



All Saints Action Network

Social Accounts

Period covered – 1st October 2011 – 31st October 2012

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 (Tony Thapar, Dave Egan, Sukhminder Chahal & Dr Dave Furze) who gave up their time to participate and Rosemary Collie who chaired the panel.

Iftikar Karim & Diane Baker (ASAN Social Accounting Working Group)

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Glossary of acronyms

ABCD	All Saints and Blakenhall Community Development
ACF	Adventure Capital Fund
AWM	Advantage West Midlands
BCC	Black Country Consortium
BME	Black and Minority Ethnic
CEO	Chief Executive Officer
CHP	Combined Heat and Power
CSPAN	Community Sports Partnership and Network
DAF	Deprived Area Fund
ESOL	English as a second language
FA	Football Association
IIP	Investors in people
LAA	Local Area Agreement
LSC	Learning and Skills Council
LSP	Local Strategic Partnership
NEF	Nursery Education Funding
OFSTED	The Office for Standards in Education, Children's Services and Skills
PCT	Primary Care Trust
SAA	Social Accounting and Audit
SAN	Social Audit Network
SDA	Seventh Day Adventist
SRB	Single Regeneration Budget
VCS	Voluntary and Community Sector
WCC	Wolverhampton City Council
WMSAC	West Midlands Social Accounting Cluster
WVSC	Wolverhampton Voluntary Sector Council

Foreword from the Chairman

On behalf of ASAN I am once again pleased to be providing the introduction to these accounts. As in previous years, 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.

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

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. ASAN has used 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 450 local families. Membership provides entitlement to ASAN's recycling and maintenance services as well as discounted use of Southside Sports. In 2013 we will continue to enhance the package of services provided to members.

Following a testing year, ASAN can confidently look forward to effectively using our brand of community enterprise development to engage residents in local issues and create more wealth and opportunities within the local economy. We will continue to work with a range of public, private and third sector agencies to improve the quality of life for people living and work in All Saints.

One of the key priorities for 2013 will be to build on our current work to support residents into training and employment. This will prepare us for the local employment opportunities offered by Tesco's £60m redevelopment of the Royal Hospital site, which will result in space for local businesses, community facilities and most importantly 600 new jobs.

During the last year ASAN has managed the development of the Mike Swain Memorial Garden, which will act as a lasting memorial to ASAN's founding and much missed Chief Executive. We look forward to making arrangements to enable usage of the Garden by local residents, community groups as well as schools.

Thank you for taking time to read this. I look forward to working with you in 2013.

Frank Amadedon, OBE

Executive Summary 2011/12

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 tenth 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 17th December 2012. A summarised report on performance for 2012, 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 Children's Centre (ASCC) users
- All Saints Nursery Users
- The All Saints Community Centre Community Group Leaders

All Saints Children's Centre

The Children's Centre provides family support services to people in All Saints. The services provided include, programmes that promote child and parental development, healthy lifestyles and home safety along with advice and support provided by the Centre's staff.

- The Children's Centre OFSTED rating was "Good"
- The Children's Centre has provided parents and children opportunities and encouragement to visit local libraries and other free facilities such as libraries, parks and public art galleries.
- The number of outside trips has increased since last year and the feedback from parents has been very positive.
- The centre has been particularly strong in its work on improving the health and fitness levels of Children's Centre users. This includes the popular course "Cook and Taste" and the promotion of baby swimming through the "Water Babies" course.
- Attendance for the Baby Bop and Baby Signing groups is a concern, as it was low and infrequent.
- The feedback from parents who attend the centre's courses, which seek to improve communication between parent and child and child development, has been positive.

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. A free safety gate installation service is provided by the Community Maintenance Project for the families who use the Nursery.

Improvements to the Nursery

- The nursery has increased the number of trips out of the nursery and celebrations of cultural events such as the Jubilee and Diwali.

Safety Gate Installation Service

- Feedback from service users is unanimously positive.
- The quality of the service and the gates was highlighted in the feedback comments

Impact on Child Development

- A wide range of positive impacts have been reported by parents. Reported improvements in the children's speaking abilities and social skills have been particularly noted.
- Parents have identified that the nursery staff are able to work with and to reduce the children's separation anxiety from their parents, compared to other sources of childcare that have been unable to cope with it.

Impact on parent's employability

- Parents have report that having their child at the nursery has had a positive impact on their employability and ability to start work or training.

Speech, language and Communication Levels

- The Speech, language and Communication skills of all the children at the nursery increased during their time at the nursery
- Between December 2011 and July 2012 there was a 6 – 33% increase in the numbers of children developing "As Expected."
- Within this same period there was an average decrease of 10% in the numbers of children whose development was "At risk of delay."

Issues for improvement and issues raised by parents:

- The communication problems between Nursery staff and parents.
- The cleanliness of the carpets in the Baby room and Nursery.
- The potential for the occurrence of accidents in the Nursery and the re-evaluation of the safety of Nursery facilities.

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.

- All of the Community Group leaders make use of the ASAN office facilities and support from ASAN staff.
- The group leaders' satisfaction with the service offered by ASAN is highlighted in their survey responses.
- The negative issues identified by stakeholders are the impact of reduced support the community group leaders have received following the passing away of Mike Swain (ASAN's founding and longstanding Chief Executive) and the maintenance of the building.

Objective 2

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

Stakeholders Consulted:

Users of the Community Maintenance Project

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

Recycling 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 run a recycling collection service to remove large rubbish items from resident's homes free of charge.

- 68% of Recycling service users have used the service more than three times. This is the highest level since the project began and has increased over threefold from last year.
- Customer awareness of the service being run by ASAN is at 83% and the highest it has ever been.
- Numbers of stakeholders who were "very satisfied" with the service have risen from last year.
- The 97% or higher satisfaction level with the service remains for the 7th year in a row.
- In all the years this service has been evaluated none of the respondents have reported being 'unsatisfied' with the service.
- We now have data collated on the type of items that are being recycled and it shows that beds, wood and sofas are the most commonly recycled items.

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.

Evaluation Findings

- 82% of Big Garage customers have used the service for over 2 years.

Customer awareness and Big Garage publicity

- The percentage of users hearing about the Big Garage through 'Word of Mouth' has risen to 64% compared to last year's low figure of 28%.
- However, no respondents had become aware of the Big Garage through advertisements.
- Customer awareness through signage was at its lowest levels at 10% compared to a previous yearly average of 26%.

Awareness of ASAN's role in the Big Garage

- 57% of customers were aware that the Big Garage was a social enterprise run by ASAN; this shows a significant improvement on the previous highest rate of 35% in 2011

Quality of Service

- Customer service is at its highest levels with 98% of customers rating the quality of the service as 'High'.
- Toilets, Lighting and the appearance of the building remain a concern but the quality of Access and the Customer service remain at a very high standard.
- Ratings of customer service have improved from 84% to 100% of respondents rating the customer service as excellent/5.

Southside Sports

Southside Sports is a sports facility for hire at very competitive rates. The facility includes three floodlit AstroTurf pitches suitable for a whole range of sports and a basketball court. This facility is the only pitch facility that is open to the public in the area.

- 64% of users have used the service for 3 or more years.
- The majority of stakeholders are using the facilities once or twice a week.
- All respondents agreed that the facility was a positive thing for the community and rated the quality of service as good.
- Suggestions for improvements to the facilities have been gathered from the users and will be taken into consideration.

The Workspace

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

The Workspace Tenants

- Tenants have raised a number of issues with the reception service, the parking facilities and the lack of places to purchase food.
- Tenants have reported very high levels of satisfaction with the security arrangements at the workspace.
- Tenant satisfaction with The Workspace parking arrangements have increased since last year.
- Although the respondents have raised a number of issues with the service, the written feedback has been positive. None of the tenants rated the overall service provided by The Workspace as "Average" or "Poor".
- However, levels of overall satisfaction with the service are significantly lower than last year.

The Workspace Conferences

- This year's consultation has largely shown positive results but have highlighted key issues that need to be addressed.
- 75% of respondents rated The Workspace to be "overall" either "Very Good" or "Excellent".
- Key positive comments are that The Workspace's location was described as being in an "Ideal location just outside of the city centre".
- The facilities were described as being a "Good venue for training" and as a "Quiet and conducive environment for work".
- The Workspace tenants use the conference facilities and one tenant commented that the conference facilities are "Useful for meeting other partners."
- The Workspace employees, particularly the reception staff, were praised as being "polite and helpful" and "Very approachable".

Areas of Concern:

- Location and Directions
- The conference facilities and heating
- Parking Facilities at the Workspace
- Catering and Refreshments

Objective 5

To develop and manage the organisation effectively

Stakeholders Consulted:

- ASAN Staff
- Strategic Stakeholders
- ASAN Board Members

Staff Consultation

- Feedback from staff has been positive overall.
- Staff have reported high levels of satisfaction with:
 - The improvement to the communication within the organisation this year
 - Their involvement with the decisions that affect their work
 - The safety of the environment they work in
 - Their freedom from bullying, harassment and discrimination at work
- Issues for further consideration are:
 - Organisation wide communication
 - Employee safety
 - The appropriateness of current wage rates

Strategic Stakeholders

ASAN's strategic stakeholders are business partners who have contributed to, or are associated with, ASAN's activities.

- The feedback from Strategic stakeholders has been very positive.
- The helpfulness and effort that the organisation puts into its activities and its service to the community is highlighted.
- The feedback highlights the positive impact the organisation has in the city and the positive working relationship it has with other organisations with common goals.

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 2011 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 social audit year was: 1,538,722 Kg CO₂e*.

* This is an incomplete Carbon Footprint based upon the carbon emitted by the activities listed in section 8.2.

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 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:

- Energy consumption will be monitored
- Realistic energy saving targets will be developed
- Energy use awareness will be raised among staff and Workspace building tenants
- Office behavioural change will be encouraged
- The feasibility of reinstalling the Biomass Boiler will be explored
- A more comprehensive form of environmental impact measurement and evaluation will be explored
- ASAN's current energy suppliers should be reviewed to see if it is feasible to source its energy from a non-renewable energy supplier.

Economic Impact

Economic Impact

Total incoming resources

£756,276

Total resources expended

£770,465

- ASAN employs 41 staff, 12% of which live in the local area.
- 61% of ASAN's income was through earned income and 39% was through grant funding.
- Over the year, the members of the recycling service (local community members) saved approximately £3255.90 by using the service instead of using the council service.

Section 1

Introduction to the 2011/12 Accounts

This introduction opens the tenth 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 2012 and ten 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 reaffirmed and updated by the Social Audit Network in 2011 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 2013 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 Workspace, 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 Workspace, 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 has worked closely with the Government scheme receiving funds for a number of projects.

ASAN is a long standing member of the Development Trusts Association (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.

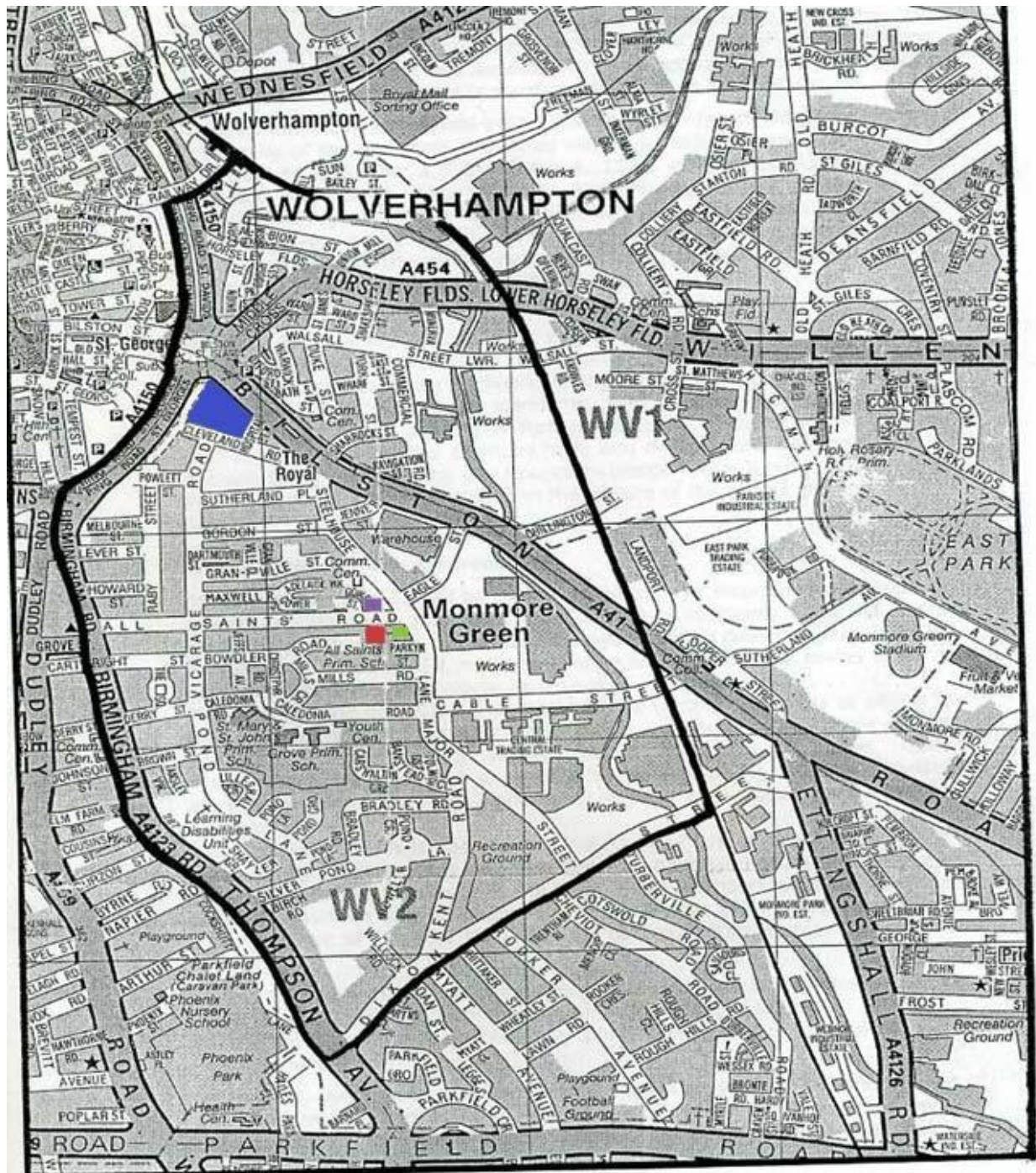
ASAN works with schools, religious and community organisations, the police, Wolverhampton City Council, Wolverhampton Primary Care Trust and local businesses. ASAN is a founder member of the Wolverhampton Network Consortium and is actively involved in the Consortium's activities.

In 2006, ASAN was approached by the Early Years Partnership to be the accountable body for a Children's Centre in the area. The Children's Centre involves a range of agencies working with families with young children in the All Saints area.

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

In 2011 ASAN was approached by Tesco UK to provide support for the planning application to redevelop the site of the former Royal Hospital into a supermarket as well as retail and business units. ASAN fully supported these plans which would bring back to life a landmark site within Wolverhampton and which would create over 600 jobs. Planning permission was granted in early 2012 and the scheme is likely to begin in spring 2013.

All Saints Action Network – Core area of Operation (bordered areas)



Map Key

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

The All Saints Community Centre (ASAN Management office) ■

South Side Sports ■

The Big Garage ■

2.3. Area of operation.

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

Some of the housing stock is in a poor condition and although group repair and enveloping schemes have been introduced in recent years, this has merely served to give the area a superficial lift in appearance. Some homes have communal access to the rear causing gardens to merge into scrubland and owner occupation is in decline, particularly in terraces to the North of the area. Many of these have become private rented accommodation which are hard to let and house prices have fallen with evidence of high voids and vandalism. Some private landlords have been effective at managing their properties while others have contributed to the ongoing decline of the area. 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).

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

Crime rates in the area are high by Wolverhampton standards but have improved since the introduction of the All Saints Crime Fighting Initiative funded through the Home Office in 2003. Super output data indicates that the total number of crimes in the area for 2003/04 were 884 and this figure had dropped to 706 in 2007/2008. All Saints has for years attracted prostitution and kerb crawling and remains a red light area. The crime fighting initiative has had some impact with 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).

2.4. Structure, governance and management.

Introduction

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

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

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

Board structure

Membership of ASAN is open to any individual person or organisation which supports the objects of the company and who have paid or agree to pay any subscription, which is in force at the time.

These members elect the Board of Directors, which in turn is accountable to community of All Saints and its environs. The Board of the Charity may comprise of not less than ten and not more than sixteen persons as follows:

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

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

Community Involvement

Membership of ASAN is open to anyone who lives in the All Saints area. A membership scheme is now in operation which local people are encouraged to join. Benefits to membership 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		Frank Amadedon OBE
Organisation Director	Oxford Street SDA Church	Maureen Johnson
Community Director		Nirmal Singh Rahl
Organisation Director	Community Housing Network	Colin Gough
City Council Director	City Council	Councillor Roger Lawrence
Organisation Director	Duke Street	Darren Thompson
Community Director and vice Chair		Neil Paddock
Community Director		Colin Smart
Organisation Director	All Saints Church	Phil Davis

Table 2 – ASAN Management Services Board of Management.

Position	Name
Community Director	Neil Paddock
Organisation Director	Colin Gough

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

In addition to the Board, ASAN has had a variety of sub committee structures. However at the moment there is one active sub committee which considers Finance and Business Development matters.

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

At the moment there is a small sub group which is considering the asset transfer of the former Dudley Rd School and two further sub groups responsible for the management of the Children's Centre and the day nursery service.

Table 3. Governance arrangements

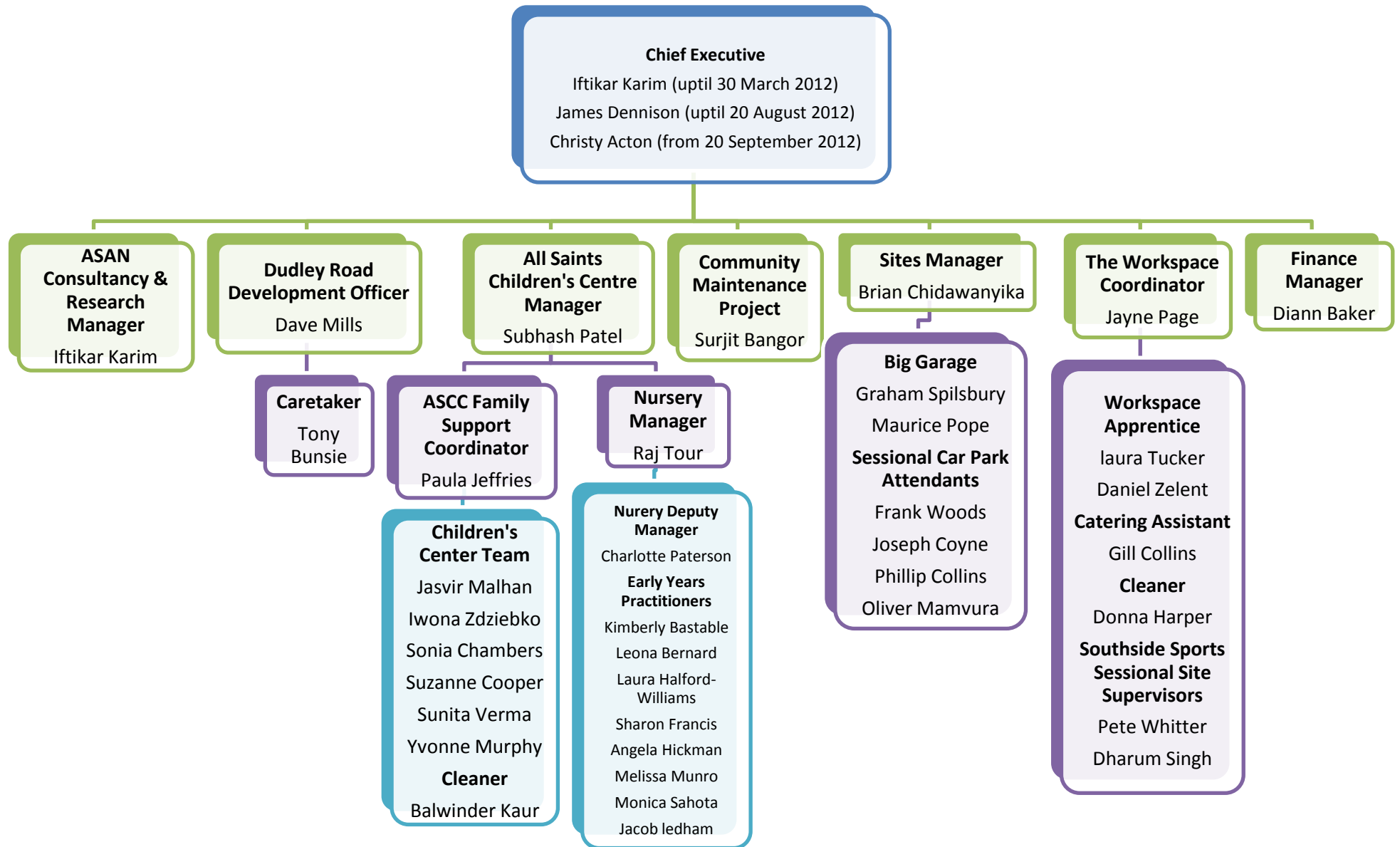
Governance structure	Meets	Function	Who is involved
ASAN Board of Management*	6 times a year	Responsible for the overall strategic direction of ASAN	See Table 1
ASAN Management Services*	As required	Responsible for the strategic direction of ASAN's trading activity.	See Table 2
Finance and Business Development Sub committee**	As required	Delegated by the Board to consider business and finance matters .	Frank Amadedon, Neil Paddock, Roger Lawrence.
All Saints Community Forum**	4 times a year	The Community Forum is independent and facilitated by ASAN. The Forum meets at the Workspace	All residents are invited to all community forums as are local partners.
All Saints Children's Centre Steering Group**	Once a month	ASAN is the accountable body for the Children's Centre in All Saints	Open to any organisation involved in or committed to the development of children's services.
All Saints Nursery **	Once a month	Responsible for implementing and monitoring the Day Nursery Business Plan.	ASAN Chief Executive, Children's Centre & Nursery managers as well as Finance Manager (as required).

*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.

2.5. Staffing structure.

The staffing structure for the organisations reflects the organisation's strategic objectives. Currently there are five main objectives which are set out in Section 4 below. The current staffing arrangements are as set out in the figure below. In addition to the staffing arrangements below, ASAN also runs a Consultancy trading under the name of 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.



2.6 Technical and other support

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

Financial Audit:	Tildesley and Tonks
Insurance Brokers:	Berkeley, Applegate and Webb
Legal Services:	Manby and Steward
Social Audit:	Patrick Boase
IT Support:	Essential Logic
Health and Safety:	Trafalgar Compliance Solutions
Human Resources:	HR Consultancy (provides advice to management and staff on employment issues)

2.7. 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.

The ASAN registered office is now the Workspace (see below) and was formally at the Community Centre in All Saints Road which is managed on behalf of the City Council who in turn lease it from the Diocese of Lichfield. 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 and now owned by ASAN. The building opened in September 2008 as a managed workspace. Adjacent also to the Community Centre, ASAN currently leases the land where Southside Sports is based. This is leased from the City Council on a 25 year term. At Cleveland Road, ASAN currently lease the Big Garage on a one year renewable lease from Tesco UK. ASAN has no rights under the Tenant and Landlord Act and has agreed to vacate the site with minimal notice. ASAN signed a three year lease on the Dudley Road Community Centre in June 2012 with a view to undertaking developmental work to facilitate the longer term transfer of the site to community ownership from the City Council.

2.8 Compliance

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

- ✓ The requirements of the Charity Commission as a registered charity. This is an annual requirement and involves both reporting on accounts and on the progress of the organisation.
- ✓ The requirements of Investors in People. ASAN 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.
- ✓ 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. Introduction

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

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.

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 is now partially supported by Wolverhampton Homes who fund the maintenance work with tenants and ASAN funds the Tool Library and the Recycling Service.

Activities within this objective:-

Project/Activity	Detail	Resources
<i>All Saints and Blakenhall Children's Centres</i>	<i>This activity involves the provision of family support services to people in All Saints and Blakenhall</i>	<i>The project is funded by the Early Years Partnership.</i>
<i>All Saints Community 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 Maintenance Project</i>	<i>This project enables ASAN to provide a limited maintenance service to tenants/owner occupiers.</i>	<i>This activity is now supported through a partnership with Wolverhampton Homes (tenants) and ASAN's own funds (owner occupiers)</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>

<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>

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 biomass boiler and wood chip fuel supply</i>	<i>ASAN has a biomass boiler at the Workspace which is fuelled using woodchip.</i>	<i>This activity is funded through ASAN's own resources.</i>
<i>The Powerhouse Project</i>	<i>This project remains in its feasibility stages. The plan is to develop a small scale Combined Heat and Power Scheme based at the Powerhouse in Commercial Road.</i>	<i>Some funding has been made available through the former Regional Development Agency and further support is being sought.</i>

Objective 3

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

This objective aims to develop a variety of training and capacity building, which integrates with the activities which take place through the other objectives. Training is therefore developed related to the business and

community activities which take place within the organisation. Training and capacity building are also developed in relation to ASAN's sports activities. Finally ASAN aims to offer training to local people either through the community groups in the area or to local people to support them in developing themselves or preparing themselves for the labour market. *Activities within this objective:-*

Activity	Detail	Resources
<i>Southside Sports – sport development</i>	<i>This project is largely about providing capacity building and training through sporting activity. Provision of sports development activity is dependent upon funding.</i>	<i>Funding comes from a range of different sources including the Connexions, ESF and Awards for All</i>
<i>Partnership arrangements on training activities</i>	<i>Development of joint working with the Adult Education Service and other training providers</i>	<i>During the last 12 months this work has been led by the Children's Centre with support from Early Years Partnership</i>

Objective 4

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

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

Activities within this objective:-

Activity	Detail	Resources
<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 four 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.

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 now 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>Marketing is managed by each individual part of the organisation</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 and actions taken in 2012 (in bold)

Area for consideration	Stakeholders involved	Possible action
Staff consultation	Staff/volunteers	<p>Develop consultation mechanisms in the run up to the renewal of the IIP standard in 2012</p> <p>Undertake preparatory work in order to develop a thorough approach to staff consultation, leading to renewal of IIP in 2012. As part of this process we intend to hold a full staff meeting in 2012 to talk about the impending IIP process.</p> <p>Board to agree further involvement in IIP, however a staff consultation has been undertaken in 2012 and is reported in this document.</p>
Environmental impact	Staff, customers, strategic partners, users of the Workspace, community members	<p>We plan to set out a clear plan for the coming year which will include all the ASAN sites including the Workspace, Dudley Rd School, Southside Sports and the All Saints Community Centre. The Plan will be clearly identified as ASAN's approach to environmental impact.</p> <p>Seek specialist support to enable us to capture our environmental impact across the range of activities undertaken by the organisations.</p> <p>We have included an evaluation of ASAN's environmental impact in this year's reports. We will continue this in future cycles and seek to expand the scope of them.</p> <p>In March 2012 Climate Consulting Ltd were commissioned to complete a "Sustainable Energy Report" that covered The Workspace. Information from this report is included in this year's environmental impact section.</p>
Nursery (Objective 1)	Staff & service users	<p>Promote children's learning through projector screen which connects to the internet to encourage interactive engagement.</p> <p>This was investigated and found to be not currently feasible.</p> <p>Consider taking children on more outings to provide learning opportunities</p> <p>The Nursery has increased the number of outside trips including visits to local libraries and places of worship.</p> <p>Consider organising a termly meeting with parents to discuss children's development</p> <p>Termly meetings with parents and regular child development progress feedback is in place.</p> <p>Investigate whether operating hours of the nursery can be modified to meet needs of all parents</p> <p>Modified operating hours are not currently feasible.</p>

Nursery (Objective 2)	Staff & service users	<p>The current evaluation framework does not fully explore how the service provided has impacted upon children's development before and after service provision. The Nursery should examine an appropriate framework enabling external benchmarking in children's development, perhaps using a 'strengths and weaknesses' type questionnaire.</p> <p>This report included two case studies completed by Nursery staff. They demonstrate how the Nursery has impacted upon the children's development. They explain the developmental issues the child exhibited at the start of their time at the Nursery, what the staff did to address this and the positive outcomes for the child.</p> <p>There are also two interviews conducted with Parents who have their child at the Nursery. These reveal how the children have developed since joining the nursery from the point of view of the parents.</p>
Children's Centre	Staff & service users	<p>The Children's Centre delivers a wide range of activities including activities to enhance the employability of local families. For the forthcoming round of social accounting it is recommended that stakeholder consultation across this range of activity is undertaken and then used to develop a fuller picture of the Children's Centre's impact.</p> <p>Activities at the Children's Centre for enhancing the employability of local families have not taken place. Therefore, no evaluations on this issue have been completed. However, the Children's Centre evaluations have been expanded this year. In this report they include findings taken from evaluation sheets and three interviews undertaken with Children's Centre users. Additional evaluation methods are being developed for future reports.</p>

ASAN's Member Services (Recycling service, tool library & maintenance service)	Staff, Community members	<p>Clarify future arrangements for delivering these services including their sustainability. A plan will then need to be drawn up (and implemented) as to how funding will be secured from June 2012. Volunteer recruitment campaign and clarify nature of volunteering opportunities</p> <p>Marketing activity required to convey that ASAN is resourcing the service.</p> <p>Need to address stakeholder consultation response rate review mechanism for assessing impact of tool library and the community maintenance service / small jobbing service. Include small contracts from the Early Years Partnership to install children's safety gates in homes within All Saints and Blakenhall in the social accounting process.</p> <p>Wolverhampton Homes extended the service level agreement for the community maintenance service from June 2012. ASAN Board agreed to continue to support recycling service and tool library. Consultations with stakeholders extended and increased engagement achieved.</p>
Big Garage	Staff and customers	<p>Lighting remains an issue. Poor lighting has a knock on effect then on how people feel about the interior and the exterior of the building. This is followed by signage both issues will require attention in the coming 12 months.</p> <p>Signage issues have been addressed through installation of new signs. Lighting partially addressed due to uncertainty over ASAN's tenancy at the Big Garage.</p>
Southside Sports	Staff, Users	<p>Major areas for improvement identified focus on improved awareness of organised young people's activities which take place at Southside Sports as well as taking steps that the facility could be used more fully.</p> <p>Increased marketing of activities on Southside Sports via the Workspace. Partnership developed with Believe to Achieve and Youth Service to facilitate increased daytime usage of the facility.</p>
Engaging community organisations & stakeholders	Chief Executive, Staff and relevant stakeholder groups	<p>All staff groups to map community organisation and strategic stakeholders. The next round of social accounting must include dialogue with these two categories of stakeholders.</p> <p>Staff engaged in strategic stakeholder mapping exercise. Consultation undertaken and reported with both groups.</p>

The Workspace	Staff and customers	<p>Explore feasibility of Cafe/snack bar or vending machines onsite The possibility of installing a cafe/snack bar or vending machines was discussed in The Workspace meetings and was found not to be feasible.</p> <p>Addressing management of car park Investigate viability of designated/marked tenant parking places with visitors parking signposted to other areas of the campus and drop off parking for nursery and other parents Improving quality of travel directions, including from key arterial routes and signage A more effective system of visitor parking and signage is being developed in consultation with tenants. The possibility of dedicated parking spaces for Full Time Day Nursery users is in its feasibility stages.</p> <p>Training on customer relations skills for Workspace reception staff – this is an urgent area for improvement. Two new Workspace Apprentices have been hired in July & November and they will be undergoing training in Level 2 and 3 Business Administration and Level 3 Customer Service.</p>
Recording impact information relating to providing a route to employment through training, the development of skills and building local capacity	Chief Executive, Staff and relevant stakeholder groups	<p>ASAN is currently delivering some elements of project activity under the above objectives including the recycling service and limited training activity through the All Saints Children's Centre. Social book keeping systems should be developed and implemented to record the impact of these activities. In addition we anticipate that new activities will be delivered under each of these objectives including a major initiative to support and equip local people with the confidence and capacity to apply for employment within the new Tesco development planned for All Saints in 2012/13. Tesco development & employment scheme now delayed until early 2013. Children's centre employability activities began in November 2012.</p>
		<p>ASAN aspires to maintain and expand activities under Objective 2 (to work towards a sustainable approach to the organisation's activities). Therefore some more substantial work to calculate the organisation's carbon foot print will be calculated along with carbon savings resulting from implementation of energy conservation and renewable technologies. The next social accounts should include a statement of compliance with respect to a clear and rigorous environmental policy</p> <p>For this report ASAN's Carbon Footprint (See page 99) has been calculated. This will serve as a benchmark for the next audit year. Data concerning the implantation of renewable energies and carbon saving techniques has been taken from the "Sustainable Energy Report" and has been summarised in the Environmental Impact section.</p>

Section 5

Stakeholders for 2012

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

Stakeholder category	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	41	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	430	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)	15	When ASAN was first set up, these organisations were the key beneficiaries of ASAN's work. While we are still involved in supporting them, the relationship has changed to a much more developmental one these days.
Strategic, key and funders	62	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 (2011/12)
All Saints Children's Centre	616 families
All Saints Day Nursery	30 families
All Saints Community Centre Groups	6 community groups
Tool Library	430 individuals
Recycling Service	136 individuals
Big Garage	201 average daily ticket sales

South Side Sports	41 groups
The Workspace Conferences	278 bookings for 2011/12
The Workspace Tenants	35 individuals

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 2011/12 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 it to understand better the relationship it has with them and how it can improve that relationship.

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

6.2. The scope of 2012 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
Re-cycling Service	Community members	Recycling Service feedback sheets.	136/128	Tool library use Community Forum data. Project monitoring
Southside Sports	Users	User feedback survey	40 groups /14	Bookings
Big Garage	Customers	Annual customer questionnaire	75 average per day for stakeholder consultation period/46	Usage data Ticketing
The Workspace	Tenants (serviced offices)	Tenants questionnaire and interview	35/15	Tenants meetings
The Workspace	Users	Conference questionnaire	278 bookings /101	Visitors book
Children's Centre	Users	Evaluation sheets and interviews	667	Quarterly monitoring
Nursery	Users	Evaluation sheets, interviews and case studies	30/13	Quarterly monitoring for OFSTED
Staff	Staff	email and confidential questionnaires	41/12	Notes of team meetings

Community Centre	Users	Evaluation Sheets	7/7	None
Strategic	Users	email questionnaires	62/5	None
Board Members	Staff	Minutes of board meetings	9/9	Executive Meetings

Response rate and methodological issues

Southside Sports– In response to the historically low response rates for Southside evaluations a survey method was introduced for this cycle. It was found that the consultation period needs to be extended to increase the response rate and this will be carried out for the next cycle.

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 order to increase response rates from tenants the relationship that ASAN has with them and the levels of communication will need to increase in the next cycle. The possibility of using data from the minutes of the newly introduced regular tenants meetings will be explored.

The Workspace Conferences – The numbers of individuals using the facility is difficult to accurately calculate. However, 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. For next cycle, the possibility of creating personalised questionnaires and/or posting them to the parents will be investigated and questionnaires may be handed out by the Nursery manager, who has a closer relationship with the parents.

Children's Centre – Children's Centre evaluations were taken from evaluation sheets completed by staff and from semi-structured interviews with three Centre users. Response rates cannot be calculated as no questionnaires or surveys were conducted. However, the total number of families that used the service have been included. For this cycle the consultation period was not sufficiently long enough to create evaluations that are specifically tailored to the social accounts. However, new stakeholder consultation methods are being developed for the next cycle.

Staff – A possible explanation for the low staff response rates is that questionnaires were not handed out by the managers of each enterprise. In the next cycle the methods of staff consultation will be redeveloped.

Strategic Stakeholders – The low response rate possibly results from staffing changes following the death of the founding Chief Executive in September 2011. Many of the relationships with strategic stakeholders had been developed by the founding Chief Executive over a 12 year period and it will take some time for a new Chief Executive to develop similar working relationships.

6.3. Omissions for 2012

In order to make the process manageable we have adopted an approach to engage selected stakeholders. There are a number of omissions for 2012. 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 lead consultant (Mike Swain) passed away in September 2011 and the other key consultant (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.

ASAN signed a lease on the former Dudley Road School in June 2012, thereby formalising its management of the site and enabling it to begin rolling out a programme of community services from the site as well as to develop plans to transform the building into an enterprise hub. This new project and its impact will be fully reported upon in the next social accounts when it has completed a full twelve months of activity.

During the 2011/12 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.' The decision was therefore reached that there would be little usefulness in examining organisational impact linked to this objective.

Within Section 7 of this report, there is no comparative data for 2009/10 social accounting cycle. The reasons for this is that social accounts were not produced in that year due to the prolonged illness of the ASAN Chief Executive – who usually leads the social accounting process within ASAN.

In the 2011/12 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 2012

Objective 1

To work with local people to establish community managed services.

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.
Stakeholders consulted	<ul style="list-style-type: none">• All Saints Children's Centre (ASCC) users• All Saints Nursery Users• The All Saints Community Centre Community Group Leaders

7.1. All Saints Children's Centre

Background

The Children's Centre was set up to provide family support services to people in All Saints and Blakenhall.

The Children's Centre has become a major project for ASAN.

We opened for business at the beginning of 2009. The All Saints Children's Centre is based in the Workspace building, a former school that was refurbished in 2008 as a managed workspace.

The project is funded by the Early Years Partnership.

Stakeholder consultation for the Children's Centre are:

- Programme objectives and evaluations taken from the evaluation sheet completed by the Centre's staff for each project/ course/ outside trip.
- Three excerpts from interviews conducted with Children's Centre users.
- A summary of the Centre's 2012 OFSTED report.



Total number of Families who attended the Children's Centre

Period covered March 2010 – April 2011

Number of children: 308

Number of Parents: 304

Number of Fathers: 48

Number of families: 616

Economic Data

The All Saints Children's Centre is funded by Early Years Partnership and is not an income generating business.

Number of individuals employed by the All Saints Children's Centre: 9

Number of individuals employed by the All Saints Children's Centre who live in the local area: 1

Number of volunteers: 0

Consultation Analysis

Child Development

Programmes under this aim:

Chatterbox – A regular group for parents/carers and their child/ren to explore different types of play in order to help child mental development and speech.

Baby Signing– A course designed to teach parents to learn basic signs to use with their baby.

Mini Movers and Mini Groovers Library– Activities to develop parent/child interaction whilst developing the child's vocabulary. 8 out of the 11 families that booked the Mini Groovers Library session attended.

Baby Bop and Baby Bop Library – Activities to develop parent/child interaction and communication skills through the use of music and singing.

Baby Saints – A regular programme to provide an opportunity for babies to experience new sensory environments and for parents/carers to spend fun and educational quality time with their baby.

Using messy play, music and visual images to promote children's creativity and development
"He loves singing nursery rhymes; he is more self confident and discovering new toys."
"It was always sensory and lights and all different things that help children's development."

Improving communication between child and parents using Baby Signing and singing.

"Great morning picked up some baby singing that I didn't know and my son loves singing and dancing, fab day."

Developing the children's communication skills

"My child has gained more confidence and is now speaking to members of the family, I also feel, for me, I now understand the importance of getting down on his level and offering him choices as he has started copying and doing this too when playing which has helped with his colours."

Developing the children's confidence and social skills

"My daughter is a lot more confident around other children and adults. I really enjoy watching her play and grow in confidence."

To encourage families to visit local public libraries

"The Baby Bop (Library Visit) was really nice. Kids learn lots of things. Should carry on in future also."

Parent Development

Programmes under this aim:

Mums Matter- A 6 Week peer support group for mothers experiencing post-natal depression.

Stay and Play - A weekly course that introduces fun activities, games, messy play and songs to encourage child development and parental bonding.

The Nurturing Programme - A 10 week programme to teach parents/carers effective parenting strategies.

To Increase parental confidence in their own skills

"I felt it (The Nurturing Programme) was useful and new. I used the strategies on my children, and changed how I managed their behaviour. I have become more caring."

Provide support and advice on how to use the best possible strategies to deal with negative behaviour.

"I didn't have any idea how to deal with behaviour and your support helped me."

To reduce the risk of isolation amongst disadvantaged groups.

"I felt isolated before I joined the group"

Health, Hygiene and Home Safety

Programmes under this aim:

Cook and Taste – A regular practical course to teach parents/carers about healthy cooking and cooking on a budget and giving them recipes to use at home.

Fit Families – Weekly Stay and Play sessions with healthy lifestyle information, fun exercise activities and healthy food.

Play in the park – Organised sessions of fun and healthy group activities for families in local parks.

Water babies – An introductory session to baby swimming to highlight the importance of a healthy lifestyle.

Home Safety – An information session on safety in the Home and child safety gate benefits.

To encourage families to eat healthily

"I loved the session; it will improve my family's health"

"Through attending Monday's session I learned many useful things. I learned how to eat healthy and how to enable child development. We met interesting people who answered our questions."

To support families to help their child's social and physical development in a fun and safe environment.

(Water Babies) - "Leant a lot, how babies legs move above the water."

After completing the Water Babies session all the parents said they felt more confident about swimming with their child and would consider taking their child to the swimming pool again.

To reduce accidents in the home by making sure that all parents who attend have a full understanding of home safety.

"I will continue to be safety conscious around the home"

"We will be fitting stair gates"

Trips out and Cultural Events

An aim of the Children's Centre is to Provide opportunities for trips out and events with other families.

Christmas Party

24 families with 30 parents and 29 children attended the Children's Centre's Christmas party and received a gift. No evaluations were completed.

Ash End House Visit

67 children, parents and carers attended the trip

"It was very interactive which made it both fun and informational...Their (CC staff) positivity, friendliness and enthusiasm was the key to the success of the trip."

Jubilee Fun Day
Celebrating the Jubilee anniversary with dance and craft classes for children and adults at the Children's Centre. These activities were linked with the children's Charity Spurgeons who are tenants in the office facility 'The Workspace' that is managed by ASAN.
"I have always wanted to do something for the community; this has given me a chance to volunteer."

Interviews with Children's Centre users

Semi-structured verbal interviews were undertaken with three of the Centre's users. They have been summarised below.

Interview 1 – Child with health problems

Quality of the service provided by the Children's Centre Staff
"They are very good with her; they make sure she eats her food."
"I know she is looked after very well here and if there is any problems they know when and who to contact."

Impact on the Mother
"They made sure I was getting the right benefits and looked into what else I could have for my daughter."
"I don't think I could have coped without them, because life was really really stressful."

Impact on the child
"They have safety procedures in place and communicate the situation with the parents."
"Her eating has improved and she is now communicating to me what she wants to eat".
"She's doing good here, she learnt a lot from being here: she learns and plays."

Interview 2 – Grandparent as carers, local residents

Children's Centre services used: Advice and administrative/ funding support, All Saints Day Nursery, respite

Quality of the service provided by the Children's Centre Staff
"They've been there for us since day one. The first day we came here the manager and all the other staff was there for us straight away."
"Its and open door for the community...You cater for all families"

Impact on the carers
"They also gave me and my wife respite."
"Helped with procedures for child tax for the grandparents."
"Got us in touch with all the right people for sorting out child tax. "

Impact on the child

"She had problems speaking but with the help of the centre she came on leaps and bounds with the one to one speech sessions."

"They put her in her stead, started her off in life and helped her go from nursery to school"

Interview 3 – Mother and Baby**Quality of the service provided by the Children's Centre Staff**

"Some nurseries (we have taken him to a different play group before) and they just leave the child and then they get told a story at the end of it, but what I liked about here was that they look after the moms as well as the child."

Impact on the Mother

"Sometimes you're so exhausted and tired that that little extra bit of support is nice. That's what I liked about here."

"I've gotten to know the other moms and made friends here."

Impact on the child

"Baby Saints- it was always sensory and lights and all different things that help children's development and I also bring him to chatterbox – they do talk to them a lot and do singing."

"He wouldn't eat at home, that's why I started bringing him here, because all the children sit around the table and he likes that."

Summary of All Saints Children's Centre OFSTED report

The All Saints Children's Centre was inspected on 7-8 March 2012. It was judged as good overall.

OFSTED Results

The centre provides a valuable source of support and guidance for families and children living in its area.

The level of care, guidance and support that the centre staff provides is really good. As a result, outcomes and the life chances for a large majority of families are much improved.

The courses in the centre also help families to learn skills for themselves or to cope better with their children.

Suggested areas for improvement:

To help members of the ASAN board have a really good understanding of child protection and safeguarding.

To make sure that staff fully understand the latest legislation around equality and diversity

The full summary of the All Saints Children's Centre OFSTED report is available in Appendix 2 on page 120.

Consultation Analysis

- ✓ The Children's Centre OFSTED rating was "Good"
- ✓ The Children's Centre has provided parents and children opportunities and encouragement to visit local libraries and other free facilities such as libraries, parks and public art galleries.
- ✓ The number of outside trips has also increased and has had very positive feedback from parents.
- ✓ The centre has been particularly strong in its work on improving the health and fitness levels of Children's Centre users. This includes the popular course "Cook and Taste" and the promotion of baby swimming through the "Water Babies" course.
- ✓ Attendance for the Baby Bop and Baby Signing groups is a concern as it was low and infrequent. An audit of these courses was undertaken and the Early Years Partnership withdrew the courses.
- ✓ The feedback from parents who attend the centre's courses which seek to improve communication between parent and child and child development have been positive.

7.2. All Saints Day Nursery

Background

ASAN's OFSTED approved nursery business provides care for babies months to children aged 5 years.



Established in late 2010, the nursery is thriving - operating at 75% occupancy level (which is an increase on the previous year's 70% level) Since January 2011 it has been registered with Early Years for Nursery Education Funding (NEF) for three and four year olds during term time.

- ✓ Parents/carers who use the nursery were asked to complete a questionnaire. 13 questionnaires were returned out of a possible 30 were returned.
- ✓ The nursery staff provided case studies of two children who used the nursery and evaluated how the nursery impacted on the child's development and wellbeing, these have been summarised.
- ✓ Two interviews were undertaken with 2 day nursery parents and these interviews have been summarised.
- ✓ Using 'The National Strategies' for Early Years interventions, the 'Speech, Language and Communication' levels of the children at the Nursery have been analysed and reported in this section.

Economic Data

Financial contribution of the All Saints Day Nursery to ASAN*: £31,114

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2011 – 31st March 2012.

Total Number of Individuals employed by the Nursery: 10

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

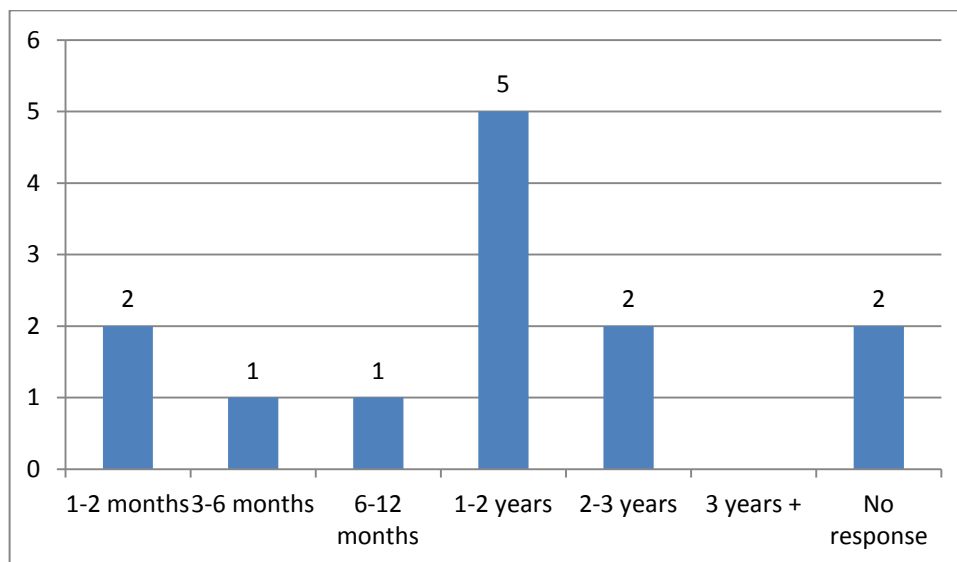
Number of volunteers: 0

Evaluation Findings

Q1. How do you feel that your child has benefited from attending the Nursery?

Main reported outcomes: Skills development, confidence and social skills.
"Learning more. Eating better than before, has good days and bad days."
"He has come on leaps and bounds since joining, we are all really happy with how he's progressing."
"My child has benefited quite well, speech development, communicating with others and very happy attending."
"I can see that my child is educated really well, trying to communicate with other kids, playing. Also his speaking language is developing very well each day."
"Hard to say as our daughter only goes part time at the moment, but she does seem happier and more independent."
"More social skills. Learning- counting, alphabet, colours etc."
"I feel my child has learnt to deal with other children and has learnt new things since attending nursery."
"She is more confident and social. More aware in many areas (re. Education, safety routines)."
"Our son has drastically changed from the impact from staff and children at the nursery."
"He has learnt how to speak a little, he has also learnt how to play and share toys with other children. Gained more confidence in himself."
"He's interacting with other children a lot better now."
"He learns a lot, builds up his language skills, plays with the other kids."
"He has learnt a lot being in the terrific twos with his speech."

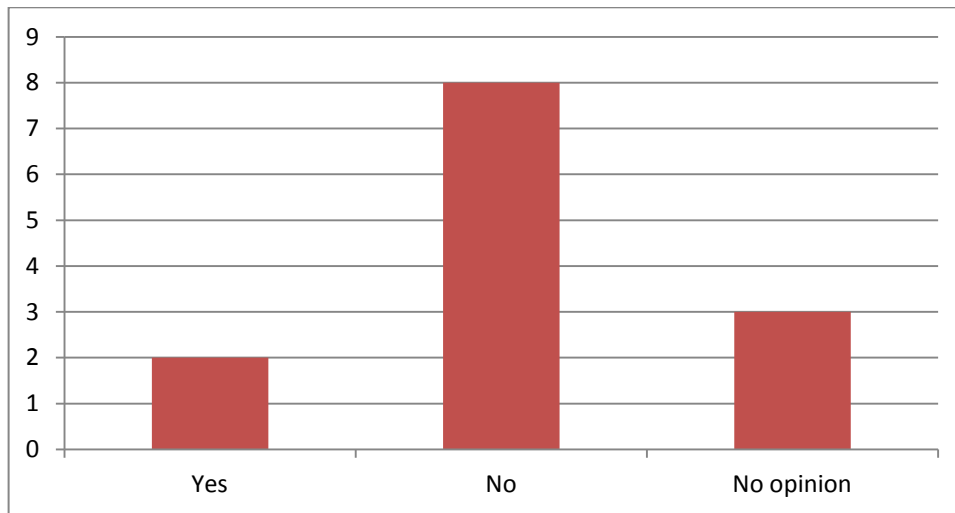
Q2. For how long have you been using All Saints Day Nursery? (n=total population)



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

Question 2 – Do improvements need to be made to... (n=total population)

Baby Room

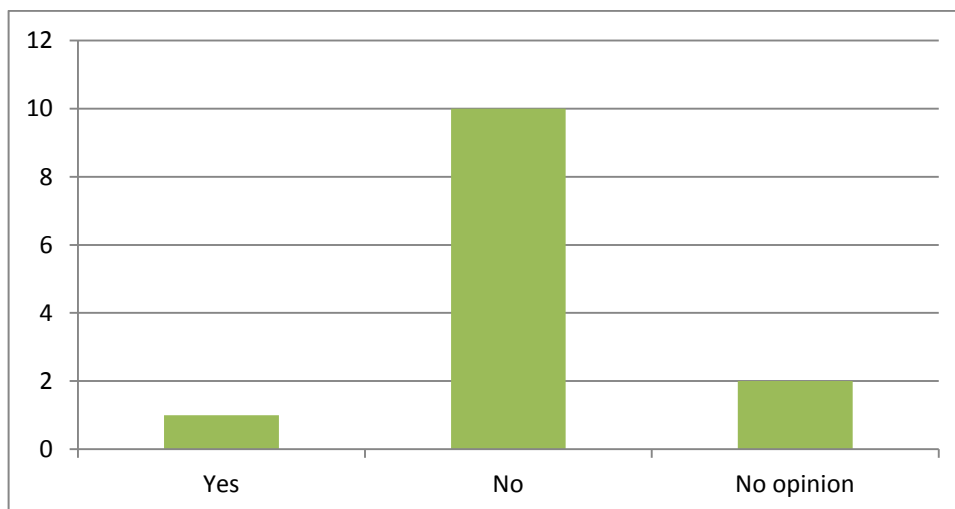


- 85% of stakeholders responded that they did not think the Baby Room needs to be improved or had no opinion. 2 respondents did think that the Baby Room needs improvement.

Suggestions for Improvement

- “Cleaner carpet.”
- “Stair gate should be put on the changing room entrance. My child as previously had his fingers trapped under the door that is currently in place.”

2 – 5 Room

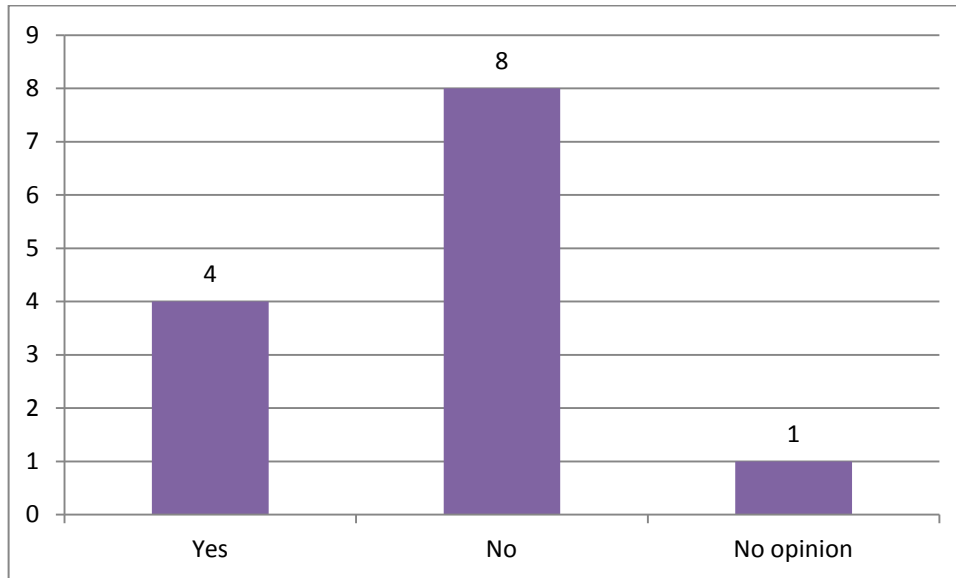


- 93% of users responded that they did not think the 2-5 Room needs to be improved or had no opinion of it.

Suggestions for Improvement

- “Cleaner rugs.”

Nursery

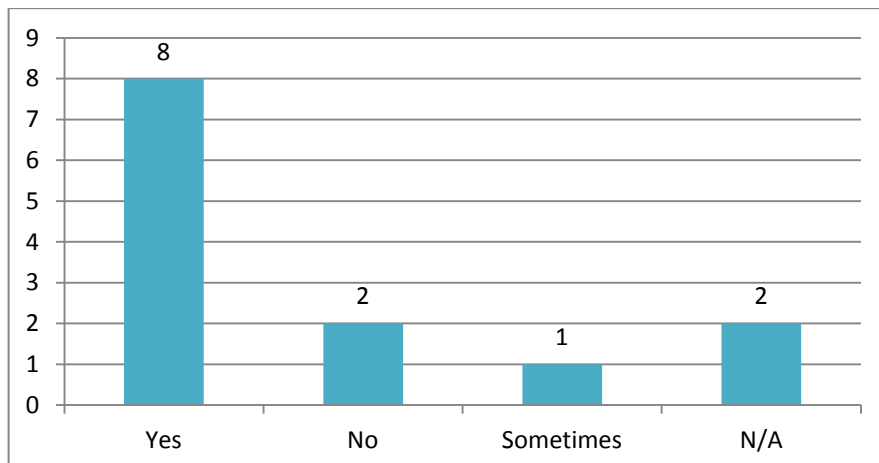


- 69% of users responded that they did not think the Nursery needs to be improved or had no opinion of it. However, 31% of respondents do think that the Nursery needs to have some improvements.
- Opinion

Suggestions for Improvement

- “A proper ramp would be safer than the temporary ramp on the entrance to the nursery.”
- “The staff of the nursery should be more careful with kids and watch them more, (this is the) cause to more accidents.”

Q3. Do the current hours of the Nursery meet your needs? (n=total population)



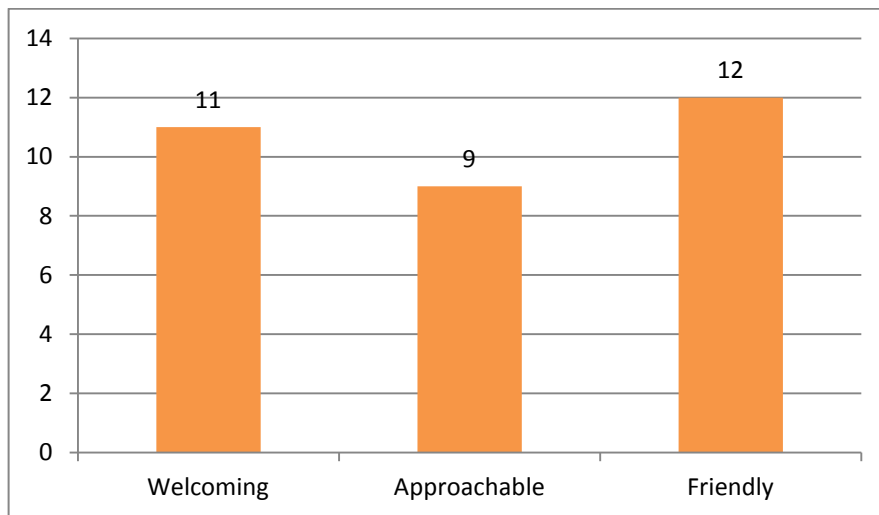
- For 62% of the users the current hours of operation meet their needs. However for 15% they do not.

Parent/ Carer Comments

“Would be great if open until 6pm.”

“7-6”

Q4. Are the staff in the Nursery..? (n=total population)

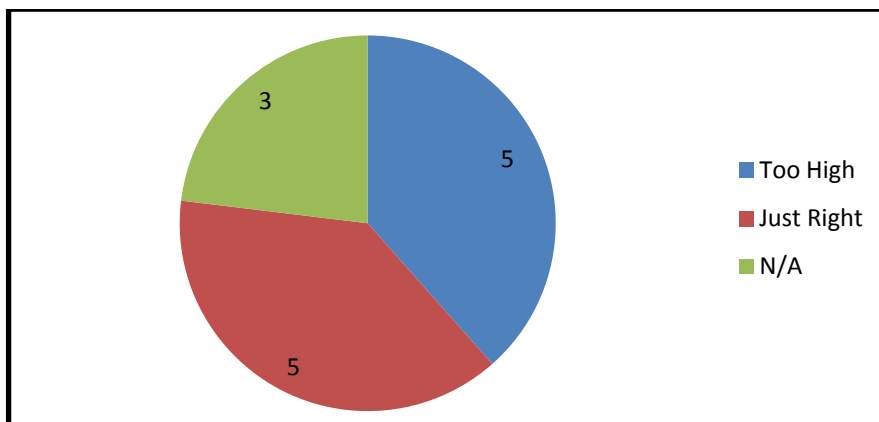


- Users rated the staff very highly and highlighted that the staff were particularly friendly.

Parent/ Carer comments

- “They are Angels.”
- “Most of the nursery staff are all of the above.”

Q5. What do you think about the childcare costs? (n=total population)



- Stakeholder views on the childcare costs are mixed. Of those who responded (80%), half thought that they were ‘Too High’ and the other half thought they were “Just Right”.

Q6. How do you feel you have benefited from your child/children attending the All Saints Day Nursery?

Main reported outcomes: increased wellbeing and employability.
"I've got time to do my physio exercises."
"I have time for myself, catch up on housework."
"Allows us to study."
"Gives me a break/ time out from my daughter."
"I have been able to work. Do things I really wasn't able to do before."
"It has given us both and our son a break from one another meaning the time spent together is more meaningful."
"I am able to go back to work after having my son. "

Q7. How has your employability improved since your child started attending the nursery?

Get into employment – 3 stakeholders (1 "Return to work after maternity leave)
Start a training course – 1 stakeholder
Work more hours – 3 stakeholders
Worry about childcare less – 3 stakeholders
No response or Not Applicable – 6 stakeholders

Q8. Please use this space to record any other comments that you may have about the services at the All Saints Day Nursery.

"I really, really wouldn't have been able to cope with my son with the way I am at the minute without your help."
"Great place. Any issues immediately addressed. Lovely friendly staff who we both like."
"I am able to get more sleep and have more time."
"Because our son is in nursery, it gives use chance to get other things done. It gives us more time to spend with both of our children, which is important."

Nursery Case Studies

Child Case Study 1

Issues before attending the nursery

Slow speech development and low levels of confidence.

The child at the start of their time at Nursery

The child was quiet with no confidence at all.
She would participate in the activities but didn't use any language.

Nursery intervention and activities

Through being encouraged to join in with singing at the nursery she became more confident in her speech and spoke and sang louder.
--

The staff encouraged her enjoyment of playing in the role-play area with other children which helped develop her social skills.
At the nursery she was read stories and they asked the child questions from the book and in the role-play area in order to encourage more language development and increased vocabulary.

Outcomes for the child
The child began to speak more after they built relationships with the staff and responded well to the praise and positive feedback.
After the child became more settled, an assessment was done using the Early Years Framework to identify how she was developing. From this it was found that she was very clever and her speech was very good.
The child's parents told us about how her confidence had also grown at home.
The mother described the child as a "different child". They were happy with her progress and development since they started the nursery.

Case Study 2 - Terrific for Twos

Issues before attending the nursery
Low confidence and unsettled behaviour.

The child at the start of their time at Nursery
When the child first arrived at nursery they were shy, withdrawn, upset and demonstrating unsettled behaviour.

Nursery intervention and activities
The mother gained a lot of new skills through accessing the adult education courses provided by the Centre. She attended regularly with her child.
The child started our pilot scheme that then became the <i>Terrific for Twos</i> scheme on the 11 th of September 2011. The child attended these sessions every weekday morning. This was a huge source of support for the mother because it allowed her to continue learning at the Children's Centre.
One of the Children's Centre practitioners became their family support worker.

Outcomes for the child
With the support from her key worker and other staff members they quickly felt more secure.
On the 5 th of January 2012 the mother was offered a NEF place which enabled the child to continue at the nursery.
The child had progressed a lot and their English language and listening skills had developed very well. The child learnt how to follow instructions well and her self confidence had grown.
The child learnt to write recognisable letters and, by the time they left the nursery, could write their name with only a little adult support.

Fee Paying Parents interviews

Interview 1: Mother

How would you rate the quality of service provided?

"Excellent, compared to other places I've actually seen, they are a lot more caring, they actually seem to enjoy what they do, they don't seem to see it as a challenge, and it's really good."

Are your child's needs being met?

"Yes, absolutely, you can certainly tell when she has been here. She's quite stimulated from being here and in the environment with the children."

How have the staff helped your child develop?

"It has been from a socialising point of view. It certainly comes out because she can tell me every child's name that she meets and also the carers."

"Language and mark making was there anyway – they just enhanced her skills and the same with the speech, I think it's just enhanced it because it's a different kind of environment for her."

Have the staff helped your child to feel secure and confident?

"Yeah, she seems to be happier to be left, because she was quite clingy to start with me and I think that was what first convinced me to take her to nursery. It's difficult because she doesn't settle well, that's why it's good that I can see her being cuddled. But when she's here she certainly seems happy enough to carry on."

Have the staff helped you and your child with the separation anxiety?

"They know how to do it, so I'm happy knowing that if I leave my child that they are professionals, they know what they are doing."

How it has helped you

"By me bringing her here, in that environment, with the people she's around I'm happy to just be able to go to work and concentrate on my job."

"She will tell me all of what she's being doing all day. By what is written on the report sheet for the day I know they can't lie, because what is reported is exactly how she is like."

"They are around her all the time and encouraging her skills. She can tell me exactly what's on the paper, so you feel reassured that the people are doing what they say they are doing here."

Additional Comments

"I think it's a great service considering the private nurseries that I've been absolutely horrified with. I think it's really nice here and the staff have been really friendly. It's a good centre."

Interview 2: Mother

How would you rate the quality of service provided?

"I have to say it is good; my child is safe and sound when she is here. I don't have any concerns really, in terms so the quality of the service I am quite satisfied with it."

Are your child's needs being met?

"I would say 95%, there was an occasion where something has happened and it could have been done differently. The lack of communication with an incident when she was hit by another child. But it was solved and it was dealt with in the way it was supposed to be."

Have the staff helped your child develop?

"She learns a lot about boundaries, sitting by the table which has been a challenge for me at home to get her to do that. Her English has really improved; her language is now good to the point where she can put sentences together."

Why did you choose the nursery?

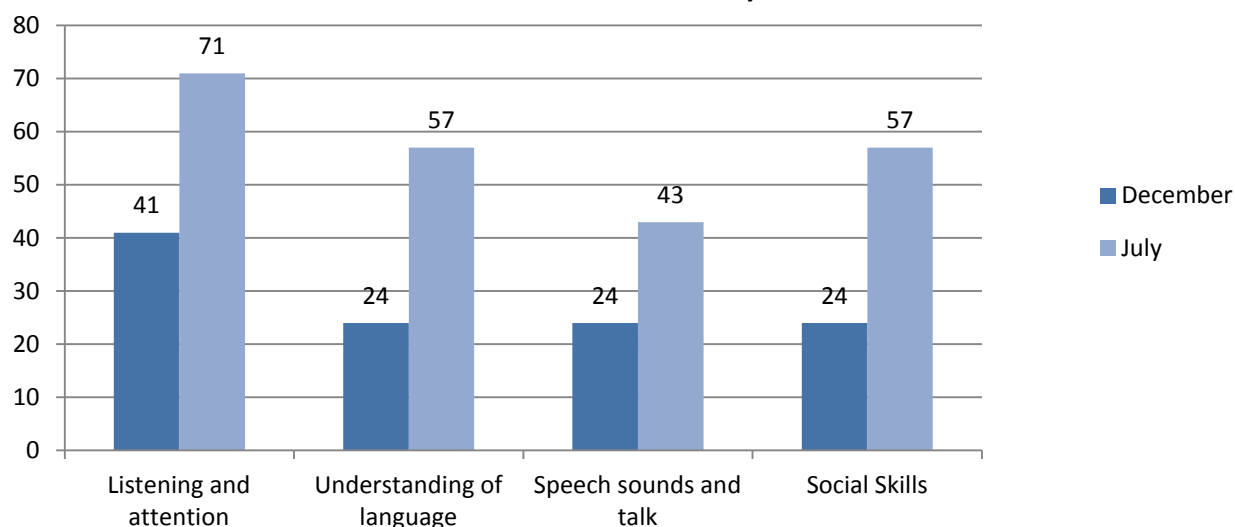
"It is because my daughter had had a bad experience at another nursery. Mainly because I strongly felt that I could rely upon the people who work here and they will look after her probably more than what happened in the previous nursery."

Speech, language and Communication Levels

This data is taken from a nationally recognised evaluations system developed by the "National Strategies for Early Years." This system is designed so that Early Years Practitioners can monitor the development of the children in the nursery.

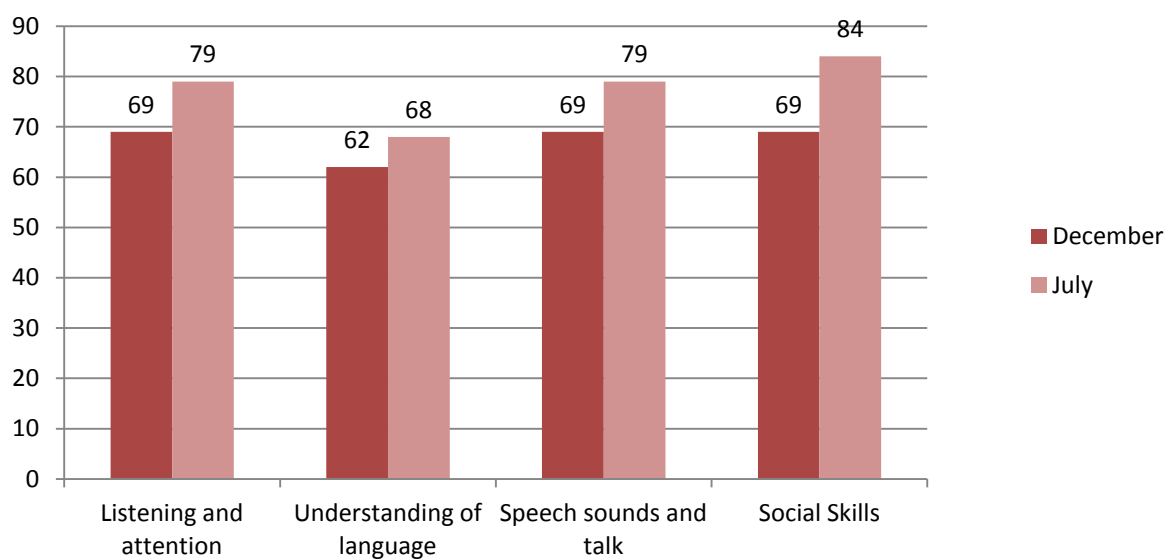
This data is taken from evaluations completed in December 2011 and then in July 2012.

Percentages of children achieving "As Expected" development in the 2-3 years Room between December 2011 and July 2012

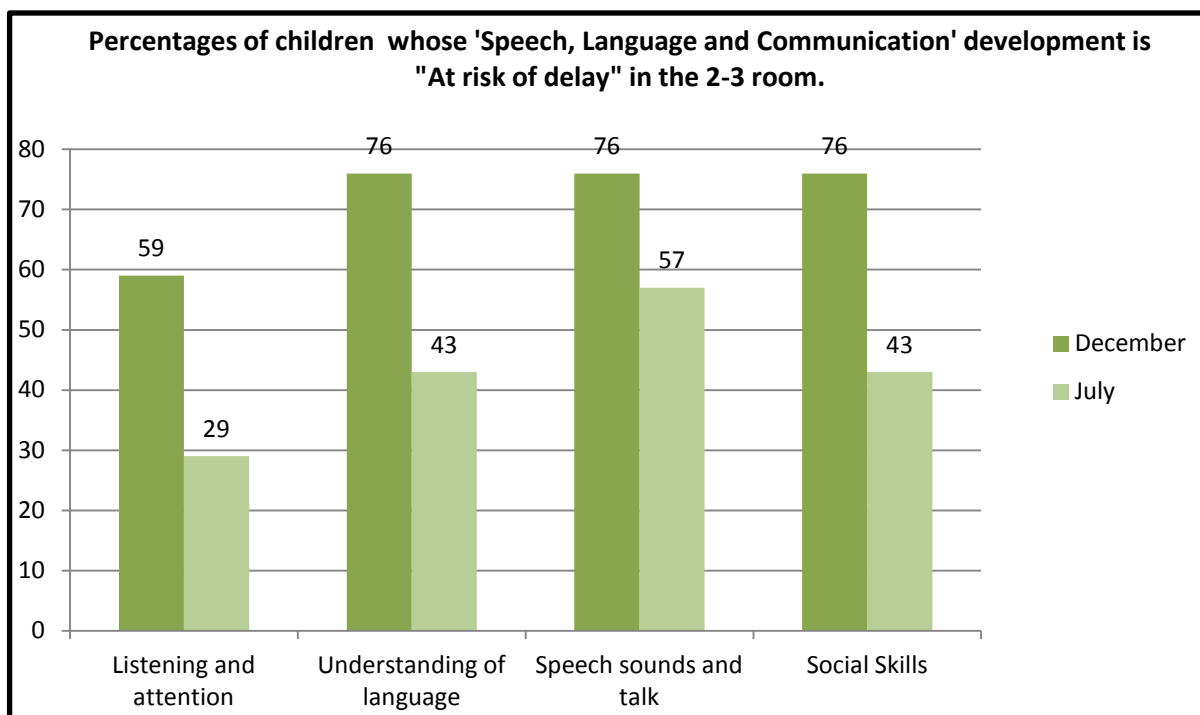


- Between December 2011 and July 2012 the levels of children in the 2-3 years room whose development was "As Expected" increase on average by 29%.

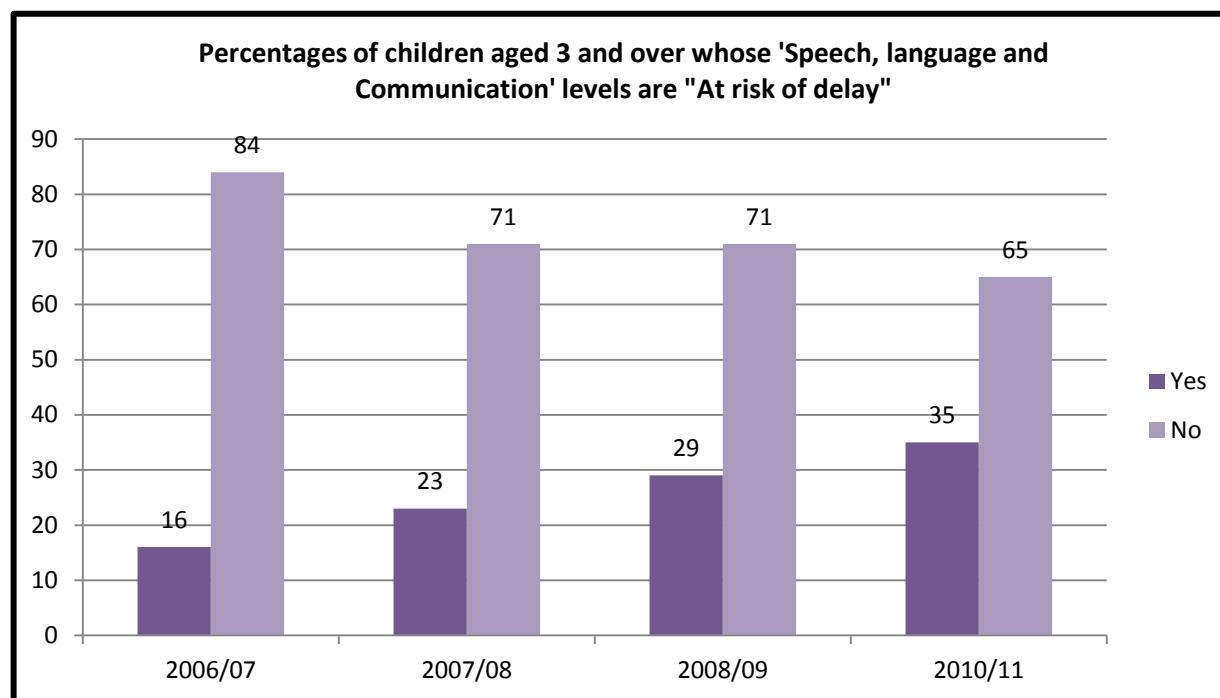
Percentages of children aged 3 years and over achieving "As Expected" development between December 2011 and July 2012



- Between December 2011 and July 2012 the levels of children aged 3 years or over, whose development was "As Expected" increase on average by 10%.



- Levels of children who are aged 2-3 years, whose development was "At Risk of Delay" has decreased by an average of 29%.



- Levels of children who are aged 3 years or over, whose development was "At Risk of Delay" has decreased by an average of 10%.

Safety Gate Installation Service

Introduction

A child safety gate installation service has been offered this year to parents who attend the Children's Centre. At the time of installation a questionnaire is handed out.

Consultation Findings

All 8 respondents agreed that:
The safety gate installer provided a good service
The installer was helpful and polite
The service was easy to use
The gate was installed quickly
They were happy with the quality of the gate
They would recommend the service to others.

User Comments:
"This service is very good and it's easy to fit – it's very safe for baby."
"Happy with the quality of the gate – Indeed especially for the price."
"Would you recommend using this service to others? – Definitely."
"Installer was very good and professional."
"I found this service easy to use and it will benefit me a lot."
"Yes, the quality of the gate is to a good standard."
"I'm happy with the work and would recommend it to friends."

Consultation Analysis

Improvements to the Nursery

- ✓ The nursery has increased the number of trips out of the nursery and celebrations of cultural events such as the Jubilee and Divali.

Safety Gate Installation Service

- ✓ Feedback from service users is unanimously positive.
- ✓ The quality of the service and the gates was highlighted in the feedback comments

Impact on Child Development

- ✓ A wide range of positive impacts have been reported by parents. Reported improvements in the children's speaking abilities and social skills have been particularly noted.

- ✓ Parents have identified that the nursery staff are able to work with and to reduce the children's separation anxiety from their parents, compared to other sources of childcare that have been unable to cope with it.

Impact on parent's employability

- ✓ Parents have report that having their child at the nursery has had a positive impact on their employability and ability to start work or training.

Speech, language and Communication Levels

- ✓ The Speech, language and Communication skills of all the children at the nursery increased during their time at the nursery
- ✓ Between December 2011 and July 2012 there was a 6 – 33% increase in the numbers of children developing "As Expected."
- ✓ Within this same period there was an average decrease of 10% in the numbers of children whose development was "At risk of delay."

Issues for improvement and issues raised by parents:

- ✓ Communication problems between Nursery staff and parents.
- ✓ The cleanliness of the carpets in the Baby room and Nursery.
- ✓ The potential for the occurrence of accidents in the Nursery and the re-evaluation of the safety of Nursery facilities.

7.3. All Saints Community Centre

Background

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

The All Saints Community Centre 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.

All of the seven community group leaders responded via a verbal questionnaire so all community centre stakeholders have been consulted.

Evaluations Findings

Office facilities and support that they reported having used:

- Telephone, photocopier, computer, printer advice from staff.

Suggestions for improvement:
A better system for stacking the chairs. In the summer, find a way to open the windows in the ceiling."
"Council not doing the work that is needed in the kitchen – tiles falling off. And it is very cold in the hall."
"More cupboards, more comfortable chairs for disabled/older ladies."
"Help with funding and advertising – making and printing leaflets. Help with using the computers. – did when mike was there."

Positive Comments:

Asian Women's Club
"Very beneficial."

Youth Group
"The staff have always been helpful, very helpful."
"I use the building all the time, 5 days a week."
"They have given me encouragement, help with post, advice, assistance, information, guidance."
"Very much, in all ways. It's a community hub – multi-use building."
"We got everything we need from ASAN as far as the youth centre is concerned"
"People bend over backwards at times to assist and support. I'm happy."

All Saints Tuesday Lunch Club
"They give us help when we need it."
"Help when we are stuck for people to help. Come in and help. We can always rely on Diann."

Community Garden Group
"The staff are always willing to help and are friendly."
"ASAN has been an important part of the Mike Swain Memorial garden, offering facilities to store tools, the use of indoors when the weather is bad. They attend all the team meetings, have handled the finances for the project and have offered constructive and positive comments at all times."
"We are very grateful for the help provided by ASAN."

Mental Health Drop-in Group
"The facilities are good and the staff helpful."
"The staff are always willing to help."
"ASAN has used its facilities to organise any funding we have put in for, and have helped us keep a log of all the comings and goings with the funding."
"ASAN offer our clients a base to go to and without their help, the clients would suffer."

Consultation Analysis

- ✓ All 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.
- ✓ The negative issues identified by stakeholders are the impact of the reduced support the community group leaders have received following the passing away of Mike Swain and the maintenance of the building.

Objective2

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

<u>Organisational values</u>	<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 out staff, trainees and volunteers.• To operate in a sustainable way.
<u>Stakeholders consulted</u>	<ul style="list-style-type: none">• Users of the Community Maintenance Project• Members of the Tool library• Users of the Recycling Service

7.4. Community Maintenance Project

ASAN's membership now comprises over 440 local families and residents are encouraged to take up ASAN membership when they wish to take up services such as those offered by the Tool Library or when they wish to make use of the Recycling or Community Maintenance Service.

Economic Data

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

Number of individuals employed by the Community Maintenance Project: 1

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

Number of volunteers: 1

7.5. Tool Library

This audit cycle the Tool library had 61 users who used a variety of tools.

In the 2012/13 social accounting cycle we will be doing an audit of the Tool library facilities, seeking external funding and integrating volunteers into the service.

7.6. Recycling Service

Services to ASAN Members (Recycling Service)

Background

The recycling service is a long standing service which has been funded by ASAN's own resources. The service involves a man with a van (and a trailer).

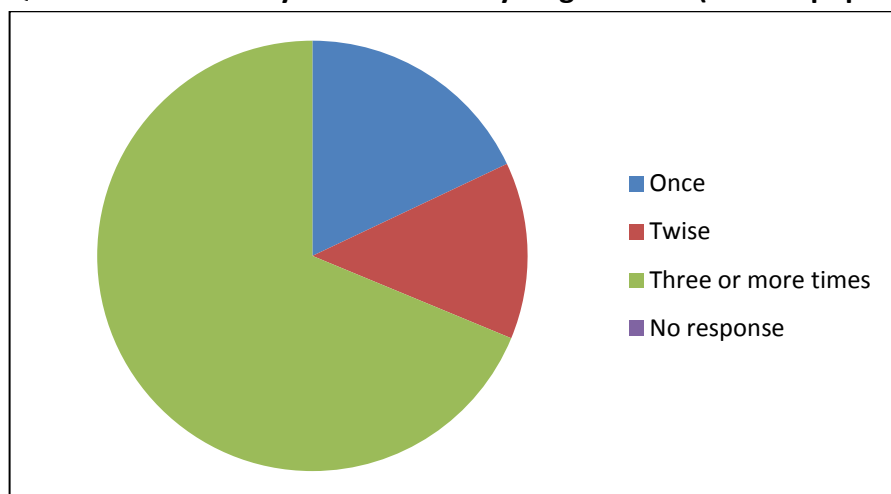
Feedback forms are handed out as the service was being delivered.

In the current social accounting period there were 136 recycling collections and 128 responses have been received. This is compared to the 2011 social accounts in which 64 users of the service completed feedback forms. There is no comparative data for 2009/10 social accounting cycle. The reasons for this is that social accounts were not produced in that year due to the prolonged illness of the ASAN Chief Executive – who usually leads the social accounting process within ASAN.

This year's response rate of 94% gives us a very representative picture of the Stakeholder views on the service.

Consultation Findings

Q1. How often have you used the recycling service? (n=total population)



- The majority of stakeholders (68%) have used the service 3 or more times.

Frequency	2004/05	2005/06	2006/07	2007/08	2008/09	2010/11	2011/12
Once	10%	20%	33%	62%	32%	25%	18%
Twice	45%	23%	27%	18%	24%	50%	13%
3 times or more	45%	57%	40%	20%	44%	20%	68%
No Response	-	-	-	-	-	-	1%

Customers' frequency of using the recycling services as a percentage.

Q2. Did you have any problems booking the collection?

All but one respondent had a no problems when booking a collection

Problem in booking	2004/05	2005/06	2006/07	2007/08	2008/09	2010/11	2011/12
Yes	0%	3%	0%	0%	0%	0%	1%
No	100%	97%	100%	100%	100%	100%	99%

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

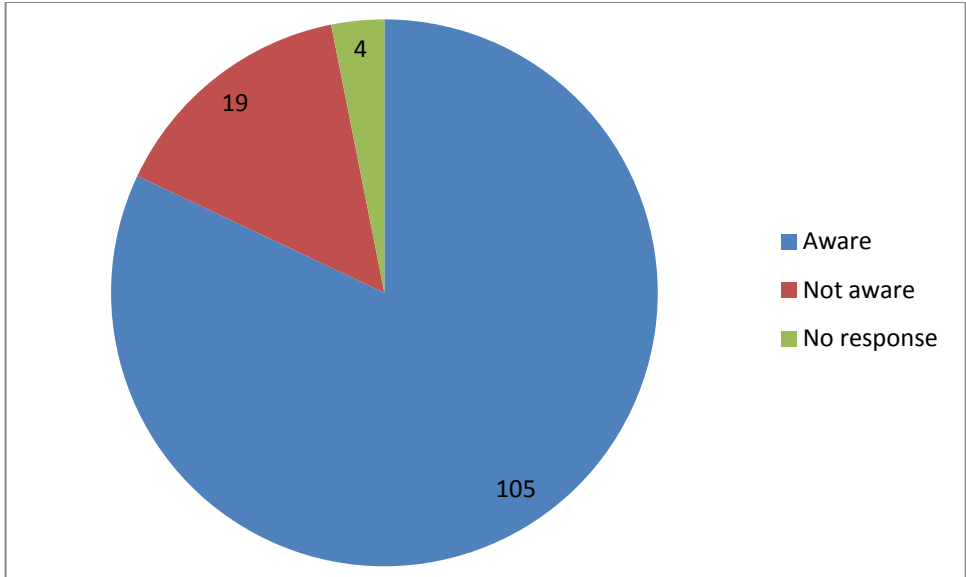
Q3. Were there any problems with the collection?

All but one respondent had no problems with the collection. They reported that they "waited a few months" for their recycling to be collected.

Problems with collection	2004/05	2005/06	2006/07	2007/08	2008/09	2010/11	2011/12
Yes	0%	0%	2%	0%	2%	0%	1%
No	100%	100%	98%	100%	98%	100%	97%
No response	-	-	-	-	-	-	2%

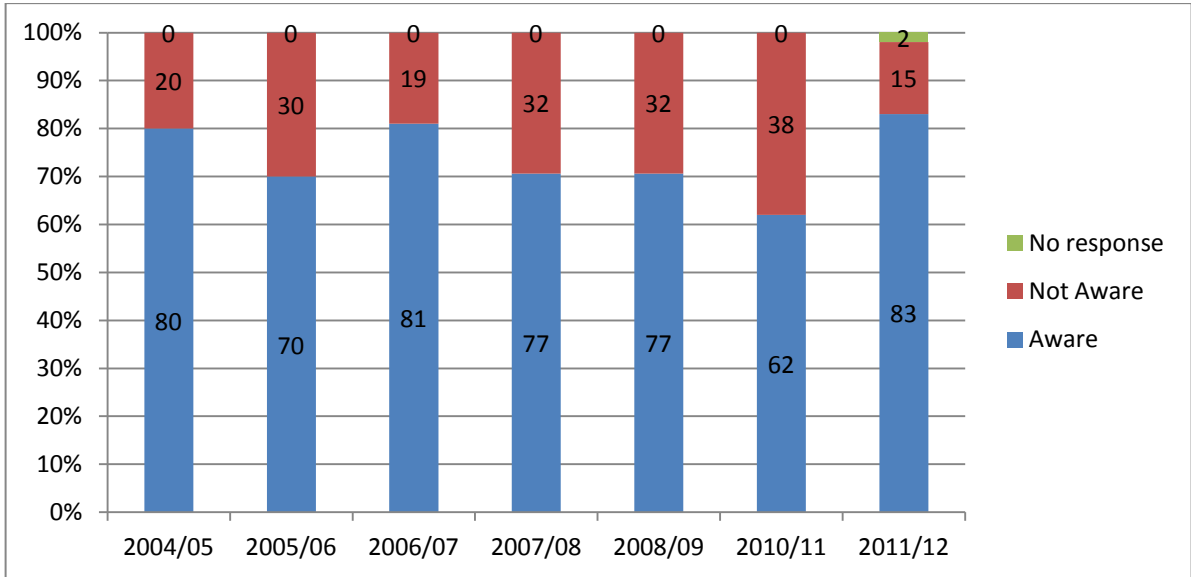
Number of customer with problems with the collection as a percentage.

Q4. Are you aware that the service is a voluntary one operated by ASAN and totally independent of Wolverhampton City Council? (n=total population)



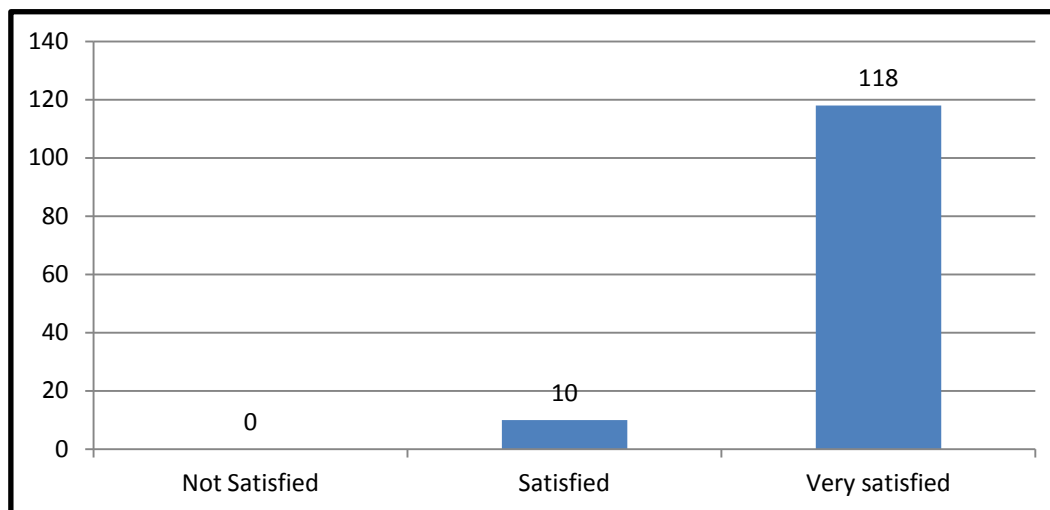
- 83% of Recycling Service users were aware that the service is a voluntary one operated by ASAN and totally independent of Wolverhampton City Council.

Customer's awareness about whether ASAN's service is voluntary and operated totally independent of council, in percentage.



- This graph shows how awareness of ASAN by the Recycling Service users has changed between 2004-2012. User awareness is at its highest levels since the project began. This is compared to last year's results which were the lowest levels of awareness on record.

Q5. In general how satisfied were you with the performance of ASAN and its staff? (n=total population)



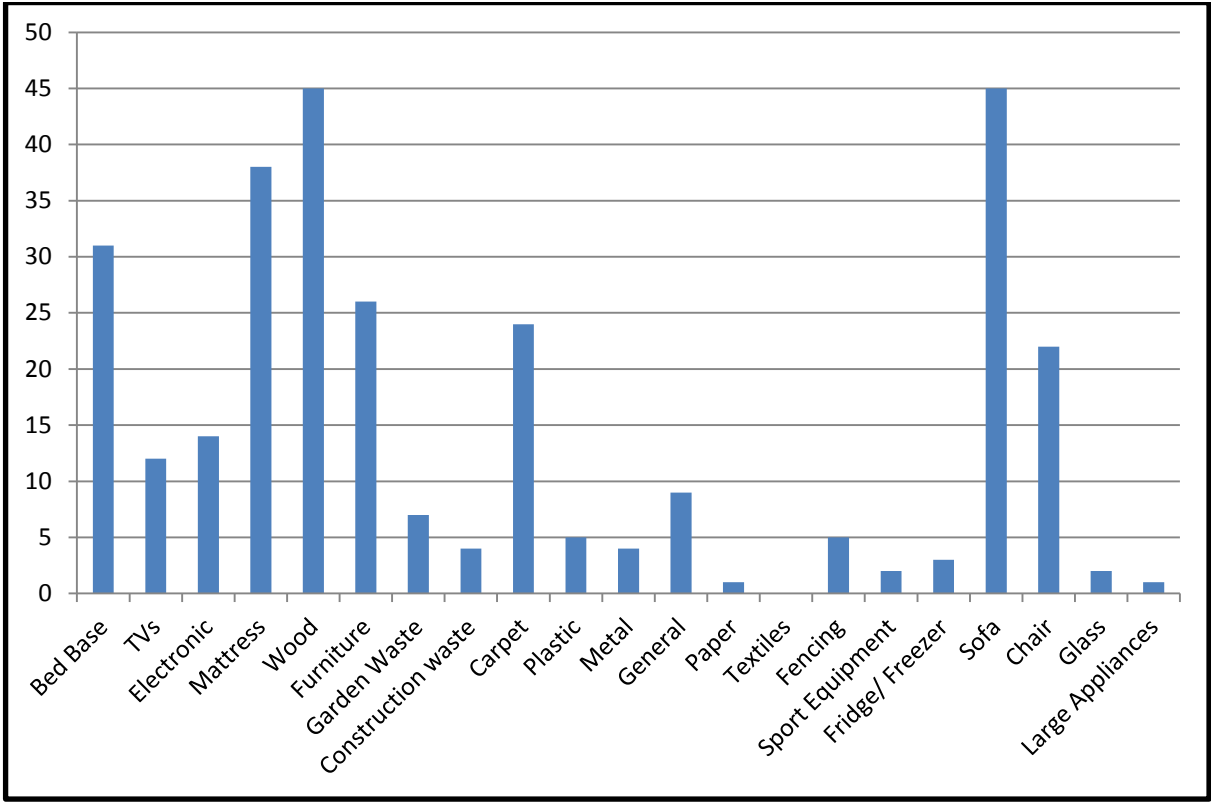
- There was a 100% satisfaction rate with the service this year. 92% of stakeholders were very satisfied. These are the highest rates of satisfaction since 2004 and the 0% dissatisfaction rate continues for the 7th year in a row.

Satisfaction level	2004/05	2005/06	2006/07	2007/08	2008/09	2010/11	2011/12
Not satisfied	0%	0%	0%	0%	0%	0%	0%
Satisfied	40%	33%	11%	10%	13%	25%	8%
Very satisfied	60%	77%	89%	90%	87%	75%	92%

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

For the first time we have collected data on the types of objects that are collected by the service.

Graph showing types of materials collected by Recycling Service - October 2011 - October 2012



- The most commonly recycled items are: beds, wood, furniture and carpets.

Comments

A number of additional comments were given by the stakeholders. They reinforce the high percentages of stakeholder satisfaction levels, high standards of service and indicate the positive impact the service has on the local community.

"Very good service" – 2 users reported this
"Very thankful for your service" - 6 users reported this
"I think this is a great service for the community"
"Person who collected is very friendly and helpful"
"Always come when they say"
"Yes it is very helpful. We are very proud of ASAN, it is very helpful. Thanks."
"Excellent service and on time"

Consultation Analysis

- ✓ 68% of Recycling service users have used the service more than three times. This is the highest level since the project began and has increased over threefold from last year.
- ✓ Customer awareness of the service being run by ASAN is at 83% and the highest it has ever been.
- ✓ Numbers of stakeholders who were “very satisfied” with the service have risen from last year.
- ✓ The 97% or higher satisfaction level with the service remains for the 7th year in a row.
- ✓ In all the years this service has been evaluated none of the respondents have reported being ‘unsatisfied’ with the service.
- ✓ We now have data collated on the type of items that are being recycled and it shows that beds, wood and sofas are the most commonly recycled items.

Objective 4

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

Values and Stakeholders

<u>Organisational values</u>	<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.
<u>Stakeholders consulted</u>	<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 is ASAN's first car park. It was formerly a municipal bus depot and has been brought back into use after remaining derelict for a number of years. The Big Garage is a secure 250 space indoor parking facility with CCTV, uniformed security staff.

The Big Garage evaluations are annual consultations using satisfaction questionnaires that are completed by its customers. This analysis has now been undertaken for 9 years and the comparative figures date back to 2003. There is no comparative data for 2009/10 social accounting cycle. The reasons for this is that social accounts were not produced in that year due to the prolonged illness of the ASAN Chief Executive – who usually leads the social accounting process within ASAN.

The daily average number of users of the Big Garage for the 2011/12 period was 201 individuals. The survey was conducted during October 2012 and customers during the course of three weeks were invited to complete questionnaires. Ticket sales figures from the research period show that average ticket sales were at 75 tickets per day. A sale of 75 tickets per week is below expectations. 46 questionnaires were returned. The reader will see that ASAN now has the benefit of nine previous years of customer feedback and so is able to measure its performance against previous years.

Financial contribution of the Big Garage to ASAN*: £71,570

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2011 – 31st March 2012.

Total Number of Individuals employed by the Big Garage: 6

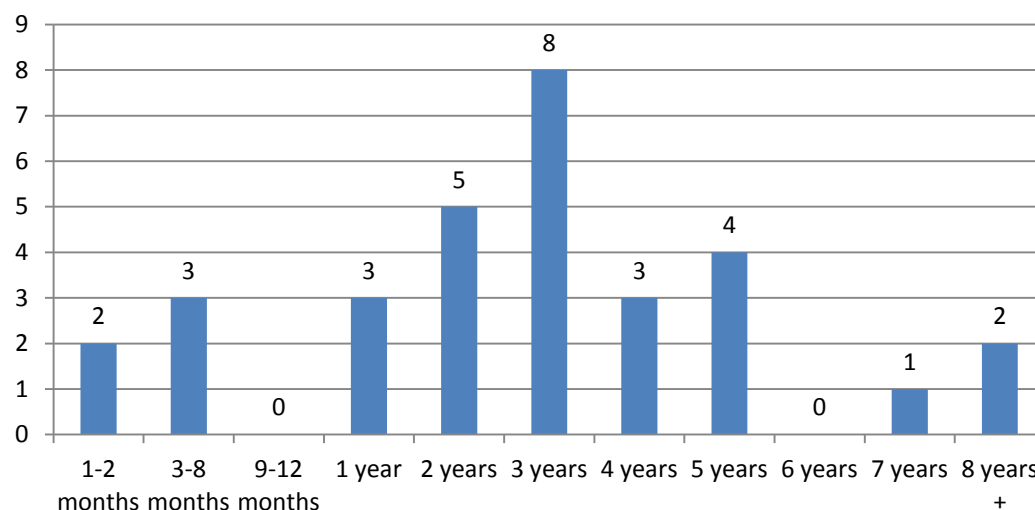
Total Number of Individuals employed by the Big Garage who live in the local area: 4

Number of volunteers: 0

Consultation Findings

Question 1 was changed in this cycle to asking stakeholders to write how long they have used the Big Garage; this gives more precise data of the timescales of Stakeholder usage. This has resulted in higher levels of no responses but also more accurate information about timescales of stakeholder use of the Big Garage.

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

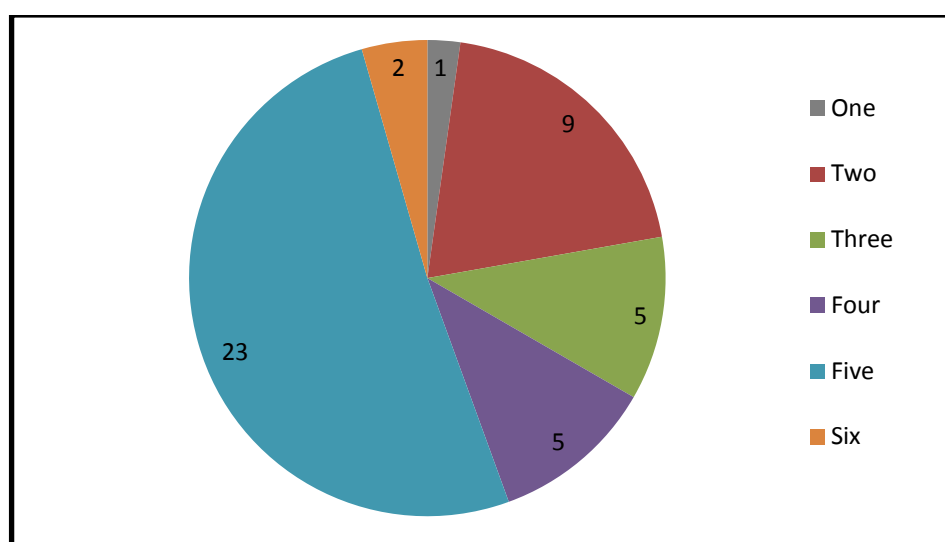


- Of the stakeholders who responded (70%) 82% have used the Big Garage for more than two years.

Time	03/04	04/05	06/06	06/07	07/08	08/09	09/10	10/11	11/12
Less than 3 months	26	6	27	18	15	10	8	9	2
3-6 months	21	6	22	16	15	4	6	11	6
6-12 months	18	20	12	27	13	10	14	8	
More than 12 months	35	6	38	39	56	76	72	72	56
No Response	-	-	-	-	-	-	-	-	36

Table 1: Customers number and parking period in percentage.

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

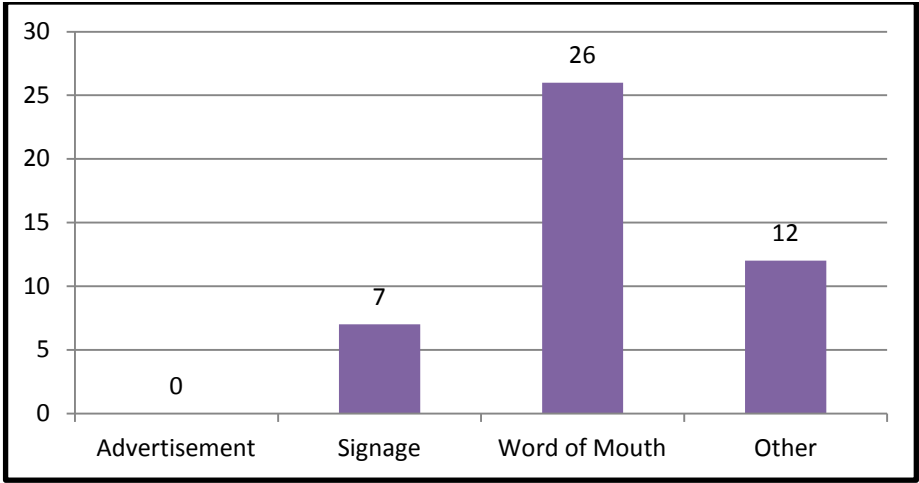


- The majority of customers (51%) use the service for 5 days a week.

No. of days	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
One	6	2	5	6	0	11	10	5	2
Two	1	9	15	10	5	7	7	16	20
Three	11	20	30	13	13	14	13	5	11
Four	27	9	12	10	27	13	33	12	11
Five or more	55	60	37	60	55	55	29	42	51
Six	-	-	-	-	-	-	8	20	4

Table 2: Customers number and their parking frequency at Big Garage in percentage.

Q3. How did you become aware of the Big Garage

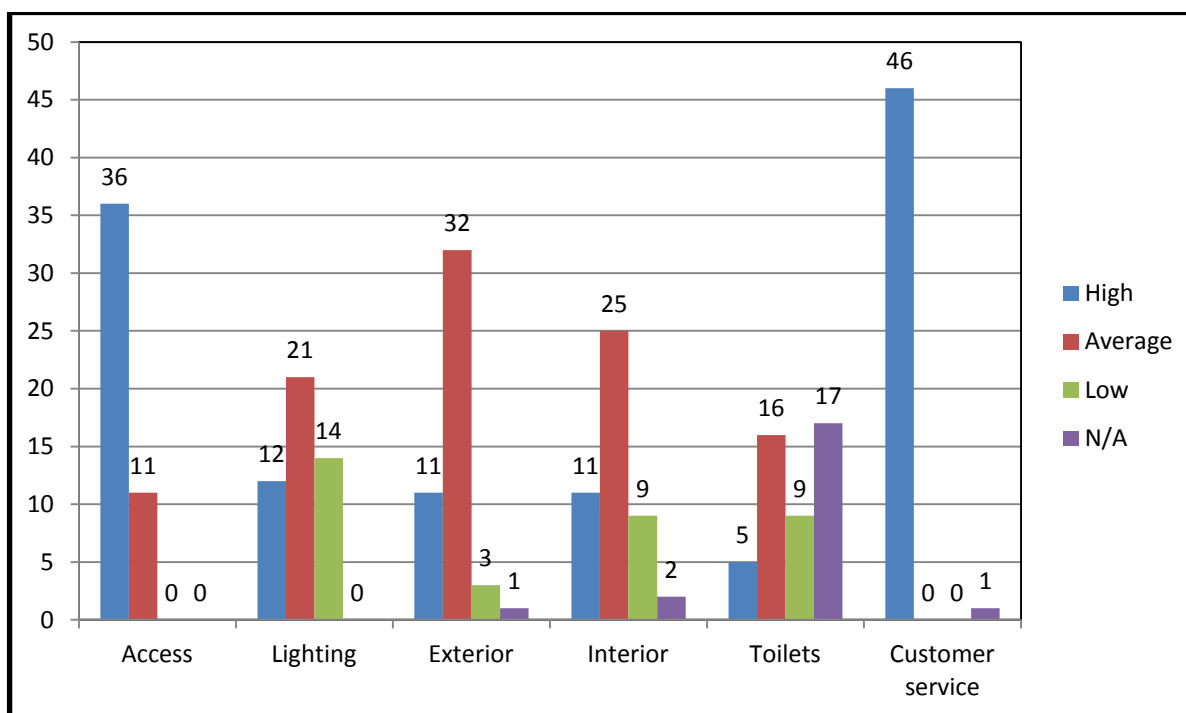


- The most significant way that customers became aware of the big garage was through ‘Word of Mouth’. However, awareness through the Signage has decreased significantly compared to previous years.

By	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Advertisement	7	10	4	6	4	0	6	17	0
Signage	32	24	20	35	23	21	20	34	10
Word of mouth	56	52	65	53	58	49	53	28	64
Other	5	14	10	6	15	30	21	20	26

Table 3: Customers number and their awareness about Big Garage in percentage.

Q4. How do you rate the quality of the following...? (n= total population)

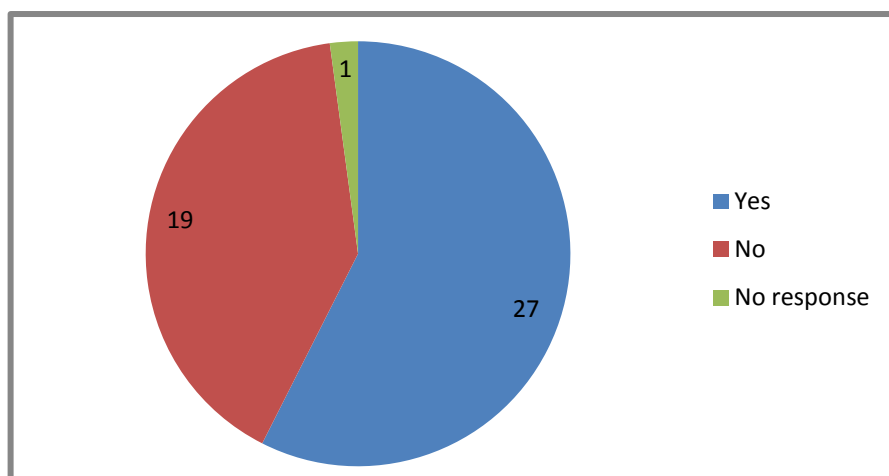


- Customers rated the quality of the access to the Big Garage and the Customer service very highly. However, the quality of the lighting, exterior, interior and toilets was rated as low or average.

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

100% of stakeholders were satisfied with the security arrangements.

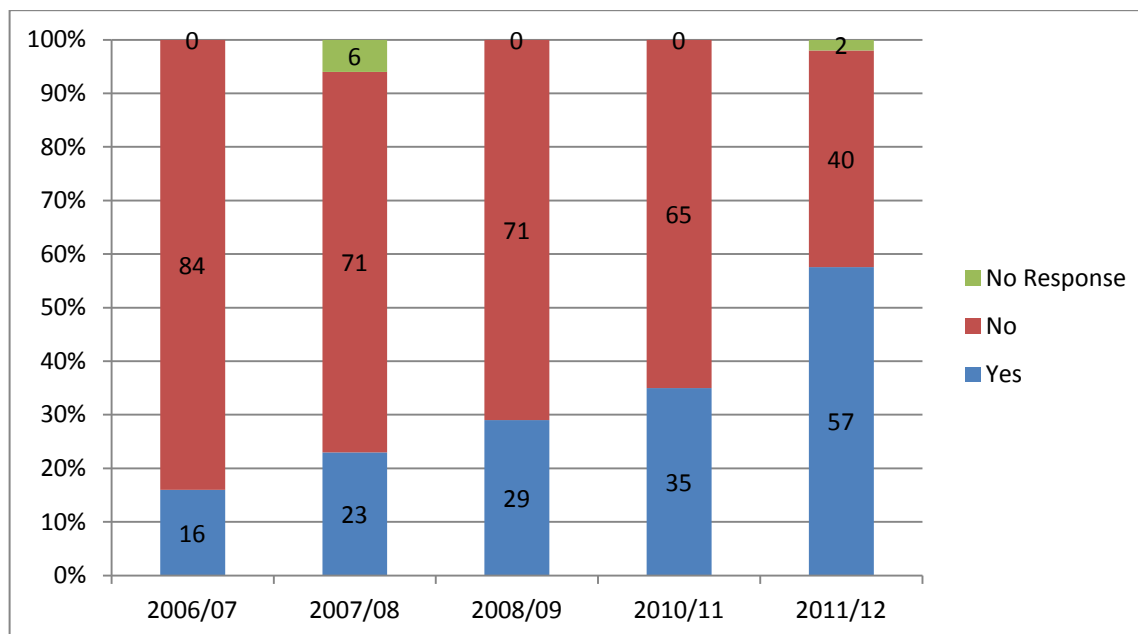
Q7. Did you know that your fees contribute to the provision of facilities and other regeneration within the All Saints Community? (n=total population)



- 59% of Big Garage customers were aware that their fees contribute to the provision of facilities and other regeneration within the All Saints Community.

A potential explanation for this increase is the addition of a sign in the Big Garage that advertises ASAN's other social enterprises and projects. This includes an advertisement for the All Saints Nursery and Children's Centre and the Community Maintenance Project.

Comparison graph of awareness of ASAN 2005- 2012 in percentage



- For the first time since the service started, the majority of customers are aware that their fees contribute to the provision of facilities and other regeneration within the All Saints Community.

Positive comments:

Location
"Easy for me to get to and from work. Easy to get out of town quickly as its location is ideal for me."
"No issues since coming June 2012."
Customer Service
"Great friendly team always welcome me and wait for late departures at the end of the day."
"Moss and Graham are both great guys, really look out for you. Always polite and friendly."
"The attendants are always 'pleasurable' and in good humour whatever the weather even when they are standing in the cold winds."
"Staff are always helpful and polite." – 7 stakeholders
"It is always nice to see a smile first thing in the mornings. Very friendly staff well done."

Big Garage users made the following comments to improve services:

Building
"Lighting could be improved and some areas in the car park are quite slippery in wet weather."
"Floor often slippery and wet due to oil and water pouring in through roof."
"Floor is very slippery when wet. Lighting could be better at entrance."
"Rain pouring in. Lighting nonexistent."
"Could be better lighting at entrance to car park ."
Toilets
"Better signage of toilets."
"Toilets in ladies only one working."
Costs
"(want) Better value for money especially with centre being same cost and closer to shopping centre, please look at this."
"Ability to buy weekly pass but be cheaper than daily rate (times) 5 – no incentive to park every day."

Consultation Analysis

Customer service use

- ✓ Question 1 has revealed the high percentage of stakeholders that use the Big Garage for 2-8 years.
- ✓ Of the stakeholders who gave a response to the question (30), 27% had used the service for 3 years
- ✓ 3 stakeholders have used the Big Garage parking facilities for 7, 8 or more years.

Customer awareness and Big Garage publicity

- ✓ The percentage of users hearing about the Big Garage through 'Word of Mouth' has risen to 64% compared to last year's low figure of 28%.
- ✓ No respondents had become aware of the Big Garage through advertisements. This is explained by the fact that there is very little use of advertising to market the Big Garage – traditionally most of the business is generated via word of mouth, along with a stable group of long term users.
- ✓ Customer awareness through signage was at its lowest levels at 10% compared to a previous yearly average of 26%. This was explained by the fact that a number of the external signs around the Big Garage building had become worn and damaged and were due for replacement in the 2012/13 year.

Awareness of ASAN

- ✓ 57% of customers were aware that the Big Garage was a social enterprise run by ASAN; this shows a significant improvement on the previous highest rate of 35% in 2011. This followed the introduction of prominent internal high quality signage emphasising the links between the Big Garage and the community services provided by ASAN.

Quality of Service

- ✓ Customer service is at its highest levels with 98% of customers rating the quality of the service as 'High'.
- ✓ Toilets, Lighting and the appearance of the building remain a concern but the quality of Access and the Customer service remain at a very high standard.
- ✓ Ratings of customer service have improved from 84% to 100% of respondents rating the customer service as excellent/5.

7.8. Southside Sports



Background

Southside Sports offers a range of quality facilities for hire at very competitive rates including three floodlit AstroTurf pitches suitable for a whole range of sports and a basketball court. This facility is the only pitch facility that is open to the public in the local area.

This section also deals with customers of Southside Sports. These are a mixture of community users and private users. Community users' benefit from a subsidised rate (approximately £10 per hour) while private users pay a commercial rate (approximately £25.00 per hour). In order to increase the response rate and ease of use by staff and stakeholder a simplified questionnaire was necessary. Surveys were done with the groups both from private and community.

In 2011/2012 40 football teams regularly used the facility.

Financial contribution of the Southside Sports to ASAN*:

£3,617

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2011 – 31st March 2012.

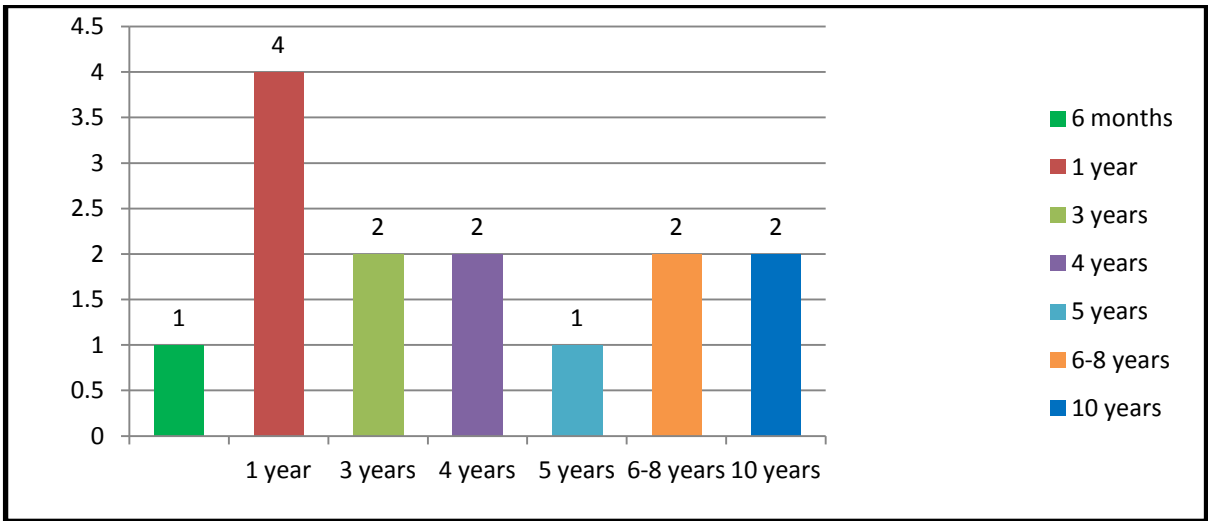
Total Number of Individuals employed by Southside Sports: 2

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

Number of volunteers: 0

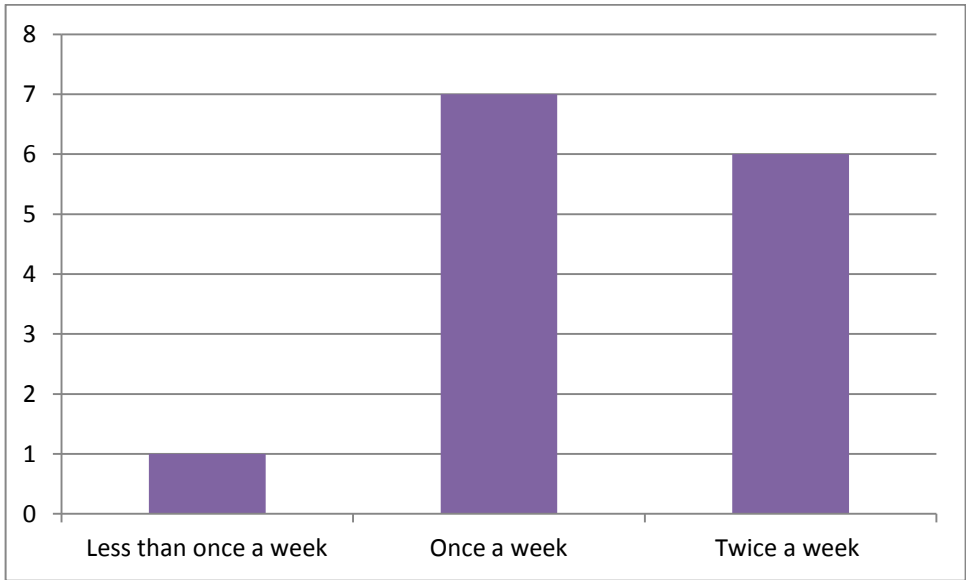
Consultation Analysis

How many months or years have you been coming here? (n=Number of groups)



- Most South Side Sports users have used the facilities for 1 year. 36% of the users have used the facilities for over 4 years.

How many times a week do you come here?(n=Number of groups)



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

Needs
All respondents agreed that the facilities meet their needs
Booking
All but one respondent had a positive experience with booking pitches but one respondent had problems with coordinating bookings through the City Council.

Costs
"Good compared to the open market"
"Charity based should be cheaper"
"Cheaper than others"
Staff
All said they get a good service from the Southside Staff
Improvements
Stakeholders were divided as to whether or not the facility "needs a lot of improvement". Half of respondents (12) reported that it did not need a lot of improvement. The comments they gave are as follows:
"Not a lot" (<i>of improvements needed</i>) – 2 stakeholders
"Perfect as is"
The other half of the respondents raised some areas that they would like to see improvements in:
Lighting
"One light was broken"
Advertising
"Should be advertised for other areas"
Sand on the pitches
"Needs more sand down because it is slippery" – 2 stakeholders
New nets
12 of the respondents raised the issue of the facility's nets
"Needs nets on the far sides of the pitches as well as the back to prevent the ball going over into the street or people's houses and a gate on the far side for when the ball goes over into the park." – 8 respondents
"Net over the top to stop the ball going over" – 5 respondents
The areas for improvement that were suggested by the respondents was the addition of a net over the top of the pitches to prevent balls from going out of the pitches, updating the equipment, improving the quality of the pitch lighting and the surface of the pitch when it rains.
Additional services
Additional sports facilities at Southside that the stakeholders raised were: cricket, tennis, all weather outdoor table tennis, basketball, steel exercise bars.
Community good
All respondents thought that Southside is a good thing for the community. Explanations for this were that "It helps people socialise" and "It is very good and should continue".
Recommend service to others
All respondents would recommend Southside to others

Consultation Analysis

- ✓ 64% of users have used the service for 3 or more years.
- ✓ The majority of stakeholders are using the facilities once or twice a week.
- ✓ All respondents agreed that the facility was a positive thing for the community and rated the quality of service as good.
- ✓ Suggestions for improvements to the facilities have been gathered from the users and will be taken into consideration.

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 Children's Centre and Nursery
- c) Various tenants of the Business Centre – currently all either third sector or private sector organisations

As far as the Social Accounts for 2012 are concerned, consultation has focused on the Conference and Seminar business and the various tenants.

Financial contribution of The Workspace to ASAN*: £2,868

* Data taken from ASAN Management Accounts for year ending 31st March. Dates covered: 1st April 2011 – 31st March 2012.

Total Number of Individuals employed by The Workspace: 5

Total Number of Individuals employed by The Workspace who live in the local area: 2

Number of volunteers: 0

7.9.1 The Workspace Tenants



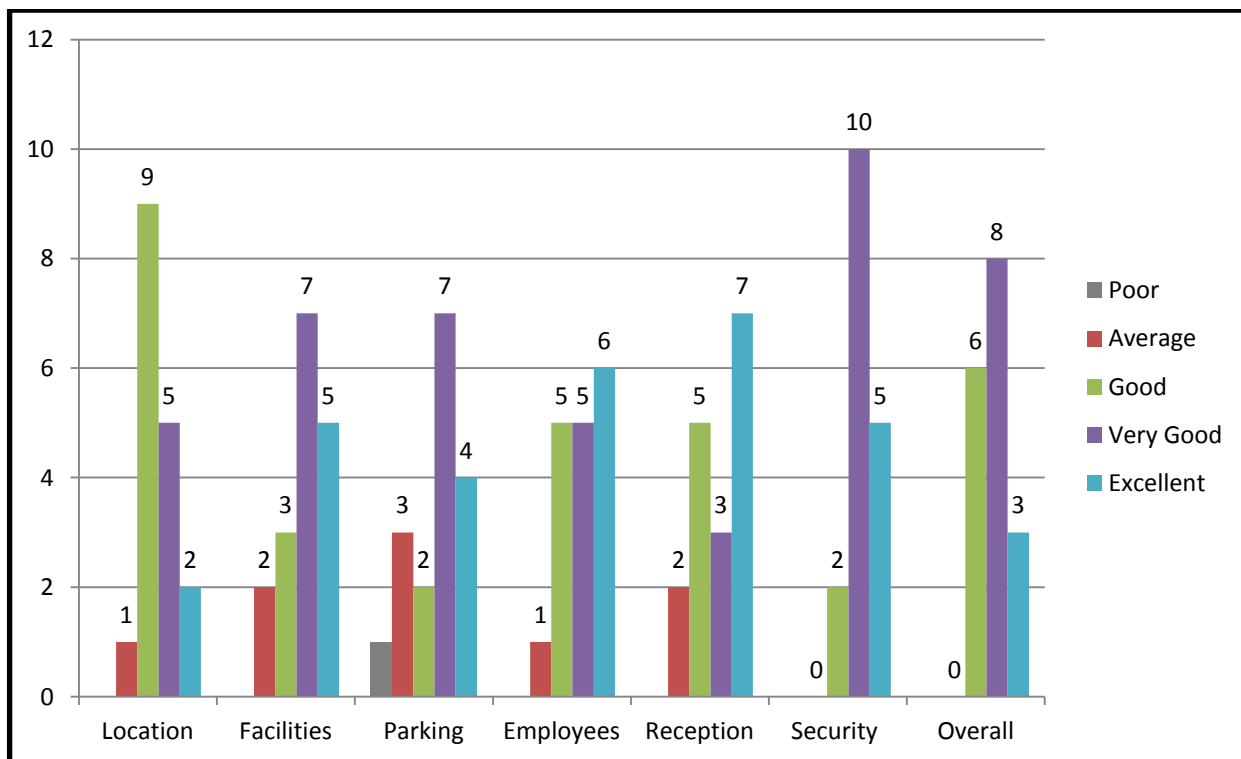
Background

The business tenants of the Workspace are either national or local charitable organisations or small local business.

Feedback was gathered using questionnaires and an interview with one of the tenant organisations. Feedback forms were given out to people working within tenant organisations based in the Workspace for their opinions on the services provided to them. A reasonable response rate was achieved with 17 completed questionnaires returned out of a maximum of 34. However, an accurate response rate is difficult to calculate as one organisation (containing 5 tenants) collated their feedback for an interview instead of giving feedback via the questionnaire. Additionally there was feedback from two of the regular TTC Group (Speed awareness courses) instructors who use one of the rooms in the Workspace on average 2 times a week.

Evaluation Findings

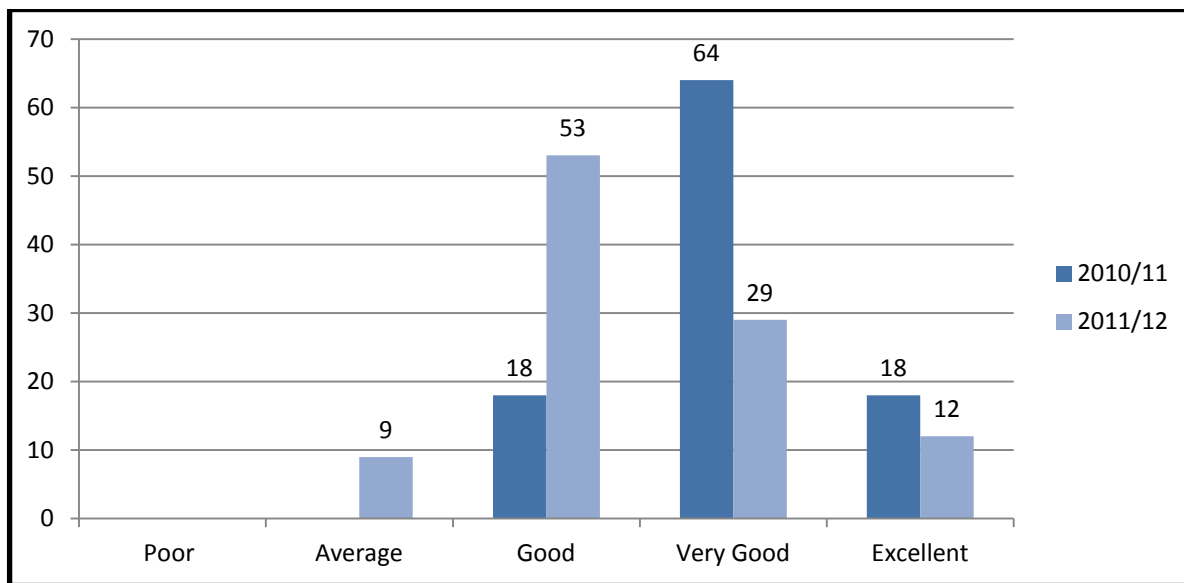
Graph of 2011-2012 Tenant Feedback (n=total population)



- Tenant responses have largely been positive. The most positive responses have been about the quality of the facilities' security and their overall opinions of the Workspace. The negative or more average responses have been about the quality of the location, parking and reception services.

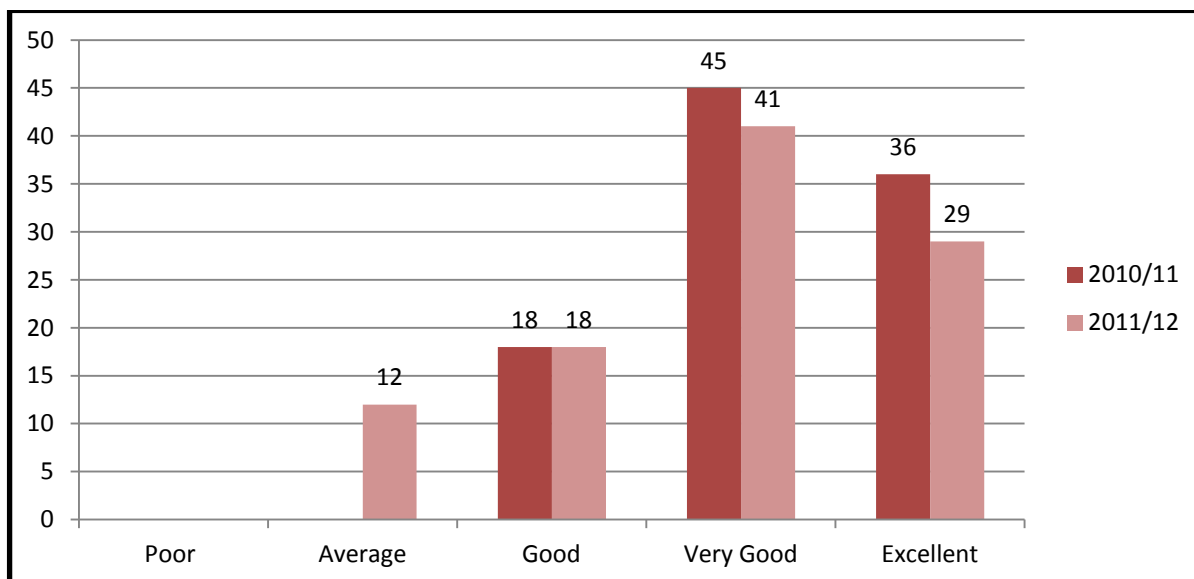
Comparison graphs of tenant feedback 2009-2012

Q1. The quality of the location of 'The Workspace' (n=total population)



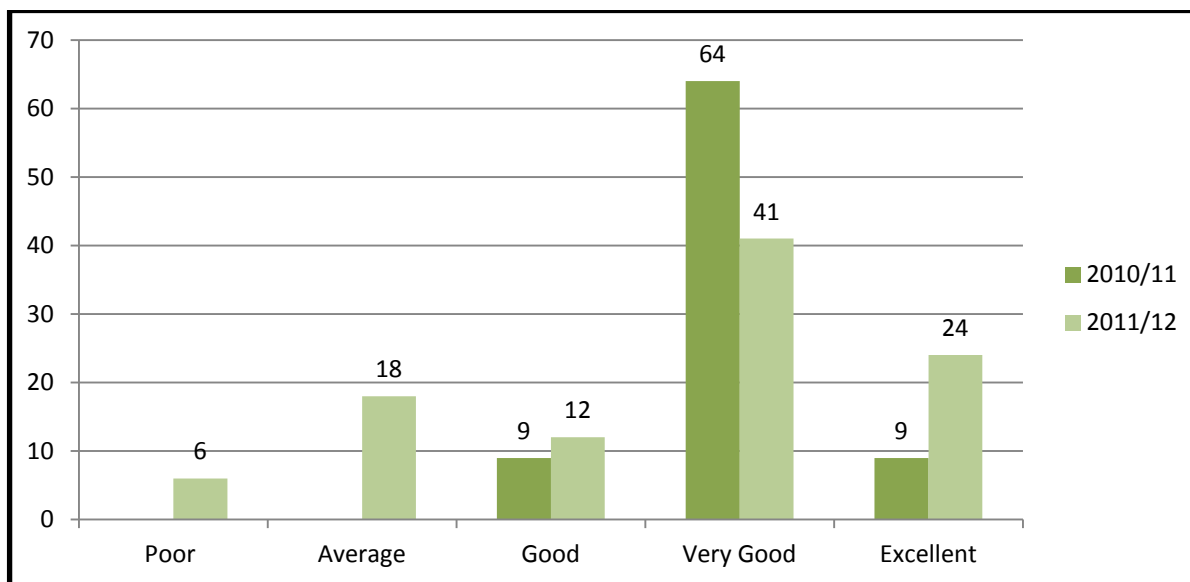
- Tenant ratings of the quality of the Workspace's location are lower than last years. 12% of respondents rated the service as 'Excellent'. However, 9% of the tenants rated the location as 'Average', compared to 0% last year.

Q2. The quality of the Cleanliness and General Appearance of our Facilities (n=total population)



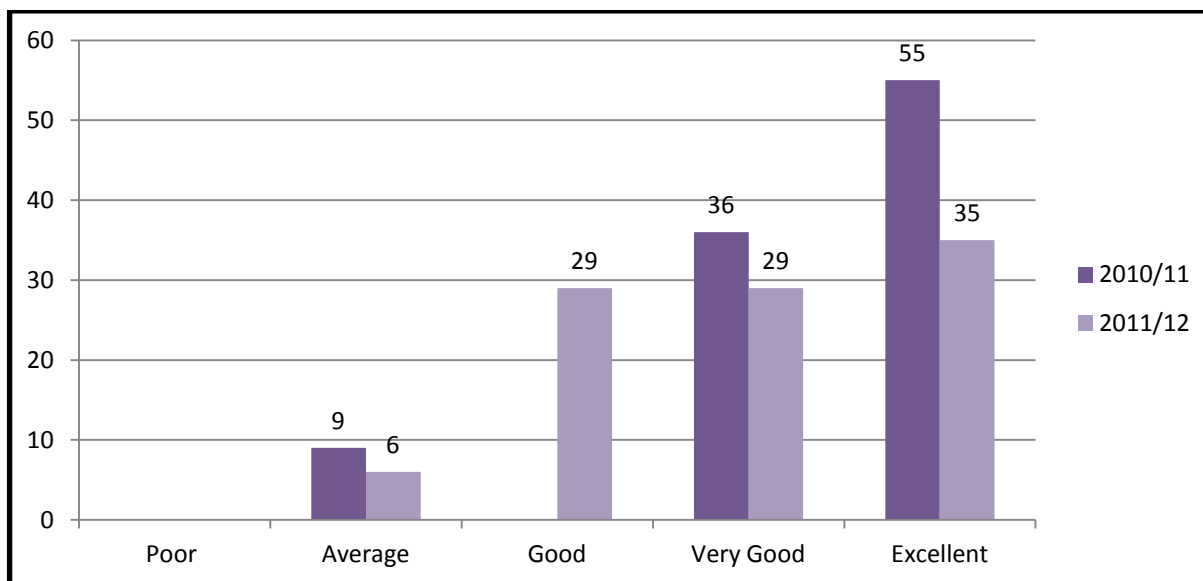
- Tenant ratings of the quality of the Cleanliness and General Appearance of the Workspace are lower than last years. 29% of respondents rated the quality as 'Excellent'. However, 12% rated it as 'Average' compared to last year's 0%.

Q3.The quality of the Parking Facilities at the Workspace (n=total population)



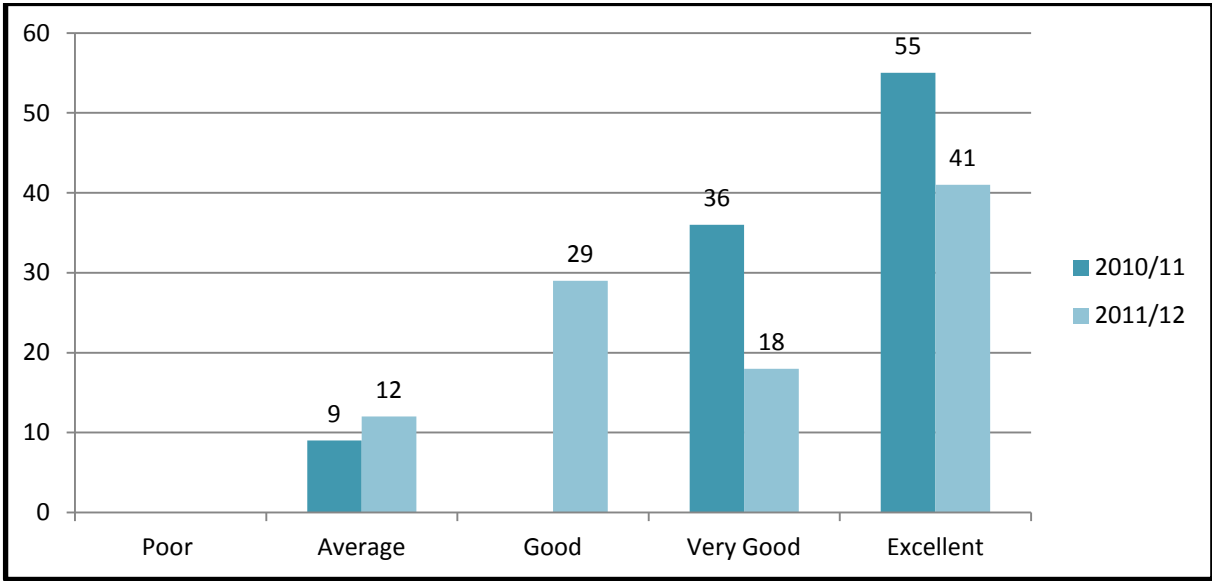
- Tenant ratings of the parking facilities of the Workspace are higher than last years with 24% rating it as 'Excellent' compared to last year's rate of 9%. However, 18% rated the facilities as 'Average' compared to last year's 0%.

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



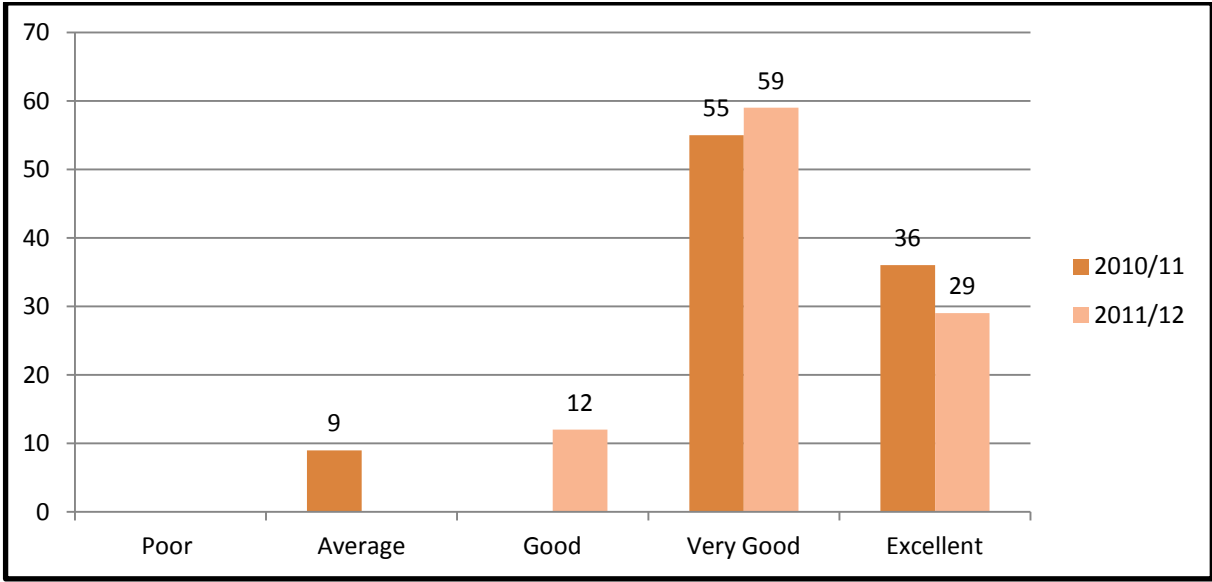
- Tenant ratings of the quality of the appearance and conduct of The Workspace employees are lower than last years. 35% of respondents rated the quality as 'Excellent' compared to last year's 55%. However, only 6% rated the service as 'Average' which is lower than last year's 9%.

Q5. The quality of the Reception Services (n=total population)



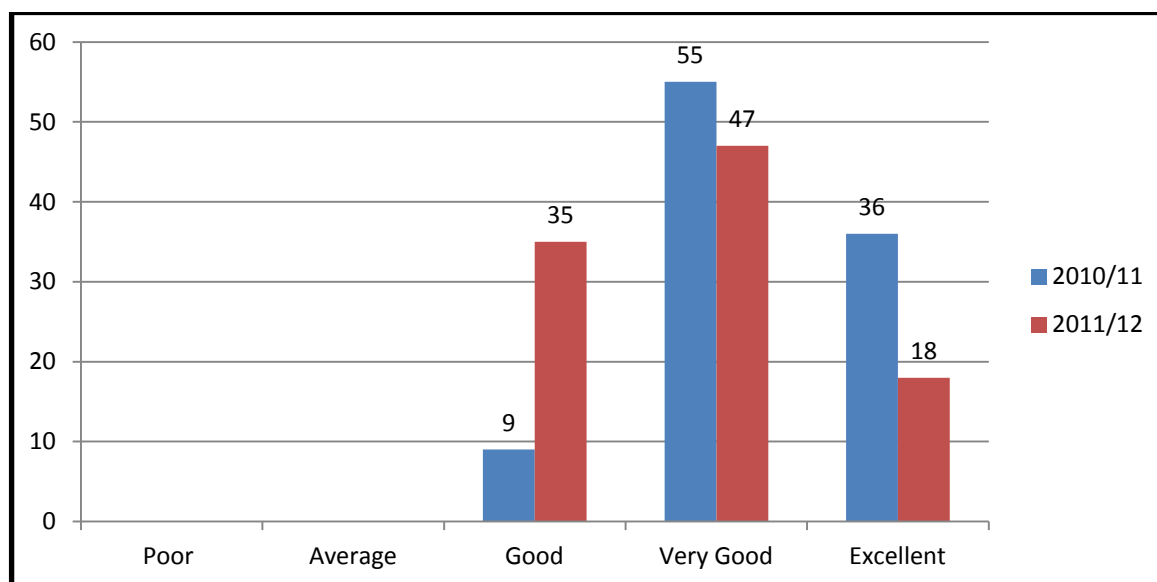
- Tenant ratings of the quality of the reception services are lower than last years. 41% of respondents rated the quality as 'Excellent' compared to last year's 55%. 12% of tenants rate the service as 'Average' which is higher than last year's rate of 9%.

Q6. The quality of the Security of the Building (n=total population)



- Despite ratings of the Security of the Building as 'Excellent' being lower than the previous year. However, more respondents rated the service as 'Very Good' than last year. No respondents rated it as 'Average' compared to last year's rate of 9%.

Q7. The Overall Opinion of 'The Workspace' and its facilities (n=total population)



- The percentage of tenants rating the service as 'Excellent' has decreased significantly from last year from 36% to 18%. However, none of the tenants rated the service as 'Average' or 'Poor'.

Positive Comments

Location
"We don't have any choice over where our work is based but this is handy for visitors coming by train."
"It is easy to get to the city centre from here, it is well known and the area feels much safer than it did 5-10 years ago."

Facilities
"Generally really happy with the place."
"Really good place to be."
"People comment when coming for meetings about how good the atrium is."
"Always clear of rubbish etc outside...nice and clean in corridors/ repairs hastily done."

Reception Services and Staff
"Has been very busy of late but staff do try and make everyone welcome."
"Always friendly and courteous / helpful!" – 2 users reported this
"Appearance and conduct of the staff is really good."
"Always friendly and courteous / helpful! /credit to the organisation."
"Everyone I have met on reception has been helpful, professional and efficient."
"Fantastic service."

Parking facilities
"Really good to get free parking at you place of work, especially in Wolverhampton."
"Front / back/ court and road- GREAT...would LOVE a bike shelter though...can we move the smokers out?"
"It is great to have access to free parking, makes this a good choice for companies wishing to locate here."

Security
"I've never experienced any problems."
"Key fob entry/ coded entry upstairs = very positive."
"It feels safe and secure."
"Security is really good and has never had any breaches in my time here."

Comments
"The response to an issue we raised was responded to very efficiently with some clear actions to support us; this has been a very positive experience."
"Positive place to work!"
"Relationships are good"
"Our organisation have always used storage facility for free at the Big Garage. It works really well for us-and we are very grateful for that."
"Very pleased to have a response from Iftikar to our particular concerns about out office – thank you."
"Keep doing what you are doing in my opinion!"

Suggestions for improvements:

Location
"If there were more shops around from which to buy lunch the score would go up – not much you can do about that though."

Facilities
"The noise from some of the conferences heard by tenants has on occasion been really loud, mostly from music or the PA, on a couple of occasions."
"The atrium is a great space but can be very cold and is difficult to use in bright sunlight due to glare."
"It would be great if you offered (and obviously charge for) franking/ postage, photocopying i.e. for big mail outs. If all residents used those kinds of central services it would benefit us all."

Catering
"Microwave or hot meals, sandwiches etc would be an advantage on premises."
"It would be nice to encourage a community spirit between the tenants – and maybe allow us to take advantage of the Atrium if there is no external booking. Monthly networking over coffee?? Or take your lunch into the atrium to eat and meet???"

Parking
Eight Tenants raised the issue of a lack of parking spaces at the front of the Workspace car park due to the high numbers of visitors parking there.
"Members of staff are not always able to park at front."
"Delivery drivers, taxi drivers, people dropping off children etc should be asked not to block the way onto the car park – often vehicles are left unattended which means staff can't get into parking spaces or round the back."

Reception
Five tenants raised the issue of problems with reception staff directing calls to the correct tenant in each office.
"This seems to go in peaks and troughs depending on who is on reception and how new they are in the role. The back-office staff have always been very helpful though."
"The internet has been good for the past 3-4 months, but in the past there have been issues with it and the Workspace staff have not informed me of this. "
"Mixed messages from different people at different occasions."

Security/ Fire safety
"Cameras need to be kept from trees so that things/people can be seen and kept safe."
"Street parking can cause problems particularly with car parking right by the entrance. This would be a problem if fire engines had to come down in the cul-de-sac."

Consultation Analysis

- ✓ Tenants have raised a number of issues with the reception service, the parking facilities and the lack of places to purchase food.
- ✓ Tenants have reported very high levels of satisfaction with the security arrangements at the workspace.
- ✓ Tenant satisfaction with The Workspace parking arrangements have increased since last year.
- ✓ Although the respondents have raised a number of issues with the service, the written feedback has been positive. None of the tenants rated the overall service provided by The Workspace as "Average" or "Poor".
- ✓ However, levels of overall satisfaction with the service are significantly lower than last year.

7.9.2. The Workspace Conferences

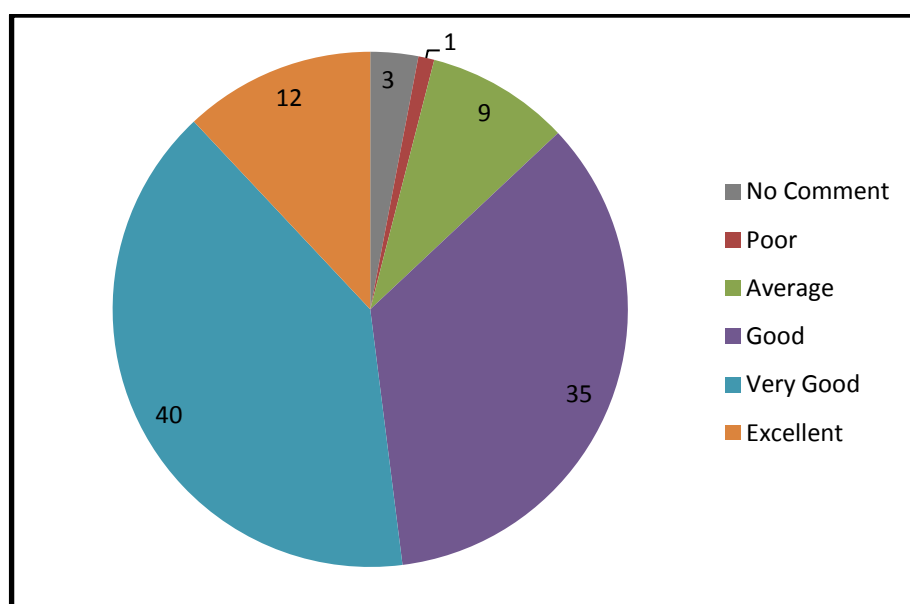
This section reports on information collected from users and customers of the Workspace conferencing and serviced offices business.

Introduction

The following results have been collated from completed forms for conference bookings in 2011/12. During this time there were 278 bookings. The figures in the tables are responses from the previous Social Accounts starting in 2008 when the Conferencing facilities first opened. Responses are provided in numbers of respondents. Response rate has remained largely static, rising one percent to 36% compared to last year's 35%.

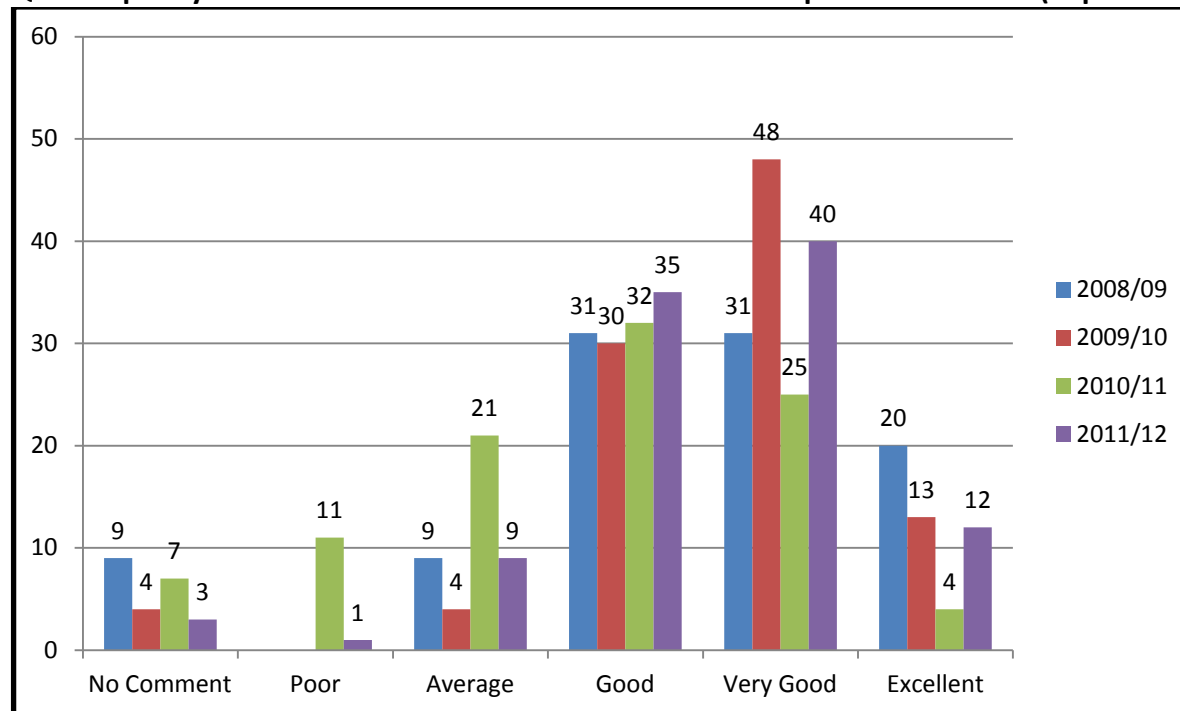
Consultation findings

Q1. The quality of Location and Directions to 'The Workspace' (in percentage)



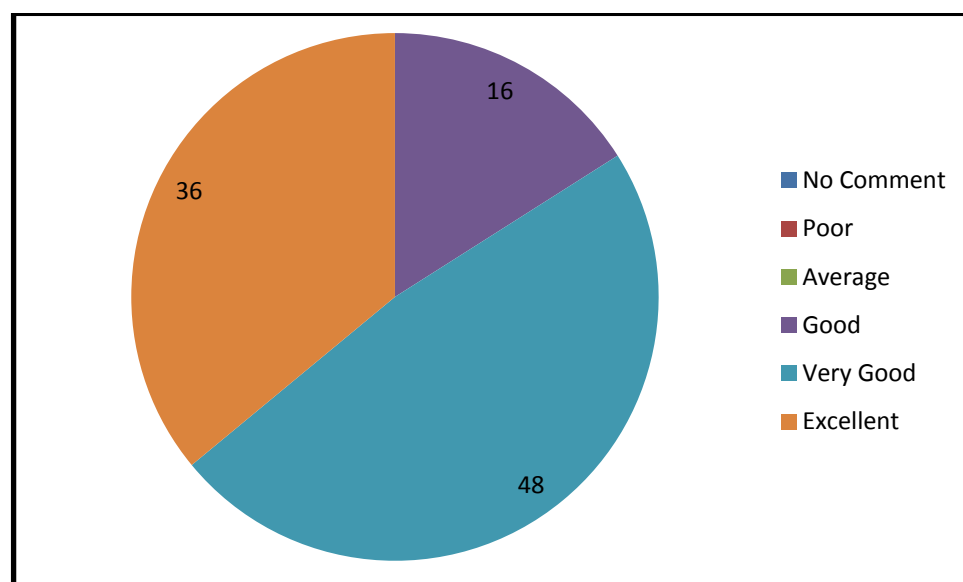
- The majority of conference users rated the quality of the Location and Directions to 'The Workspace' as 'Good' or 'Very Good'. However, 10% rated the service as 'Poor' or 'Average'.

Q1.The quality of the Location and Directions to 'The Workspace'- 2008-2012 (In percentage)



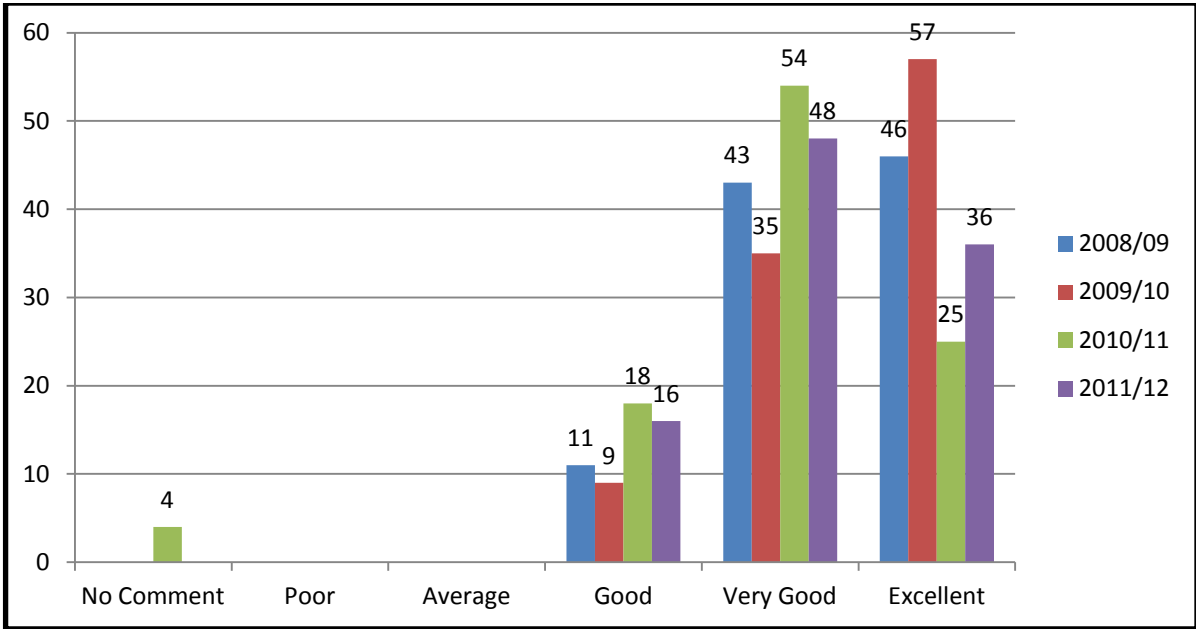
- The percentage of users rating the locations and directions to the Workspace is significantly higher than last year, but remains lower than previous years. The percentage of users rating it as 'Poor' has significantly improved to 1% from last year's rate of 11%.

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



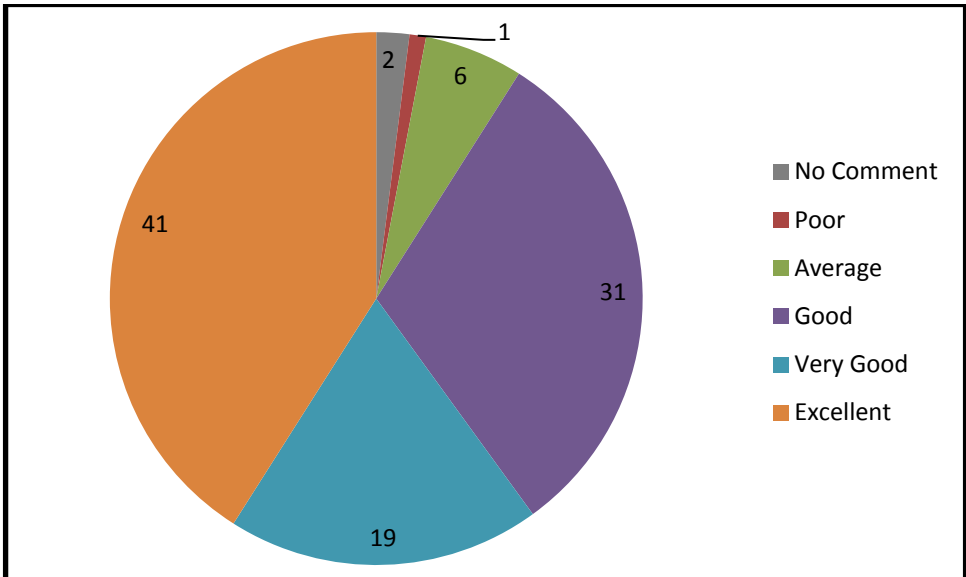
- Overall the users rated the cleanliness and general appearance of the facilities as positive with 37% describing them as 'Excellent'.

Q2. The quality of The Cleanliness and General Appearance of Our Facilities – 2008-2012 (in percentage)



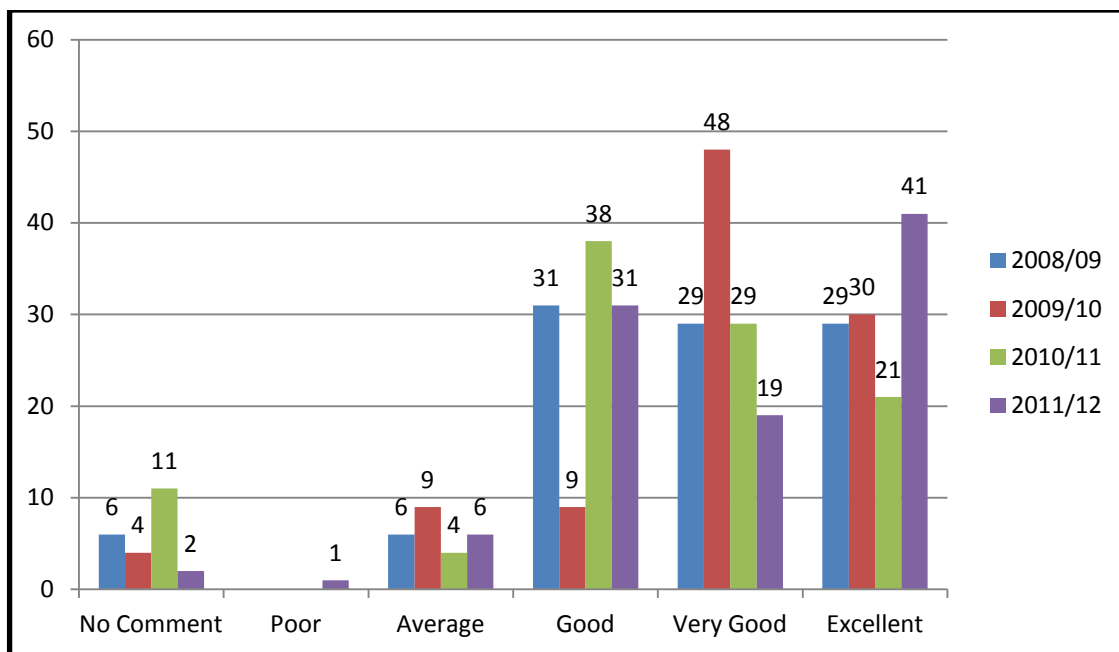
- The ratings for the cleanliness and general appearance of the facilities have improved on last year. No negative responses were given; however, quality ratings remain lower than for the years previous to 2010.

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



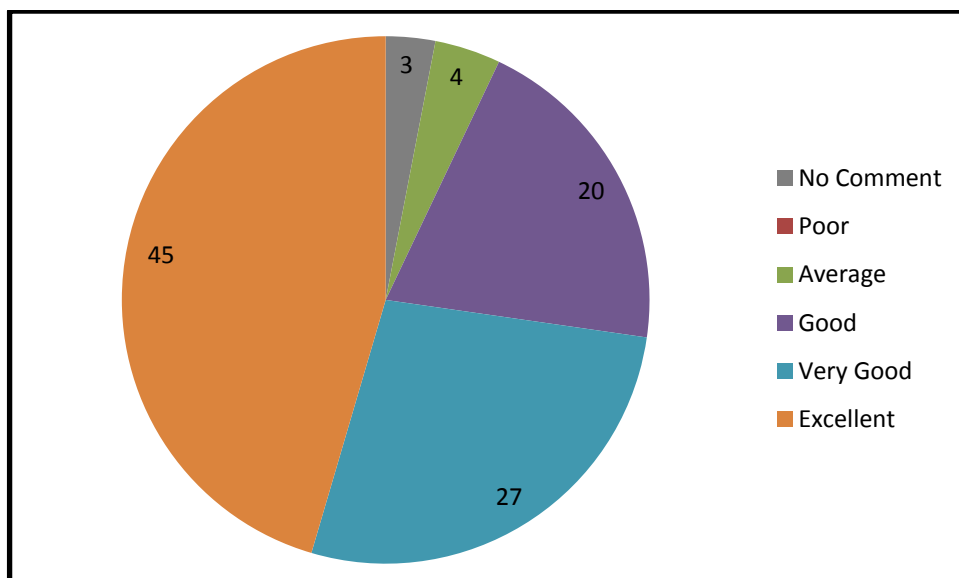
- 62% of users rated the quality of the Workspace parking facilities as 'Excellent' or 'Very Good'. However, 7% rated them as 'Average' or 'Poor'.

Q3. The quality of the Parking Facilities at The Workspace – 2008-2012 (in percentage)



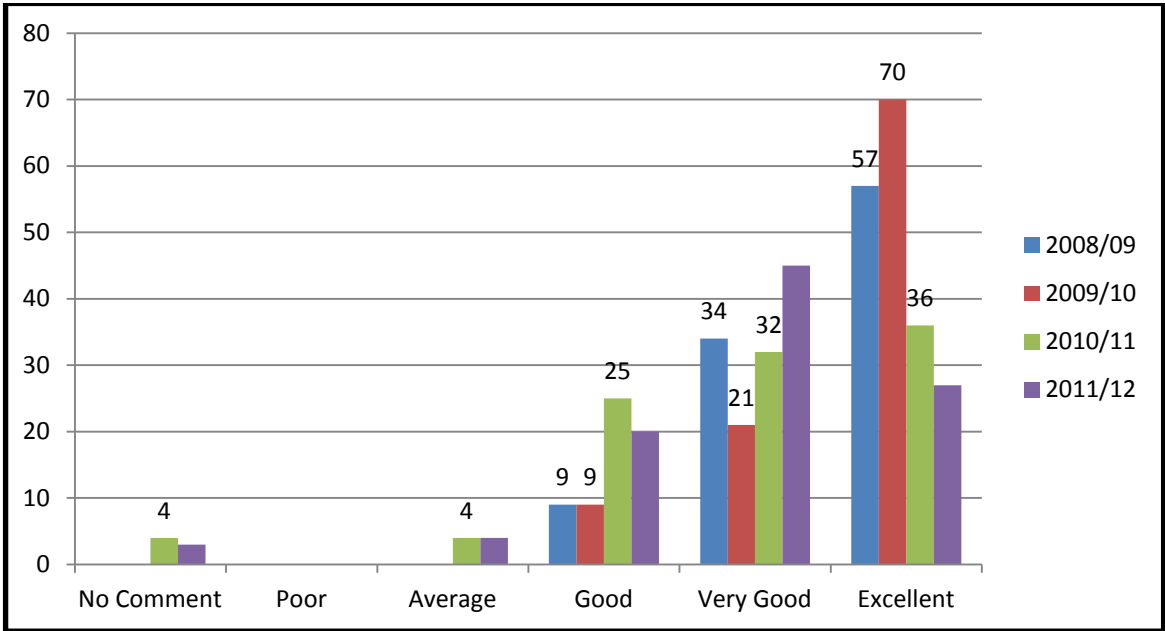
- For the first time since the facility opened 1% of the respondents rated the parking facilities as 'Poor'. Levels of users rating the parking as 'Very Good' have increased significantly from last year. However, rating of it as 'Excellent' have decreased slightly.

Q4. The quality of the Appearance and Conduct of The Workspace Employees – 2008-2012 (in percentage)



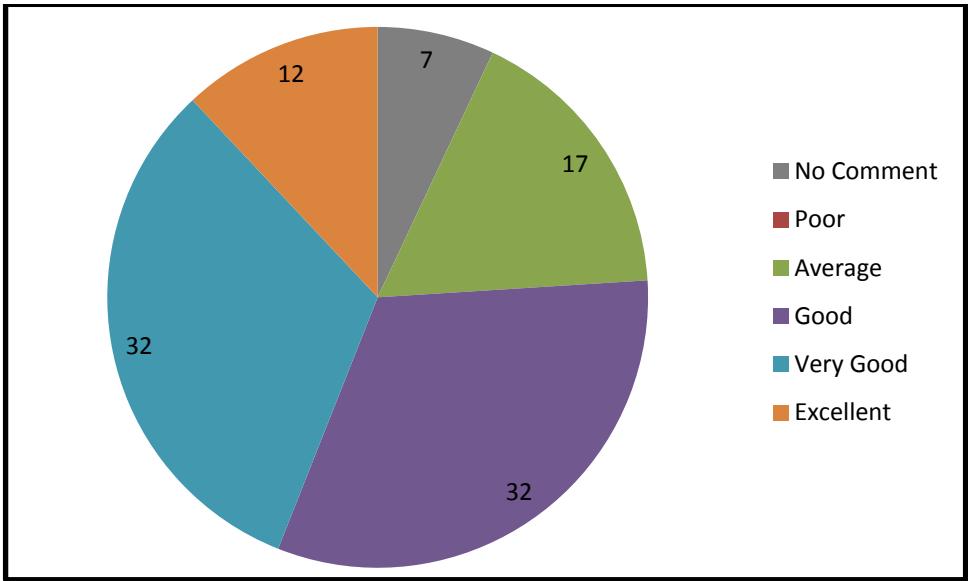
- 74% of users have rated the appearance and conduct of the Workspace employees as 'Excellent' or Very Good'. However, 4% rated it as 'Average'.

Q4.The quality of the Appearance and Conduct of The Workspace Employees – 2008-2012 (in percentage)



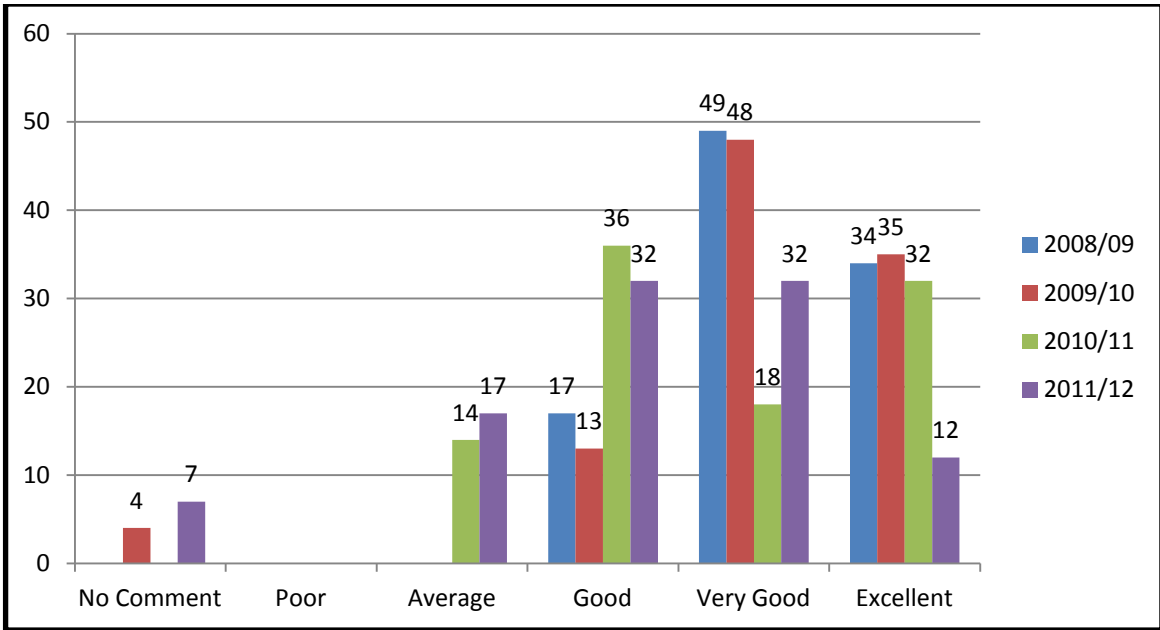
- The levels of users rating the appearance and conduct of the Workspace employees as ‘Excellent’ have decreased to their lowest levels this year. However, the percentage of users rating it as ‘Very Good’ is at their highest.

Q5. The quality of the Refreshments and Catering – 2008-2012 (in percentage)



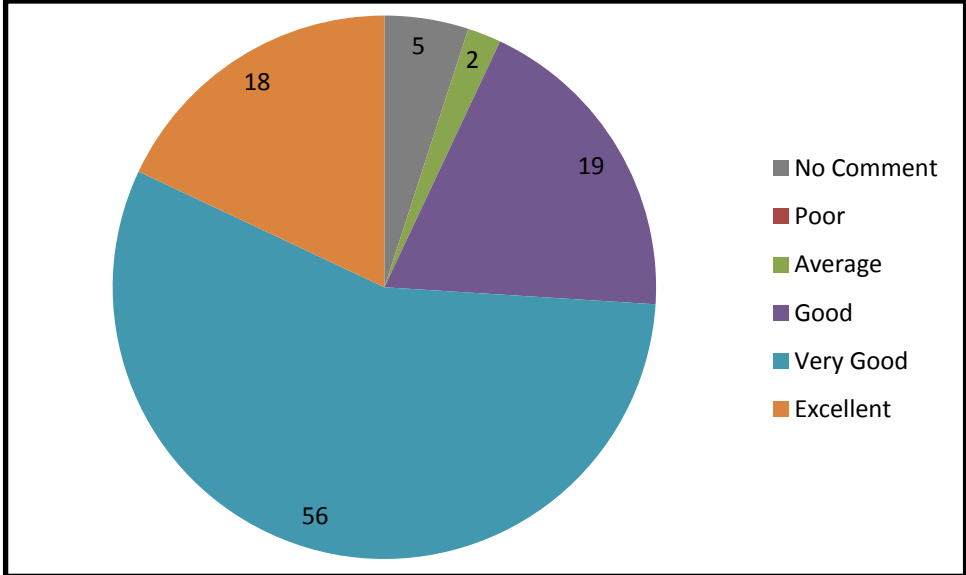
- Conference user ratings of the quality of the refreshments and catering has been mixed. Only 12% rated the quality as ‘Excellent’, most rated it as either ‘Very Good’ or ‘Good’. However, 18% rated it as ‘Average’.

Q5.The quality of the Refreshments and Catering – 2008-2012 (in percentage)



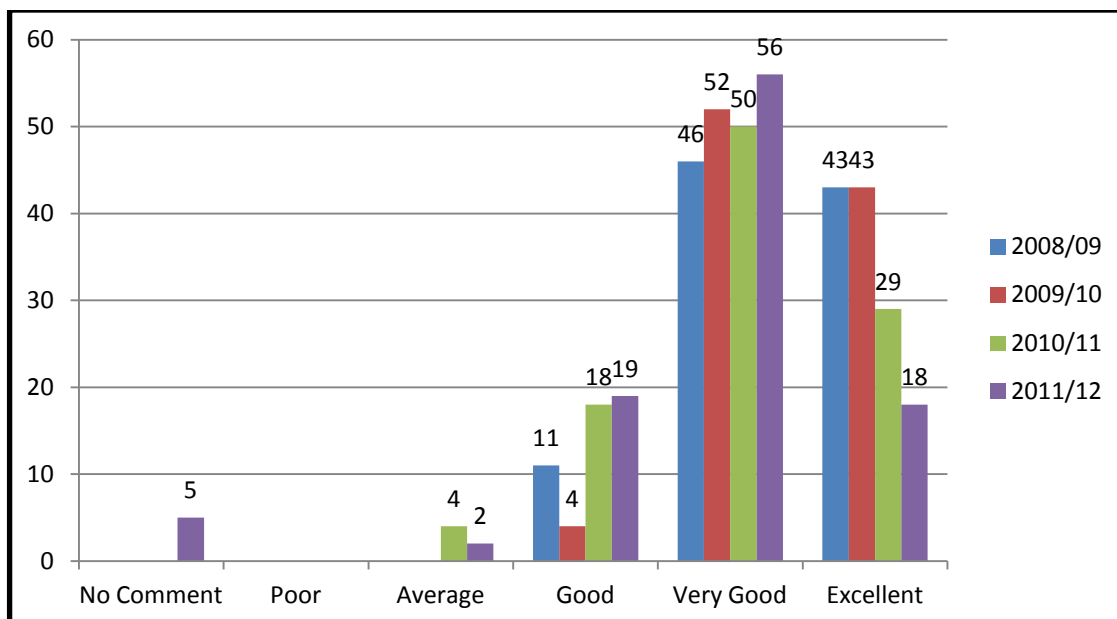
- The overall ratings of the quality of the facilities’ refreshments and catering have decreased significantly from previous year’s rates.

Q6. The Overall Opinion of The Workspace – 2008-2012 (in percentage)



- Overall, conference user’s opinions of the Workspace were very positive. 74% rated the facility as ‘Very Good’. However, 2% rated the facility as ‘Average’.

Q6. The Overall Opinion of The Workspace – 2008-2012 (in percentage)



- 75% of users rated their overall opinion of the Workspace as “Very Good” or “Excellent”. However, there is a significant decrease in the percentage of users giving an overall rating of “Excellent”.

Positive comments:

Location
“Ideal location just out the city centre”
Employees
“Polite and helpful”
“Very approachable”
“Laura really made things go smoothly from start to finish.”
Catering and Refreshments
“Good range of hot beverages and biscuits”
Facilities
“Quiet and conducive environment for work”
“Useful for meeting other partners”
“Clear bright and comfortable room with nice refreshments thanks!”
“Good venue for training”
“Good well maintained facilities/ services. Suitable to our needs.”

Conferencing facility users made the following comments to improve services:

Location and Directions
Four users reported experiencing problems with finding the venue using the directions provided by the Workspace.
"Address was given but no directions to the venue."
"Postcode on SatNavtook me to cu-de-sac."
Facilities
"Toilet flush not working properly"
"Soundproofing! I would think twice about a lecture/theatre style event, discussion events possibly ok."
Heating
Three users reported that the atrium was insufficiently heated.
"The atrium was very cold"
Staff/ Reception
Three users highlighted the lack of friendly interaction with staff or their absence from the front desk.
"Often no-one at desk, smile and warmth would be good"
Parking
One user was dissatisfied with the surface quality of the car park at the back of the Workspace.
"Surface of rear car park- poorish"
Catering
Seven users reported being unsatisfied with the range of food and refreshments provided and the temperature of the water for the hot drinks.

Consultation Analysis

This year's consultation has largely shown positive results but have highlighted key issues that need to be addressed.

- 75% of respondents rated The Workspace to be "overall" either "Very Good" or "Excellent".
- Key positive comments are that The Workspace's location was described as being in an "Ideal location just outside of the city centre".
- The facilities were described as being a "Good venue for training" and as a "Quiet and conducive environment for work"
- The Workspace tenants use the conference facilities and one tenant commented that the conference facilities are "Useful for meeting other partners."
- The Workspace employees, particularly the reception staff, were praised as being "polite and helpful" and "Very approachable".

When benchmarking against the previous social accounts carried out in 2011 some areas for concern have been identified:

- ✓ Location and Directions
- ✓ The conference facilities and heating

- ✓ Parking Facilities at the Workspace
- ✓ Catering and Refreshments

In the light of the comments received it will be important for ASAN to consider each of the above areas and consider a number of specific proposals to improve the quality of service provided, examples of initiatives may include:

- 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.

Objective 5

To develop and manage the organisation effectively

<u>Organisational values</u>	<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 out staff, trainees and volunteers.• To operate in a sustainable way.
<u>Stakeholders consulted</u>	<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

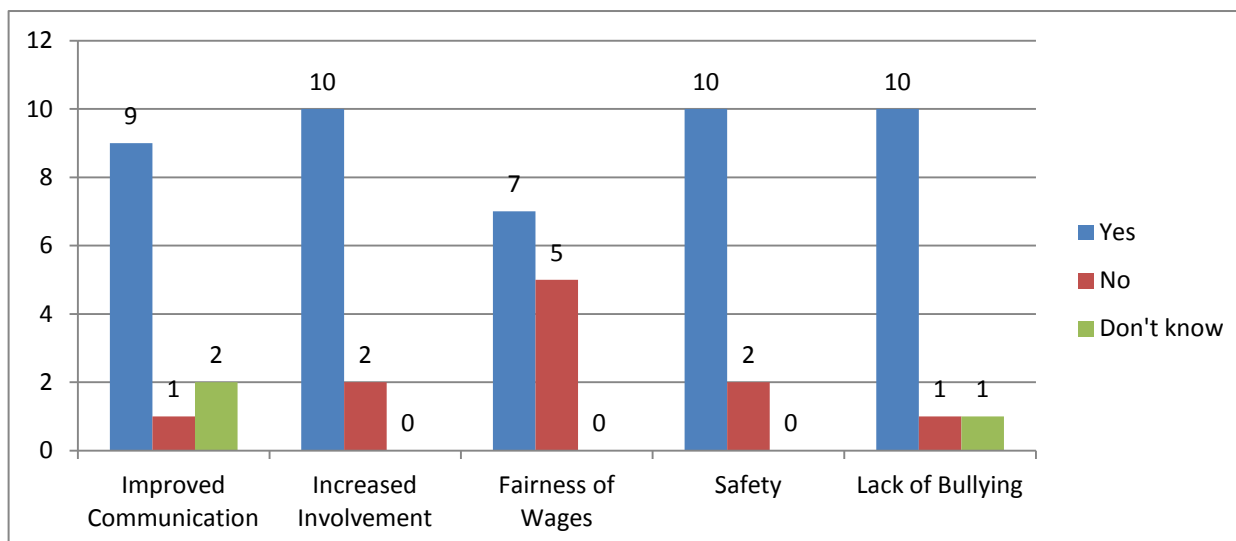
Introduction

ASAN Staff were invited to fill out an anonymous and confidential staff feedback questionnaire. 12 questionnaires were returned out of a possible 41.



Consultation Findings

Collated questionnaire responses – 2012 (n=total population)



- Staff levels of satisfaction with ASAN are largely positive. The only significantly negative responses have been concerning staff wage levels.

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

"I appreciate the board members work, but we work hard too. I feel a visit and some praise would go a long way."

"There have been many changes; however, information on ASAN and its services needs to be communicated termly to staff by the CEO or Chair of ASAN."

"It has improved a little"

"With changes in CEO and other staff it was important that those staff remaining communicate to ensure that the organisation continued."

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

"I understand the way business works but feel a lot of reasonable requests are dismissed"

"This is carried out through appropriate meetings."

"Not all the time – have to ask"

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

"I do a lot of work for a small wage"

"£6.91 is slightly above minimum wage. However, with added paper work it doesn't seem fair."

"But workload is heavy in contract of developing a new enterprise – maybe something performance related could be developed in future."

"Not compared to other children's centres in Wolverhampton. I provide the same as other centres and feel this needs to be addressed."

"It's ok, but sometimes feel it is too low as compared to other children's centres"
"Almost, but not according to my responsibilities"

Q4. Do you feel you work in a safe environment?
"At times I'm alone on my work and at times this can be unsafe"
"For the most part. However, better staff protection should never be underestimated."
"Don't like to be in building on my own"
"Can be safer for all"
"There are times when I feel I need someone to help i.e. holding the ladder and lifting heavy materials"

Q5. Do you feel free from bullying harassment and discrimination within your work?
"There are policies and procedures in place for addressing these."

Q6. Have you any other comments to make about your work or about ASAN or suggestions for improvements?
"It's great being part of ASAN. Mike had some great ideas for the building. I hope none of his visions are forgotten about. Parking outside front gates are a problem. "
"Centre to improve inter-project communication"
"ASAN needs to address equality of pay comparable to other Children's Centres as we deliver the same core offer. ASAN need to address incremental pay scales for the post as this gives incentive and motivation to work for the organisation."
"ASAN needs to address a pension scheme for its employees as this was stopped and not resumed."
"Regular staff get-togethers."
"Possibly days when you work alongside a colleague and they with you – work with a colleague day"
"More staff meetings where the vision and how we fit in is discussed. More work on getting rid of the us and them thing with some colleagues."

Consultation Analysis

- Feedback from staff has been positive overall.

Staff have reported high levels of satisfaction with:

- ✓ The improvement to the communication within the organisation this year
- ✓ Their involvement with the decisions that affect their work
- ✓ The safety of the environment they work in
- ✓ Their freedom from bullying, harassment and discrimination at work

Issues for further consideration are:

- ✓ Organisation wide communication
- ✓ Employee safety
- ✓ The appropriateness of current wage rates

7.11. Strategic Stakeholders

Introduction

Following recommendations from last year's accounts, we have undertaken a Strategic Stakeholder consultation.

Stakeholders were invited to complete a questionnaire via email. Response rate was low, with 3 respondents.

Consultation Findings

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

Local management of services

Sustainable development

"The use of the meeting room for meetings of our volunteers."

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

"ASAN have been very helpful to our group of volunteers, allowing us the free use of a room, which allows the fabulous work of these local volunteers to continue, for which we are most grateful."

"I have always found ASAN to be a "can do" organisation and consequently easy to partner with."

"We utilise the workspace for meetings and training sessions and have always found the approach from ASAN staff helpful and professional and the environment welcoming. We welcome the fact that any surpluses from our involvement are then used to support the wider community."

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

"I believe that a community enterprise/engagement approach is an excellent way forward in helping to stimulate positive growth and development within a community such as All Saints, encouraging self reliance and sustainable, healthy, community development from grass roots up."

"ASAN's innovative approach to community development is a beacon of enterprise in Wolverhampton."

"It is an approach that is increasingly relevant in the current environment and one for which ASAN is at the forefront in the City."

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

"Yes – as above, it is an excellent way forward – people-led, for the benefit of the people"

"Yes, a community led organisation which is focused on identifying and delivering services to meet

the needs of its community is hugely important.”

“The vision chimes absolutely with the LNP aims and objectives and makes working together for the benefit of the community a positive experience.”

“I think ASAN’s approach is one of a number of that can improve the quality of life for people in All Saints. Its strength is that it provides greater opportunity for sustainability than one based, for example, on a reliance on grant funding or income directly from the public purse.”

Consultation Analysis

- ✓ The feedback from Strategic stakeholders has been very positive.
- ✓ The helpfulness and effort that the organisation puts into its activities and its service to the community is highlighted.
- ✓ The feedback highlights the positive impact the organisation has in the city and the positive working relationship it has with other organisations with common goals.

7.12 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 the ASAN social accounting process and 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 2011 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

8.1. Introduction

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

8.2. Carbon Footprint

The Carbon Footprint* of ASAN for the 2011/12 social audit year was: 1,538,722 Kg CO₂e.

This was calculated from:

Electricity usage
Used by The Workspace and the Big Garage for lighting and electronic equipment.
Gas usage
Used for heating in the Workspace
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
Printing paper purchased
As a quantifiable amount of paper used by the organisation over the 13 months.

This will act as a benchmark to be improved upon for future years. Additional indicators which could potentially be measured to next year are:

- Conference Food consumption
- A wider range of stationery and office supply purchases

* This is an incomplete Carbon Footprint based upon the carbon emitted by the activities listed in section 8.2.

8.3. Climate Consulting ‘Sustainable Energy Report’

In March 2012 a ‘Sustainable Energy Report’ was compiled by Climate Consulting Ltd. This was funded by a Local Energy Assessment Fund (LEAF) grant from the Energy Savings Trust.

This report is available in appendix 3.

The main recommendation of the report, and the biggest single method that ASAN could use to reduce its energy use, is the reinstallation of a Biomass boiler at the Workspace.

The Workspace Biomass Boiler

In 2010 a biomass (wood burning) boiler was installed in the Workspace with the intention of using it as an environmentally sustainable source of heating for the building. However, it was later found that the boiler that was installed was not the correct type of boiler for a building of size of the Workspace. Therefore, the boiler was no longer used.

ASAN is currently in the process of exploring the feasibility of reinstating the biomass boiler and seeking funding for the project.

The Workspace Energy use:

Compared to energy use benchmarks for similar buildings, the Workspace is performing well. However, there are areas that can be improved upon if ASAN is to keep to its commitment to work towards a sustainable approach to its activities. These energy use benchmarks are stated in the Sustainable Energy Report found in Appendix 2.

Zero and low cost energy efficiency measures that can be implemented and the potential positive impacts of these measures:

Measure	CO2 Saving (pa, kg CO2)	Cost	Saving	Payback Time (years)
Switch off heating when building is not in use (weekend)	14919	£0	£2437	0
Install Reflective radiator panels	160	£74	£28	3
Install E-cubes on the kitchen fridges	860	£450	£158	3

Data taken from the Sustainable Energy Report, by Climate Consulting Ltd, 2012, pp. 1010.

These recommendations will be put forward for implementation for next year.

8.4. The Green Office Checklist

A questionnaire was adapted from 'The Green Office Checklist', as suggested by the Social Accounting Handbook. A representative from the ASAN office in the community centre and 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 ASAN office benefits from the solar panels that are installed on the roof of the community centre
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 not 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 brought 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 not 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

8.5. 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:

- ✓ Energy consumption will be monitored
- ✓ Realistic energy saving targets will be developed
- ✓ Energy use awareness will be raised among staff and Workspace building tenants
- ✓ Office behavioural change will be encouraged through staff training.
- ✓ The feasibility of reinstalling the Biomass Boiler will be explored
- ✓ Posters which promote sustainable energy and resource use awareness will be put in the offices
- ✓ A more comprehensive form of environmental impact measurement and evaluation will be explored
- ✓ ASAN's current energy suppliers should be reviewed to see if it is feasible to source its energy from a renewable energy supplier.

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 has not been included since social accounts were not produced by ASAN in that year. The methodology used here could certainly be improved and we are always prepared to consider new ways of measuring this impact.

9.1. About our employment impact.

How many people does the organisation employ?

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

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

Name	2006/7	2007/8	2008/9	2010/11	2011/12
All Saints Action Network Ltd	2	1	8	10	4
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%)

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.	£4,965.00
2007/8	£6,024.	£335.	£6,359.00
2008/9	£2,752.	£1118.	£3,870.00
2010/11	£2669	0	£2669.00
2011/12	£1166.95	0	£1,166.95

This training has included:

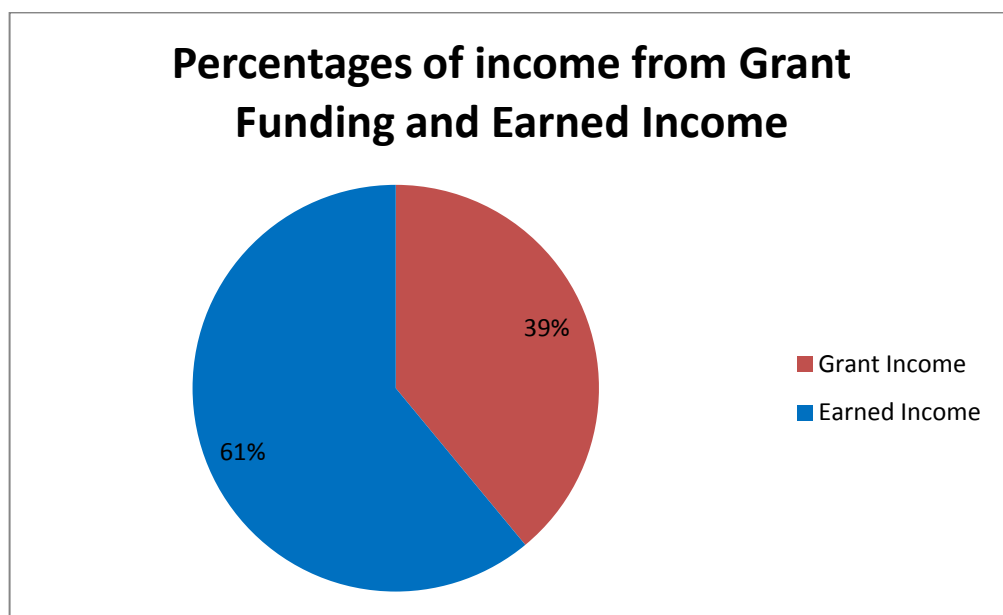
- Fire Marshal and First Aid training for a Workspace Apprentice.
- Child Ways training and NHL Partnership training for the new Family Support Worker at the Children's Centre.

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 and awarding body	2006/7	2007/8	2008/9	2010/11	2011/12
Early Years – Children's Centre	-	£46,160.	£266,453	£330,779	£310,580
Fathers Worker Programme – Children's Centre	-	-	-	-	£800
Energy Savings Trust – Local Energy Assistant Loan – To commission a LEAF Environmental Impact Report	-	-	-	-	£4,725
Wolverhampton Homes – Funding for Diversionary Activities	-	-	-	-	£2,000
Total:	£667,755	£1,123,723	£1,296,107	£406,317	£318,105

9.4. Income generated through Grant funding and earned income*.



* Data taken from the most recent audit financial accounts, year ending 31st March 2012. Period covered 1st April 2011 – 31st March 2012.

9.5. About our purchasing policies

Does the organisation have a local purchasing policy?

Yes

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

Yes

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

Meeting Expenses i.e. Tea and Coffee.

Catering for the Workspace.

Stationary and appear supplies

Use of consultancy associates for ASAN Consultancy

16% of total expenditure goes to the local community (businesses in the W2 region of Wolverhampton).

23% of total expenditure goes to businesses in Wolverhampton and 19% to businesses in the West Midlands

Therefore, 58% of ASAN's expenditure goes to businesses in the county.

9.6. About our trading discounts

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

22 teams used Southside Sports during the previous year.

10 teams were local and received a discount of 20%

9.7. Community Maintenance Recycling Service

Over the year the members of the recycling service (local community members) saved approximately **£3255.90** by using the service instead of using the council service.

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

	2012	2011
	£	£
INCOMING RESOURCES		
Voluntary income	313,855	425,369
Activities for generating funds	209,255	242,266
Investment income	78,412	102,393
Incoming resources from charitable activities	154,754	96,039
Total incoming resources	756,276	866,067
RESOURCES EXPENDED		
Costs of generating funds	110,788	169,412
Charitable activities	586,901	609,491
Governance costs	72,776	78,609
Total resources expended	770,465	857,512

NET INCOME/(EXPENDITURE) FOR THE YEAR	(14,189)	8,555
RECONCILIATION OF FUNDS		
Total funds brought forward	2,335,201	2,326,646
Total funds carried forward	£2,321,012	£2,335,201
Restricted funds	2,040,921	2,085,785
Unrestricted funds	280,091	249,416
	£2,321,012	£2,335,201
Represented by:		
Fixed assets	2,420,098	2,495,222
Other net liabilities	(99,086)	(160,021)
	£2,321,012	£2,335,201

These summarised financial statements have been extracted from the full audited financial statements of the charity which were approved by the Trustees on 21st November 2012. 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 Tildesley & Tonks Limited (ASAN's auditors).

Section 10

Conclusions, plans for dissemination and recommendations

Areas for consideration for the 2012/13 Social Accounts

Area for Consideration	Stakeholders Involved	Possible Action
Objective 1 - To work with local people to establish community managed services.		
Children's Centre	Staff & service users	Attendance for a number of the courses has been low and infrequent. Strategies for encouraging more families to start and then continually attend the courses should be developed.
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	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.
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 Recycling Service	Staff & Service users	The length of time between a collection being booked and the collection being completed should be reviewed.
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.)
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 reinstallation of a

		Biomass Boiler at the Workspace and the seeking of source of external funding is a key priority for the coming year.
Objective 3 - To provide a route to employment through training, the development of skills and building local capacity.		
Children's Centre	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.
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.
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.
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.
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

		<p>park.</p> <ul style="list-style-type: none"> Investigate the feasibility of a cafe or food purchasing facility in the Workspace
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.
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.

Methodological Improvements for the 2012/13 Social Accounts

Objective / Area	Stakeholders	Recommendation
Objective 1 - To work with local people to establish community managed services.		
Children's Centre	Children's Centre service users	A system for producing more in-depth impact reviews in course evaluation forms need to be developed.
Children's Centre	Children's Centre service users	<p>A number of new questionnaires need to be developed. They include:</p> <p>A general user's satisfaction questionnaire that is used to gather data on the courses used, satisfaction levels and the impact they have had on the users.</p> <p>Programme specific questionnaires or appropriate research methods that are disseminated at the beginning end and several months after the programmes are completed.</p>
Nursery	All Saints Day Nursery service users	Response rate from Nursery users was only at 43%. The methods used to disseminate and collect questionnaire from users needs to be improved.
Nursery	All Saints Day Nursery service users	A significant proportion of the Nursery's users have English as their Alternative Language The feasibility of the questionnaire being translated into other languages, such as Polish, needs to be explored.
Nursery	All Saints Day Nursery service users	The user questionnaires need to be further adapted in order to gather more comprehensive data on the impact the Nursery has had on the employability or of the parents/ cares who use the Nursery.
Objective 2 - To work towards a sustainable approach to the organisation's activities.		
Tool library	Tool Library users	No consultations were undertaken with the Tool Library users this year. For the coming year a user questionnaire and a number of short interviews with regular users need to be completed.
Recycling Service	Recycling Service Users	Data concerning how many years the users have used the service needs to be developed into a new year on year comparison table in the report.
Environmental Impact	Staff	This was the first year that ASAN's environmental impact has been reviewed. There are a number of additional or

		expanded impact indicators that can be developed for the next cycle. This includes the expansion of Carbon Footprint calculations to include the food brought for the Workspace conference service and a wider range of stationary and office supply purchases.
Environmental Impact	Staff	The 'Green Office Checklist' needs to be completed by all applicable ASAN enterprises.
Objective 4 - To become financially self-sustaining through the development of physical assets and social enterprise.		
The Big Garage	Big Garage Users	Response rates for this service were low and strategies for improving the dissemination and collection of questionnaires need to be developed.
South Side Sports	South Side Sport Users	The timescale that is available to undertake consultations with service users needs to be increased in order to increase response rates.
The Workspace Tenants	The Workspace Tenants	The coherence between tenant meetings, ongoing satisfaction evaluations and the annual questionnaire needs to be improved in order to avoid overlapping of consultations. Evaluations taken from the minutes of tenant meetings need to be integrated into next year's report.
The Workspace Conference Facility	The Workspace Conference Users	Data from the conference user questionnaire needs to be inputted into spreadsheets either as soon as they are returned or monthly. This would mean that monthly performance evaluations could take place and issued raised by users can be addressed quickly.
Objective 5 - To develop and manage the organisation effectively.		
Staff Consultation	Staff	Response levels for the staff consultation was low. Strategies for encouraging staff to fill out questionnaire need to be developed. The possibility of placing the responsibility for disseminating and collecting questionnaire with the managers of each enterprise should be discussed.
Strategic Stakeholders	Strategic Stakeholders	An increase in the timescale of Strategic Stakeholder consultation needs to be explored in order to increase response rates.

ASAN is currently delivering some employability and training activity via the 'Kite' Project which is managed by the All Saints Children's Centre. Social book keeping systems will be developed and implemented to record the impact of these activities. In addition we anticipate that new training and employability activities will be delivered in 2013 including a major initiative to support and equip local people with the confidence and capacity to apply for employment within the new Tesco development planned for All Saints in 2012/13.

We recognise that there is much we still have to do. In particular as an organisation aspiring to fully understand its environmental impact, there is more work to be put into an environmental report for our 2013 accounts.

Similarly, we recognise that more needs to be done to appreciate ASAN's economic impact and in the coming social accounting cycle we will seek to include the following elements:

- More accurately valuing the extent of volunteering within ASAN and using recognised techniques to give a financial value to the level of volunteering.
- Comparative and more in-depth analysis of ASAN's employment practices – particularly factors for reduction in employees who are local residents and possible actions to remedy this.
- Examination of trends in spending on employee training and commenting on this
- Working with ASAN's local suppliers to understand how much of the money paid to them stays in the local economy – possible using the Local Multiplier tool.

In the next social report we will more closely link the recommended actions from Section 10 to the corresponding organisational activities in Section 7. This will make it easier to understand what is required to address the shortcomings and areas for improvement identified through the social accounting process.

As in previous years, a full consideration of the social accounts will take place when the Board and staff members will consider the accounts while at the same time considering how the organisation should move forward in 2012/13.

In relation to 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 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 March 2013 and will be fed into the 2012/13 Business Plan.

Appendix 1

Social Audit Key Aspects Checklist

All Saints Action Network - Key Aspects Checklist Dates: 2011/12

In each of the sections below there is space to write in additional information – or, where appropriate, additional material should be attached. *Where a particular item is not relevant to your organization please tick the **NA** (not applicable) column.*

The **Date/Details/Comments** column should be used to elaborate where necessary on the **Y/N/NA** response. [For example against Annual General Meeting might be written “*held on 30 October 2008; 21 attended*” or against Equal Opportunities might be written “*adopted August 2003, copy attached - due to be reviewed*”.]

1 Human Resources

		Number			Date/Details/Comment
1.1	Number of employees: Full-time Part-time Volunteer	15 19 4			(41 in total)
1.2	Number of members	442			
1.3	Policies and Procedures in place:	Y	N	NA	
	a. employee contracts	y			
	b. employee job descriptions	y			
	c. staff appraisals	y			
	d. grievance procedures	y			
	e. disciplinary procedures	y			
	f. equality and diversity policies	y			
	g. equal opportunities	y			

	h. pay differentials between the highest paid and the lowest paid	NA			
	i. other, such as family friendly policy:	y			
1.4	Investors in People	y			
1.5	Consultations:	n	n		<i>[It is expected that organizations will from time to time consult their workers as part of the social accounting process both about the Key Aspects and about performance and impact in respect of the Organisational Objectives. Please attach blank questionnaires used in respect of Key Aspects + summaries of findings as appropriate]</i>
	a. with paid employees	Y			See appendix in ASAN 2011/12 social accounts for questionnaire
	b. with volunteers	Y			As above
	c. other		n		

Additional information

2 Good Governance and Accountability

		Y	N	NA	Date/Details/Comment
2.1	Legal form of organization: Constitution (tick appropriate): Sole trader <input type="checkbox"/> Association <input type="checkbox"/> Partnership <input type="checkbox"/> Company limited by shares <input type="checkbox"/> Company limited by guarantee <input type="checkbox"/>	Y			

	Industrial and Provident Society <input type="checkbox"/> Credit Union <input type="checkbox"/> Community Interest Company <input type="checkbox"/> Workers Co-operative <input type="checkbox"/> Charitable status <input type="checkbox"/> Housing Association <input type="checkbox"/> Other What?.....	y			
2.2	Appropriate annual return filed	y			Companies House annual return for ASAN management services Ltd (trading subsidiary) submitted on 14 Dec 2012, Companies House annual return for All Saints Action Network Ltd submitted on 25 July 2012. Charity Commission return for All Saints Action Network submitted on 23 January 2013.
2.3	Annual General Meeting held	y			<i>AGM held on 24 Feb 2012 & 21 November 2012</i>
2.4	Regular Board/Management Committee meetings	y			<i>6 meetings held in year</i>
2.5	Annual Report published	y			See www.asan.org.uk
2.6	Membership increased	y			<i>Increased from 442 to 468</i>
2.7	Social Accounts prepared	y			The Social Accounts 2011/12 report has been produced
2.8	Social Accounts verified by Social Audit Panel	y			On the 17/12/2012 the 2011/12 Social Accounts were reviewed and signed off by a Social Audit panel.
2.9	Social Accounts reported to Stakeholders	y			<i>Via ASAN website</i>

2.10	Consultations:				<i>See appendices in ASAN 2011/12 social accounts</i>
	a. with members of the organisation	y			Consultations were undertaken with all of ASAN's stakeholders with the exception of the users of the Tool Library and Dudley Road facilities.
	b. with members of the Board or Management Committee	y			Via slot on regular board meetings
	c. with Advisory Body members (if appropriate)			n	
2.11	Other quality systems used:	Y			<i>IIP</i>

Additional information

3 Asset Lock and Use of Surplus

		Y	N	NA	Date/Details/Comment
3.1	Asset Lock in constitution	Y			<i>Para 9 in memorandum of association for All Saints Action Network</i>
3.2	Use of surplus:				<i>[please tick all relevant in current year]</i>
	a. no surplus made		N		
	b. to reserves or re-investment		N		
	c. to charitable purposes	Y			Refer to section 9 in 2011/12 social accounts for details
	d. to employee bonuses		N		
	e. to directors' emoluments		N		
	f. to other				<i>[please explain]</i>

Additional information

4 Financial Sustainability

		Y	N	NA	Date/Details/Comment
4.1	Annual Accounts prepared and filed	y			<i>Companies house</i>
4.2	Balance sheet weakened	y			<i>[please delete as appropriate]</i>
4.3	loss for year	y			43094

Additional information *[please attach a summary of latest audited accounts]*

5 Environmental Sustainability

		Y	N	NA	Date/Details/Comment
5.1	Environmental policy in place	y			<i>[please attach]</i>
5.2	Reports on environmental practices available:	y			Data found in Section 8 of the 2011/12 Social Accounts and in the Sustainable Energy Report in Appendix 2.
	a. energy use: heat and light	y			See Appendix 2
	b. energy use: transport	Y			See page 99-100 of the 2011/12 Social Accounts
	c. consumption of materials	Y			See page 99-100 of the 2011/12 Social Accounts
	d. re-use of materials	Y			See page 99-100 of the 2011/12 Social Accounts
	e. recycling of materials	Y			See page 99-100 of the 2011/12 Social Accounts
	f. waste disposal	Y			See page 99-100 of the 2011/12 Social Accounts
5.3	Carbon footprint calculated	Y			See page 97 of the 2011/12 Social Accounts
5.4	Other			y	<i>[please list and attach as appropriate]</i>

Additional information

[Organisations may elect to prepare a brief separate report outlining their Environmental Policies and Practices, or may refer to specific, recognized environmental standards they have adopted. Alternatively they may submit a completed Green Office checklist]

6 Economic Impacts

		Y	N	NA	Date/Details/Comment
6.1	Purchasing policies defined	y			See page 104 of the 2011/12 Social Accounts
6.2	Report on effect of purchasing policies available		n		<i>[please attach]</i>
6.3	Local multiplier effect of organization calculated		n		<i>[please attach]</i>
6.4	Savings to public purse calculated	y			See page 105 of 2011/12 Social Accounts
6.5	Value of volunteer contribution		n		<i>[please attach as appropriate]</i>
6.6	Total inward investment attracted	Y			<i>See page 101</i>
6.7	Cash and in-kind contributions to the community	Y	n		See page 102 of the 2011/12 social accounts
6.8	Other financial and economic impact calculations:	Y			See section 9 of the 2011/12 social accounts

Additional information

Appendix 2

Summary of the OFSTED Report for the All Saints Children's Centre Early Years Foundation, 2012

ASCC OFSTED

All Saints Children's Centre is part of the All Saints Action Network (ASAN). It reports directly to the local authority. The centre has an advisory board. Membership is drawn from the local authority, health services and other partner agencies. ASAN's own board is drawn from residents and businesses in the local community and local councillors. The centre's staff team consists of the centre manager, a family support coordinator, family support workers, administrators, an early communications officer, a fathers' worker and a children's centre teacher. The All Saints Children's Centre was designated as a phase two centre in 2008. It serves a small urban residential area, the population of which all live within areas which are among the 20% most deprived in the country.

The centre is located in premises within the Workspace Building, a former school refurbished in 2008 as a managed workspace and run by ASAN. The building also houses a registered childcare centre which is another part of ASAN. Much of the centre's provision is planned in partnership with community partners to maximise services for families. The local area contains a high proportion of privately rented housing. The proportion of families who claim benefits and worklessness amongst the adult population is at around 27%. Many families in the local area experience significant levels of poverty, unemployment, high levels of drug and alcohol abuse, domestic violence and low levels of literacy and numeracy. The local population is ethnically diverse. Roughly half of the families attending the centre are of White British heritage. Of the remainder, the largest group are of Asian/Asian British heritage. A significant minority of those attending are new to speaking English.

Within the reach area, there are 475 children who are under five years of age. Children enter Early Years Foundation Stage provision with skills, knowledge and abilities that are below those expected for their age.

The centre offers a range of health, social care and family support services. It complements the private registered childcare for children who are under five years of age in the same complex. Crèche facilities are arranged to support activities on site.

Summary for centre users

We inspected the All Saints Children's Centre on 7-8 March 2012. We judged the centre as good overall.

The centre provides a valuable source of support and guidance for families and children living in its area. The agencies supporting children and families work well together, striving to make sure that your children get a good start in life. They give you good quality support and show that they care what happens to you and your children. You told us that the support you have received has changed your lives. We found the level of care, guidance and support that the centre staff provides is really good. As a result, outcomes and the life chances for a large majority of families are much improved.

Being part of the All Saints Action Network helps the centre respond to the needs of families living in your area and also means that you have access to even wider resources and facilities than normal for many children's centres.

The close links between the children's centre and the children's day care centre in the same building are helping your children to become well prepared for school. The courses in the centre also help you to learn skills either for yourselves or to cope better with your children.

The centre caters for those most in need of support. Staff have taken extra steps to make this support available to those of you who are new to English by providing programmes delivered in Punjabi and translating information into Polish in addition to courses at the centre to help speakers of other languages to learn English.

Leaders and managers know what needs to improve to make the centre better for you. They and the staff have the skills to carry out their plans effectively and respond quickly to your suggestions.

We have asked the centre to do two things to improve it for you. The first is to help members of the ASAN board have a really good understanding of child protection and safeguarding so that they can support this part of the centre's work even better. The second thing is for leaders to make sure that all their staff fully understand the latest legislation around equality and diversity so that they can give you the best advice and support in this area.

Thank you to those of you who met us to tell us your views and for contributing to the inspection. Your comments and experiences were invaluable to the inspectors and helped us to make our judgements.

Appendix 3

Sustainable Energy Report

All Saints Action Network – The Work Space

March 2012

Tom Allard and Tom Vosper

A PDF link to a copy of this report can be found on the webpage below the link to the Social Accounts report.

Appendix 4

All Saints Action Network

Environmental Policy 2011/12

Content

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1 Introduction

This document is written to describe the ASAN's possibilities to work to sustainable development. It's meant to mention the different options to improve our environmentally behaviour.

In the current situation ASAN is not working in a environmentally friendly way. We do not separate our waste, we have little control in our heating system, there is no transport policy and no environmental future perspective.

Objectives:

To change ASAN's environmental behaviour in terms of waste, energy, transport and paper.

To break the habit. Try to change the way ASAN's staff deals with environmental issues and to train them to become more responsible for their environment.

To send out a message to contractors, suppliers, partners and other stakeholders that ASAN is trying to become environmentally friendly and that their assistance is necessary to do so.

The document is divided into three parts:

The first explains how we can improve our internal environment, and how we can have a big impact by making little changes.

The second part is about how to deal with the external environment. How can we convince our stakeholders to start working environmentally friendly?

The last part is an overview of all action to be taken. Who needs to take action, what are the effects and what are the resource implications.

2 Towards sustainable development

In the world we live in today, we can no longer close our eyes for the impact we have on our environment. Although ASAN is not comparable with a chemical or nuclear plant, we do have an influence on the environment we operate in. There's also another reason for ASAN to get involved in an environmental policy. As an organisation involved in regenerating the All Saints area and with the aim to improve quality of life in the area, ASAN should start by looking to his own behaviour in this environment.

The way to do so is by developing a policy, which include the following aspects.

A future perspective for ASAN in terms of sustainable development

An overview of actions to be taken in the ASAN working environment (the office, and other working space)

A policy that describes to relationship with customers, suppliers and other stakeholders.

The output of this policy will be a set of rules wherewith ASAN commits itself to obey and develop them. As a result we hope to generate sustainable solutions for environmental problems in and around the organisation.

Before we can start focussing of sustainable development within ASAN it is useful first to explain what sustainable development actually is.

The easiest way to describe sustainable development is the idea of ensuring a better quality of life for everyone, now and for generations to come.

In practical terms this mean we work towards a clean and safe environment, to tackle social exclusion, reduce poverty, poor housing, unemployment and pollution. Fair trade and equal opportunities are also matters of interest.

The objectives we try to achieve:

To deal with our stakeholders in an environmental way, to work to an environment where everybody can live in a health, wealth and prosperity.

To organise our organisation in a way it saves resources for future generations.

To encourage other people and organisations to work in an environmental friendly way.

How to reach these ambitious targets: Education and the development of personal skills will bring a large contribution to the aims phrased above. Environmental policy can become part of the induction program at ASAN. We should all realise the effects of our behaviour on the environment. When we do so right from the start, people will behave environmental friendly without realising it. Which is of course the kind of behaviour to strive for.

3 Internal environment

To accomplish the second objective of saving resources for future generations, we need to take a closer look to the internal organisation. A better environment starts with you!

3.1 A step closer to the paperless office

The paperless office is of course a myth. We will always use paper in the day-to-day business. The challenge in this topic lies in reducing our paper pile to a level, which improves environmental issues, working conditions, archiving efficiency and saving money. Please read the implementation plan to find out how ASAN can adopt this policy.

3.1.1 Quick tips for reducing paper waste

Use e-mail rather than paper copies for announcements, notes, letters and memos.
Post notices and announcements on a staff bulletin board in a central location rather than distributing individual handouts.
Print documents on both sides of the paper.
Reduce document size.

3.1.2 Clean the office

(Re) organise the archive. Read in the (attached) action plan how to do so.
Get rid of unwanted materials in the office. Throw things away, if you don't need them any longer. Even more important. Don't allow unwanted material arrive into the office.

3.1.3 Optimise the technology available

ASAN is favoured with a very modern internal computer network. This network provides a lot of opportunities and potential benefits. We only have to find out how we can maximise our benefits from the technology available.

Filing: Save files, minutes and other documents on the server rather than printing and filing them as a hardcopy. It's all about breaking the habit. We're all used to make prints and copies even when we know the information is all on our hard drive. Printing equipment has become that fast that making a print has become an unnecessary habit, rather than a vital business action.
File completed documents not as a hard copy, but store them digital on the server. Do you really need the whole document in the future? Big chance, you only need to look up little pieces of information every time. This will be easier when the file is saved on the server, which enables you to find it right away.

3.1.4 Preventing paper reaching you

The most efficient way to reduce the paper pile is to prevent paper reaching you. Please read below some tips to prevent paper reaching you.

Don't accept SPAM in you mailbox. Ask companies to remove your address out of their file.
When you're expecting a document, ask for a digital version. Send the hardcopy back and ask the costumer, college, or partner to send you a digital version. Even a CD would be better than a hardcopy. Proper digital

filing and backing-up is necessary to make this system work. There is always the possibility of printing it your self. At that moment you might even decide to print only a small part of the document.

When you send a letter by regular mail, there is a big chance of getting a regular letter back. Try to make more use of email or telephone. Can you get the same result without sending the paper version? Note that a proper email archiving system must go together with this change.

Use a voice recorder to save memos for yourself. Plan some time to handle this memo's. This will save you from the problem of drowning in your memo paper pile.

3.2 Usage of energy and natural resources

Computers are necessary for the daily work, but should be used in the right way. A computer in 'sleeping' condition still uses quite a lot of energy. Therefore they should be shut down, when not in use. Planning your day will help you to decide whether you will need the computer or not. It should, of course, not need any explanation that we all turn off our computer at the end of the working day.

The heating in the building could be organised more effectively. A large amount of energy is wasted because of a poor energy infrastructure. We open a window because we can't control the heating. A discussion with the city council can help to solve this problem in future refurbishments.

When our energy doesn't come from renewable sources, we should try to convince the city council to invest in green energy.

We could react more effectively on occurring environmental problems like leaking taps, car damage etc.

Waste: There is a great opportunity for ASAN to be more environmental friendly, when we start recycling our waste. This involves, separation of paper, glass and plastic. Paper and glass can be recycled just across the road, plastic will be left for the normal waste disposal. On a regular basis, one of ASAN's employees will be responsible for the processing of this system.

It's also worth examining how we can decrease our waste production. Using bottles more than just once, and buying products with less packaging, are part of this process.

Transport: When visiting customers, partners or other people, ASAN's staff should make more use of public transport. The office is quite good accessible with public transport. The city centre is just a couple of minutes away, and a direct train departs to Birmingham, every 15 minutes.

We also could think of all our transport is absolutely necessary. Do we really need to go where we go? Asking your self this question is not only useful in terms of environmental improvements but is also an interesting time-management tool.

3.3 Technology as tool for sustainable development

3.3.1 Purchase of new equipment.

In future situations we should not only look at quality and price, but also on energy efficiency and recyclable parts.

More info: <http://www.qgm.qld.gov.au/bpguides/envir/index.html>

Software changes

A little change in the ASAN software can make a big difference in our fight against paper.

When writing in a Word document you'll find a white empty space on the left, right, top and bottom side of the paper. These margins can be altered in order to save space on every document we write. On the long term we can save a large amount of paper by doing this. A (personally performed) test showed that when reducing the margins from 3.17 to 1.5 cm, the winning is 1.5 pages on every 10 pages printed (which is more than a 10% saving).

Opponents might complain that this is against the generally, contemporary used system, but isn't it all about breaking the habit?

Printers must be automatically installed to print on both sides of the paper. This is the simplest way to force our self to use less paper.

3.4 Training

Before we can work towards a more environmental friendly office, training is needed. The following subjects are important to be included in the program.

Printing, copying and distribution of information

Computer course. How to obtain most benefit out of our technology.

Awareness about the environmental consequences of unnecessary paper, water, electricity and other resources.

A training aimed at the objective to 'break the habit.' A proper environmental policy can only work out when we all think in an environmental friendly way.

For new employees, volunteers and trainees, the environmental policy has to become part of the induction process. Rules and procedures regarding the environment should become common stuff.

3.5 Plantscaping

An undervalued way of improving the working environment is adding plants in the office. Lots of researches have been performed into this subject and the researchers all agree on the following conclusions:

Plants have a physiological effect on people. They make us feel calmer and bring rest in stressful times.

Plants reduce illness among staff.

Plants clean the air and add oxygen.

Plants absorb noise, which will be an important feature in the ASAN office cause.

The advantages of plants in the office are enormous. The good thing is that plants don't necessarily cost a lot of money and that they don't take a lot of space. When placed effectively they influence all the employees without occupying a lot of office space.

The disadvantage of plants in the office is that they have to be maintained. One person in the ASAN staff has to be responsible for the maintenance of the plants. Not on a voluntary base, but as a (small) part of the job.

3.6 External environment

ASAN's influence in the external environment is off course less than inside the office. This doesn't mean we can't do anything at all. We can influence our stakeholders, customers and suppliers in different ways.

When purchasing products or services we can be more critical towards the company we buy from. Ask for THEIR environmental policy and what they do to protect the environment. We can then make a selection not only concerning price and quality but also in terms of environmental achievements.

ASAN's sub organisations should be encouraged to adopt ASAN's environmental policy or design their own. Voluntary groups, supported by ASAN, should all be encouraged to work in environmentally friendly manner. ASAN should be an example for neighbours in terms of taking responsibility for the local environment. This means reporting fly tipping, environmental damage and other problems.

4.1 Implementation plan --- dealing with paper

New policy	Action	Who?	Resource implications	Effect
INTERNAL ENVIRONMENT				
PAPER				
Usage of email for announcements, memos etc.	Break the habit. Start sending email in stead of printed memos and announcements.	All ASAN staff and volunteers.	None, except for discipline, and self-control.	Paper pile decline, financial saving, environmental improvement.
Use paper on both sides	Make printers automatically print double sided.	IT-specialist	Small amount of money to implement policy.	Decline of paper usage, of almost 50%. Environmental improvement.
Reduce document size.	Keep to the point. Don't write things written before.	All ASAN staff and volunteers.	None, except for discipline, and self-control.	Paper pile decline, more effective communication.
Organise the office	Read the separate document	All ASAN staff.	Time, large waste bins	Tidied office, proper working environment.
Save/File documents on server	Break the habit. Don't print! Save files on the server	All ASAN staff	None, except for the drive to break the habit	Paper pile decline, financial saving, environmental improvement.
Scrap SPAM	Put energy in preventing SPAM reaching the office	One member of the staff	None	Decline of unwanted paper in the office.
Acceptance of digital reports	Accept only digital versions of reports.	All ASAN staff	Strictness, control and a good digital filing system	Great decline of paper in the office. More working space.
Stop sending letters	Try to send more email, make more phone calls and reduce you paper letters.	All ASAN staff	None, except for discipline, a proper digital filing system and self-control.	Paper pile decline, financial saving, environmental improvement.

4.2 Implementation plan --- saving resources

New policy	Action	Who?	Resource implications	Effect
INTERNAL ENVIRONMENT				
RESOURCES				
Computer usage	Stricter rules about computer usage. Switch of when not in use and final inspection at the end of the day.	All ASAN staff	None	Save on energy consumption.
Heating	Discuss with CC how to improve heating system. Invite expert for inspection and cost calculation.	One member of ASAN staff, CC.	Couple of hours time.	Save on a large amount of unnecessary, ineffective energy usage.
Renewable energy	Discuss with CC possibilities for renewable energy sources.	One member of ASAN staff, CC.	None	Being the right example as a community organisation.
Reacting on environmental problems.	One member of staff is pointed out to be responsible for solving occurring environmental problems.	One member of staff	None except for a addition to job description.	Solving problems faster, will prevent environmental problems to continue.
Waste recycling	Separation of glass, paper and plastic. Both, paper and glass can be recycled.	All ASAN staff	Paper buckets. Scheme to remove paper and glass.	Contribute to the environment by reducing our amount of garbage.
Transport	Make better use of public transportation	All ASAN staff	Travel cards for employees, and stricter controls on fuel usage.	Contribution to a cleaner air and a decrease of car usage.

4.3 Implementation plan --- Technology and training

New policy	Action	Who?	Resource implications	Effect
INTERNAL ENVIRONMENT				
TECHNOLOGY AND TRAINING				
Purchase of new equipment	Value energy consumption and renewable materials higher than price.	ASAN purchaser	Probably more money on more expensive equipment	Save on energy bill and contribution to cleaner environment.
Staff training	Train staff to actually start thinking in an environmental friendly way	ASAN staff	Money to hire trainer	Breaking the habit. Change the current way of working.
Plantscaping	Allow plants in the office to absorb noise, clean the air and enhance the working environment.	All staff, with one in control.	Money to buy plants + time to maintain plants.	Cleaner air in the office. Decline of stress.

4.4 Implementation plan --- The external environment

New policy	Action	Who?	Resource implications	Effect
EXTERNAL ENVIRONMENT				
Suppliers	Select suppliers not only on price and quality but also on their environmental behaviour.	All ASAN staff	A deeper analysis before we choose a company	Force more companies to work in a environmental friendly way and buy
Encourage other elements of ASAN to work environmentally friendly	Make an analysis of ASAN cooperation organisations, and adjust them were necessary.	One member of staff	None	Spreading the idea of environmental friendly working through the whole organisation.

Appendix 5

Blank copies of the questionnaires used in the stakeholder consultation.

All Saints Day Nursery Feedback Form

1. How do you feel that your child has benefited from attending the Nursery?

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

3. Do improvements need to be made to the:

Baby room

Yes ☐ No ☐ No opinion ☐

Suggestions for improvement:

2-5 Room

Yes ☐ No ☐ No opinion ☐

Suggestions for improvement:

Nursery

Yes ☐ No ☐ No opinion ☐

Suggestions for improvement:

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

Yes ☐ No ☐ Mostly ☐ Sometimes ☐

If not, what would be more convenient?

5. Are staff in the nursery...?

☐

Welcoming
Approachable ☐
Friendly ☐

Comments

.....

Please turn over the page

6. What do you think about the childcare costs compared the service you receive?

Too High ☐
Just Right ☐
N/A ☐

Comments

.....

7. How do you feel you have benefited from your child/ children attending the All Saints Day Nursery?

.....
.....

**8. How has your employability improved since your child started attending the nursery?
Have you been able to...? (Tick all that apply)**

Get into employment ☐
Start a training course ☐
Work more hours ☐
Worry about childcare less? ☐

9. Please use this space to record any other comments that you may have about the services at the All Saints Day Nursery:

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

Thank you for Views and time, we hope that your feedback will help us improve our service to you.

All Saints Action Network Safety Gate Installation Feedback

Form

Name:..... Date:.....

Telephone No:.....Address:.....

1. Did the gate installer provide a good service?

Yes	Mostly	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment.....

2. Were they helpful and polite?

Yes	Mostly	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment.....

3. Was the service easy to use?

Yes	Mostly	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment.....

4. Was the gate installed quickly?

Yes	Mostly	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment.....

5. Are you happy with the quality of the gate?

Yes	Mostly	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment.....

6. Would you recommend using this service to others?

Yes	Mostly	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please comment.....

Please use this space to write any further comments on your experiences of this service.

The All Saints Community Centre Feedback Form

ASAN aims to provide a high quality service to you and anyone who visits our site. We are constantly seeking to improve our services and your views are very important to us. We need you to tell us when a service is not quite right or, equally important when our services are delivered well.

Please take a few minutes to respond to the questions below by ticking the appropriate box

1. Have you used ASAN's office facilities?

Yes

☐

No

☐

2. Which facilities have you used?

Photocopier

☐

Telephone

☐

Computer

☐

Printer

☐

Binding machine

☐

Advice from Staff

☐

None

☐

3. Did you find it easy to use these facilities?

Yes

☐

No

☐

Not applicable

☐

Any Comments:

5. Were the staff friendly and helpful?

Yes

☐

No

☐

Not applicable

☐

Any Comments:

7. How many times a week do you use the community centre facilities?

6. What additional support has ASAN given you over the past year?

7. Does the community centre hall meet your needs?

Yes

No

Other

8. Are there any additional facilities or support you would like ASAN to provide?

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

ASAN Recycling Service Evaluation Form

As part of our ongoing evaluation, we carry out a survey of the Householders that have used ASAN's Recycling Service. We hope that the information gathered enables us to provide a better service to our stakeholders.

We would be very grateful if you could spare a few minutes to answer a few questions.
We would also like to take this opportunity to thank you for your continued support.

Name: _____

Date: _____

Address: _____

Telephone No: _____

1. How many times have you used the recycling service?

1 ☐ 2-3 ☐ 4-7 ☐ 8-12 ☐ 13-16 ☐ 17 -25 ☐ 26+

2. For approximately how many years have you used this service?

3. Did you have any problems booking the collection?

Yes ☐ No ☐

4. Were there any problems with the collection?

Yes ☐ No ☐

5. If yes, what were they?

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

Yes ☐ No ☐

7. In general, how satisfied were you with the performance of ASAN and its staff?

Not Satisfied ☐ Satisfied ☐ Very Satisfied ☐

8. Please write any suggestions of how ASAN could improve the quality of the service below.

Big Garage Customer Survey 2012

We are conducting a customer satisfaction survey for the Big Garage. The information gained from these surveys will help us to improve the service and facilities you receive.

We would be most grateful if you would be kind enough to take a few moments to complete this survey form and return it to our car park attendant when you return to pick your car up.

1. How many weeks, months or years have you been parking at Big Garage?

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

One	Two	Three	Four	Five	Six
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Advertisement	Signage	Word of Mouth	Other (please specify)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

5. Are you satisfied with our security arrangements?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

(If not, how could they be improved)?

6. How do you rate the quality of the following parts of the Big Garage? *(Please tick the appropriate box)*

	High	Average	Low	Additional comments: _____ _____ _____ _____ _____ _____
Access				
Lighting				
Exterior				
Interior				
Toilets				
Customer Service				

7. The Big Garage is a community enterprise managed by All Saints Action Network (ASAN) whose aim is:

“To improve the quality of life of people living and working in All Saints”.

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

Yes

No

☐
☐

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

Southside sports Customer feedback

1. Do the facilities at Southside meet your needs?

Yes	No	Mostly	I don't know	Other/ Comments

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

Yes	No	I don't know	Other/ Comments

3. Are the fees right compared to what you get?

Yes	No	I don't know	Other/ Comments

4. Do you get a good service from Southside Staff?

Yes	No	I don't know	Other/ Comments

5. Do you think Southside needs a lot of improvement?

Yes	No	I don't know	Other/ Comments

6. What other sporting activities would you like to have at Southside?

--

7. Do you think Southside is a good thing for the community?

Yes	No	I don't know	Other/ Comments

8. Would you recommend Southside to others?

Yes	No	I don't know	Other/ Comments

9. How many months or years have you been coming here?

--

10. How many times a week do you come here?

--

Conference & Events Feedback

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

1. Location and Directions to 'The Workspace'.

Poor Average Good Very Good Excellent
Comments

.....

2. The Cleanliness and General Appearance of Our Facilities

Poor Average Good Very Good Excellent
Comments

.....

3. Parking Facilities at The Workspace

Poor Average Good Very Good Excellent
Comments

.....

4. Appearance and Conduct of The Workspace Employees

Poor Average Good Very Good Excellent
Comments

.....

5. Refreshments and Catering

Poor Average Good Very Good Excellent
Comments

.....

6. Your Overall Opinion on 'The Workspace' and its facilities.

Poor Average Good Very Good Excellent
Comments

.....

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

Name: _____ **Organisation:** _____.

Contact Email: _____.

The Workspace User Feedback Form

The Workspace aims to provide a high quality service to you and anyone who uses or visits our site. We are constantly seeking to improve our services and your views are very important to us. We need you to tell us when a service is not quite right or, equally important when our services are delivered well. Information that we gather from this questionnaire will also enable us to complete our annual Social Accounts.

We particularly ask if you could write any comments you may have in the spaces provided or on the back of the form. Thank you for your time.

1. Location of 'The Workspace'.

Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent ☐

Any Comments:

2. The Cleanliness and General Appearance of Our Facilities

Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent ☐

Any Comments:

3. Parking Facilities at The Workspace

Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent ☐

Any Comments:

4. Appearance and Conduct of The Workspace Employees

Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent ☐

Any Comments:

5. Reception Services

Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent ☐

Any Comments:

6. Security of the Building

Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent ☐

Any Comments:

7. Your Overall Opinion of 'The Workspace' and its facilities.

Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent ☐

Any Comments:

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

Name of Organisation:_____

ASAN Staff consultation.

This document is about the staff consultation for 2012. As one of our staff, we would be grateful if you could spend a short time completing the questions below. Your answers will be confidentially and anonymously recorded although we will be publishing the results in our social accounts.

Please answer the following questions relating to the issues raised above.

Question 1.

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

Yes / No / Don't know

Comments

Question 2.

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

Yes / No / Don't know

Comments

Question 3.

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

Yes / No / Don't know

Comments

Question 4

Do you feel you work in a safe environment?

Yes / No / Don't know

Comments

Question 5

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

Yes / No / Don't know

Comments

Question 6

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

All Saints Action Network (ASAN) Social Accounts consultation 2012.

We are consulting you because you are a stakeholder of ASAN. Every year we talk to a range of different stakeholders about our performance as a community enterprise. We would like you to spend just ten minutes firstly reading the short description of ASAN and then responding to the issues we have raised in the questions set out below. All responses will be dealt with entirely confidentially.

We describe ASAN as a community enterprise. That means it is a business but one that is managed by a board made up of people from our local community. ASAN's core business is community development. We finance much of our community development through our business activities. We think that the approach ASAN is taking to community development offers a way of regenerating a community which ensures that local people are closely involved in the organisation while at the same time benefiting from its activities and investments.

We would be grateful if you could now answer the following questions.

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

(you can tick more than one box)

- | | |
|---|---|
| <input type="checkbox"/> Local management of services | <input type="checkbox"/> Training and capacity building |
| <input type="checkbox"/> Business development | <input type="checkbox"/> Sustainable development |

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

.....

.....

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

.....

.....

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

.....

.....

Appendix 6

Social Audit Statement

CD39

Standard Social Audit Statement

SOCIAL AUDIT STATEMENT: All Saints Action Network (ASAN)

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with : Iftikar Karim, Diane Baker and Christy Acton of ASAN at the Social Audit Panel meeting held on 17 December 2012.

I have examined the revised Social Accounts written at Advanced 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 ASAN 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. In particular we would refer to the following:

- i. To present, for each objective/activity, the analysis, conclusion, proposed actions, alongside the summarised presentation of the data and stakeholder comments. Detail to be included in appendices
- ii. To consider revisiting and revising the organisation's objectives to reflect an outcomes approach
- iii. To consult all relevant stakeholders on the organisation's values
- iv. Board members, Staff and volunteers to be consulted on MVOA
- v. Members to be consulted on MVOA
- vi. Data on the Children's Centre to focus more specifically on the achievement of the Children's Centre objectives
- vii. To look at the benefits the Workspace and the community centre delivers to its tenants/users
- viii. To include more quantitative data where it is available e.g. tonnage of waste recycled; occupancy rates for Big Garage
- ix. To include more data on the users of Southside Sports and the benefits it delivers
- x. To consider including the economic value of volunteers
- xi. To consider the inclusion of the Social Capital Stocktake

The members of the Social Audit Panel were:

- a) Rosemary Collie, Chair, Independent Social Enterprise Adviser
- b) Tony Thapar, Moseley Community Development Trust
- c) Dave Egan, Independent Regeneration Consultant
- d) Sukhminder Chahal, Local Neighbourhood Partnership (Ettingshall, Wolverhampton)
- e) Dr Dave Furze, Footprints

Signed: 
Chair of the Social Audit Panel

Dated: 20.2.13

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

