

NHS

Sheffield

soar

# HEALTH ZONE

Southey & Owlerton Area Regeneration

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Southey & Owlerton Area Regeneration

soar

## Social Accounts 2009-2010

*Finance & Outputs April 2009 - March 2010*

*Activity April 2009 - September 2010*

## SOAR's Mission

**To enable and support local people through partnership working to improve the quality of life for everyone in the SOAR area.**

### SOAR's Objectives

1. To contribute to the development and improvement of local services and capital projects to deliver more sustainable neighbourhoods
2. To increase access to economic opportunities for people living in Southey Owlerton, Brightside, Shiregreen and surrounding areas
3. To increase awareness/uptake of services in order to create healthier Southey Owlerton, Brightside, Shiregreen and surrounding areas
4. To grow, develop and support social enterprises, neighbourhood assets and centres in Southey Owlerton
5. To be a highly regarded organisation committed to continuous improvement and a good employer that cares for it's employees and the organisations resources

### Chair Preface

*Looking in the SOAR area there are some extraordinary developments; around Chaucer School earth is moved, new buildings rise and old ones are demolished. This is the visible regeneration of and investment in the area we have promoted since SOAR began. But there is more happening that is harder to see but just as real. SOAR's work is now focussed on helping people into work and improving their health and wellbeing. Individuals and families across the area have experienced help, advice and support in getting a job, finding training, reducing debt, stopping smoking and much more.*

### SOAR's Values

**Community Led  
Inclusive  
Collaborative  
Responsive  
Entrepreneurial  
Continuous improvement  
Innovative**

*I remain very proud of SOAR's achievements through the hard work of all the staff and the Board – community representatives, councillors and independent advisers.*

The Rev. Ian Smith



SOAR Celebration Day



Firth Park Festival

## Social Accounts Overview

SOAR's social accounts are reported under the 5 objectives. We have included feedback from stakeholders, the key achievements over the last 12 months and the challenges facing us in the future.

SOAR has developed considerably over the past 4 years and this last financial year has been particularly challenging due to the end of three year core funding from Single Pot and Objective 1 in March 2009. Excellent progress has been made in moving away from grant dependency. Our income for the 2009-2010 financial year was 83% income from contracts and 17% income from grants. The previous year our grant income was 67%.

SOAR is now a customer facing organisation providing a range of services to the community particularly in the health, training and employment fields. We have expanded our area of service delivery. We run outreaches in Stannington, High Green, Chapeltown and Stocksbridge. We also now run the Healthy Communities Programme across all of the North East Community Assembly. We have also, as a consequence, reviewed and updated our mission and objectives and associated marketing material to reflect this. Objectives 2 and 3 have been amended to reflect this change (see above). The SOAR Board will also be looking to co-opt two people as Trustees from Firth Park, Brightside, Shiregreen and Wincobank. Another reflection of this change is that SOAR now has a staff team of 25 people including 5 Future Jobs Fund staff.

Our key challenges for the forthcoming year is to:

- Complete then successfully fill and manage the Knutton Road and Library Learning Centre capital projects. Construction started on both builds in May 2010.
- Deliver on the outcome related employment contracts. This relates to securing job outcomes for our clients and represents an increasingly higher proportion of our income.
- Secure future contracts for employment and health related services. This is a challenge in light of the changing strategic and financial landscape that is emanating from the Coalition Government. E.g. the new Work Programme, abolition of the Primary Care Trusts, 30% cuts in public expenditure.

# 1

## To contribute to the development and improvement of local services and capital projects to deliver more sustainable neighbourhoods.

### Introduction

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Many feel uninformed and lack a sense of ownership and identity with community and place. Many people are also unaware of the local services that are available to them.

### Challenge

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Lack of staffing and financial resources for engagement.

### Delivery

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We will seek to involve local people in the development of capital building and health projects using a variety of engagement methods. We will co-ordinate health and employment services to make these easier to access at a local level.

### Achievements and Outputs

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- Our main engagement tool is 5Alive magazine which is delivered bi-monthly to over 20,000 homes. SOAR now do the design and layout inhouse, reducing the overall cost. It has a break even projection for 2010-2011

- Running regular theme groups: Health, Employment & Enterprise

- Developing and supporting SOAR's Partnership Board

- Margetson Christmas Market – secured sponsorship for reindeers from Frank Haslam Milan and City Taxis and a £200 voucher from ASDA

- The SOAR Team attended – Firth Park Festival, Meynell Family Fun Day, Longley Family Day, Parson Cross Community BBQ and Parkwood Festival to speak to residents and provide information about SOARs services

- The Key Workers provide outreach at Middlewood, Stannington, Burngreave, High Green and Watercliffe Meadow Primary

- Specific engagement events have been arranged with residents surrounding the Knutton Road site and Learning Zone

- Launch of SOAR Facebook page [www.facebook.com/soaregen](http://www.facebook.com/soaregen) & Twitter

- New Community Support Sessions developed with city wide providers such as Citizen Advice Bureau/Debt Support Unit and Sheffield Revenue and Benefits Service

- The Health Workers provided weekly drop ins at 6 GP surgeries across North East Community Assembly; Foxhill Medical Centre, Palgrave Surgery, Shiregreen Medical Centre, Pitsmoor Surgery, Burngreave Surgery and Page Hall Surgery



Firth Park Festival



Longley 4 G

- Support of community buildings through delivery of health, employment and training sessions
- Delivery of Health Zones at Margetson Christmas Market and Firth Park Festivals
- Development of new Health Theme group in Firth Park & surrounding neighbourhoods

### Aspirations

- Signposting people with individual concerns and problems to the relevant agencies
- Explore other funding and partnership opportunities to deliver this objective
- Develop and utilise 19 Bellhouse Road office as information and resource hub of Firth Park and surrounding neighbourhoods
- Adopt an Asset “Engagement & Empowerment” Approach to improving local residents Health, Wealth & Wellbeing

### David Blunkett MP for Sheffield Brightside

*“I have always believed that lasting change only comes about when you empower those in the neighbourhood and community to have a say in what is happening in their lives and their environment. Enabling people to take control, with the backing of Government funds and, where needed, Government legislation, is the way not only to regenerate bricks and mortar but also the spirit of self-help and community which has seen areas like Southey Owlerton through so many difficult times in the past, and will see us through the present.*”

*SOAR and the support and development of the Forums and the Hubs are an essential part of the process of making decisions with people rather than for them and embedding change so that community leaders can continue working for the benefit of all when, regrettably, the time limited funding, as it is with us, comes to an end.*

*Now is the real challenge: To be able to sustain what has been built over the last ten years, to be able to maintain people’s spirits whilst we look at how we can find the resources from within as well as from without our community.*

*Now, in the face of global meltdown, we need that regeneration of community more than ever. We need to ensure that we continue to lift morale, retain the motivation and, above all, understand the certainty that no matter how time passes, men and women working together can really make a difference and change lives for the better.”*

# 2

## To increase access to economic opportunities for people living in Southey Owlerton, Brightside, Shiregreen and surrounding areas.

### Introduction

SOAR provides its employment and training services in the following wards: Southey, Firth Park, Brightside Shiregreen, Winn Gardens, Burngreave (part) East & West Ecclesfield (part) and Stannington (part). The first four wards are part of The North East Community Assembly (NECA) and is the only Community Assembly area where the scores for all the Sheffield Indices of Success Domains are below the Sheffield average.

- High worklessness, unemployment, benefit dependency
- Low aspiration and attainment
- Low levels of wealth and health
- Low levels of businesses and entrepreneurs.

### Challenges

The current economic climate has had an effect on the jobs available, for our clients, obviously there are a lot more people with more recent work experience applying for the same type of jobs as those who have either never worked or have had considerable gaps in their work history. It is widely understood that it is more likely for an employer to take on an employee with an up to date work record and experience in preference to those who have been long term unemployed.

This therefore creates a bigger challenge for our Key Support Workers in preparing their clients to compete with more experienced applicants for jobs.

**63** Found employment through the Best Ltd Key Support Workers

### Delivery

SOAR works with economically excluded and marginalised people to build their capacity to enable them to increase their wealth and well-being through training, volunteering, improvement of self esteem, health improvement, work, and enterprise.

SOAR provides a variety of employment and skills related services: engaging people into lifelong learning, supporting people to remove their work related and personal development barriers, providing Information Advice and Guidance (IAG) services, providing employability training and helping people secure volunteering opportunities, paid work and start a business.

The economic services provided as part of the One Stop Shop include:

- Key Support Workers
- Learning & Employment Champion
- Engage Volunteering in Schools Project
- Future Jobs Fund – Information Advice & Guidance Support (FJF, IAG Support)

### Solutions for Business

Over the past year there have been a lot of changes within BiG. Firstly BiG has changed its name and has now been branded under Sheffield City Councils Enterprise Programme *Solutions for Business*.

Due to the economic downturn there has been a steady stream of referrals of people exploring the idea of becoming self employed.

Within the past month the solutions for business initial start up loan fund has significantly changed



Engage Awards Ceremony

*“The support I got shows me there is still hope for me getting a job after being out of work since 1996. From this support I have got 2 qualifications and with these I stand a better chance of getting a job. I appreciate all you did for me. All the staff are excellent.”*

**91%** People referred to Key Support Workers through VC Train

### Aspirations

That SOAR positions itself to continue to provide employment support services within the new Government WORK programme, and so continue to provide a local, well respected service for the community in which we serve.

its criteria. It is now unavailable for new start ups. It can only be accessed once a business has started and proved potential for growth after six months. At this stage businesses can access up to £15,000.

This will have some impact upon SOAR clients as access to finance is one of the major barriers in the area.

On a more positive note here are some examples of businesses that have set up over the past 12 months:

- Hand knitted jumpers
- Graphic designer
- Cup cake tea room
- Gas fitting
- Electrician
- Legal typist
- Self employed delivery driver
- Handy man/property maintenance
- Mobile hairdresser
- Cobbler
- Body building and fitness gym
- Hand car wash
- Florist
- Milk round franchise

*“Without it I could not have got my job.”*

*“It makes me a lot happier, knowing there is support.”*

*“Gives me more chance at getting work with the training I got.”*

### Ann’s Story - Engage Volunteer

My name is Ann Marsh and I am 44 years old. I first heard about the Engage project from my son’s head teacher, Mrs. Linda Kingdon of Watercliffe Meadow. Mrs. Kingdon made the Engage project sound new and exciting so I decided to go along and check the course out for myself. I was really nervous as I did not know anyone, but when I walked into the room I was greeted by the smiling face of Janet Richards, the course tutor. During the course I met new friends and my confidence grew as the weeks went on. I completed the course, getting certificates in health and safety, manual handling, basic first aid and safeguarding children. At present I am working voluntarily at Watercliffe Meadow as a level 2 teaching assistant, getting valuable training within a classroom environment. I have signed up to take my level 3 teaching assistant qualification, and in the future hope to return to paid employment. I want to thank the project: without it I would not have had the confidence to re-enter the workplace.

**55%** Engage volunteers completed their training

# 3

## To increase awareness/uptake of services in order to create healthier Southey Owlerton, Brightside, Shiregreen and surrounding areas.

### Introduction

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SOAR delivers its health services in the following Healthy Community Programme areas;

Southey, Longley, Parson Cross, Shirecliffe & Foxhill  
Flowers, Shiregreen, Brushes & Stubbin  
Burngreave, Page Hall, Fir Vale & Firshill

There are distinct health inequalities in these areas and the Healthy Community Programme's aim is to reduce these inequalities by;

- Supporting people to make healthy lifestyle choices
- Improving access to community based health services and information
- Increasing access and range of physical activities
- Increasing community based mental wellbeing services
- Improving health of the local work force and increasing services to tackle worklessness

### Challenges

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The challenge for 2010/11 is trying to sustain current delivery in a time whereby the very nature of public health and how it is commissioned is changing daily.

On an area level SOAR is well placed but existing relationships need to be enhanced with stakeholders such as North Sheffield for Health Consortia, Sheffield Wellbeing Consortium and Sheffield City Council.

Aside from maintaining the excellent track record of delivery, SOAR needs to start evidencing its successes; this is the main reason behind undertaking a Social Return on Investment Evaluation of SOAR's One Stop Shop. In light of changing times there are opportunities to be gained as well as challenges to overcome.

### Delivery

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SOAR works in partnership with NHS Sheffield and local voluntary groups to deliver a holistic approach in tackling these health inequalities; SOAR manages a core group of health professionals but specific areas of support such as Debt Advice are sub contracted out to external providers.

#### High Impact

- Stop Smoking
- Advocacy
- Debt Support & Advice
- Health Trainer

#### Medium Impact

- Older Persons Activity
- Health Development & Related Activities
- Health Champions.

More recently SOAR has been approached by external agencies to provide support sessions at Southey Hill & 19 Bellhouse Road. As follows;

- Mental Wellbeing IAPT (Improving Access to Psychological Therapies)
- Counselling – SATORI Counselling
- Welfare Benefits Advice – Sheffield Revenue & Benefits Service
- Stop Smoking – Sheffield Stop Smoking Service





Chairrobics



Yoga Class

SOAR continues to support the development of Health Theme groups in the Southey and Flowers HCP (Healthier Communities Programme) areas, SOAR also sits on the Burngreave HCP Steering group in the role as managing agent.

SOAR continues to deliver the Health Zone community engagement events at Parson Cross and Firth Park festivals; this has increased community participation which has directly impacted on how the health services are delivered.

*Example:*

*Consultation undertaken at last years Parson Cross Health Zone resulted in SOAR commissioning SATORI to undertake Counselling Sessions for local residents, this has been enhanced further through our IAPT service.*

**Achievements & Outputs**

**Key Achievements**

- Top Stop Smoking Provider City Wide 3rd year running
- Top IAPT Service Provider (Voluntary Sector Pilot)
- Awarded new IAPT, Health Champion and Mid Life Check Demonstrator contracts with Sheffield Wellbeing Consortium
- Employing 3 x Health Trainers as part of city wide programme
- Development of Advocacy Project to include new support worker through Future Job Fund
- Secured contract to programme manage all 3 HCP in NECA
- Running 6 weekly Stop Smoking and Health Trainer drop ins at GP Surgeries across NECA
- Issued over £18,000 in Small Grants to 19 organisations involved in reducing health inequalities (not including additional £5,000 match funding)

- Developed 4 new drop ins at Southey & Firth Park OSS with CAB/DSU, Foxhill & Parson Cross Advice, Sheffield Revenue & Benefits Service and Stop Smoking Service

- Starting to deliver health & wellbeing activities in Flowers, Shiregreen, Brushes & Stubbin HCP area

- Setting up Health Theme Group in Flowers, Shiregreen, Brushes & Stubbin HCP area

**Key Outputs**

- 1,289 beneficiaries of reducing health inequalities
- 125 quit dates set @ 60% conversation
- 14 people into volunteering
- £15,901 in debt written off
- 5 homelessness prevented
- 4 evictions prevented

**£72,000**  
**BENEFITS  
GENERATED**



Cook and Eat Sessions



Stop Smoking

### **Aspirations**

- Evidence best practice working with GP Surgeries and partners
- Continue to develop strategic relationships with;
  - NHS Sheffield
  - North Sheffield Consortia for Health
  - Sheffield Wellbeing Consortium
  - Sheffield City Council
  - Other VCS
- Develop SROI evaluation of SOAR OSS, namely around Health & Employment
- Develop funding strategy for Health Team for 2010/11 including delivery of new health initiatives

# 581

**ADVICE AND SUPPORT SESSIONS DELIVERED**

**62** **ACTIVITIES AND PROJECTS DELIVERED**

### **Client A's Story - OSS Client (Health Services)**

**Client A was originally referred to Julie Bramall (Advocacy Worker) by Clair Liversidge, Community Nurse from Foxhill Medical Centre.**

**Julie met with Client A in his own home to discuss the issues that were facing him and his family. It transpired that he had become unemployed about five months before and was in receipt of contribution based Job Seekers Allowance.**

**Subsequently, Client A was referred to Michael Coling (Debt Worker) for further support around his debt issues.**

**There was a need therefore for both debt advice and also help directly with his mental health. As one of the root causes of his depression and anxiety was due to his debts, if these were left unaddressed the effectiveness of any mental health counselling may have been limited. Equally his ability to engage with and act on debt advice may have been impaired without more direct treatment for his depression and anxiety. A key point and benefit of the one stop shop.**

**Client A is now continuing to receive assistance by Vanessa Haves (SOAR IAPT Worker) and an individual programme of support has been drawn up to enable client A to manage his anxiety and depression, this is impacting positively on his confidence dealing with creditors and breaking down his barriers into work.**

**Client A was also referred to Key Support workers within SOAR who provided support and guidance which enabled Client A to gain paid employment.**



Grub Club

## Testimonials

*“I strongly believe that when people fall victim to depression, and seem to feel that they are sinking lower and lower, that they also feel that the world and its brother are against them, Julie Bramall certainly bucks that trend. She was my guiding light, as I am sure she’s been for many others in my circumstances.”*

*“Since the tribunal result back in June 2009, I’ve managed to stop taking the anti-depressant medication. And I’ve also obtained a job which I really enjoy doing, but better still I feel my self belief, self esteem and self confidence are all getting back to something like the levels they were at before I became unemployed.”*

**S Sharp**  
Advocacy Client

*“The One Stop Shop that SOAR provides brings a wealth of benefits to both the client I am teaching and me as an IAPT worker. This is because it provides a holistic package of care for a client group who, in this area of Sheffield, rarely have needs that are straight forward and simple.”*

**Vanessa Haves**  
IAPT Psychological  
Wellbeing Practitioner

*“I owe it all to Lisa, she’s great. You have no idea how much she makes me feel good about quitting. The difference to how I felt when smoking to how I feel now is a huge difference for the better.”*

**R Wilson**  
Stop Smoking Client

# 4

## To develop, manage and support social/community assets and centres in Southey Owlerton.

### Introduction

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Local neighbourhood/community centres help to contribute to the development of strong and sustainable local neighbourhoods, create a sense of ownership & community identity and improve access to services. Physical Regeneration will also improve the reputation of the area, raise aspirations and attract inward investment.

### Challenges

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Not reaching the forecast occupancy assumptions in the Learning Centre/SOAR Works business plan. Cash flowing the capital build and the first few years of operation.

### Achievements and Outputs

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#### Organisational support

We have supported Longley 4 G and the Healthy Cross Board by providing Trustees and advisers to support them.

We have signposted potential users and tenants to use the Hubs in Shirecliffe, Foxhill, Southey, Parson Cross and Longley.

#### Service Delivery Points

We deliver employment, health and enterprise services from 11 Southey Hill, S5 8BB and 19 Bellhouse Road, S5 6HJ. We are currently negotiating the transfer of a long lease of 19 Bellhouse Road to SOAR.

### Delivery

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We drive and support local economic development, work with and support organisations accordingly. E.g. supporting management committees and staff, referring on potential users and tenants, providing advice and support as requested.

In particular we're developing the Library Learning Centre and SOAR Works (Knutton Road Managed Workspace).

### Aspirations

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- To look at the feasibility of developing and the transfer of other developable assets
- Explore joint working/economies of scales with other third sector managed assets
- To look at the acquisition and refurbishment of key sites/properties
- Continue work with ASDA to maximise links within the District Centre



Learning Zone



### Learning Zone

The project is now well underway with the structure complete and on target to hit the May 2011 completion.

Capital funding in place (£3.2m), SOAR secured £6k from Viridor towards the acoustic partition.

Michael Rosen (Children's Author) has written a poem for the building and agreed to open the Learning Zone.

Facilities Management plans in place, Links Foundation Bid and Santander submitted for Centre Co-ordinator salary in year 1.

Draft Head Lease in place and working on sub leases with Sheffield Homes & Libraries.

### SOAR Enterprises

SOAR's wholly owned trading arm. It is involved in two joint ventures; SOAR Build and Green City Enterprises. SOAR Enterprises also own two development sites in Parson Cross: Knutton Rd Depot and land to the West of Margetson Crescent. The main projects that SOAR Enterprises are progressing are SOAR Works on the Depot site and a Community Land Trust to develop the Margetson Crescent site.

### SOAR Works

The project is now on site and the steel frame is up. The building is on target to open in Summer 2011.

Achievements include:

## 4.9 Million CAPITAL FUNDING SECURED

- £10k ERDF Access Fund secured towards marketing and Project development
- £20,270 Community Builders feasibility grant secured, feasibility work tendered and consultant appointed. Working with Community Builders for full investment to refurbish the old library site on Margetson Crescent.
- SOAR Works website launched
- Marketing strategy developed including Hard Hat Tour for potential tenants in January.
- Applied to Highways for site signage.
- Heads of terms for Easement agreed for the service road.



SOAR Works

*“This exciting and innovative development will create a local enterprise hub for residents looking to start up in business and existing business owners. Situated in the heart of Parson Cross, the facilities will offer high standard business incubation space and support onsite, and help boost the local economy.”*

Kevin Bennett, Enterprise Director,  
Sheffield City Council, of SOAR Works

### Community Land Trust (CLT)

A Community Land Trust Model is a mechanism for the democratic ownership of land by the local community where land is taken out of the market and separated from its productive use so that the impact of land appreciation is removed, thus enabling long-term affordable and sustainable local development.

The aim is to develop on the land we own on Margetson Crescent. We have struggled to secure resources to move the project forward. We held an initial meeting with interested residents. We really need to find some monies to pay for a Development Worker to develop and support the group. The search continues.

### SOAR Build

Extracts from SOAR Build Directors Report 2009-2010.

During the period we have reported turnover of £2,069,507 (2009: £1,277,623) and a pre tax loss of £21,016 (2009: loss of £2,552). The pre tax loss is disappointing and reflects the difficult period that the construction industry finds itself in; the company is working in a competitive market, but we believe that, based on our current order book and workforce, we are positioned to return to profitability in the financial year ending 31 March 2011.

One of the company’s principal objectives is the development and training of employees. At 31 March 2010 we had 23 employees (2009: 21) of whom 18 (2009: 17) were trainees, or ex trainees, working in three trades; decorating, plastering and tiling. We also encourage our subcontractor base to employ their own trainees and we assist them with their selection and development. One of the most pleasing aspects of our business is that a number of our original trainees who have completed their NVQs have reached a stage in their personal development where they are capable of working unsupervised and are ready to assist in bringing new trainees through the business. Other trainees have left the company with the necessary skills to allow them to work independently in the construction industry. At 31 March 2010 we employed 4 women, 3 people with disabilities and 6 people from a Black and Minority Ethnic background (2009: 4, 3 and 6 respectively).



### Green City Enterprises

Green City Enterprises Mission is to develop a high quality environmentally sensitive green enterprise specialising in landscaping and horticulture and operating in the North of Sheffield.

Green City Enterprises is owned by SOAR Enterprises and Green City Action (50% each). The Board of SOAR Enterprises sold its shares to Green City Action. The reason for this was that there was a shortage of resources and expertise to secure the larger contracts that would have enabled the company to grow.

This sale enables Green City Action (a registered charity) to have a wholly owned subsidiary delivering contracts that are outside its charitable objects.

### SORCE

SORCE (Southey Owlerton Regeneration Care Enterprise) is a social enterprise which provides a comprehensive range of personal and practical help to older people, people with physical disabilities, mental health needs and learning disabilities so they can be supported to live in their own homes. SOARs Partnership Manager and Project Development Manager are Directors on SORCE Board.

A decision was taken in February 2010 to wind the company up and transfer staff to other organisations. Despite the high levels of customer satisfaction and excellent inspection reports SORCE was unable to secure the level of income required to become self sustaining. The Local Authority's request for Toni Withers, the manager, to return to her substantive post in the Council acted as the catalyst for this decision. All staff have found suitable alternative work.

# 5

## To be a highly regarded organisation committed to continuous improvement, a good employer that cares for its employees and the organisations resources.

### Introduction

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If an organisation is to be effective it is imperative that it has systems in place to ensure it delivers on all contracts, regularly reviews its performance and recruits and retains good quality staff in order to deliver SOAR's overall mission.

### Delivery

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We produce an annual set of Social Accounts that report on SOAR's performance against each of the five objectives.

We have financial management systems that enable effective scrutiny through the use of Quick Books, monthly management accounts, monthly managers meetings, quarterly finance and performance reports to the Management Sub Group and the SOAR Board.

We encourage and support personal development and manage staff performance through the appraisal system, use of training allowances and other development opportunities.

We ensure that staff and SOAR Trustees understand the overall mission of SOAR and their contribution towards that end – induction process, various meetings, away days, social events, What is SOAR leaflet, SOAR's Partnership handbook.

We use 5Alive, SOAR's website, events and festivals to ensure that external communications are effective and two-way.

### Achievements and Outputs

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#### Financial Management

We have further refined our financial management systems i.e. the use of Quick Books, monthly management accounts, monthly managers meetings, quarterly finance and performance reports to the Management Sub Group and the SOAR Board, Annual Audit by Grant Thornton.

#### HR policy reviews

11 have been reviewed and revised: Staff Appraisal, Confidentiality, Staff Development (twice), Data Protection, Recruitment, Leave & Sickness (twice), Data Protection, Lone Worker, Employment Contract, Code of Conduct and Customer Complaints.

#### 8 New HR policies

Quality, Whistle Blowing, Expenses, Employment Eligibility, Laptop, Working from Home, Information & Data Security, Zero Hours contract.

#### Intranet

All HR policies are now on SOAR's intranet and hence available to all staff.

#### Staff Development & Training

The SOAR Team enjoyed the annual away day, this year staff chose to visit the Yorkshire Sculpture Park.

Staff have undertaken training courses such as ILM Level 3 Diploma, IAG Level 3, Prince 2 Project Management and completion of individual Foundation Degrees.





Away Day at the Yorkshire Sculpture Park



Lord Mayor & Board Director, Alan Law, allowed Sarah to pose at his desk!

### Trustee Development & Training

The Board had two away days that:

- Revised the format and structure for the Board meetings
- Revised the Mission and Objectives

The Board has reviewed the Memorandum and Articles and proposed changes are being tabled at the AGM in October.

### Staff Questionnaire

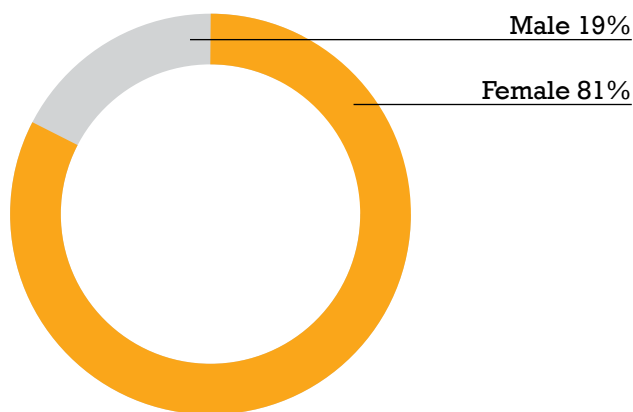
The SOAR Team completed a staff questionnaire in June, the questionnaire is completed annually and provides the opportunity for staff members to answer honestly how they feel working at SOAR.

This years results showed the majority of staff are proud to work for SOAR and believe that staff are dedicated to the work they do, are passionate about the service delivery and as a whole the organisation does a lot of excellent and valued work within the local community, aswell as contributing towards the wider economy of the city. The results also showed that staff had some issues and concerns regarding job security and pay increments due to SOARs reduced funding, these issues were addressed by the Partnership Manager at a team away afternoon.

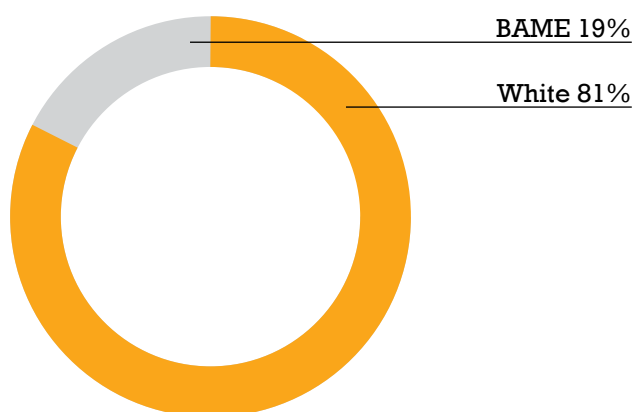
### Communications

We use Team meetings – Managers, Employment Services, Health Services, Core Team, Full Team - to ensure that internal communications are effective and two-way.

### SOAR Staff by Gender



### SOAR Staff by Ethnicity



# SOAR Group Finances

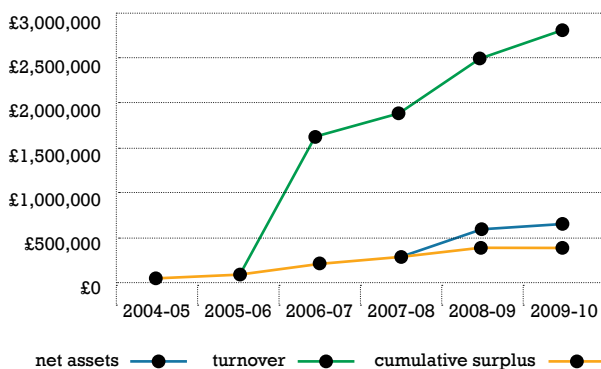
The diagram above shows the net assets, turnover and cumulative surplus of the SOAR Group.

**Net assets** - Computers, land and buildings bank deposits owned by SOAR Group.

**Turnover** - the amount of money going through the accounts

**Cumulative surplus** - the amount of money left at the end of the year, after all bills have been paid and all monies received.

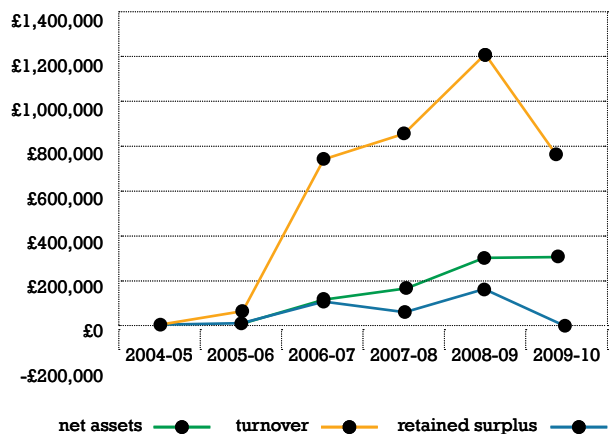
These figures come from SOAR, SOAR Enterprises and SOAR Build (SOAR Group). They show an increase in turnover as well as an increase in the value of assets. The increase in turnover is largely as a consequence of SOAR Builds increase in turnover from £1.3m to £2.1m.



## SOAR Finances

Turnover decreased in 2009-2010 as a result of the end of the Single Pot and Objective 1 contracts in March 2009.

SOAR made a small surplus of £4,206. The surplus was significantly less than the previous year due to a reduction in grants received.

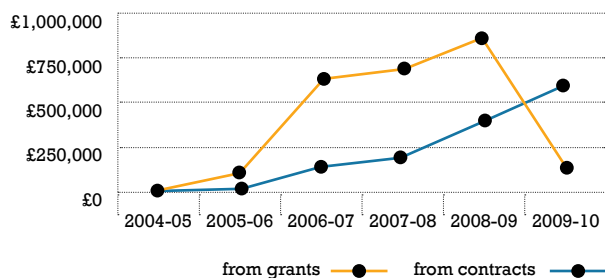


SOAR is aiming towards sustainability. This means that we need to become less reliant on grant funding and earn more money from contracts.

The diagram below shows where SOAR's income comes from.

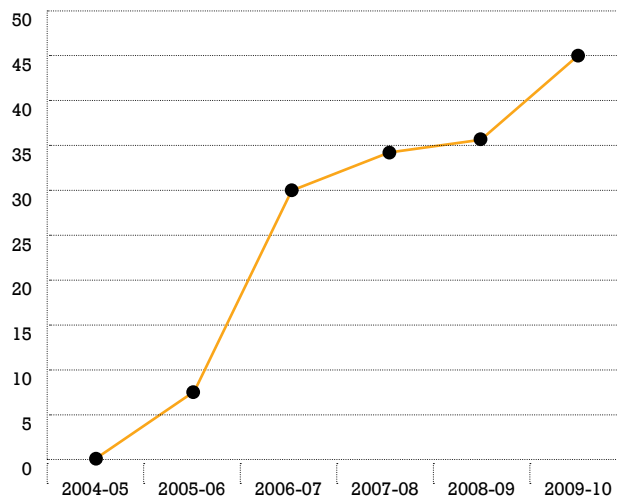
**Income from grants** - eg. Area Based grant  
**Income from contracts** - Earned income.

It can be seen in the year we have managed to increase the value of contract income compared with funding income. In fact the value of grant income was £125k and largely consisted of one contract for Area Based Grant. In the year 2010-2011 SOAR have no grant income at all. It is a real challenge for SOAR to deliver a surplus in 2010-2011.



### SOAR Group Employees

The increase in employees is down to SOAR employing more staff and in particular 5 Future Jobs Fund staff. Three of these staff have secured permanent employment with SOAR.



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