

Southey & Owlerton Area Regeneration



**Social Accounts**  
2010-2011

*Finance & Outputs April 2010 - March 2011*  
*Activity April 2010 - September 2011*

*The Learning Zone, Parson Cross*

# 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 and Owlerton
5. To be a highly regarded organisation committed to continuous improvement and a good employer that cares for its employees and the organisation's resources

### Chair Preface

*"It is very rewarding to see that the final pieces of the infrastructure are now in place in the North of the SOAR area. The tremendous dedication, commitment, sheer tenacity, and the never ending 'Can Do' spirit, displayed by the SOAR Trustees and Management Team has driven these projects forward with resounding success that will benefit all factions of the local community. The team at the heart of these projects has raised the standards nationally and they will become the blue print in community regeneration that others will find hard to match."*

## SOAR's Values

Community Led  
Inclusive  
Collaborative  
Responsive  
Entrepreneurial  
Continuous Improvement  
Innovative

*"Once again in all aspects of regeneration across the SOAR area the community are being guided by a very professional team that help realise the dreams and aspirations of all in the North of Sheffield."*

*Yours in Gratitude to the SOAR Team  
Keith Donston, Chair*



Trapped in the York Dungeons during the SOAR staff away day



So... Where is SOAR?

## 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 5 years and this last financial year has been particularly challenging as we have had no grant income at all and yet still returned a surplus of £84,985.

SOAR is a customer facing organisation providing a range of employment, training and health services. We have expanded our area of service delivery. We run the Healthy Communities Programme across all of the North East Community Assembly. The SOAR Board are looking to co-opt two people as Trustees from Firth Park, Brightside, Shiregreen and Wincobank.

One employment contract came to an end in June 2011 that required us to make 5 staff redundant. We thank those staff for their time and energies in delivering that contract and helping so many people back into work. We now employ a staff team of 20 people that includes 4 people who were originally employed as Future Jobs Fund staff.

Our key challenges for the forthcoming year are to:

- Successfully fill and manage The Learning Zone and SOAR Works Enterprise Centre which opened in June and October respectively.
- Continue to develop enterprise and learning activities in the buildings.
- Deliver on the outcome related Work Programme contract. This relates to securing job outcomes for our clients and represents the most challenging outcome based contract we have had to deliver.
- Secure future contracts for employment, training and health related services. This is a challenge in light of the austere financial and denuded employment landscape that we all face.



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



## Introduction

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.

## Challenges

Lack of staffing and financial resources for engagement.

## Delivery

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 & Outputs

5Alive magazine extended its delivery to over 30,000 homes during 2010-2011

We have set up a young persons writing group in partnership with Museums Sheffield and Parkwood Academy

The Learning Zone is now up and running and providing a number of services to the community. The official opening was a community event and very well attended.

Public square used for community events including a Christmas event and Remembrance Day

Running regular theme groups: Health, Employment & Enterprise

Developing and supporting SOAR's Partnership Board

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 SOAR's services

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

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

SOAR logo redesigned and implemented

Re-design and development of SOAR's website incorporating the new logo and brand guidelines. The new website will be a useful resource for potential clients and business partners and serve as an effective method of engagement

Launch of SOAR Works website [www.soarworks.co.uk](http://www.soarworks.co.uk) as part of the Enterprise Centre's marketing strategy

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 7 GP surgeries across North East Community Assembly; Foxhill Medical Centre, Palgrave Surgery, Buchanan Rd Surgery, Shiregreen Medical Centre, Pitsmoor Surgery, Burngreave Surgery and Page Hall Surgery

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

Delivering an Asset Mapping initiative "I am my Community" in Firth Park and Shiregreen, engaging with local residents to map out what makes them healthy and happy; including promoting local resources and neighborliness. SOAR is one of a handful of projects nationally undertaking this work (funded through Altogether Better, managed by Sheffield Wellbeing Consortium).

Developing a Social Prescribing pilot in partnership with North Sheffield for Health Consortium, aimed at promoting referral pathways and the uptake of services within North East Community Assembly.

## 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 an information and resource hub of Firth Park and surrounding neighbourhoods

Adopt an Asset "Engagement & Empowerment" Approach to improving local residents Health, Wealth and Wellbeing

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



Engage Presentation 2010



Key Support Worker

## Introduction

SOAR provides employment and training services in Southey, Firth Park, Brightside, Shiregreen, Winn Gardens and Burngreave. These wards have:

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

*“It makes a great difference to know that you can go to these organisations and they will help regardless of who you are, or how great your needs.”*

L Grubb, Key Support Worker Client

## Challenges

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 creates a big challenge for us in preparing our clients to compete with more experienced applicants for jobs.

## Delivery

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 Support
- Providing employability training
- Helping people secure volunteering opportunities and paid work

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 (FJF), IAG Support

*“Julie is the reason I’ve found employment after 2 years on the dole, she gave me the tools and confidence I needed to find work.*

*I’m now applying for a manager’s job at the same company, all thanks to Julie and SOAR.”*

L Twidale, Key Support Worker Client

## Achievements & Outputs

We have worked with 819 people and have helped 241 into work. The majority of these people have also received additional vocational skills training so they are better prepared for work.

The Engage volunteering project identifies and develops local residents, particularly parents & carers. We provide training and development in preparation to be placed in volunteering opportunities in local schools. We have held 22 courses, with 185 people starting training, 95 have gone into volunteering, and 45 have secured paid employment following their training and volunteering placements

*“The Engage programme has delivered on its promise: volunteer ready parents, keen, motivated, ready to go and having a clear idea of what the volunteering will involve.”*

Linda Kingdom Head of Watercliffe Meadows

The Employment & Learning Champion has engaged with 150 people who have been referred to training opportunities including non-accredited courses, university courses, Employment Support Workers and volunteering opportunities.

The FJF Information Advice & Guidance support is delivered by one of our Level 3 qualified IAG workers at SOAR, they travel to a number of employers across the city supporting their Future Jobs Fund workers. The support the person receives from us is focussed on appropriate vocational training, how to adjust to a working environment, how to achieve a work life balance and dedicated job search sessions ready for when their placement finishes. Other support does take place and is tailored to an employee’s specific need. Our worker has supported 25 FJF employees.

*“Overall it has been fantastic and the experiences I have had so far will leave me in such a better position to get employment as a classroom assistant and hopefully this will lead to me eventually becoming a teacher.”*

Sara Brennan, Engage Volunteer

## Aspirations

SOAR has positioned itself to continue to provide employment support services within the new Government WORK programme. We are part of the Prosper Consortium who have won a contract with A4e to deliver the Work Programme in the community.



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



Lisa Harman, Stop Smoking Worker



Danny Wild, Advocacy Worker

## Introduction

SOAR delivers its Healthy Community Programme across North Sheffield from its offices on Southey Hill and Bellhouse Road plus outreach locations. The Programme aims to reduce the area's significant health inequalities.

## Challenges

SOAR has continued to develop and improve its services and activities based on customer feedback and new partnership arrangements. We need to develop greater understanding and co-operation with our local and city wide strategic partners to promote greater connectivity of services and mitigate potential conflicts.

We have taken significant strides in how our health services are evaluated through the introduction of the Distance Travelled questionnaire and generic case studies. We will align this systematic approach to evidencing service impact with future evaluation tools adopted and validated by city wide commissioners and consortia. This is of particular importance in light of the possible re-design and commissioning of current HCP contracts held by SOAR.

The key now is to maintain current levels of contracts and retain the knowledge and skills that have been developed over the past 4 years.

## Delivery

SOAR works in partnership with NHS Sheffield, Local Authority, Sheffield Wellbeing Consortium and a range of local voluntary groups to deliver a holistic approach in tackling health inequalities; SOAR manages a core group of health professionals and sub contracts out specific areas of support such as debt advice.

Our services are:

### High Impact

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

### Medium Impact

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

Support sessions delivered as follows;

### Mental Wellbeing IAPT (Improving Access to Psychological Services)

### Counselling - SATORI Counselling

### Welfare Benefits Advice - Sheffield Revenue & Benefits Service

### Affordable Credit Services - Sheffield Credit Union

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

SOAR continues to engage the local community by delivering the Health Zone community engagement events and leading on the community asset mapping "I Am My Community" initiative within Firth Park & Shiregreen. SOAR's involvement in this asset mapping feeds directly into Sheffield's Joint Strategic Needs Assessment process that assesses the health and wellbeing needs of the local community.

## Achievements & Outputs

Awarded new health contracts:

### Sheffield Wellbeing Consortium

Community Health Champion additional phases

Mid Life Check Demonstrator

Asset Mapping contract (one of few nationally)

### NHS Sheffield

Advocacy service in High Green area

.....  
**£280,091**

client debt written off

.....

## North East Community Assembly

Financial Exclusion programme in partnership with Foxhill & Parson Cross Advice Service

Improving links between North Sheffield for Health Consortium (GP) and local health services, GP now sits on SOAR board

IAPT Service agreement retained as only Voluntary Sector provider

Top Stop Smoking Provider city wide 3rd year running

Chosen to participate in regional Stop Smoking Social Norms project (only one in Sheffield and 1 of 8 in Yorkshire & Humber)

Development of Southey Advocacy project by increasing staff resource and working towards Advocacy Quality Mark

Delivering weekly Stop Smoking and Health Trainer drop ins at 9 GP Surgeries across NECA

New case management, referral and lone working policy & procedures for staff

Increase in staff capacity by recruiting Advocacy Support worker and Health Development worker

2 members of staff receiving city wide awards in recognition of outstanding contribution to local community

Member of NECA wide Health Management group

# One Stop Shop

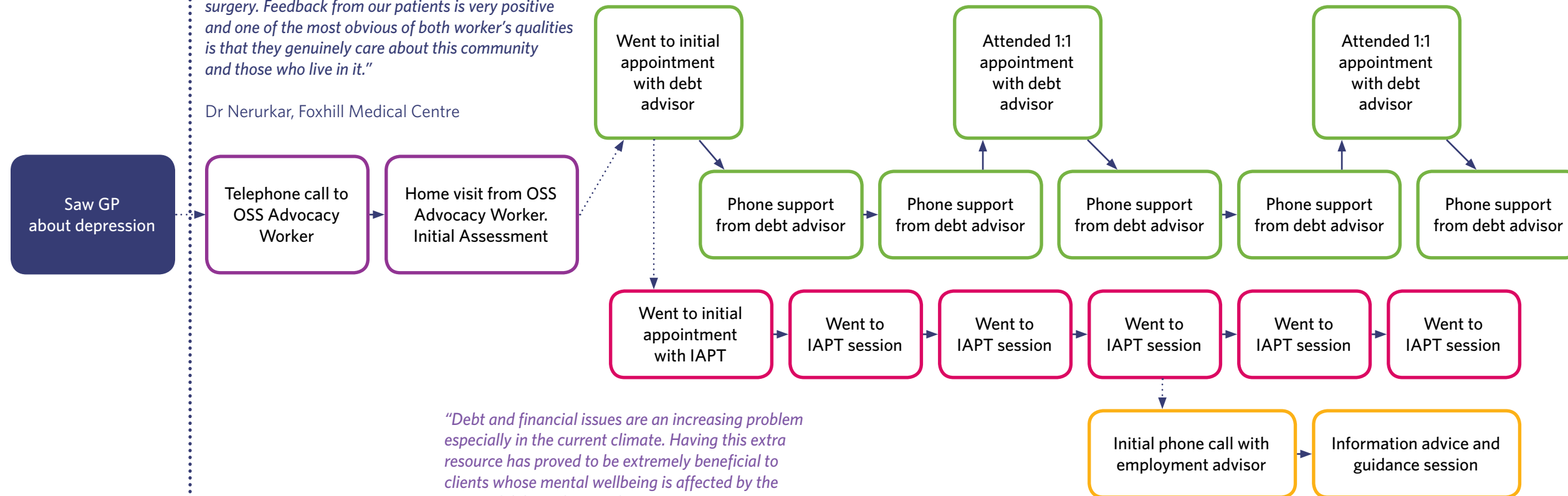
## Typical client journey

*"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, SOAR Psychological Wellbeing Practitioner (IAPT)

*"SOAR are supportive of patients and staff at the surgery. Feedback from our patients is very positive and one of the most obvious of both worker's qualities is that they genuinely care about this community and those who live in it."*

Dr Nerurkar, Foxhill Medical Centre



*"Debt and financial issues are an increasing problem especially in the current climate. Having this extra resource has proved to be extremely beneficial to clients whose mental wellbeing is affected by the stress of debt and unemployment."*

Julie Bramall, SOAR EPHP Advocacy Worker

*"All the people I have seen at SOAR and Michael (Foxhill and Parson Cross Advice Service) have been very professional sorting my problems out with my debts. I have taken the points Vanessa spoke about to heart and I feel a lot better about myself"*

SOAR OSS Client

### Outcomes Achieved

- Agreed debt management plan
- Some debt written off
- Reduced medication for depression
- Secured employment

The client had 18 points of contact with the service and a total of 6 hours, 25 minutes support

### Key

- Advocacy
- Debt Support
- IAPT
- Employment
- One Stop Shop service boundary
- Referral





Donna Wilson, Community Health Champion



Lisa Harman, Stop Smoking Worker

**Key Outputs**

- 2,337 beneficiaries of reducing health inequalities
- 9,174 points of contact
- 6 people into volunteering
- 16 VCS groups supported
- 33 people into training
- 236 mental health support sessions delivered

.....  
**£120,117**

generated in additional benefits

.....  
**12**  
 homelessnes prevented

.....  
**122** quit dates set at  
**60% conversion**

.....  
 Note. Outputs collated April 10 - March 11

**Aspirations**

Develop new approaches to enhance SOAR's capacity to support public and communities i.e. development of Support Planning function

Improve level of communication and involvement between SOAR and North Sheffield Consortium for Health

Integrate health services to enhance existing employability contracts held by SOAR

Achieve Advocacy Quality Performance Mark and Matrix accreditation alongside Employability Team

Adopt Lamplight Client Management system alongside SROI evaluation tools

*"Lisa provides the stop smoking service for many of our patients who would otherwise not access this sort of treatment if they had to attend a clinic within surgery times.*

*She is a lovely approachable person who has been an amazing support to many of our patients that never thought they would succeed in stopping smoking... She has been a vital part of the surgery team."*

The Health Care Surgery, Palgrave Road

Thank you card for Julie Bramall, Advocacy Worker



Extract from Stop Smoking Diary



**Case Study**

**Health Trainer Client: Jo (not real name)**  
**Health Trainer: Paul Nash**

Jo is a 38 year old lady who lives on the Flower Estate in Sheffield with her family. She contacted the Health Trainer by email after seeing a leaflet in the Sure Start building. In the email she said;

*"I am very interested in losing weight and to be honest I have spent the last 20yrs trying different diets and buying pills off the net and it upsets me that I lose it sometimes and put it back on with extra."*

Jo met with the Health Trainer, which involved an initial assessment of her current situation, and a discussion around what her goals would be. It became apparent that after 20 years of dieting she is very aware of healthy eating advice and often felt guilty about any food that she enjoyed, and was very strict with herself, to the point where this became unhelpful.

Jo and the health trainer decided that it would be more helpful for her to focus on physical activity that she would enjoy and to think about how life might be healthier rather than feeling that she was punishing herself with unrealistic goals.

Jo decided on some physical activity goals that included playing on her wii fit for 20 mins (4 days a week) and walking to places with her children. We discussed the issues that might become a barrier to achieving this and how these could be overcome, as well as talking about what support she feels that she has from family and friends.

Jo enjoyed the challenges that she had set for herself, and began to add more activities and further challenges into her lifestyle. During the first month of the year she lost 4lb in weight.

She found the support of the Health Trainer helpful during this time, and said in other emails:

*"My little chats with you are very helpful before I came today I wasn't in a very good mood but the 40 mins I had with you changed that"*

She has continued to increase her physical activity and has started to go swimming regularly. She feels that these changes have given her a more positive attitude about healthy living and herself than she previously had and she would recommend the service to her friends.



# To grow, develop and support social enterprises, neighbourhood assets and centres in Southey and Owlerton.



Learning Zone at Parson Cross



SOAR Works Enterprise Centre

## Introduction

SOAR contributes to the wider physical regeneration of the area by providing training, employment and enterprise services in the local area. The community assets also improve the physical look of the area by pursuing high quality and sustainable design, attracting inward investment, complementing the new housing and SOAR's employment, training and health services in creating sustainable neighbourhoods.

## Challenges

The significant challenge for SOAR is to market & manage the Learning Zone & SOAR Works Enterprise Centre to create sustainable businesses that can continue to provide a service to the area and in the future deliver a surplus to support the work of SOAR. SOAR needs to reach maximum occupancy of both buildings as soon as possible to cover their running costs and maintain and market the facilities.

## Delivery

SOAR continues to support Longley 4G by providing a member of staff to advise the Board. Longley 4G has recently secured some core grant income that assures their future for the next 2 years. SOAR also looks for opportunities to deliver services from the neighbourhood hubs.

This objective is mainly delivered by SOAR's flagship buildings SOAR Works Enterprise Centre, The Learning Zone and Public Square.

## Achievements & Outputs

There has been significant achievements in the last 12 months, with the hand over, fit out, opening and official launch of The Learning Zone. The feedback from tenants and the general public has been very positive. Long term leases are in place with Sheffield Homes and Libraries, as well as licenses with SWFC for the ICT suite and ASDA who ran their recruitment centre activities from the Learning Zone. Regular sessional lets include Weight Watchers and Learning Providers. There has also been positive interest from Chaucer pupils a number of whom have signed up to become Learning Zone Ambassadors. SOAR is playing host to a series of neighbourhood tours next March and other high profile visits include the Shadow Housing Minister.

The Centres Team have worked extremely hard this year and taken over, marketed and launched The Learning Zone & SOAR Works Enterprise Centre. A Learning Zone Administrator has been appointed and has made an excellent start securing over £800 of sessional lets a month.

A Centres Manager has also been appointed to cover both buildings, as well as a Centres Co-ordinator & 2 receptionists for the Enterprise Centre. Robust management plans are now in place across both buildings and leases are in place with tenants.

## SOAR Works Enterprise Centre

The £4.9m Enterprise Centre is now complete and opened to tenants in October 2011. The interest in space has been really positive opening with over a 1/4 of the space let and building steadily. There is an interesting range of businesses including SOAR, Salvin's Cleaning Company, Chris Bell Mechanic, Solar4Homes green energy company, Ruby Marketing, Aspire, PX Foxhill Advice Centre, Fun2Bounce Bouncy Castle Hire & Automotive Valeting Supplies, as well as various artists in the studios rented to Yorkshire ArtSpace. We are also busy planning the official grand opening on Friday 9th December with Sir Bob Kerslake (former SCC Chief Executive & now Permanent Secretary at CLG).

- 30,000sqft Enterprise Centre constructed
- 54 Units - office, light industrial and artist studios
- £4.9m capital funding secured and spent - £2m ERDF, £1.15m LEI, £850k HCA, £800 Community Builders, £210k land value
- 33 monthly ERDF claims submitted
- Hard Hat Tour in May covered in Star and Star Business supplement
- 14 units let & £67k income secured prior to opening
- Lambert Smith Hampton & Newbould Commercial signed up as letting agents

## The Learning Zone

- Opened in June 2011, official opening in July
- Time capsule buried
- 25 year lease in place from Sheffield City Council
- Over £70k of income secured in year 1
- Over 400 people a month using sessional space

## Old Library Site

- 99 year lease in place from Sheffield City Council
- Planning change of use secured for A1 retail

## Aspirations

The key aims for the future are to keep the buildings in excellent condition, deliver services which meet local needs, maximise the occupancy and sessional use of both buildings, maximise local employment opportunities and become a model of best practice for community asset development.

*"Can I say a big thankyou to you and your colleagues for making us so welcome at the Learning Zone. You have a great set up there and I wish you every success in the future."*

Owen Hickey, ASDA



*To be a highly regarded organisation committed to continuous improvement and a good employer that cares for its employees and the organisation's resources.*

### Introduction

If the 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

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 QuickBooks, monthly Management Accounts, monthly Managers meetings, quarterly finance and performance reports to the HR and Finance 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 and SOAR's Partnership Handbook.

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

We regularly review SOAR's Company Handbook and its policies and procedures.

### Achievements & Outputs

**Financial Management:** Our financial management system consists of the QuickBooks software (latest version), monthly Management Accounts, monthly Managers meetings, quarterly finance and performance reports to the HR and Finance Sub Group and the SOAR Board, Annual Audit by Grant Thornton.

**HR policy reviews:** 11 have been reviewed and revised: Pensions, Health & Safety, Family Friendly, Holidays, Compassionate, Carers and Sick Leave Policy, Building Security, Communications, Contract of Employment, Equal Opportunities, Grievance, Harassment, Disciplinary, Quality.

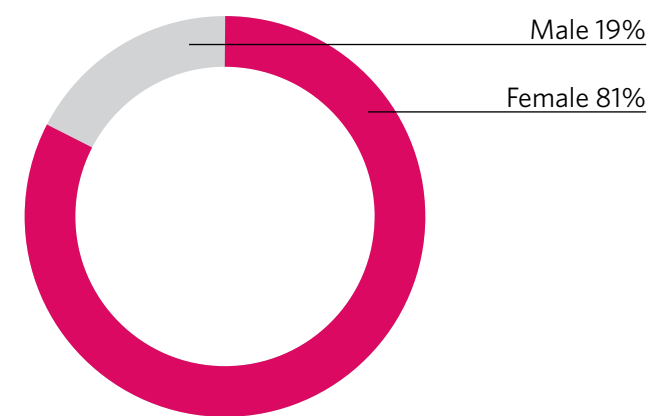
**10 New HR policies:** Business Continuity, Buildings Security, Money Laundering, CRB Checks, Policy Review Schedule, Policy Review Procedure, Guidance for Updating Amending and Writing New Policies, Information Classification Labelling and Handling, Secure Disposal or Re-use of Equipment, Cryptographic Controls.

**Investors in People:** Status renewed



**Support for staff:** We provide a free confidential information and support Employee Assistance Programme for staff. We have also set up a Cyclescheme whereby SOAR pays for the bike upfront and the money the employee repays SOAR is not liable to tax or National insurance. It is part of the Government's Green Transport Initiative.

### SOAR Staff by Gender



**Intranet:** All HR policies are on SOAR's intranet available to all staff

**Staff Development & Training:** The SOAR Team enjoyed the annual away day, this year the staff chose to visit York and its scary dungeon. Much screaming was heard from certain people.

The following training gives a flavour of the staff training programme: PTTLs (Preparing to Teach in the Lifelong Learning Sector), DTTLs (Diploma in Teaching in the Lifelong Learning Sector), NVQ3 in IAG, HSE First Aid Trainer Training, QuickBooks for Beginners, Financial Practice and Procedures, Counseling Level 2 Certificate, City & Guilds Health Trainer Qualification Level 3, and Sport Leadership Qualification NVQ Level 2

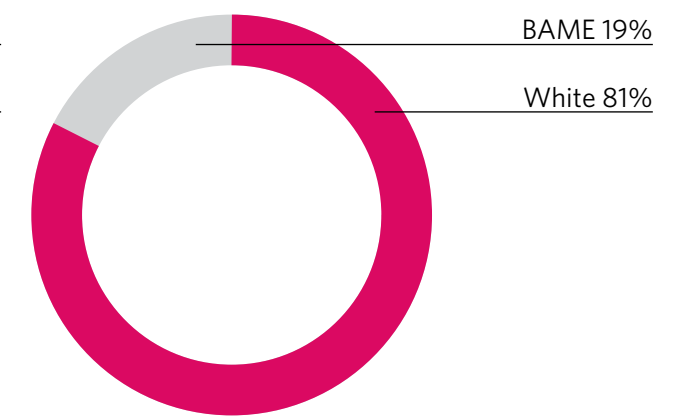
We have secured some monies from the Transition Fund of which a reasonable amount is for Staff Development and Training.

**Trustee Development & Training:** The Board had an away day that reviewed the future strategy. The key points were to:

- Expand the health, employment and training services particularly to the 16 to 25 year age group
- Develop social return on investment tools
- Develop a financial inclusion project

The Board revised the Memorandum and Articles incorporating Regulations that codified the election process for the Tripartite structure of the Board. Inductions were carried out for 5 new Trustees

### SOAR Staff by Ethnicity



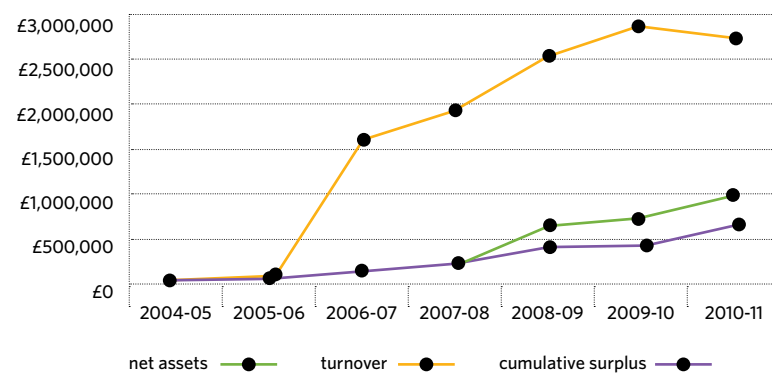
**Staff Questionnaire:** The SOAR Team completed a staff questionnaire in August, the questionnaire is completed annually and provides the opportunity for staff members to answer honestly how they feel about working at SOAR.

This year's 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 and contributes to the wider economy of the city. The results also showed, amongst other issues, that staff had some issues and concerns regarding job security and pay levels. These issues will initially be picked up by Managers during the appraisal process and then subsequently addressed by the Managers at a Full Team meeting.

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

# SOAR Group Finances

## SOAR Group Finances



This diagram 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 7 year period, after all bills have been paid and all monies received.

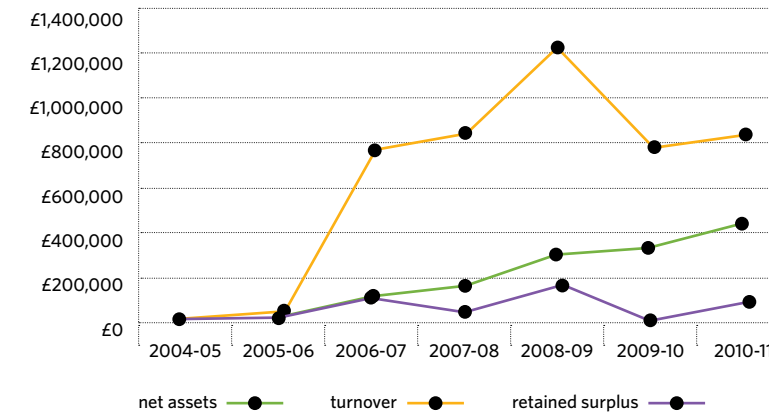
These figures come from SOAR, SOAR Enterprises and SOAR Build (SOAR Group). They show a decrease in turnover as well as a decrease in the value of net assets. The decrease in turnover is largely as a consequence of SOAR Builds decrease in turnover and the net asset reduction due to the way the capital monies for SOAR Works are accounted for.

*"In the time I have been an independent member of the SOAR Board, the organisation has developed from mainly being grant funded to one that is now financially independent and has achieved many things in particular the development of SOAR Works. Whilst this represents a significant challenge to SOAR enterprises, the staff team led by Ian Drayton have developed a greater commercial awareness and I am confident their dedication will make SOAR Works a flagship success for the community."*

*I would like to wish the SOAR Board and the staff team every success in the future."*

**Paul Voyse**  
Sheffield Homes Area Manager  
Independent Trustee, SOAR Board

## SOAR Finances



These two graphs relate to SOAR finances. SOAR is aiming towards sustainability which means that we need to become less reliant on grant funding and earn more money from contracts.

The first graph above shows the net assets, turnover and retained surplus of SOAR.

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

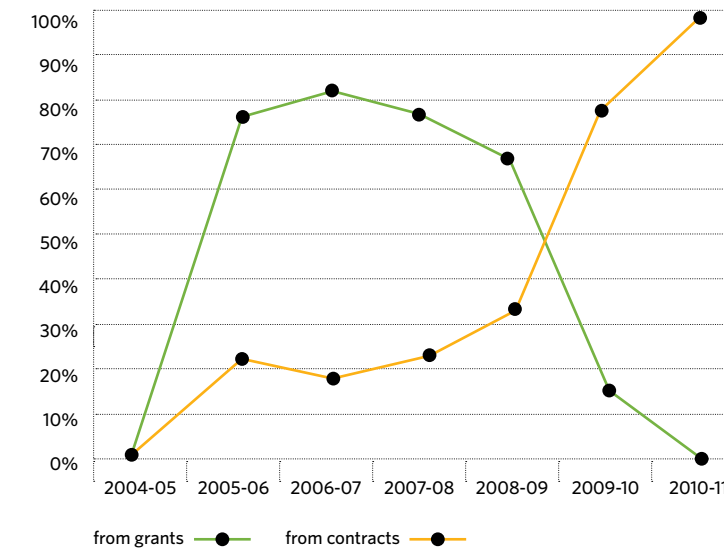
**Turnover** - The amount of money going through the accounts

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

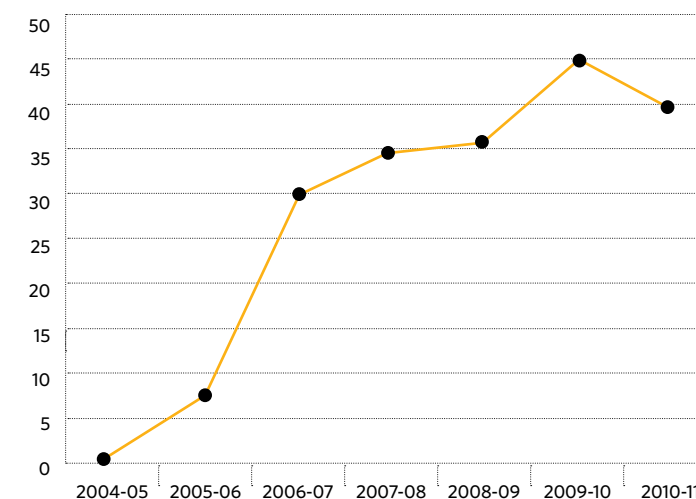
Turnover marginally increased in 2010-2011. SOAR made a surplus of £84,994. This is attributable to extra income earned and a one off payment for the Learning Zone (£40,000)

The second graph shows where SOAR's income comes from.

**Income from grants** - None!  
**Income from contracts** - Earned income



## SOAR Group Employees



This is a magnificent achievement, but we need to carry this forward. 2011-2012 is a very challenging year as a number of contracts have come to an end and there are gaps between these and new contracts coming on stream. Also the cutbacks in public spending will have an impact but we have secured some Transition Fund resources. It is a real challenge for SOAR to deliver a surplus in 2011-2012.

The decrease in employees is down to SOAR making 5 people redundant as a consequence of the end of the Key Worker contract in June 2011.



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Paul Nash  
Ruth Richards  
Trudi Roberts  
Emma Shepherd  
Michele Ward  
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## **Acknowledgements:**

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