents who answered 'other' to this question found out about The Big Garage through their employer. This accounts for 35% of responses

Other/Comments
St Georges vets
Work
Via my employer
Work St Georges
Work
Work contract
Work

Comments on Q3

Q4. Were you aware that we offer other services other than parking (e.g. caravan storage)?



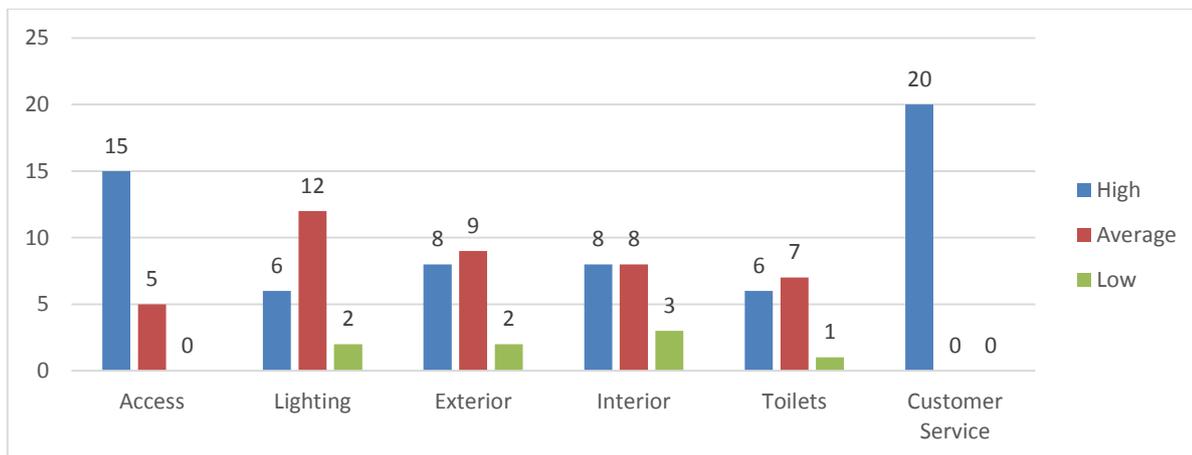
Customer awareness of other services (actual, percent)

- The majority of customers were aware of the other services provided at The Big Garage

Q5. Are you satisfied with the security arrangements at The Big Garage?

100% of stakeholders were satisfied with the security arrangements.

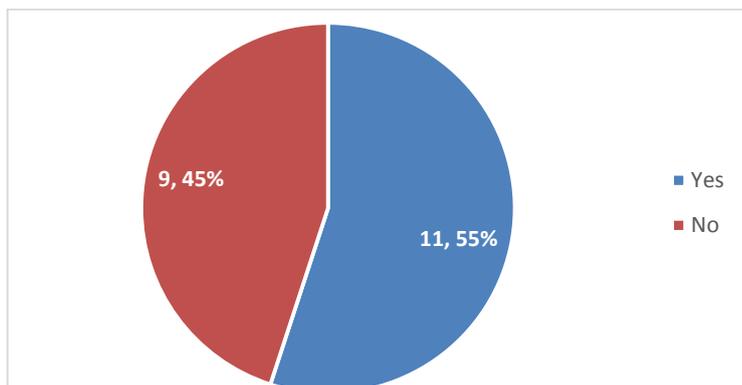
Q6. How do you rate the quality of the following...?



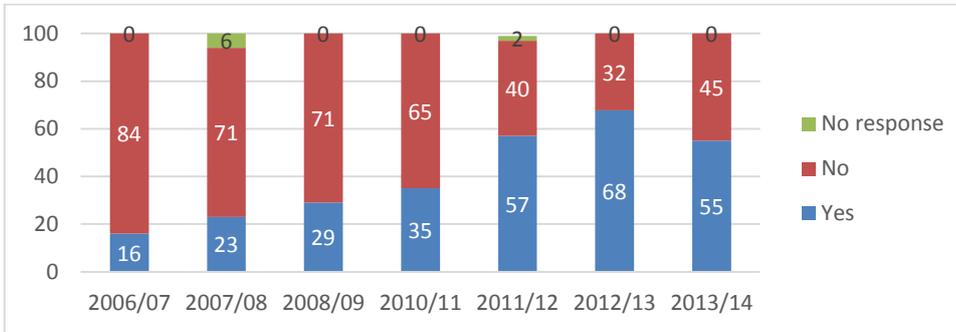
Customer rating of Big Garage facility (actuals)

- Customer service and access were rated highly. We received more mixed results for the quality of the toilets, lighting, interior and exterior.

Q7. Did you know that your fees contribute to the provision of facilities and other regeneration within the All Saints Community?



Customer awareness of ASAN's regeneration work in the All Saints Community (actual, percent)



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

- Customer awareness of ASAN's work to regenerate the All Saints Community showed that the majority (55%) were aware of this work. This is consistent with the trend in recent years.

Comments

Big Garage users made the following comments to improve services:

Positive Comments

Security arrangements
"always someone around"
"I like that person there all time"
"Brilliant!"
Safe environment due to staff being in attendance
Staff
Friendly and polite staff - 5 stakeholders
Praise for the staff – always friendly, welcoming and helpful
The guys who work there are very helpful and pleasant and really look after you.
No-quite sufficient parking facilities with super friendly lovely staff!
very nice staff and sorry to see friends retired
General
The only improvement would be to make it free!!

Suggestions for Improvement

Cost
Monthly or annually parking pass would be good
"reduced rate for 2nd cars (ie 2 for £1) from same family ... There are now £1 car park in the city 2 for 2 cars parked for 12 months it is a significant difference in the parking budget"
Opening Hours
"Late night opening at Christmas"
Later closing would be an advantage
Building and Health and Safety
There is a problem with the floor being slippery in wet weather and it can be dull at night.
In the winter, I have noticed the attendants have no warm of shelter or heating
Toilets
I never used, but nice to know they're there!!
Never used them
Parking Spaces
A lot of new vehicles on car park and I find it difficult to find a space

Consultation Analysis

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

Customer profile

- There were inconclusive results as to how long customers have been parking at the Big Garage.
- Most customer park for four or five days (79%), suggesting that commuters form the majority of our customer base.

Customer awareness

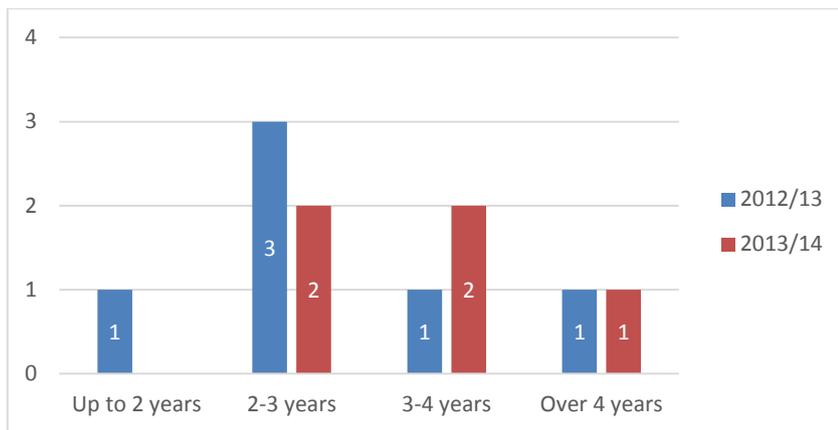
- Most customers found out about The Big Garage through word of mouth (60%) or through their employer St George's Vets (35%).
- For the first time ever no customers found out about The Big Garage through signage.
- Most customers were aware that we offered other services such as caravan storage (65%)
- Awareness of ASAN was at a high level with 55% aware of our other activities in the All Saints area. However this is lower than last year's high of 68%

Quality of service

- 100% of customers rated customer service at The Big Garage as 'high'. In addition a large number of respondents praised the staff in the comments section. There were more comments highlighting the friendly and welcoming nature of the staff than for any other area.
- Lighting, the appearance of the building and the toilets are an area of concern. For each of these areas 'average' and 'low' responses outweighed 'high'. This is consistent with previous analysis from previous years and reflects the aging nature of the building.

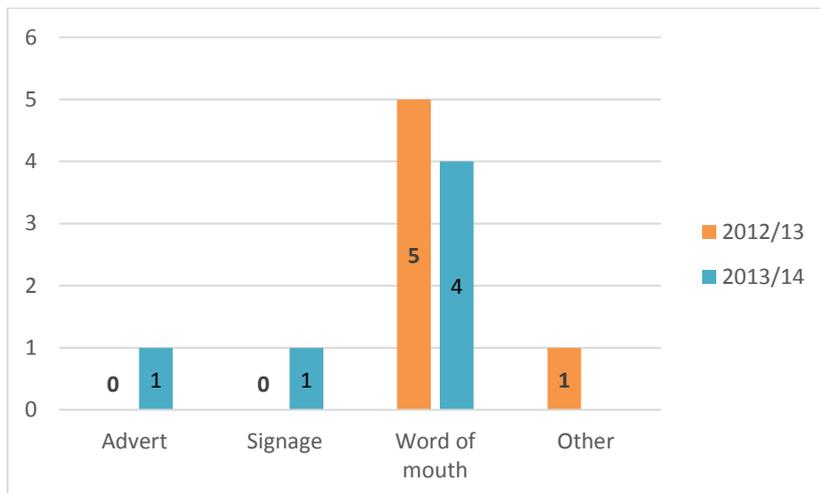
7.7.2 Caravan Storage Customers

How long have you been storing your Caravan at The Big Garage?



- Most customer have been storing their caravan for between 2 and 4 years. This is similar to last year’s results.

How did you become aware of The Big Garage?



Comments on how customers became aware of Big Garage

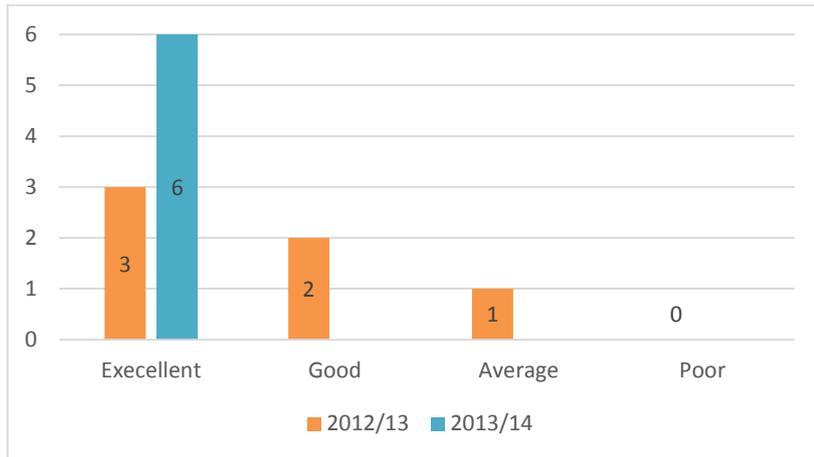
I was visiting a gym nearby and saw the sign advertising caravan storage

From a friend who stores his camper there

Via a friend who is one of your customers

- As with last year, most customers became aware of The Big Garage through word of mouth

How would you rate the quality of the service provided by the staff of The Big Garage?



Comments on Staff

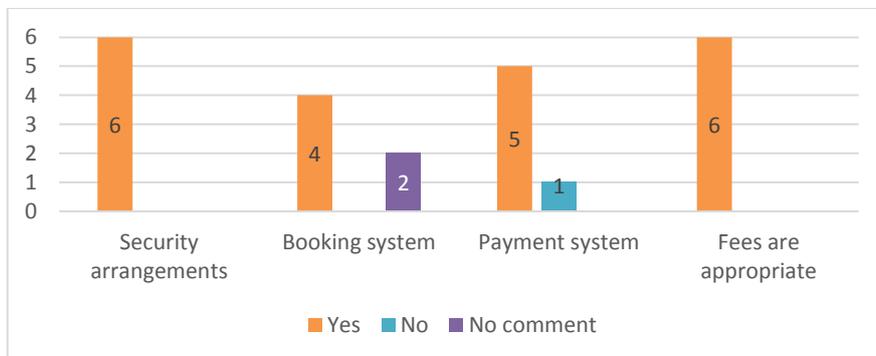
Very friendly and helpful staff

The staff are great, always have a chat & very helpful on occasions when required- thank you

Only slight issue is my space being constantly taken by audi cars but staff sort me out an alternative space, so not too much of a problem

- This year 100% of respondents rated the service by staff as excellent. This compares favourably to last years results.

Are you satisfied with the following...?



Comments on Facilities

Monthly direct debit would be very helpful & would assist me + other customers in these tough economic times

A Sunday service would be good

- Overall customers are happy with the facilities at The Big Garage, although the booking and payment systems are rated less favourably.

Did you know that your fees contribute to the provision of facilities and regeneration of the local All Saints community?

100% of respondents answered 'yes' to this question. This compares favourably to 2012/13 when 4 responded 'yes', 1 'no' and 1 'no comment'.

Consultation Analysis

- ✓ Response rates were very low
- ✓ Most customers heard about the Big Garage through word of mouth and have been here for 2-4 years. This perhaps reflects the fact that the caravan storage area is full so we have not had any new customers this year
- ✓ 100% of respondents rated our staff as 'excellent'
- ✓ Overall respondents were happy with the facilities and thought the fees were appropriate. We have had some negative feedback on the payment and booking systems. These are necessarily rigid as chasing customers for monthly payments is a time consuming exercise.

7.8 Southside Sports



Background

Southside Sports is ASAN's 5-a-side football facility. It comprises of three floodlit synthetic surface pitches situated opposite The Workspace. It is regularly used by private users from across Wolverhampton for weekday training and recreational matches. There are a number of repeat bookings.

Private hire of the pitch in the evenings is currently the primary use of Southside. A questionnaire was circulated based on previous years' questions. We have comparative data going back to when the current form of survey was first implemented in 2011/12. The results of this are covered in section 7.8.1.

Users of Southside who live in the local area receive a subsidised rates as do under 18s. This year we have piloted a number of community uses of the facility. We ran a playscheme for 5-12 year olds during the summer and circulated questionnaires to parents, this is covered in 7.8.2. On Wednesday nights the pitches are utilised for Premier League Kicks, a youth focussed football session run by Wolves Community Foundation. This has only run from September 2014 and no data has been collected on this for this year's social accounting cycle.

This year we have begun planning a substantial redevelopment of Southside. As part of the consultation process this year we have consulted users about what improvements they would like to see on Southside. Questions have been incorporated into existing questionnaires. The results are presented in section 7.8.3.

In 2013/14 49 football teams regularly used the facility.

Financial contribution of the Southside Sports to ASAN*: £1,150

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2013 – 31st March 2014.

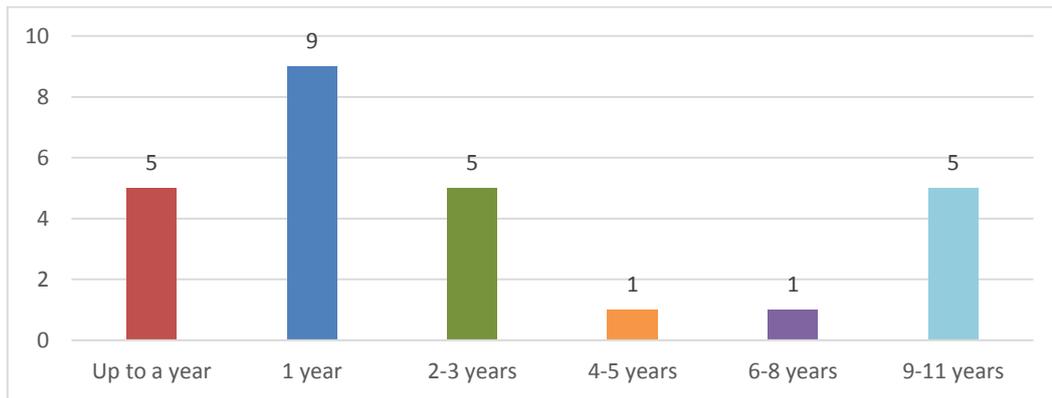
Total Number of Individuals employed by Southside Sports: 2

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

Number of volunteers: 0

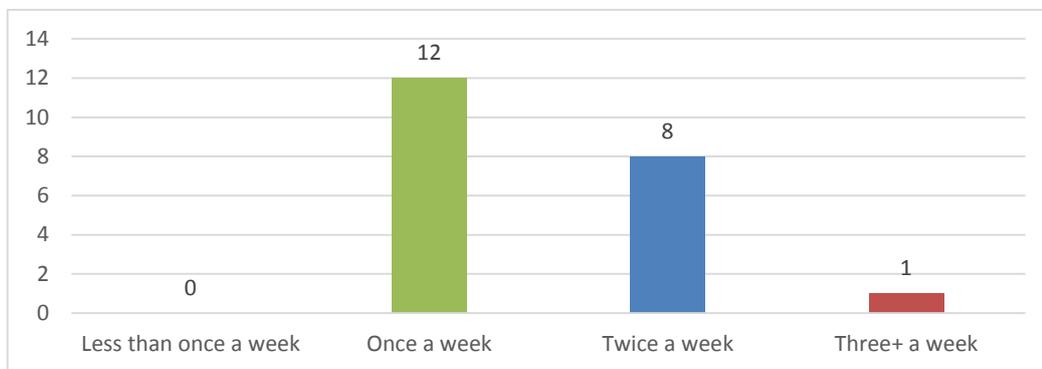
7.8.1 Evening Users

How many months or years have you been coming here?



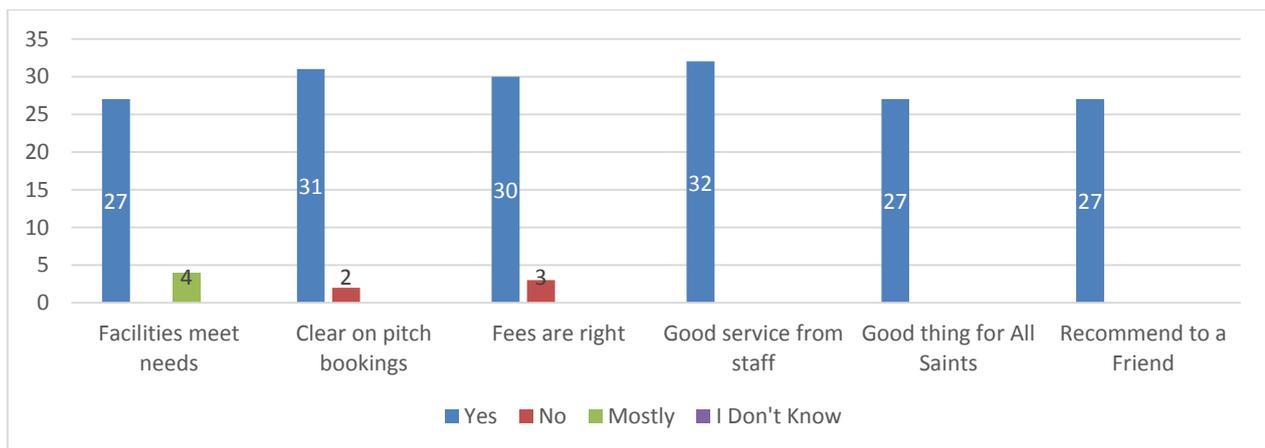
- Most South Side Sports users have used the facilities for 1 year.

How many times a week do you come here?



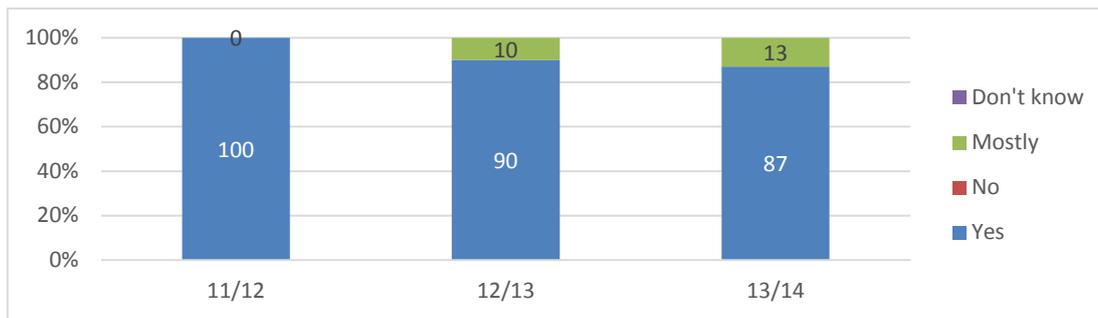
- Most groups use the facility once or twice a week.

Graph of 2013/14 Southside user feedback on facilities (actuals)



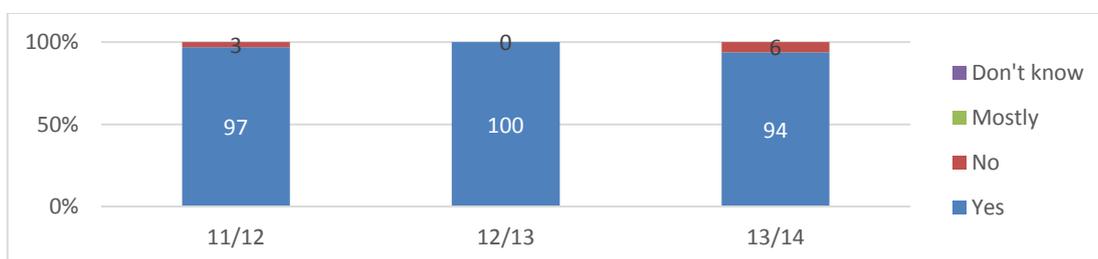
- Overall, feedback on Southside Sports is extremely positive. In two areas there was some dissatisfaction but this is extremely low.

Do the facilities at Southside meet your needs?



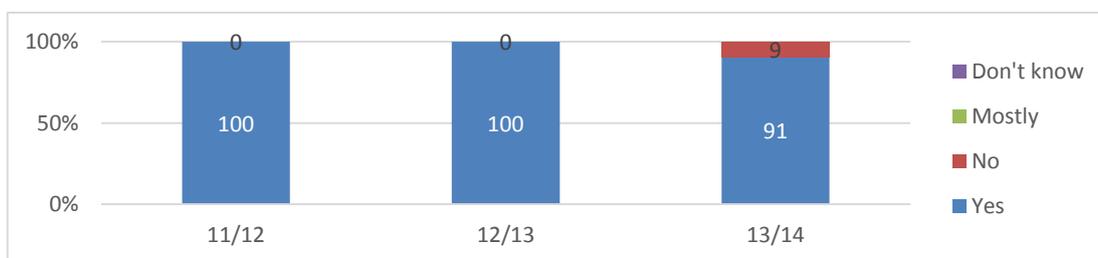
- The majority of respondents agreed that Southside met their needs. This is comparable to but slightly lower than previous years.
- There was one comment: “It’s a very useful pitch for our winter touring”

Are you clear about how to book pitches at South Side?



- Most respondents are clear about how to book a pitch. This year questionnaires were circulated to more team members rather than main pitch bookers. This possibly accounts for the 6% who were unsure of how to book a pitch.

Are the fees right compared to what you get?



Comments on Fees
Reduced costs for locals of All Saints, to utilise use
Very good
Very good price

- The majority of respondents feel the fees are right for the service, though this year 9% thought that they were not.

Do you get a good service from Southside Staff?

- 100% of respondents answered ‘yes’ this question. This is the same as in the last two social accounting cycles.
- There was one comment: “Competent all round”

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

- 100% of respondents thought Southside was a good thing for All Saints. This was the case in the last two social accounting cycles.

Comments on Southside and the Community
Cheaper rates for WV2 residents
As a youth club we come here every Monday
Excellent facility not just for all saints but also for other parts of city

Would you recommend Southside to others?

- 100% of respondents said they would recommend Southside to others. Again, this is the same as in 2011/12 and 2012/13.
- There was one comment: "have already".

Consultation Analysis

- ✓ Most respondents have been using Southside for one year or less
- ✓ The vast majority of users utilise the facility once or twice a week
- ✓ The facility was rated very highly by users, consistent with previous years' feedback

7.8.2 Summer Activities on Southside

During the summer holidays ASAN ran a series of sports activities days for children in the local area. These activities took place on the Southside Sports pitches and were delivered by staff from a local education and youth work organisation, Believe to Achieve. We gathered feedback on the sessions from parents of the children attending.

Question	Yes	No
Did your child enjoy the activities?'	8	0
Do you feel you benefitted from sending your child on the summer fun activities?	8	0
Would you want to send your child again if we were to run activities in other school holidays?	8	0
Would you recommend the activities to a friend?	8	0
Do you think Southside is good for the community?	7	0

Comments Section

What were the best things about the Summer Fun activities?
<ul style="list-style-type: none"> • Being able to try different sport activities • The games outdoors. My son especially loved the football, daughter enjoyed cricket. Both enjoy socialising outdoors and meeting new kids. • Meeting new friends • All of it, children have enjoyed themselves • Socialising with others • Being active • Good communication- energetic • The different sports
What could have been improved to make the activities better?
<ul style="list-style-type: none"> • Longer sessions till 5pm when most moms finish work/ like other play schemes. More days. • May be an element of learning numbers, language, incorporated in with the physical activities. • Adding other games even chess • Have more indoor activities for bad weather
Did the timings suit you? Would you have preferred different days and hours? If so please let us know.
<ul style="list-style-type: none"> • The times and dates were fine • A bit later would be better as had to get a sitter while at work. More days, Monday -Friday. Every holiday. • More 1 extra day • Excellent timing • Yes • It is good

Consultation Analysis

- ✓ The Summer activities were seen as positive overall. 100% of respondents said their child enjoyed the activities and would send them again.
- ✓ Future sessions may need to be at different times

7.8.3 Improvements to Southside

ASAN is actively exploring upgrading the Southside Sports facilities. The reasons for this are threefold: pitch users have asked for improvements to be made to the pitches and facilities; advances in pitch technology means there is demands locally for the latest 3G pitch surfaces and facilities for teams; the current pitches are now 11 years old and need upgrading.

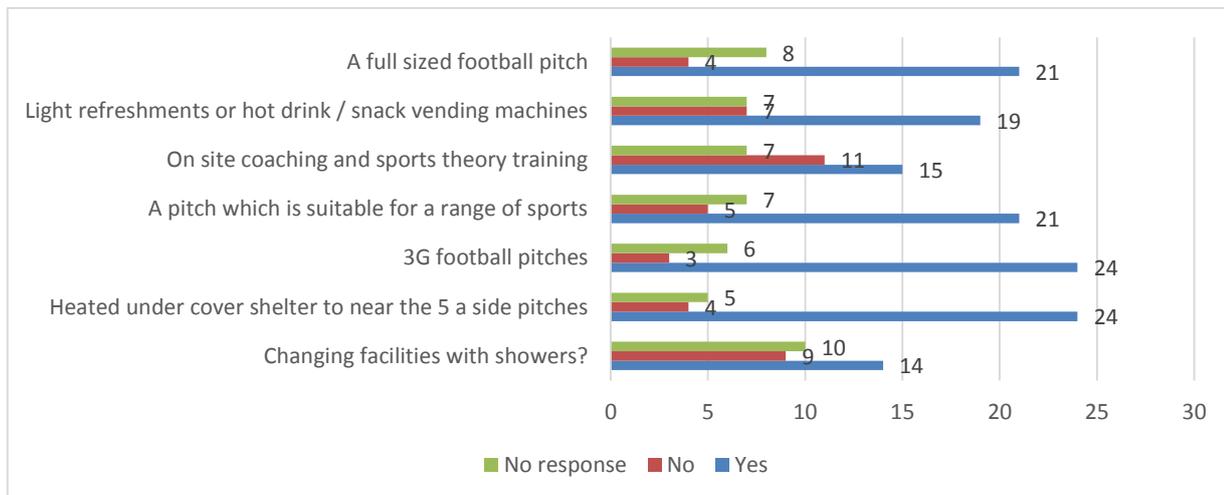
We wanted to be sure that any developments we made reflected what our customers wanted. Therefore, as part of this year’s feedback questionnaires, we added some new questions to get specific answers about improvements people wanted to see. We asked the same questions to parents of children at the Summer activities. Below are the results.

Do you think Southside Needs a lot of improvement?

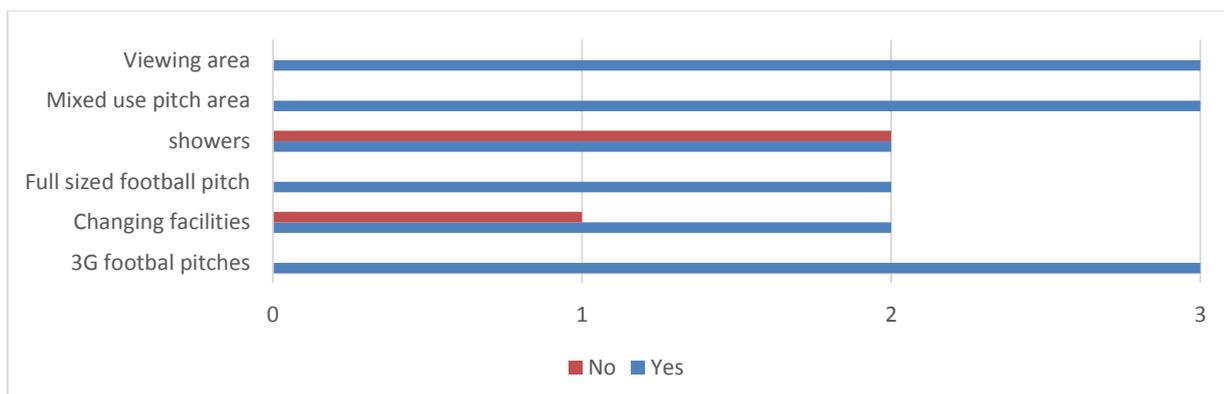
	Yes	No
Evening Pitch Users	1	4
Summer Activities Users	10	18

- The majority of users do not think Southside needs a lot of improvement

What Improvements would you like to see at Southside?



Evening User responses

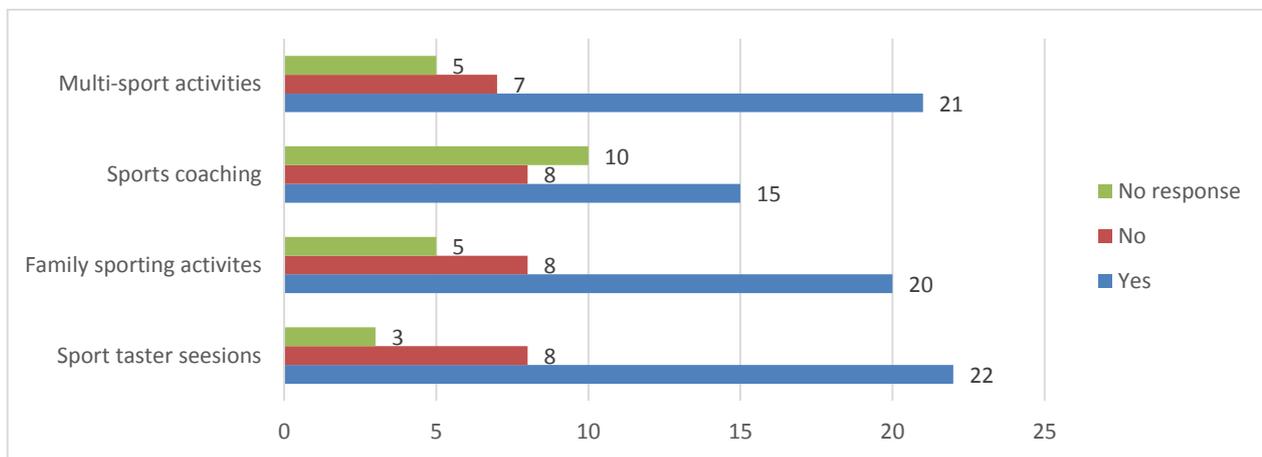


Summer Activity User responses (5 no responses)

Evening Users – Improvements (comments)
Heated pitch
3G pitches
Better division between pitches
General condition of pitches could be better
Only as states above needs maintenance
Nets on top of astro

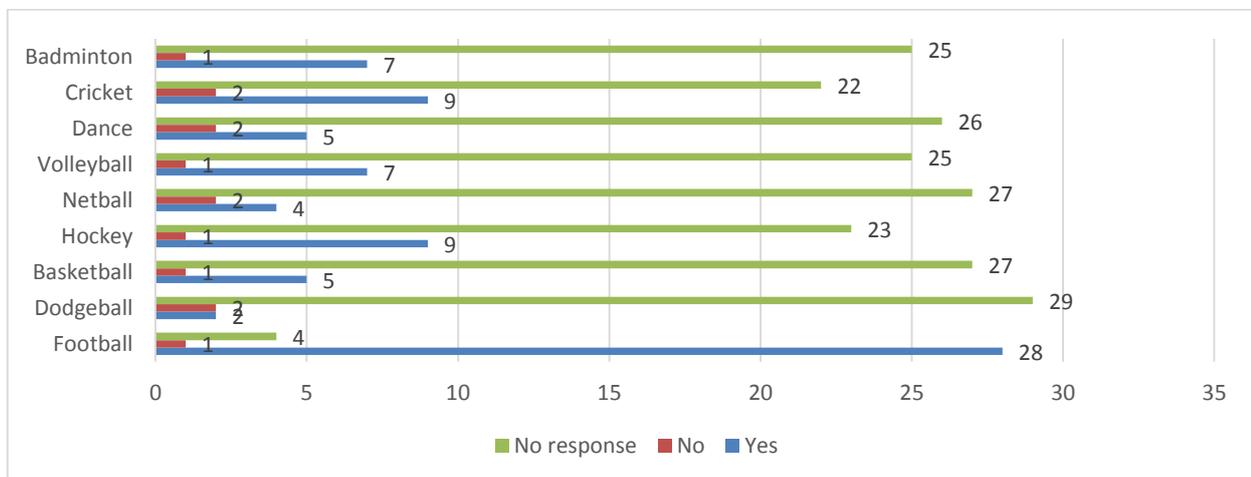
- The most popular areas of development amongst evening users were 3G football pitches and a heated undercover shelter. Similarly within summer activity respondents 3G pitches and a viewing area rated most highly, along with a mixed use pitch area. Though there were a significant of respondents who did not respond to these questions.
- Comments show a variety of different suggestions for improvements including nets over the pitches (we have had several requests for this in previous years) and uprating of the pitch surfaces.

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



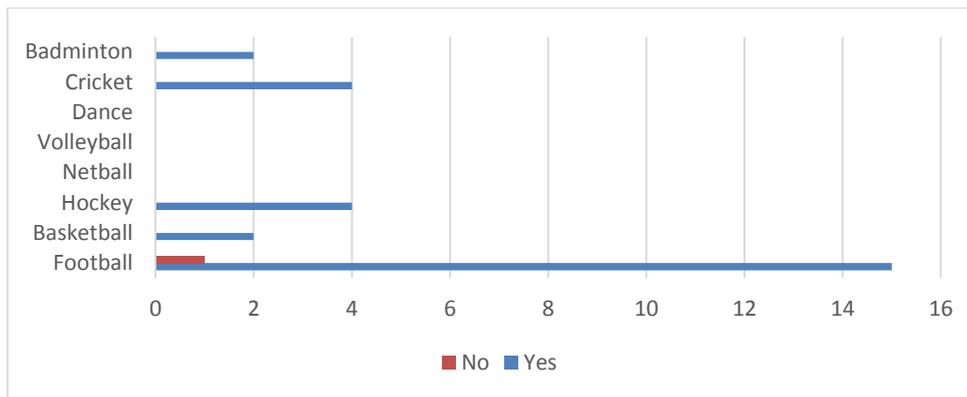
- These questions were only asked to evening users. The most popular are taster sessions and multi-sport activities.

What sort of sporting activities are you interested in taking part in?



- The above charts shows very clearly that Southside users would most like to take part in further football activities.

Are you interested in joining a league/sports team?



Evening users interest in joining a league/team.

- There was a high number of non-responses to this question, however it shows very clearly that evening users would be interested in a football league or team, with only a very small number of people interested in other sports.

Consultation Analysis

- ✓ Most respondents don't think that Southside needs a lot of improvement, reflecting the quality nature of the facilities
- ✓ However when quizzed on improvements that users wanted to see there was clear favour for 3G pitches and for a viewing area to watch games on
- ✓ When asked about further activities to take part in there was a strong steer towards football based activities. Similarly if users were to join a league they would be interested in participating in a football league.



7.9 The Workspace

Introduction

The Workspace is a community enterprise owned by All Saints Action Network, providing work and conference space hire for local and national businesses.

This section reports on information collected from users and customers of the Workspace conferencing and serviced offices business.

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

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

- a) A conference and seminar business.
- b) All Saints Day Nursery
- c) Various tenants of the Business Centre

Both The Workspace conference customers and tenants were consulted as part of this exercise. The Nursery is dealt with under Objective 1.

Financial contribution of The Workspace to ASAN*: -£796

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2013 – 31st March 2014. The figure shows a loss in The Workspace cost centre. However, when surpluses from the ASAN enterprises based in The Workspace are taken into account, the building shows a net surplus.

Total Number of Individuals employed by The Workspace: 4

Total Number of Individuals employed by The Workspace who live in the local area: 1

Number of volunteers: 1

7.9.1 The Workspace Tenants

Background

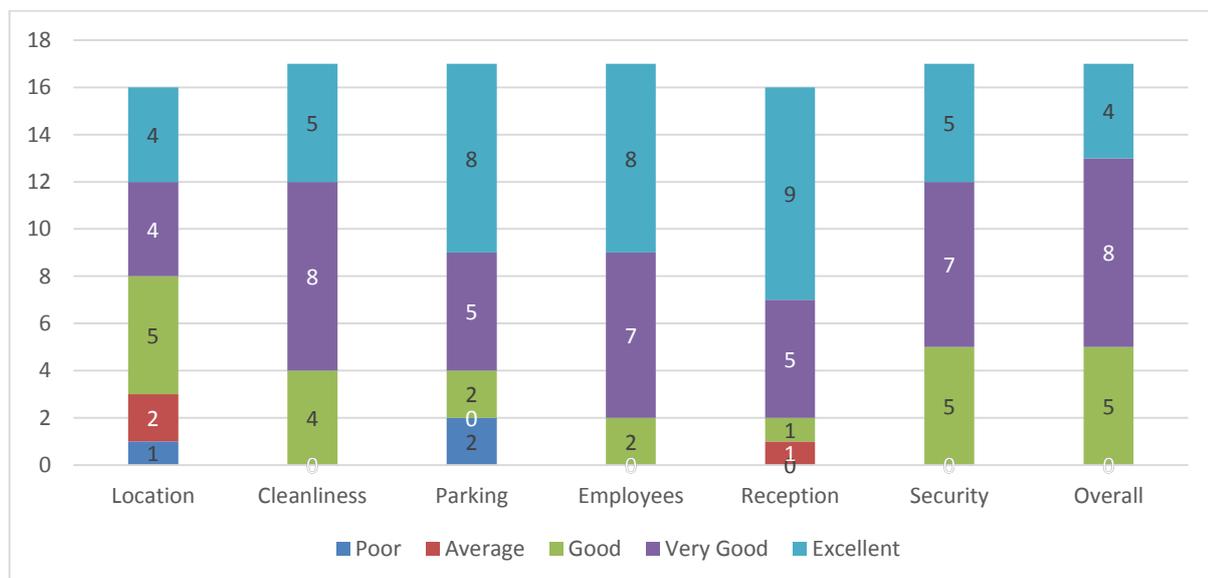
There are 11 tenant organisations within The Workspace. These range from small local businesses to branches of larger national companies and charitable organisations.

During this Social Accounting cycle there have been some large changes to the profile of The Workspace tenants. Three businesses moved out of The Workspace in the period, two in January and another in April. In addition All Saints Children's Centre merged with Windsor Centre for Children and Families. They moved out in March 2014. During the year there were some long void periods on the units, however we have successfully been able to attract new tenants meaning that by the end of the year four new tenants were in place and occupancy was at 93%.

A survey was circulated to all members of staff working at the tenant organisations within the Workspace, using the same questions as in previous years. This means we have comparative data going back to the 2010/11 Social Accounting cycle. The survey was answered by 17 participants. It should be noted that this is a similar level to 2011/12. In 2012/13 when no social accounts were produced, data was only collected from six respondents.

Evaluation Findings

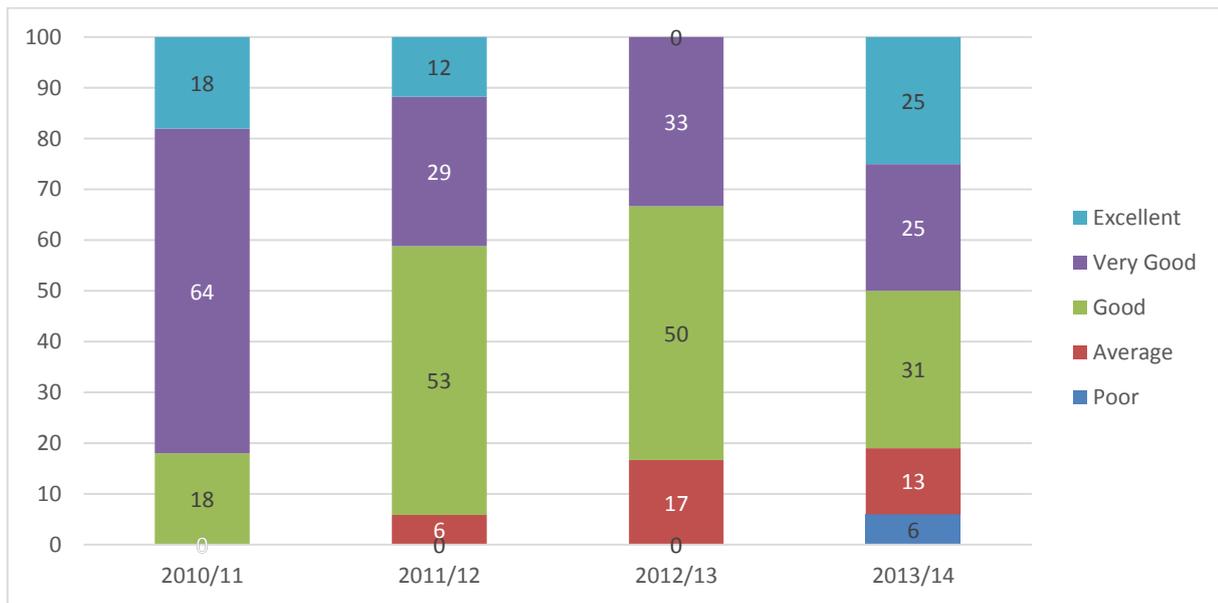
Graph of 2013/14 Tenant Feedback (n=total population)



- Feedback has been largely positive this year. The most positive responses were to employees and reception services. Location received the least positive response.

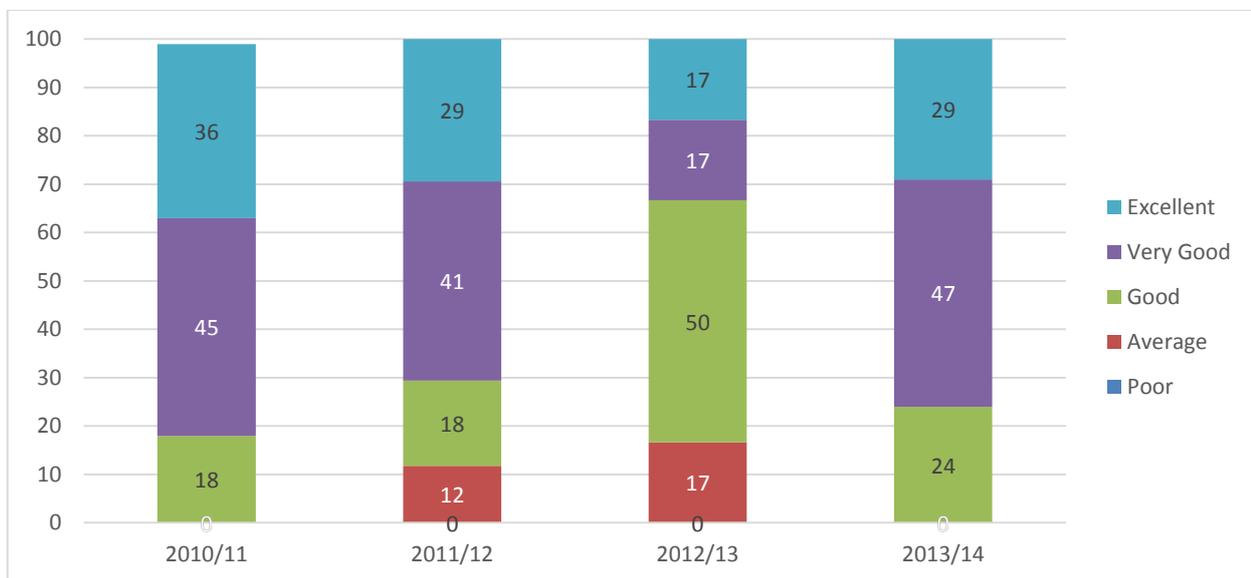
Comparison graphs of tenant feedback 2010 - 2014

Q1. The quality of the location of The Workspace



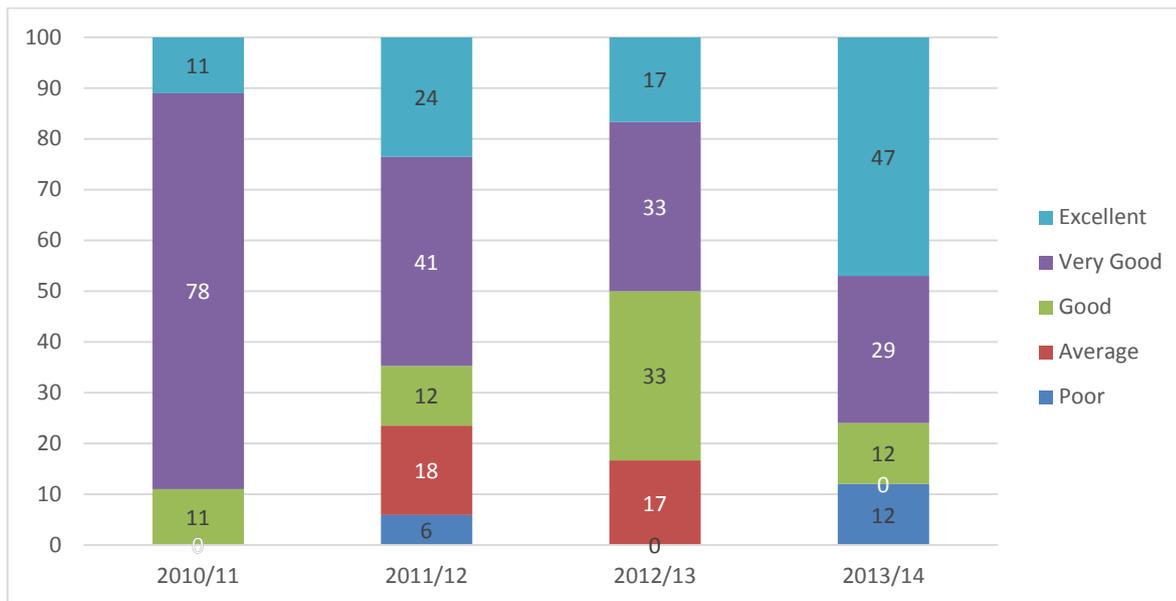
- There was a mixed response to the location of The Workspace this year. As the location has remained the same, the most obvious explanation for this is that we have had new tenants. It is interesting to note that whilst there are more responses in 'poor' and 'average' (19%) this year, the proportion of 'excellent' responses has also increased (25%).

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



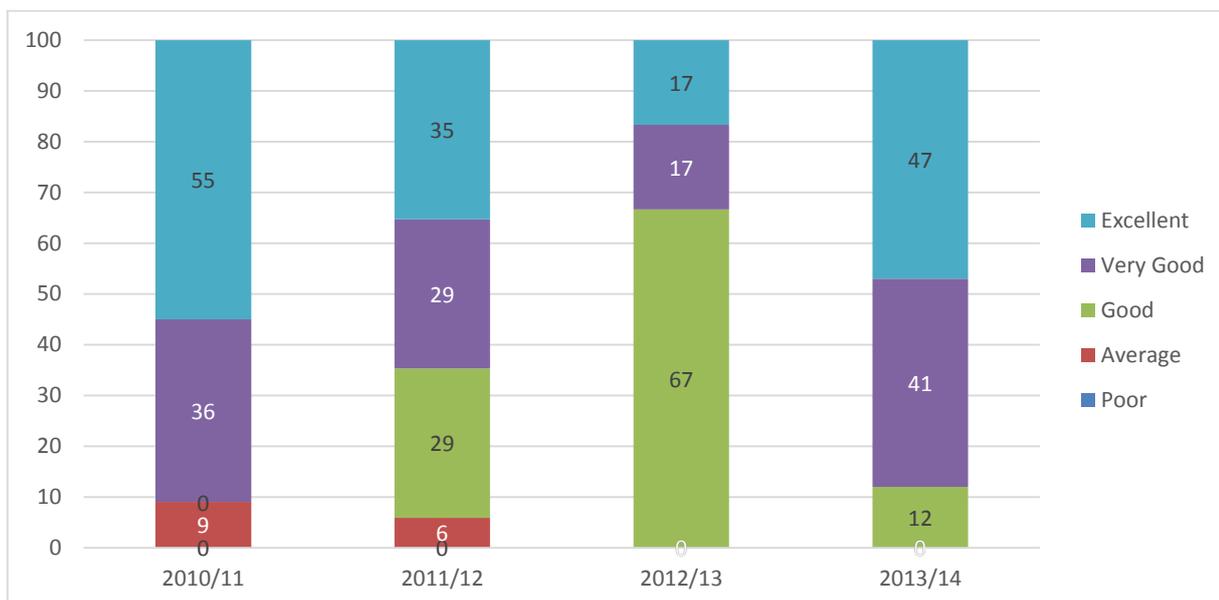
- After a low in 2012/13, tenant views of the cleanliness of The Workspace are back to similar levels to 2010/11 and 2011/12. No respondents thought the appearance of our facilities were 'average' or 'poor' and the majority (76%) rated them as 'excellent' or 'very good'.

Q3. The quality of the Parking Facilities at the Workspace



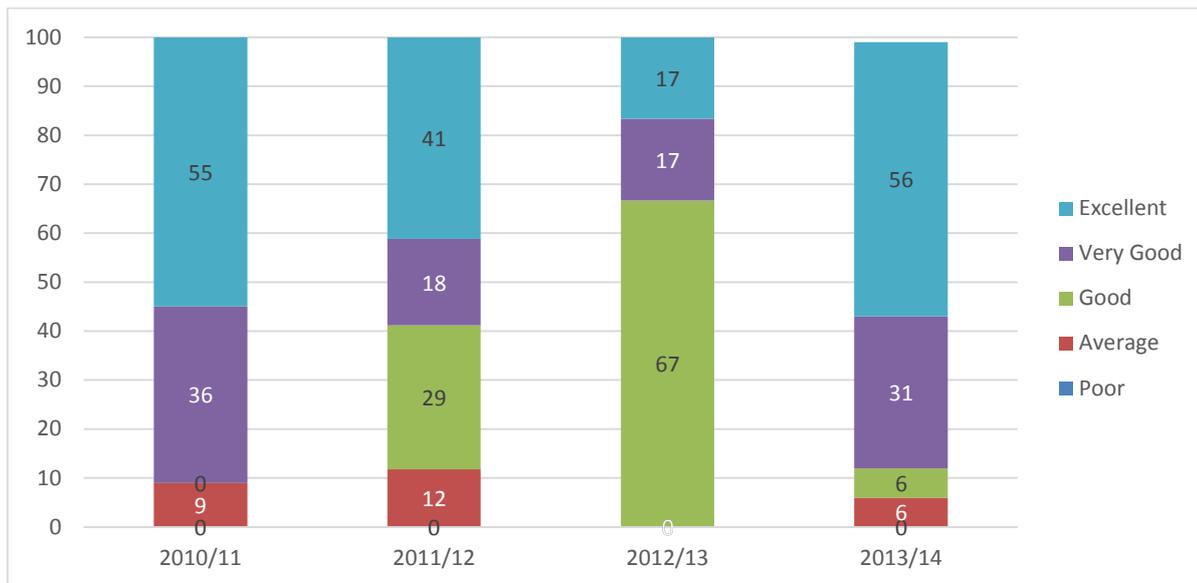
- Overall tenants are happier with parking at The Workspace. This year we have the highest proportion of respondents rating parking as 'excellent' (47%). However there is a significant minority (12%) of respondents who rate them as poor.

Q4. The quality of the Appearance and Conduct of The Workspace Employees (n=total population)



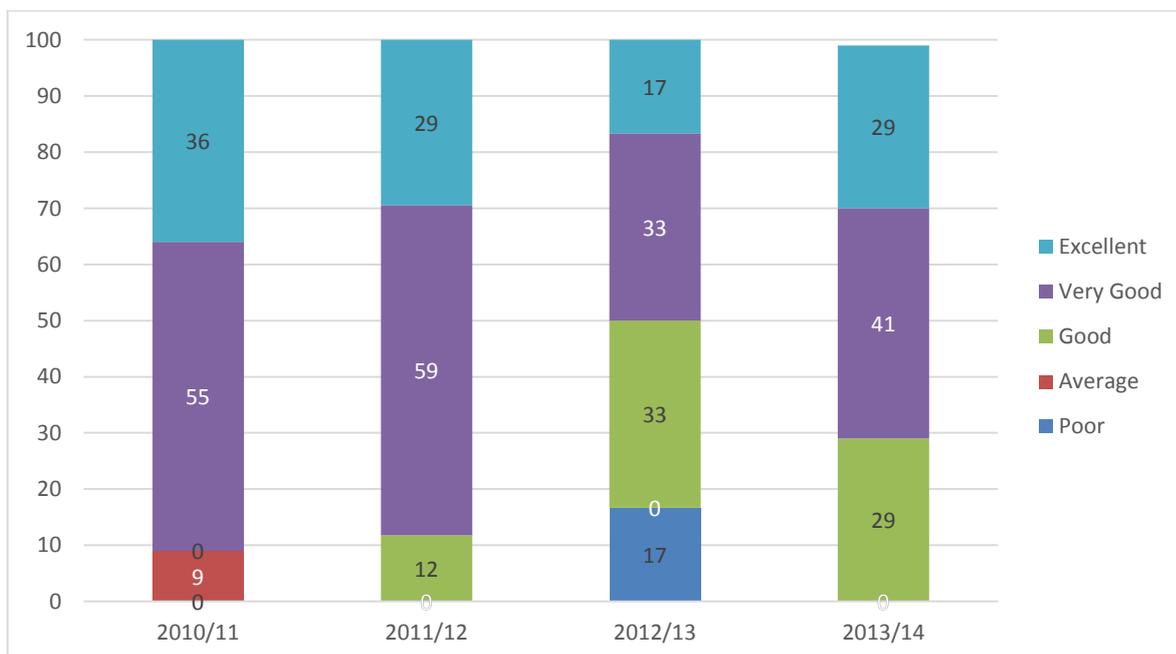
- Respondents were positive about the appearance and conduct of Workspace employees with 47% rating them as 'excellent' and a further 41% rating them 'very good'. Furthermore no respondents rated our staff as 'average' or 'poor'. This is a considerable improvement on the last social accounting cycle.

Q5. The quality of the Reception Services



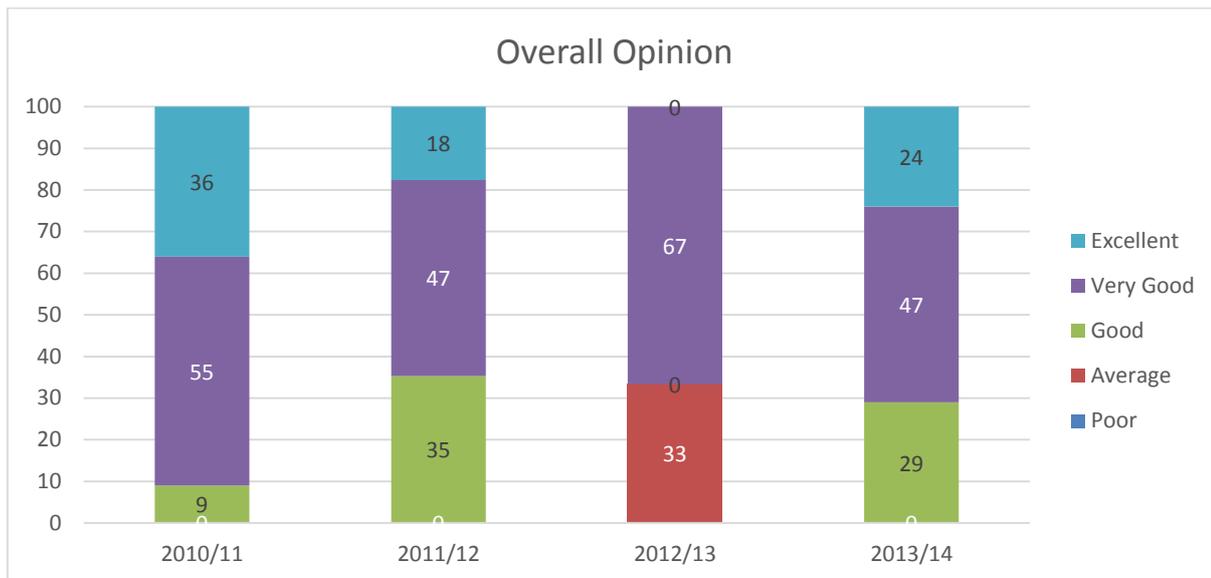
- After what could be described as a middling response to reception services in 2012/13, levels of satisfaction for this cycle are the highest since 2010/11. 87% of respondents rate our reception service as either ‘very good’ or ‘excellent’.

Q6. The quality of the Security of the Building



- Again there is strong positive feedback on the security of The Workspace building with 29% rating it as ‘excellent’ and 41% as ‘very good’. Although this is an improvement on the last cycle it is lower than in previous years.

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



- There is a significant improvement in the feedback on the overall opinion of The Workspace in this year's responses compared to last. The number of respondents rating The Workspace as 'excellent' has increased from 0% to 24% and is returning to similar levels as in previous years. This year no respondents rated The Workspace overall as 'average' compared to 33% last year. The overall opinion of The Workspace is now at a very similar level to 2011/12 but still lower than 2010/11 levels.

Positive comments

Facilities
Toilets always clean
It's a lovely well kept and clean building
Reception service and staff
Friendly, approachable, helpful and professional
Staff are always friendly and helpful
Staff are always very helpful and have a "can do" attitude.
Very friendly and welcoming
Sian and Tara are so helpful, professional and friendly as is Richard
Sian very helpful and knowledgeable
Sian and Richard very helpful and friendly
Security
It feels safe

Suggestions for improvement

Location
Very inconvenient to access via public transport – difficult to access post office, food outlets
Easy to find but not a lot of people know where it is initially
Obviously closer to the city centre is always better for public transport and also the local area is perceived as not as safe as it could be for YP or other vulnerable people to access if they have to walk from city centre or the main roads especially in the evening
Facilities
Ladies toilet - consistently out of order. Otherwise all good.
Parking
If you have a car
However visitors still park in the main car park where there are no spaces allocated
Visitors continue to use main car park. I thought it was for tenants only. Cars often covered in bird poo!
Allocated car parking for tenants on the front car park would be one improvement rather than losing space to people using Workspace for one-off events.
Parking bays need to be marked out properly.
Overall Opinion and Suggestions for Improvement
It's just a shame it is where it is
Franking service would be useful
Overall very happy at the Workspace I think services have improved dramatically in the 9/12 months.

Consultation Analysis

- ✓ With the exception of The Workspace location, there has been a dramatic improvement in customer satisfaction across the board, as compared to 2012/13 levels.
- ✓ Further work can still be done to bring satisfaction levels up to the high point of 2010/11.
- ✓ The opinion of The Workspace location is more mixed than in previous years, possibly explained by new tenants moving in who are used to a more central location. Respondents highlighted poor access by public transport and difficulty in finding the building as their main issue with the location
- ✓ Parking remains an issue. Although feedback was broadly very good, there is a significant minority of respondents who are dissatisfied. The crux of the issue appears to be visitors parking on car parking areas allocated to staff.
- ✓ The security of the building and quality of the facilities were rated highly
- ✓ Levels of satisfaction with the reception services and Workspace staff were very high this year
- ✓ Some specific areas of improvement were raised in the comments section which will need to be dealt with by Workspace staff.

7.9.2. The Workspace Conferences

Background

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

This year we had 240 bookings. Feedback forms were received from 45 organisations. This is less than in the last social accounting cycle when 72 were received.

The questionnaire is sent to conference customers after their event. This year we also emailed and phoned customers in September and October to encourage them to fill in feedback forms, offering a 20% discount on room hire for completed feedback forms.

Consultation findings

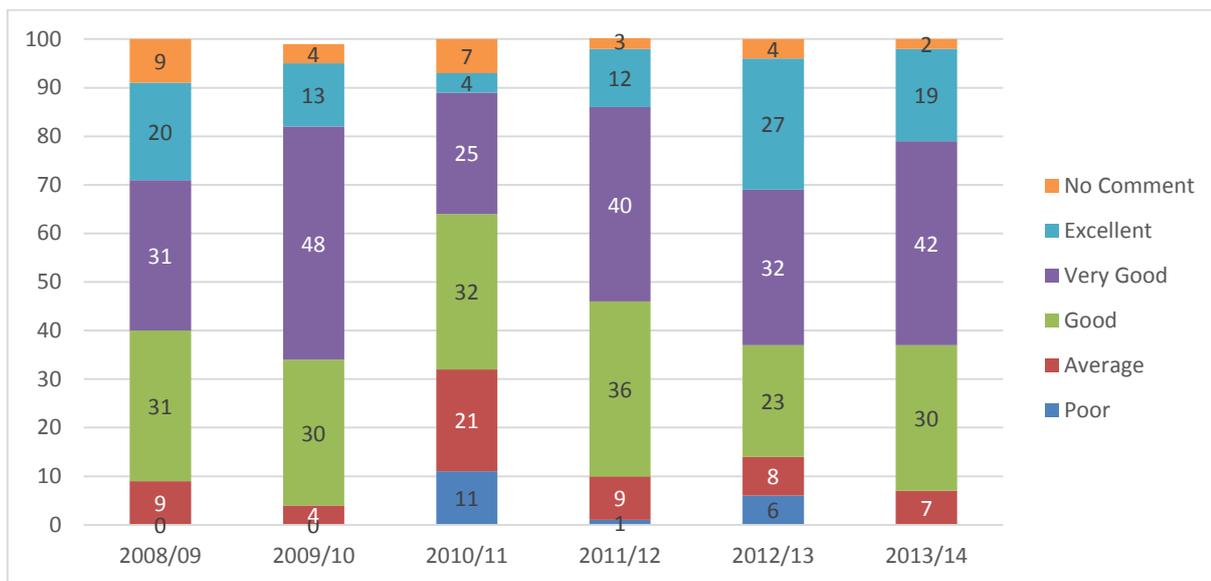
Graph of 2013/14 Conference Customer feedback (actuals)



- This year's feedback from conference customers was largely positive with the highest ratings going to The Workspace facilities and staff. As with the tenant feedback, the location of The Workspace received the most mixed response. Catering too received a more mixed response than other areas.

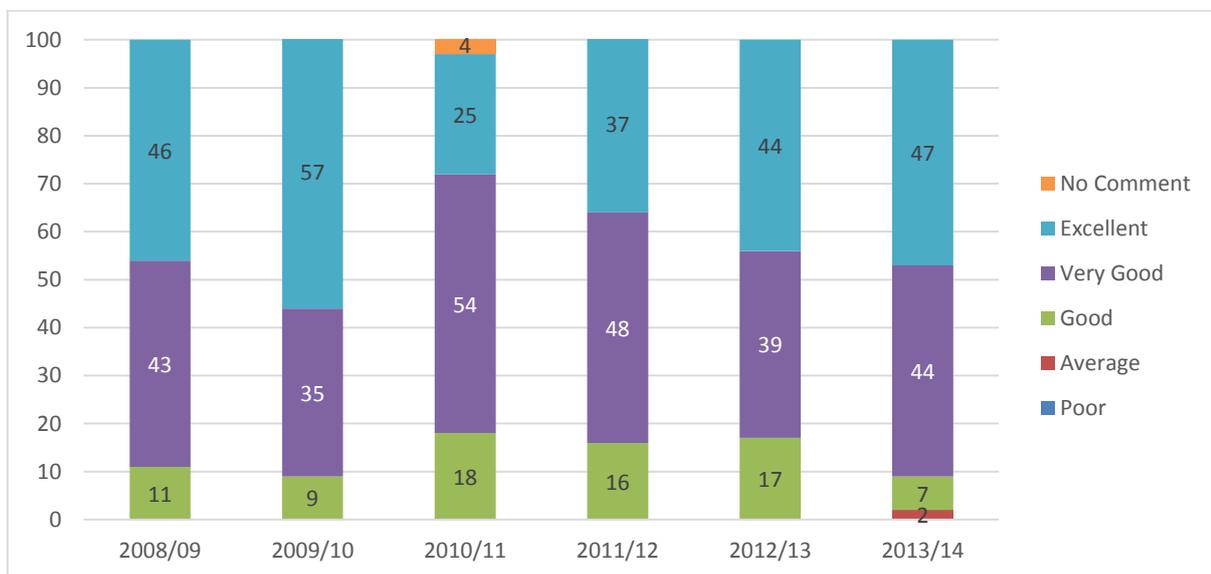
Comparison graphs of conference customer feedback 2010 - 2014

Q1. The quality of the location of The Workspace (in percentage)



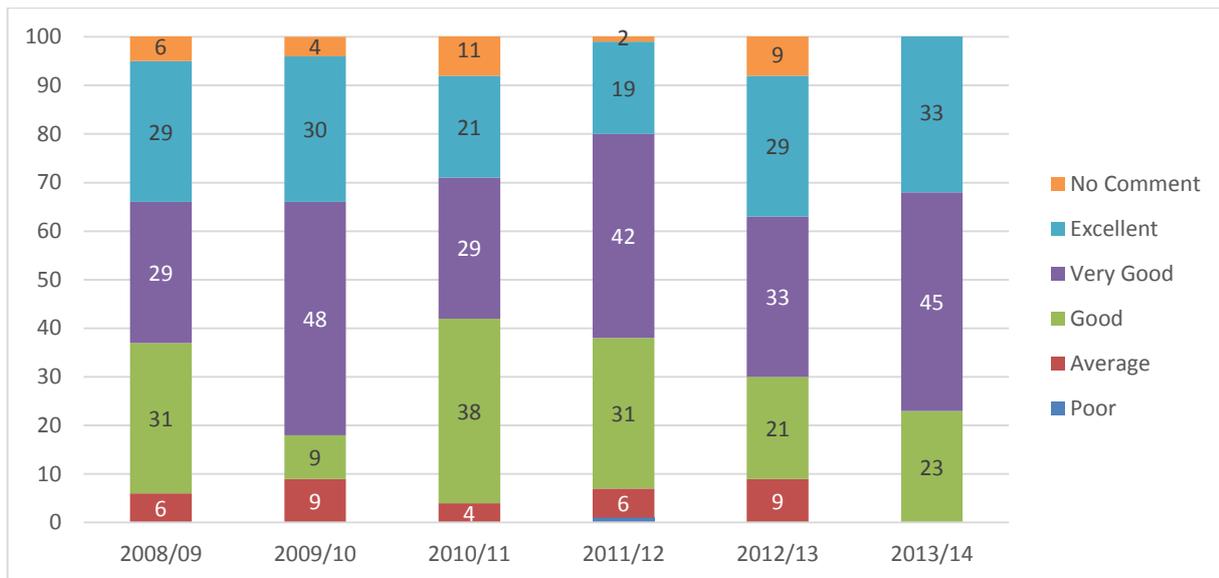
- 61% of customers rated the location of The Workspace as 'excellent' or 'very good' though the number of 'excellent' responses has decreased from 27% in 2012/13 to 19% this year. Unlike previous years, no customers rated the location as 'poor'.

Q2. The Cleanliness and General Appearance of Our Facilities (in percentage)



- The trend shows that satisfaction levels with the cleanliness and general appearance of The Workspace have been steadily increasing since 2011/12. Responses of 'excellent' and 'very good' have increased from 79% in 2010/11 to 91% this year, very close to the highest levels in 09/10. Furthermore, the percentage of 'excellent' responses has increased slightly this year, following a trend over recent years. However for the first time 2% rated the facilities as 'average'.

Q3. The quality of the Parking Facilities at The Workspace (in percentage)



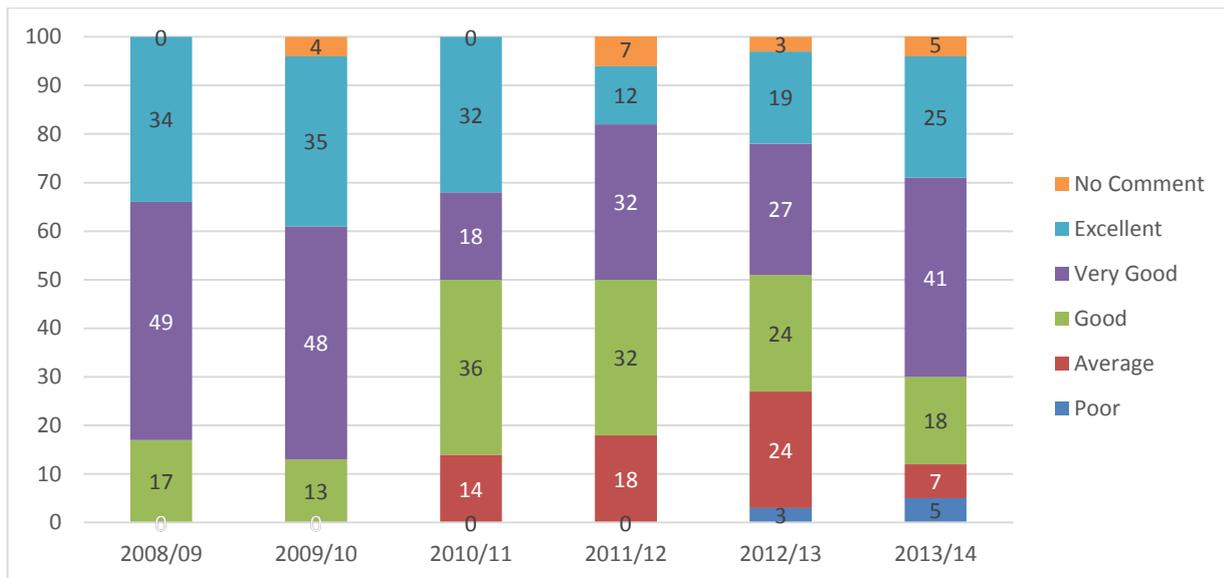
- Conference customers rate our parking facilities highly and again satisfaction has increased to a level similar to 09/10

Q4. The quality of the Appearance and Conduct of The Workspace Employees (in percentage)



- 50% of customers rated our employees as ‘excellent’ and further 39% rated them as ‘very good’. Although these are lower than in the first two social accounting cycles they are the highest in the last four years.

Q5. The quality of the Refreshments and Catering (in percentage)



- Broadly speaking there is satisfaction with refreshments and catering, with 25% rating it as 'excellent' and a further 41% rating it 'very good'. The trend in recent years of 'average' levels increasing has stopped with these rating dropping from 24% to 7%. Levels of satisfaction are still below the period between 2008 and 2010. However, 5% did rate catering as 'poor'.

Q6. The Overall Opinion of The Workspace (in percentage)



- Overall feedback for The Workspace conferences has increased in positivity this year with 38% of respondents rating it 'excellent'. Responses that rate as either 'excellent' or 'very good' make up 86% of the results, the highest since 2009/10. No respondents have rated The Workspace as 'average' or 'poor'.

Positive Comments

Location
Close to town with ample on site parking which makes it a useful location for meetings with various city based partners.
4 x respondents commented that the location was good with 2 respondents saying that directions were clear
Cleanliness and Appearance of Facilities
Clean conference room with stationary supplied as in markers and flip chart available.
The room was perfect - very clean, professionally set up and everything was ready for our arrival - very happy.
Parking
Plenty of space
Although I didn't use it there seemed to be plenty of spaces
Most volunteers use public transport, a few do drive but had no problems parking.
Employees
Staff are professional in their manner and respond to queries and requests for assistance.
Dealt with minor problems very quickly
All staff were very professional, welcoming and friendly.
A further 9 x respondents commented that employees were helpful
Refreshments
Tea, coffee and biscuits were ready for all arrivals and everyone was very happy with the selection!
The refreshments are monitored and set up in plenty time for the meeting start...
2 x respondents said they liked food
2 x respondents said that tea and coffee represented value for money
Overall Opinion
Very clean and lots of space, staff very helpful and polite. Easy access to room bookings. our room was quiet - which was much appreciated
It surprises delegates once inside and we love the atrium
I would definitely use this venue again and would recommend to others - it was professional and clean and the staff were very helpful indeed - thank you!
3 x thought good venue

Suggestions for Improvement

Location
7 x respondents said that they had difficulty finding The Workspace due to the postcode taking them to the wrong end of All Saints Rd
Online they were good but on the day I did have a little trouble finding it, however when I rang I was only a minute away! It could also be due to the fact I'm not local to the area.
Don't think I was given directions
Facilities
Hot in this room, more air flow if possible
The room was warm and clearly difficult to cool down
The noise outside of the room was at times very loud - and this did disturb the training session. This was mainly from children running around and playing. I believe signs should be put up to ask that people be quiet due to meetings taking place. Also at one point a woman walked through the room with her child and simply said 'i'm taking her to the toilet (referring to child)'. Again this disturbed the training session and gave a somewhat unprofessional feel to the venue.
Parking
For small events the car park is good however we had 40 people and quite a few had to park on the road which was not ideal.
A couple of attendees had difficulty finding spaces to park

Refreshments
Would prefer any spare catering to be left in the room till the end of the session but understand that you use outside caterers
...However adding biscuits can increase the cost if you have a large meeting and we would prefer to be able to provide our own as we are ever conscious of the cost of meetings especially when funding is being cut.
4 x respondents said the food did not represent value for money
2 x respondents had specific issues with their event
Suggestions for improvement
Several of our own feedback forms suggest that the room was cold and the water for tea and coffee was lukewarm and not replaced until they asked. Overall, the ratings for the venue and refreshments were generally low, even when comments were not left.
Possibly consider a "conference" welcome board in reception to emphasise you are a venue and perhaps a list of companies in the building - again to show what you offer in the way of space

Consultation Analysis

- ✓ Overall The Workspace conference facilities have received highly positive feedback this year. Feedback scores have improved on last year's results.
- ✓ The overall trend is that feedback was broadly positive in the 08/09 and 09/10 social account cycles, dipped in 10/11 and has steadily improved since then. This year results are closer to 09/10 levels.
- ✓ The location was rated highly and comments show The Workspace is seen as a convenient location close to the centre of town and near public transport links. There is still an issue about finding The Workspace from our postcode as this brings people to the wrong end of All Saints Rd, which is blocked off by barriers.
- ✓ The cleanliness and general appearance of The Workspace facilities and the appearance and conduct of our employees received the highest ratings with 21 (47%) and 22 (50%) rating those areas as 'excellent' respectively. Some delegates had specific issues with their rooms (e.g. the heat on the day) which will need to be looked at. However comments were generally positive, particularly for employees.
- ✓ Parking facilities received a positive response but not as positive as other areas. It is interesting to note that this is the area has had a smaller fluctuation in responses since 2008 than others. Although steps can be taken to improve parking facilities, markings, etc the car park remains the same size. This means that when a lot of large events are on there is difficulty in parking
- ✓ Refreshments and catering received a positive response and is an improvement on 2012/13. However satisfaction levels remain lower than other areas. The Workspace catering provider was changed towards the end of 2012/13 which perhaps explains the improvement on last year. However there have been a very small number of mistakes which have caused issues for some respondents. Value for money was highlighted by four respondents in the comments section and this needs to be reviewed.
- ✓ The overall opinion of The Workspace conferences is high overall and it is pleasing to see year on year improvement.

Objective 5 To develop and manage the organisation effectively

Organisational values	<ul style="list-style-type: none"> To be accountable to and representative of the local community To act commercially and with entrepreneurial flair. To be creative and innovative in all that we do To value our staff, trainees and volunteers. To operate in a sustainable way.
Activities	<ul style="list-style-type: none"> N/A
Stakeholders consulted	<ul style="list-style-type: none"> Staff Strategic Partners ASAN Board Members

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

7.10 Staff Consultation

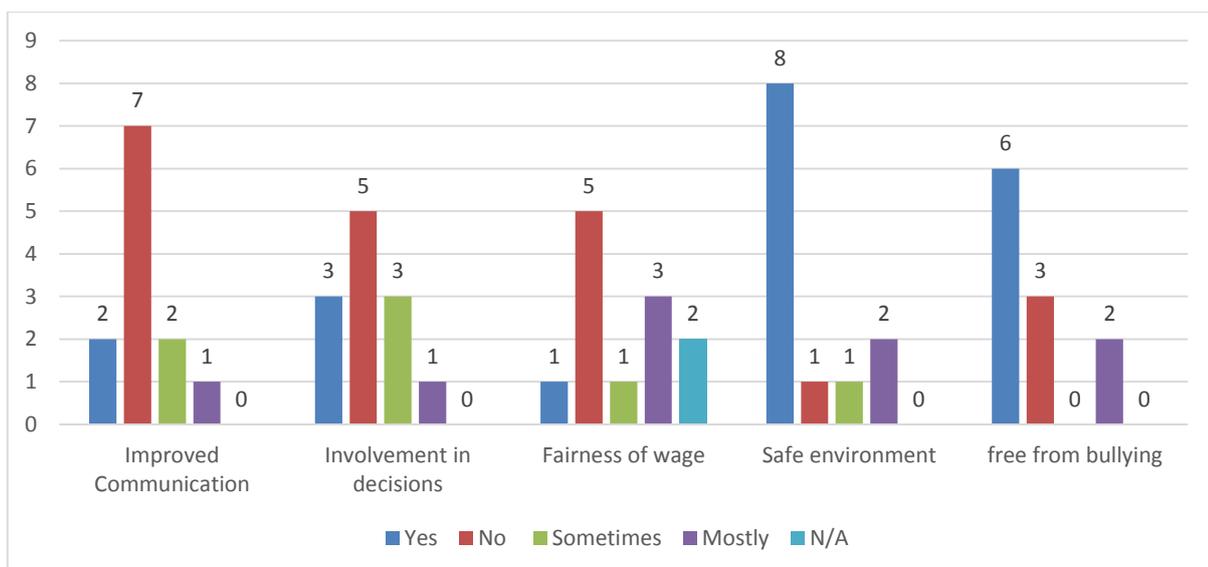


Introduction

ASAN Staff were invited to fill out an anonymous and confidential staff feedback questionnaire. 12 surveys were returned out of a possible 24.

Consultation Findings

Collated questionnaire responses – 2013/14 (actuals)



- Staff satisfaction at ASAN is at a low level. The area with the highest amount of 'no' responses was improved communications. Involvement in decisions and fairness of wage also received high numbers of 'no' responses though these areas had a more mixed set of results. Most staff felt they worked in a safe environment. Although most staff felt free from bullying there are a proportion who do not feel free from bullying.

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

Poor communication between managers, says different things to each person. Never know what is happening with ASAN.

5 years anniversary was very poorly organised for a very big event.

Need to be told about major decisions, no CEO has impact on company.

Don't know what's going with ASAN eg CEO.

Poor communication with manager and staff.

ASAN is known for its poor communication between employer & employee even the locals "All Saints residents" have expressed dissatisfaction

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

Holidays are being changed without staff view.

Taking of holidays should be discussed, not just announced we have to take time of to suit company.

Holidays have to be taken in half term? No involvement with any decisions.

Holidays that have to be taken in half term. Decision was not discussed in fact never involved in any decisions regarding work always just told.

It won't change anything

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

Not enough credit given for all hard work.

Cost of living and amount of work undertaken are not reflected in our wages. No bonuses.

No proper pay rise ever just cost of living do too much for poor wage.

Nothing will change

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

The area needs some more improvement.

The CCTV is a bit of a comfort during night time

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

The atmosphere with other workers is quite friendly, its only the managers who have no respect for employees

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

Commenting on Q1, ASAN has never communicated properly with employees in their existence as an organisation and I personally think it is worse. For example, employees have been informed about the termination of the chief executive's contract it is just hearsay. It would be better if there was someone appointed as chief executive to head ASAN. In terms of Q5 I feel some managers have no respect for staff and people are afraid to air their views as ASAN has fired and suspended a lot of employees since Mike passed away.

Wages need improved. Pay rise, more appropriate training, communication needs improving between ASAN and all staff, ASAN and managers need to be more honest about decisions. Fire evacuations need to be more frequent, need to stop

silly 5 mins on Monday, people won't know if proper fire because used to hearing sound.
I feel the communication between the building is very poor. Fire alarms are not taken frequently enough. Everyone should be involved in decisions of ASAN and get taken seriously. More honesty with dealings that affect the people in the building. Pay rise in accordance with cost of living and minimum wage not just one or the other.
More communication is needed, wages need to be improved (pay rise). More training opportunities needed for staff.
Nursery management needs more training (people skills, teamwork, communication). Wages need to be improved. Staff need to be given relevant training so they can progress in career.
I am happy with my work, I am happy with my fellow workers and I am happy where I work.
I think the ASAN organisation must stick to Mike's goals in order for it to improve.

Consultation Analysis

There are some clear issues for ASAN to look at with regard to our staff. Feedback has been overwhelmingly negative. Key issues which have arisen from the consultation are:

- ✓ Staff do not feel adequately consulted and involved in company decisions. In particular staff raised the issue of staff holiday being required to be taken in school holidays, a policy which has affected nursery staff
- ✓ There is concern about what is happening with regard to the Chief Executive position and generally with the management of ASAN. Staff have mentioned the way in which the most recent CEO's departure from ASAN was communicated
- ✓ Staff predominantly don't feel they are being paid a fair wage. Cost of living rises were highlighted within comments
- ✓ Most staff feel they work in a safe environment
- ✓ Most staff feel free from bullying, though it is concerning that there are some who do not
- ✓ Some staff have raised the frequency of fire drills and procedures within The Workspace as an area for improvement

This consultation gives us significant food for thought and it will be important to address the issues raised above going forward.

7.11 ASAN Board Members

Members of the ASAN Board of management were consulted via facilitated discussions during the regular Board meetings which take place six times each year. These meetings are carefully recorded. There is a standing agenda item on overseeing, contributing to and monitoring the ASAN social accounting process. The following areas were reviewed and discussed during the period covered by these social accounts:

- Review of ASAN's strategic structure including organisational objectives
- Examination of recommendations resulting from the social accounting process and agreeing appropriate responses
- Involvement in stakeholder mapping
- Agreeing a timetable for implementation of the ASAN social accounting process

Key outcomes from the above process included:

- Unanimous agreement by directors that the ASAN strategic structure (see section 3) remains relevant especially with regard to organisational activities. Directors confirmed awareness of ASAN's strategic statements.
- Directors provided input into the stakeholder mapping process.
- A detailed review was undertaken of the recommendations resulting from the last social accounts and responses were agreed and integrated into the business planning process.
- Directors provided oversight of the ASAN social accounting process and agreed timetable and make up of social accounting working group.

Section 8 Environmental Impact

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

Typical environmental impact indicators:

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

8.1. Carbon Footprint

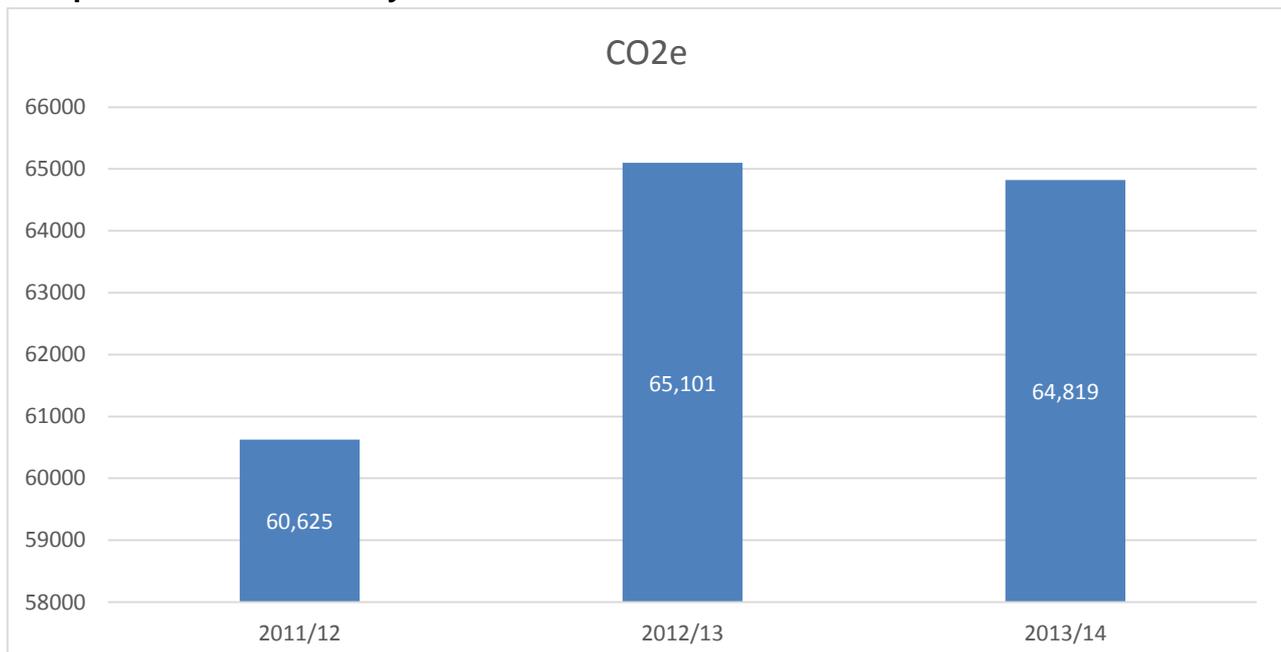
The Carbon Footprint of ASAN for the 2013/14 social audit year was: 64,819Kg CO₂e.

This is an incomplete carbon footprint as it is based on the following factors (n.b. waste disposal, recycling and re-use are not included)

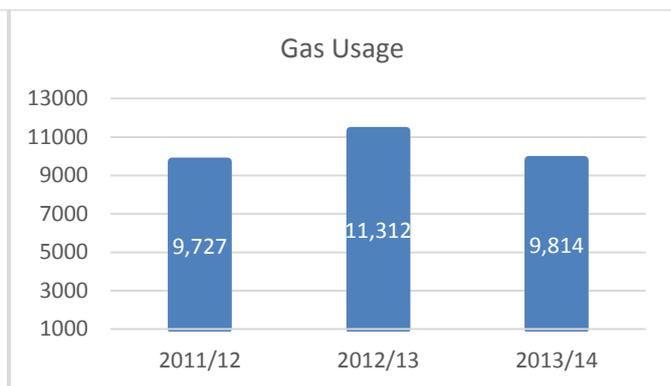
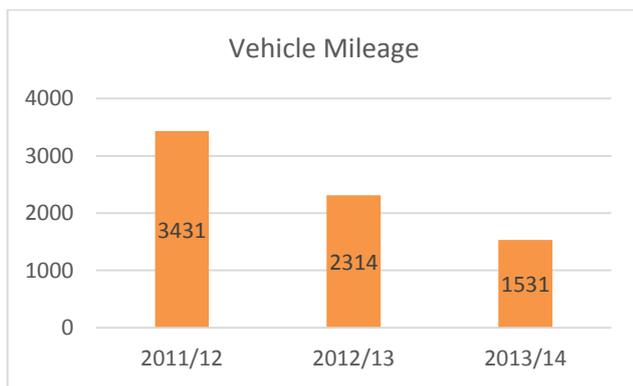
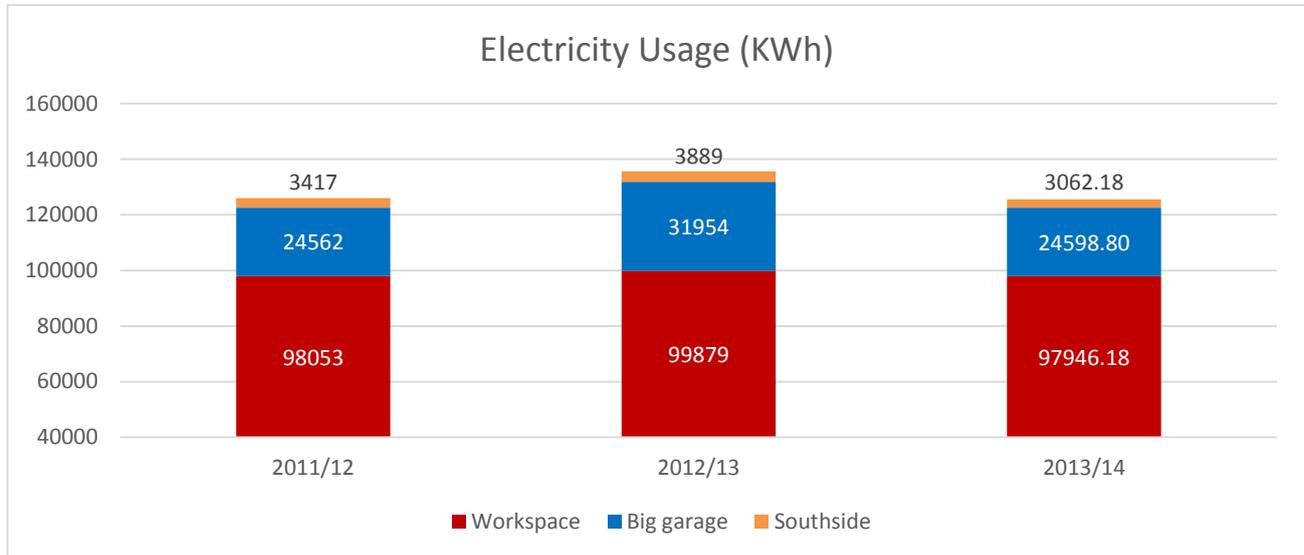
Electricity usage - Used by The Workspace and the Big Garage for lighting and electronic equipment. Data taken from meter readings
Gas usage - Used for heating in the Workspace. Data taken from meter readings
Fuel used by company vehicles - The two company vans that are used by the Site maintenance member of staff and for the Community Maintenance project, particularly for the recycling service. Data taken from MOT reports.

Data from these sources is then multiplied by Department for Rural Affairs' (DEFRA) published Carbon Conversion Factors which can be found at <http://www.ukconversionfactorscarbonsmart.co.uk/>

Comparison with Previous years



Emissions are slightly lower this year than in 2012/13 though significantly higher than in 2011/12. The main reason for this is, however is not due to increased usage across ASAN sites. To calculate the CO2e we use greenhouse gas conversion factors from the Department for Rural Affairs (DEFRA). Conversion factors for the past two years have been higher than in 2011/12, hence the increased emissions. The graphs below show that energy usage and fuel consumed at ASAN has remained steady and in some cases dropped.



Electricity usage in 2013/14 has been consistent with previous years at The Workspace and Southside Sports and has dropped at The Big Garage. In 2012/13 The Big Garage was occupied in part by a company which used a high volume of electricity (e.g. for large halogen lights). For this reason electricity usage at The Big Garage was higher in 2012/13. The organisation left in January 2014 and electricity usage at The Big Garage is now at a similar level to 2011/12.

Gas usage levels remain higher this year than in 11/12 though have gone down on 12/13 levels. It is unclear what caused gas usage to increase in 2012/13. Vehicle mileage has dropped dramatically. This can be attributed to the sale of one ASAN van in mid 2013 meaning ASAN now only has one company vehicle.

8.2 Renewable Sources of Energy at The Workspace

Within this Social Accounting cycle ASAN Directors and staff have actively considered options for renewable sources of energy at The Workspace. ASAN had previously installed a Biomass Boiler as part of a plan to make The Workspace more energy efficient. Unfortunately for a variety of reasons the Biomass Boiler installed was unusable and the project was shelved. ASAN Directors have been keen to pursue this option and to install a new Biomass Boiler using capital from the company's reserves.

Within this year's social accounting cycle an options appraisal was undertaken to consider potential sources of renewable energy, including a biomass boiler. These options are summated below:

<p>Install a new Biomass Boiler: Quotes were obtained from reputable suppliers and independently checked. The preferred quote was for a biomass of Austrian construction with an automated hopper costing £100,000. The Renewable Heat Incentive (RHI) would give a source of revenue for this option if were successful in applying to it.</p>
<p>Positive factors: Potential to generate a healthy revenue scheme through the RHI</p>
<p>Risk factors: High capital outlay; a relatively high risk of not qualifying for the RHI; high cost of fuel; uncertainty over future costs of fuel; high maintenance costs and risk of equipment failure.</p>
<p>Install Solar Photovoltaic panels: Proposal to install Solar PV panels on the flat roof surfaces at The Workspace. This would be a scalable project i.e. we could choose an array that suited our budget and requirements. Revenue could be generated through the Feed in tariff</p>
<p>Positive factors: Healthy rate of return meaning panels would pay for themselves in six years; easy to maintain; tried and tested technology</p>
<p>Risk factors: may be limited by capacity of grid to take the extra electricity generated; small risk of not receiving feed in tariff</p>
<p>Install Solar Water Heaters: This would involve installing a photovoltaic panel to heat water to approx. 5 degrees C before it enters the heating system.</p>
<p>Positive factors: Saves money on gas bills as less energy required to heat up water</p>
<p>Risk factors: flow rate is too low within The Workspace to make this worthwhile</p>
<p>Install new gas boilers: Replace the current boilers at the Workspace with newer more efficient boilers. The current boilers are backup boilers to the former Talbot's biomass system and can be replaced by newer models which would be more efficient.</p>
<p>Positive factors: relatively low cost; boilers will need replacing at some point</p>
<p>Risk factors: Minimal amount of energy saved compared to other options; does not use a sustainable, clean source of fuel</p>

The Directors of ASAN assessed these options and concluded that the preferred option would be to explore installing photovoltaic panels. This was approved as a way forward by the Board and in the next social accounting cycle we will be exploring some of the practical factors and inviting suitable contractors to tender for the installation work.

8.3 The Green Office Checklist

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

Current environmentally sustainable actions:

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

Common areas for improvement are:

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

Recycling

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

Transport

The representatives were unaware of whether cyclists receive preferential mileage allowance

Health and Safety

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

Implementation

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

8.4. Consultation Analysis and Sustainability Strategies

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

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

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

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

Recommendations for Next cycle:

- ✓ Install Solar PV panels as per the Board's recommendation
- ✓ Promote recycling within The Workspace
- ✓ Review procurement of cleaning supplies and stationery to assess whether eco-products could be substituted
- ✓ Promote sustainable travel within The Workspace

Section 9 Economic impact at ASAN

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

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

9.1. About our employment impact.

How many people does the organisation employ?

Name	2006/7	2007/8	2008/9	2010/11	2011/12	2013/14
All Saints Action Network Ltd	10	10	14	19	27	26*
ASAN Mgt Services Ltd	25	24	22	10	14	

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

Since 2011/12 there has been a significant reduction in numbers of employees, this was due largely to the closure of the ASAN managed All Saints Children's Centre in February 2014. The closure resulted from the decision taken by Wolverhampton City Council to reorganised Early Years provision in Wolverhampton following reduction in funding provided by Central Government.

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

Name	2006/7	2007/8	2008/9	2010/11	2011/12	2013/14
All Saints Action Network Ltd	2	1	8	10	4	0
ASAN Mgt Services Ltd	8	0	2	0	0	

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

2006/7	15 (43%)
2007/8	13 (38%)
2008/9	16 (44%)
2010/11	7 (24%)
2011/12	12 (29%)
2013/14	4 (15%)

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

9.2. Our investment in training

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

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

Date	Training/ASAN	Training ASAN Management Ltd	Total Both Companies
2006/7	£4,257	£708.	£4,965
2007/8	£6,02	£335.	£6,359
2008/9	£2,752	£1118.	£3,870
2010/11	£2669	0	£2669
2011/12	£1166	0	£1,166
2013/14	£2217	0	£2217

This training has included:

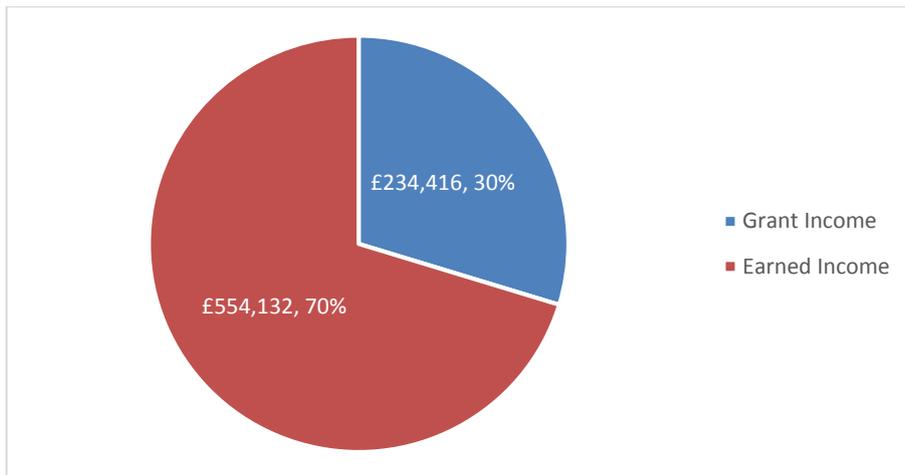
- First Aid training for Workspace and Big Garage staff
- Health and Safety training for Big Garage staff
- Fire Marshal training for all staff

9.3. Inward investment attracted by our work

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

Name of Grant	2006/7	2007/8	2008/9	2010/11	2011/12	2013/14
Early Years – Children’s Centre	-	£46,160.	£266,453	£330,779	£310,580	£58,119
Total:	£667,755	£1,123,723	£1,296,107	£406,317	£318,105	£58,119

9.4. Income generated through Grant funding and earned income*



* Data taken from the most recent audit financial accounts, year ending 31st March 2014. Period covered 1st April 2013 – 31st March 2014. This differs from our internal investment figures as it shows a full year's Children's Centre funding.

9.5. About our purchasing policies

Does the organisation have a local purchasing policy?

Yes

10% of the money we spend on purchasing goes to local businesses i.e. within the WV2 area of Wolverhampton. A further 21% is spent with Wolverhampton based businesses and another 25% on businesses located in the West Midlands but outside Wolverhampton. In total 56% of purchasing expenditure goes towards West Midlands businesses.

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

Yes

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

Meeting Expenses i.e. Tea and Coffee.

9.6. Summary of ASAN's Financial Accounts for Year Ending 31 March 2012

	2014	2013
	£	£
INCOMING RESOURCES		
Voluntary income	260,356	349,991
Activities for generating funds	203,653	212,203
Investment income	115,508	91,960
Incoming resources from charitable activities	208,731	198,165
Other incoming resources	-	1,555
Total incoming resources	788,548	853,874
RESOURCES EXPENDED		
Costs of generating funds	91,845	132,225
Charitable activities	637,523	635,281
Governance costs	55,876	65,509
Other resources expended	310	-
Total resources expended	785,554	833,045
NET INCOME/ (EXPENDITURE) FOR THE YEAR	2,994	20,829
RECONCILIATION OF FUNDS		
Total funds brought forward	2,341,841	2,321,012
Total funds carried forward	£2,344,835	£2,341,841
Restricted funds	1,969,099	2,025,779
Unrestricted funds	<u>375,736</u>	<u>316,062</u>
	£2,344,835	£2,341,841
Represented by:		
Fixed assets	2,283,229	2,355,891
Other net assets / (liabilities)	<u>61,606</u>	<u>(14,050)</u>
	£2,344,835	£2,341,841

These summarised financial statements have been extracted from the full audited financial statements of the charity which were approved by the Trustees on 24 September 2014. The summary financial statements may not contain sufficient information to allow a full understanding of the financial affairs of the charity. For further information, a copy of the full financial statements should be consulted. Copies of the full audited financial statements will be filed with the Charity Commission and Companies House. Copies may be obtained from Copia Wealth and Tax (ASAN's auditors).

Section 10 Conclusions, plans for dissemination and recommendations

Areas for consideration from the 2013/14 Social Accounts

The table below summarises the main findings, conclusions and points for action which have emerged from the 2013 / 14 social accounting cycle.

Across a range of stakeholders linked to the Nursery, Tool Library and Big Garage response rates were low and ASAN will investigate over the coming months over stakeholders can be better engaged with our social accounting activity.

Over the past 12 months ASAN has experienced significant staffing difficulties with the Chief Executive post seeing several changes. This is reflected in staff raising issues focusing on the need to urgently improve levels of communication between management and staff. ASAN will seek to keep staff better informed in relation to relevant issues and increasingly engage them in decision making at ASAN.

Area for Consideration	Stakeholders Involved	Possible Action
Objective 1 - To work with local people to establish community managed services.		
Nursery	Staff & service users	Compared to previous years stakeholder response rates were low. Consideration should be given to varying the method and timing of stakeholder consultation.
Nursery	Staff & service users	Consideration should be given to improving the 2 year old room by providing more resources and play activities. Particularly activities that involve both children and parents.
All Saints Community Centre	service users	The possibility of increasing the levels of support given to community group leaders needs to be investigated. Particularly in relation to sharing funding information and other intelligence relevant to 3 rd sector organisations.
All Saints Festival	Partners and local residents	<ul style="list-style-type: none"> The Steering Group should consider changing the festival day from a Saturday to a Sunday. More audience participation activities should be considered. Increase the range of volunteering opportunities linked to the Festival. Improve contingency planning especially to cope with wet weather.
Objective 2 - To work towards a sustainable approach to the organisation's activities.		
Tool library	Staff & service users	Response rates were low and stakeholder consultation process should be carefully organised and implementation monitored in the next cycle.

		A cyclical programme of tool replacement should be developed linked to the ASAN funding strategy
The Recycling Service	Staff & Service users	The length of time between a collection being booked and the collection being completed should be reviewed. Communication to members should be strengthened and issues with permits should be explained. Members should be given realistic timescales for when pickups can be expected.
Environmental Impact	Staff	<ul style="list-style-type: none"> ASAN's paper use and printing practices should be designed to reduce resource use Improve awareness amongst staff regarding ASAN's recycling methods for materials other than paper Increase awareness within the Workspace to encourage energy saving measures. Install Solar PV panels in the Workspace to enable the Workspace to reduce its extensive current use of fossil fuels. Increased recycling should be promoted within The Workspace Review procurement of cleaning supplies and stationary to assess whether eco-products could be substituted Continue to promote sustainable travel within The Workspace and monitor travel patterns.
Objective 3 - To provide a route to employment through training, the development of skills and building local capacity.		
The Workspace	Staff & local residents	Reintroducing employability and skills building courses needs to be robustly explored with ASAN's stakeholders. ASAN to develop its own capacity to provide employability support
Objective 4 - To become financially self-sustaining through the development of physical assets and social enterprise.		
The Big Garage	Staff & service users	<ul style="list-style-type: none"> Response rates must be improved in the next social accounting cycle – new approaches to stakeholder engagement need to be considered by the Big Garage team meetings. Awareness of ASAN amongst Big Garage users need to be improved from the current 55% The condition of the building remains a concern with lighting, general appearance of the Big Garage and the toilets as particular areas of concern. Following lease negotiations with Tesco appropriate

		building maintenance programme must be developed.
The Big Garage, Caravan Storage	Staff & service users	Year round consultation should be considered to improve on the current very low response rate
South Side Sports	Staff & service users	Feasibility of uprating the current pitches to 3G standards along with developing a viewing area to watch games, should be explored.
South Side Sports Summer Activities	Staff & service users	Timing of future sessions needs to be reviewed to meet the requirements of service users.
The Workspace Tenants	Staff & service users	<ul style="list-style-type: none"> • Further consideration needs to be given to bring satisfaction levels up to the high point of 2010/11. • Explore improving street directional signage to facilitate finding the building. • Parking at the Workspace needs to be reviewed and comments around designated staff parking need to be addressed in a realistic manner. • Workspace staff should explore addressing matters raised by tenants including improved maintenance of toilet facilities.
The Workspace Conference Facility	Staff & service users	<p>The following issues raised by the conference facility users need to be addressed.</p> <ul style="list-style-type: none"> ✓ Parking for conferencing clients requires monitoring. ✓ Refreshments and catering for Workspace conference users should be monitored to increase satisfaction levels. With quality of provision and value for money highlighted as particular issues.
Objective 5 - To develop and manage the organisation effectively.		
Staff Consultation	Staff	<p>A number of issues have been raised by staff which need to be addressed:</p> <ul style="list-style-type: none"> ▪ The improvement of fire drills and related procedures within The Workspace should be investigated. ▪ The levels of communication between management and staff need to be urgently improved. All staff should be consulted and kept informed in relation to relevant issues. ▪ New mechanism should be explored to enable staff to feel more engaged in decision making at ASAN. ▪ Staff wages need to be reviewed, particularly in comparison with market levels and the feasibility of implementing a living wage should be explored.

		<ul style="list-style-type: none"> ▪ The workspace safety concerns experienced by some staff need to be investigated.
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As in previous years, a full consideration of the social accounts will take place when the Board and staff members meet to plan ASAN's activities in 2014/15.

Our plans for dissemination

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

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

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

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

The initial recommendations for future consideration have been set out in this section. These recommendations will form the basis for discussion at the annual review in February 2015 and will be fed into the 2015/16 Business Plan.



SOCIAL AUDIT STATEMENT: [All Saints Action Network]

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Iftikar Karim and Richard Whitmill and Cheryl La of All Saints Action Network at the Social Audit Panel meeting held on 5th March 2015. I have examined the revised Social Accounts written at Basic level which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes* of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion. We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of All Saints Action Network as measured against its stated values and objectives and the views of the stakeholders who were consulted. In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle, subject to time and resources.

These recommendations are set out in Appendix A to the Audit Panel Notes dated 19th March 2015 and are in line with the audit brief which requested that the panel consider and make recommendations as to how ASAN might in the future produce an exemplary set of social accounts, 'which will encourage similar organisations to engage with social accounting & audit, as well as to set a standard for future ASAN social reports. Developing systems and processes to enable us to better understand and demonstrate the environmental and economic impact of our activities'.

The members of the Social Audit Panel were Barbara Beaton, Saffi Price, Sue Howarth and Graham Stubbs.

Signed Barbara Beaton **Dated** 16th July 2015

Chair of the Social Audit Panel

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