

# SOAR's Social Accounts

## 2012—2013

Finance, Outputs April 2012 — March 2013  
Activity April 2012 — September 2013



# SOAR

Supporting people to  
make positive changes



PAUL HOWARD  
CHAIR OF THE SOAR BOARD



### Chair's Welcome

Throughout this last year, SOAR has continued to consolidate and further enhance its reputation as an organisation committed to serving the needs of its immediate and wider communities. Health, Training and Enterprise have continued to be major areas of success but this year has also seen an exciting new development in the opening of our superb Digital Media Centre.

The current economic climate has presented significant challenges to the residents and businesses of our city. However the reduction and in some cases withdrawal of national and council based funding has presented a range of opportunities to a well-managed, resourceful, community based organisation like SOAR. We do therefore look forward to interesting times ahead and developing new ways of responding to the ever increasing level of need in our communities.

On behalf of the Board, I would like to congratulate all our staff on their outstanding work and to offer our very best wishes for continued success in the year to come.

Paul Howard  
Chairman of the SOAR Board &  
Community Liaison Manager at Parkwood Academy

**“I WAS REALLY INSPIRED  
BY THE WORK YOU ARE  
DOING AND THE IMPACT  
YOU ARE HAVING.”**

Richard Webb  
Executive Director  
Of Communities  
Sheffield City Council

### Soar Mission

To enable and support local people through partnership working, to improve the quality of life for North Sheffield residents.

### Soar Vision

North Sheffield is a place that people love to live, to work and to do business. A well regarded, welcoming and friendly place renowned for its schools, housing and public buildings and it's peoples ingenuity, creativity and flair.

### Soar Objectives

To increase access to economic opportunities for people living in North Sheffield.

To deliver health, social and lifestyle support services to individuals & families in North Sheffield.

To develop, manage and support social/community assets and centres in North Sheffield.

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

### The Soar Model

Our approach to the local delivery of services is informed by:

- Holistic understanding of individual well-being
- Community-based approach
- Enabling approach
- Multi-agency approach
- Entrepreneurial approach

### Social Accounts Overview

SOAR's Social Accounts are reported under each of our objectives. We have included feedback (& case studies) from stakeholders, the key achievements over the last 12 months and the challenges facing us in the future.

**Ian Drayton**  
SOAR Partnership Manager

## OBJECTIVE — TO INCREASE ACCESS TO ECONOMIC OPPORTUNITIES FOR PEOPLE LIVING IN NORTH SHEFFIELD

SOAR provides training and employment support across North Sheffield, with a focus on deprived wards that have:

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

### Delivery

SOAR has developed a diverse training and employability portfolio with an emphasis on client progression, and a strong underlying value amongst its staff.

*"People need to light their own fire and thereby illuminate their own path."* — William Butler Yeats

SOAR is an NOCN accredited centre (inc Quasafe & Highfield registered) that delivers a range of training courses such as:

Child Safeguarding  
Emergency First Aid (inc Paediatric)  
Customer Service NVQ 1  
Health & Safety  
Food Safety  
BTEC Award in Work Skills

SOAR also co-ordinates and co-delivers city and area wide learning provision as part of its contracts with:

Community Health Champion Programme (Sheffield Cubed)  
Adult Community Learning (SCC)  
Neighbourhood Learning in Deprived Communities, inc Learning Champions (SCC).

SOAR's Employment Advisors deliver employment advice and co-ordinate a range of Job Clubs in partnership with Burngreave Works, Sanctuary Housing and Sheffield Libraries.

### Achievements

SOAR is quickly developing into a leading training and employability provider across North Sheffield that is founded on the following achievements:

### Contracts secured:

- Community Health Champion Programme (Sheffield Cubed)
- Customer Service NVQ 1 (Peach Orator)
- Engage Schools Volunteering Programme (various grants)
- Adult Community Learning (SCC)
- Neighbourhood Learning in Deprived Communities, inc Learning Champions (SCC)

### Accreditation:

- NOCN accredited centre
- Quasafe & Highfield registered providers

### Staff:

- Staff contract lead and deliverer roles
- Centralised contracts and monitoring function by Core Team

### Challenges

The challenge now is to ensure clients are recruited (& retained) to these learning opportunities, thus meeting SOAR's contractual requirements.

Also that our staff are supported in their professional development, ensuring the client receives the best possible learner experience and progression opportunities available.

### Aspirations

Continue to build solid foundations in delivery & governance that enables SOAR to develop into a quality City wide training provider, develop new partnerships that aid the client's progression route and enhance SOAR wider service offer.

### Service Lead View

Developed and delivered new training packages that are customised to individual client need and learner style.

Developed new management information systems to track learner engagements, achievements, retention, completion and progression routes across all of our training programmes.

Moved overall, responsibility for contract management and performance information to the Core Team, ensuring significant efficiencies both internally and externally.

**"I HAVE COMPLETED THE BTEC WORK SKILLS COURSE AND FOUND EXPERIENCE LIFE CHANGING. THE TUTOR WAS CONCERNED ABOUT MY LEARNING ABILITIES SO SHE BOOKED ME AN APPOINTMENT WITH THE HALFWAY DYSLEXIA CENTRE.**

**THEIR ASSESSMENT SHOWED THAT I HAVE SEVERE DYSLEXIA. I AM SO GRATEFUL AS I NEVER KNEW THIS AND HAVE STRUGGLED ALL MY LIFE; THIS HAS MADE A BIG DIFFERENCE AND I HAVE SINCE SECURED EMPLOYMENT AS A CARER. THANK YOU."**

**Melvin Norman**  
Training Client

### Outputs

PEOPLE ENGAGED

311

PEOPLE COMPLETED BTEC AWARD IN WORK SKILLS

118

PEOPLE ACHIEVED NVQ LEVEL 1 IN CUSTOMER SERVICE

47

PEOPLE WHO HAVE ACCESSED EMERGENCY FIRST AID TRAINING

66

**ALSO:** SHEFFIELD COLLEGE STAFF HAVE ASKED IF THEY CAN USE SOME OF OUR WORK BOOKLETS IN THEIR DELIVERY OF COURSES.

**PARTNER PROFILE:**  
**STEVE BATES**  
**DIRECTOR, PEACH ORATOR LTD**

### Nature of Relationship:

Partner in the delivery of Customer Service NVQ Level 1 training.

### Overall Experience:

Excellent experience, the staff are professional, responsive to our requests and we are more than happy with the relationship.

### Impact:

It has enabled us, as a private training organisation, to deliver training to some 'hard to reach' individuals.

### Future:

To continue to support individuals who are not currently accessing services provided in the mainstream sectors.

**"I THINK SOAR IS AN ORGANISATION WHICH IS EASY TO WORK WITH AND WHICH DELIVERS WHAT IT PROMISES."**

Photo: Some of SOAR's Emergency First Aid training participants



GUY WESTON  
SOAR HEALTH MANAGER

# OBJECTIVE — TO DELIVER HEALTH, SOCIAL AND LIFESTYLE SUPPORT SERVICES TO INDIVIDUALS & FAMILIES IN NORTH SHEFFIELD

SOAR delivers its health services across North Sheffield from SOAR Works and Bellhouse Road plus outreach locations in Burngreave and elsewhere.

SOAR aims reduce the area's significant health inequalities via creation of new partnerships, pooling of community budgets and making locally based services accessible and responsive.

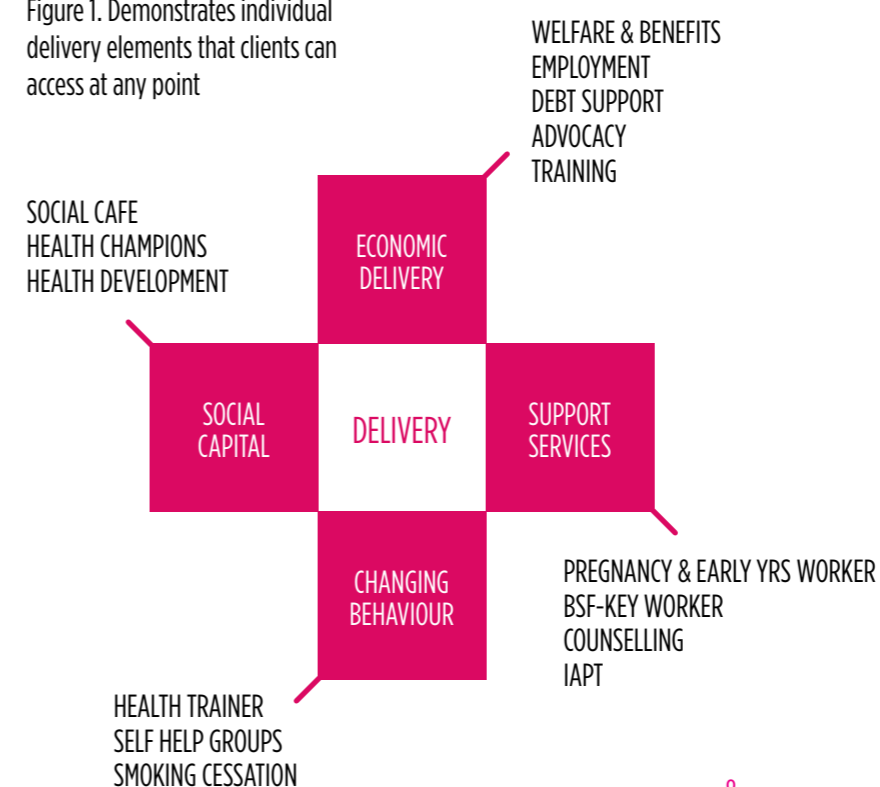
## Delivery

SOAR adopts a socio economic approach that addresses on a macro scale, ill health in relation to the wider determinants such as *"income, education and employment as well as material environment and lifestyle"* — Acheson 1998.

Soar aims to integrate service delivery by providing and coordinating access to a range of services. This is provided internally and by its partner agencies via a single point of access.

The model has a 'no wrong door' policy which means that clients can access the One Stop Shop through any of the individual services involved.

Figure 1. Demonstrates individual delivery elements that clients can access at any point



## Achievements

Commitment in contracting to local VCS organisations (self-employed):

Local self-employed (6 people) = £11,851  
Local and city wide VCS (14 organisations) = £43,976

Development of partnership between SOAR and North Locality:

GP Surgeries receiving SOAR services = 14  
Referrals from GP surgeries = 256

Volunteering Programme:

Recruitment of Volunteer Co-ordinator and Support Worker.

Awarded new contracts:

### Sheffield City Council

- Building Successful Families Key Support Worker
- Pregnancy & Early Years Health Worker
- Health Experience Course
- Social Café, The New Brew
- Children's Preventative Services Framework Agreement
- Financial Inclusion project

### North Locality

GP Signposting Service

### Sheffield Cubed

- Pregnancy & Early Years, Core and Mental Health Champions
- Living Well Champions

### Other

- Awards for All 'Health Volunteers'
- North Trent Network Cancer awareness

**Challenges**

SOAR's Health Services have continued to grow in terms of contracts and staffing; the challenge is to manage this growth ensuring that client engagement and satisfaction remains high and that staff feel part of any decision making process.

There will be more uncertainty due to the changes in Public Health within the Local Authority, bringing with it new partnerships to be nurtured and the brave new world of competitive tendering.

SOAR must view these potential threats as new opportunities in which to further develop its service provision and enhance its position as a key provider of health services within North Sheffield.

We are well prepared and up for the challenge ahead!

**Aspirations**

Integrate Service Delivery, Development & Engagement and Volunteering teams.

Create a wider network self-help/activity groups linked to GP Surgeries, offering enhanced self-care for clients.

Gain wider buy in and understanding of its offer through GP Surgeries in North Locality.

Work with Sheffield Universities around evaluating effectiveness of its delivery approach and GP Surgery engagement.

Secure further contract opportunities that allows it to contribute more to the overall SOAR financial model.

**Service Lead View**

SOARs Volunteering programme and its self-help/activity groups are a new vital element of any health service we deliver in the future.

Integrated service teams based around GP Practice Associations, are an efficient use of resources and create a more equitable offer for GPs and clients.

Consistent feedback process for GPs and clients receiving a SOAR service, has improved partner relations and increased referrals.

**Outputs**

SOAR'S BENEFICIARIES

**3,728**

DEBT WRITTEN OFF

**£130,175**

ADDITIONAL BENEFITS GENERATED

**£90,077**

**“THE GPS AND I NOW VIEW SOAR WORKERS AS ESSENTIAL MEMBERS OF THE PRACTICE TEAM.**

**THE WORK THAT BOTH DANNY AND LISA DO FOR OUR PATIENTS AND THE BENEFIT THEY RECEIVE FROM THIS INTERVENTION IS INVALUABLE.**

**WE NOW RECOMMEND SOAR ON A REGULAR BASIS FOR OUR PATIENTS AS THE SERVICES THEY PROVIDE COVER A NUMBER OF NEEDS FOR OUR PATIENT POPULATION.”**

**Nicky Normington  
Practice Manager  
The Health Care Surgery**

**“JULIE AND HER COLLEAGUES ARE, FOR MANY, PERHAPS VERY MANY, PEOPLE IN THIS PART OF THE CITY AN ABSOLUTE LIFELINE.**

**THE SERVICE IS NEEDED, JULIE IS NEEDED; IT WORKS, SHE WORKS; IT GETS RESULTS, SHE GETS RESULTS!”**

**Martin Devine  
Advocacy Client**



**JOANNE ABDULLA, MANAGER SHEFFIELD CITIZENS ADVICE & LAW CENTRE (SCALC)**

SCACL is sub contracted to deliver Debt Advice funded by HCP and Financial Inclusion work funded by NECA.

Working in collaboration with SOAR and its health services (namely Advocacy & IAPT) has ensured the clients receive a 'whole household approach' service, that reduces inequalities, improves health, wellbeing and maximises income.

SCA's partnership with SOAR has been one of the best decisions I have ever made, the profile of the organisation has been raised drastically within the Voluntary Sector, CCG and Sheffield City Council.

It has become clear to me that both Sheffield City Council and the Clinical Commissioning Group value the 'one stop shop' model, at present this model is only delivered in the North of Sheffield.

SOAR should be working collaboratively with Sheffield Citizens Advice to role out the 'one stop shop' model across Sheffield.

**“HAVING ACCESS TO THE RESOURCE AND EXPERTISE WITHIN SOAR HAS PROVED INVALUABLE FOR OUR CLIENT GROUP.”**

**THE SOAR MODEL**



# CELEBRATING 10YRS

2004

STAFF: 0

SOAR and SOAR Enterprises Incorporated



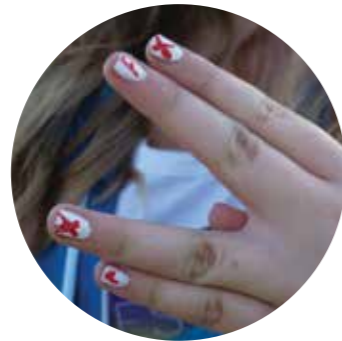
**Photos - left to right:**  
 SOAR's Souththey Hill Office  
 Ania Bas, *Fingernails*, image courtesy of the artist and Yorkshire Artspace  
 Staff at the opening of The Learning Zone  
 Lisa Harman and client outside SOAR's Bellhouse Road Office  
 Ian Drayton (Partnership Manager) receiving CIOB Award

STAFF: 6

Based at the Burton Street office

SOAR employs first members of staff

Knutton Road site purchased



2005

STAFF: 6

3 yr investment (£2m) for SOAR leading to a full Employment Zone, working with young people and local forums secured

SOAR Build incorporated



2006

2007

STAFF: 21

Move into 11 Souththey Hill premises

Best Key Worker contract secured (1st employment)

STAFF: 14

SRB5 and OBJ1 programme management ends

Community Stop Smoking contract secured (1st Health)

Southey Healthy Communities Programme contract secured

First set of Social Accounts published



2008

2009

STAFF: 24

Gained Investors In People (IIP) accreditation

Burngreave Healthy Communities Programme contract secured

Future Job Fund contract secured

STAFF: 27

19 Bellhouse Road premises acquired

Flowers, Brushes, Stubbin and Shiregreen Healthy Communities Programme contract secured

Engage Schools volunteering project starts

2010

STAFF: 26

VOLUNTEERS: 3

SOAR Works Enterprise Centre and the Learning Zone opens

Old Parson Cross Library acquired

Sheffield College BTEC Award in Work Skills contract secured (1st training)

Transition funding secured

Community Health Champions contract secured (1st volunteering)

2011

2012

STAFF: 28

VOLUNTEERS: 12

Core operating area expanded to cover North Sheffield

Digital Media Centre opens (inc business support)

High Green Healthy Communities Programme contract secured

Work Programme Contract secured (& subsequently surrendered)

Adult Community Learning (ACL) contract secured

Neighbourhood Learning in Deprived Communities (NLDC) contract secured

Became a NOCN registered centre

Registered as Highfields & Quallsafe training providers  
 GP Signposting Service starts (8 GP Surgeries engaged)

IIP status re-accredited



2013

STAFF: 30

VOLUNTEERS: 28

SOAR Works Enterprise Centre occupancy hits 75% (& rising)

SOAR Works Enterprise Centre wins RIBA Yorkshire Building of the Year award and long listed for Stirling Prize.

1st tranche of new long term contracts awarded: Social Café, BSF- Key Worker, Job Clubs

Gained Matrix, Customer 1st and Disability Symbol accreditations

1st apprentice employed

14 GP Surgeries engaged



## OBJECTIVE — TO DEVELOP, MANAGE AND SUPPORT SOCIAL/COMMUNITY ASSETS AND CENTRES IN SOUTHEY OWLERTON

SOAR Works Enterprise Centre and The Learning Zone which SOAR developed have contributed to the physical regeneration and overall look of the area through high quality and sustainable design which has attracted and continues to attract new business and inward investment to the local area.

These flagship buildings have also helped promote the training, employment and health services SOAR offers to the wider community.

### Delivery

The Centres Team are based at The Learning Zone and SOAR Works Enterprise Centre but work closely together to provide a seamless service to our clients and tenants.

### Achievements

#### SOAR Works Enterprise Centre:

It's been a winning year for SOAR Works Enterprise Centre after receiving some prestigious awards.

#### RIBA Yorkshire Building of the Year

SOAR Works Enterprise Centre scooped a Regional and National RIBA Award from the Royal Institute of British Architects, for the Yorkshire Building of the Year and Sustainable Building of the Year RIBA Award which were presented at a prestigious ceremony in Newcastle Civic Centre in June.

After our success at the 2013 RIBA Awards; SOAR Works had the great honour of being long-listed for the RIBA Stirling Award 2013 which is regarded as the most coveted prize in British and European architectural excellence.

#### Civic Trust

SOAR Works Enterprise Centre was presented with the Community Recognition award by the Civic Trust; SOAR Works was described as "a building with real heart, with thoughtful and humane gestures at every turn".

#### The Learning Zone:

The Learning Zone has welcomed over 4,800 people in the last year just from room bookings alone. This number is made up of long term sessional lets, including SWFC NEETS and Academy training in the IT Suite, weekly Slimming World and the addition of a fortnightly Social Café, run by SOAR, as well as one off events, training sessions and meetings.

The Learning Zone office continues to be a point of contact for local people with regular enquiries regarding training and services in the area. Sheffield Homes have had a steady rise in customers using the Area Housing office over the past year providing local people with information and guidance relating to housing and benefit advice as well as general enquiries and repair advice.



Parson Cross Library continues to be a focal point for the community. The library recently funded two 8 week programmes of Drama workshop's, held in the community rooms, which proved very successful, with the young people in the area who put on a show at the end of the project.

#### Digital Media Centre:

The DMC enables start-ups, existing businesses and those with an idea, to bring the business idea to life. Support is provided with website building and editing, web conferencing, Social Media and equipment hire such as, camcorders and digital cameras.

**‘SOAR WORKS BRINGS US SO MANY ADVANTAGES, THERE’S A COMMUNITY FEEL ABOUT THE PLACE, THE NEIGHBOURS ARE FRIENDLY AND THE BREW POINTS ARE WHERE THE WORLD IS PUT TO RIGHTS.**

**IF YOU CAN’T FLOURISH IN A PLACE LIKE THIS THEN YOU’RE DOING SOMETHING VERY WRONG.**

**Paul Clarke, Web Equip Ltd  
(Soar Works Tenant)**



#### Outputs

LZ SESSIONAL INCOME

**£11,527**

SOAR WORKS SESSIONAL INCOME

**£6,190**

SOAR WORKS UNIT LET INCOME

**£104,761**

#### Challenges

The Centres Team have been working hard over the past year developing existing services that meet tenants and sessional user's needs.

The on-going challenge remains to promote both The Learning Zone and SOAR Works Enterprise Centre, securing tenants and striving to reach maximum occupancy levels.

#### Aspirations

Our aspirations for the future are to have iconic buildings that are sustainable and are recognised in the local community as places to provide opportunity for local people and business.

We aspire to develop community assets to maximise occupancy and sessional use of the buildings and their facilities.

The DMC is currently developing Business Development Workshops aimed at a similar target audience and applying for funding to deliver this and also continue the 1-2-1 business support.

#### Service Lead View

Development of SOAR Digital Media Centre - additional resources for our tenants to use, a draw to get new people and businesses into the Centre and promote what we offer.

Development of social media - a way of promoting and marketing the services and facilities we offer to a range of audiences using a modern approach.

Development of systems and skills of the Centres Team - all staff now have the ability and the knowledge of the day to day running of both The Learning Zone and SOAR Works Enterprise Centre and can work from either building and provide a seamless service to our users meaning holiday and sickness can be covered at all times.

**“TRAINING AT THE DMC HAS INSPIRED ME TO GO AHEAD AND USE SOCIAL MEDIA IN A WAY I WOULDN’T HAVE HAD THE KNOWLEDGE OR COURAGE TO USE BEFORE.**

**Liz Cumberbatch Consultancy  
Digital Media Centre Client**



#### TENANT PROFILE: PAUL BROWN FLYCHEESE PRODUCTIONS

SOAR Works is a very professional and friendly working environment. The staff work well with my students, making them feel comfortable. Most of my students have learning disability or autism, so this is extremely important.

**“THE SET UP IS EXCELLENT.”**

**“MANY OF OUR TENANTS HAVE GONE ON TO RENT ADDITIONAL UNITS OR UPGRADE TO LARGER UNITS AS THEIR BUSINESSES HAVE FLOURISHED SINCE LOCATING TO SOAR WORKS.”**

**Hannah Downes  
Centres Co-Ordinator**

**10**  
DMC BUSINESSES ASSISTED

**4**  
DMC JOBS CREATED

**1**  
DMC BUSINESSES CREATED

DR TED TURNER  
SHIREGREEN MEDICAL CENTRE  
& SOAR BOARD MEMBER SINCE 2010

“SOAR IS AN ORGANISATION  
WITH REAL PEOPLE AT  
ITS HEART.”

## OBJECTIVE — TO BE A HIGHLY REGARDED ORGANISATION COMMITTED TO CONTINUOUS IMPROVEMENT, A GOOD EMPLOYER THAT CARES FOR ITS EMPLOYEES AND THE ORGANISATIONS RESOURCES.

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 it's 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 our four 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 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 Trustee handbook.

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

We use Team meetings - Managers, employment services, health services, core team, full team - to ensure that internal communications are effective and two-way.

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

We ensure that staff have access to free advice and support through SOAR's Employment Assistance Programme.

### Achievements

#### Information Management

Lamplight is our Management Information tool for proving the added value of what we do. This coming year our Advocacy Service and the Training Team will be using this system for all clients.

#### Company Policies and Procedures:

The whole structure of these has been revised and each policy will now be reviewed every two years on a rolling programme.

3 new policies have been agreed this year: Training Fair Assessment, Learner Observation, Training Self Assessment.

#### Contract Management and Performance:

We now have common management information system for the collection, analysis and assessment of contact performance data.

Budget Responsible Managers meet at month end with the Core Team (Finance and Contracts) to input and assess performance, submit contract returns and generate invoices.

As the Council has indicated it's intent to move to payment monthly and quarterly in arrears we have to work smarter.

**Quality Marks and Standards:**

SOAR continues to achieve industry quality marks that ensure it is well governed and tender ready, as follows:

- Became a NOCN registered centre
- Registered as Highfields & Quallsafe training providers
- Achieved Matrix Standard accreditation
- Bronze IIP status re-accredited
- Achieved Customer 1st and Disability Symbol accreditations

“SOAR FULLY MEETS THE CUSTOMER FIRST QUALITY STANDARDS AND INDEED, IN A NUMBER OF AREAS, HAS EXCEEDED THE REQUIREMENTS OF THE DEVELOPMENT ACTIONS.

**CUSTOMER FIRST ASSESSMENT**

**Aspirations**

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

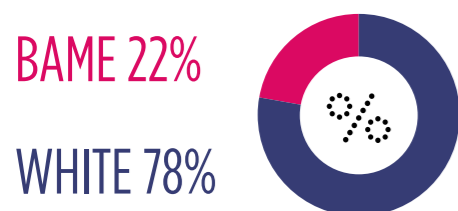
**SOAR STAFF BY GENDER**



**SOAR MANAGEMENT BY GENDER**



**SOAR STAFF BY ETHNICITY**



**WHAT DO LOVE ABOUT YOUR JOB?**

“THE ABILITY TO CHANGE SOMEONE’S LIFE, BY PASSING ON MY ENTHUSIASM AND MOTIVATION.”

**Pam Daniel**  
Health Trainer

“I FEEL PROUD TO WORK FOR SUCH A FORWARD THINKING ORGANISATION.

WE ARE ENCOURAGED TO USE OUR INSTINCT, IMAGINATION AND INITIATIVE WHEN WORKING WITH CLIENTS AND PROJECTS.”

**Lucy Street**  
PEY Health Worker



Employee Profile:  
**SALLY WHITTAKER MAAT**  
SOAR FINANCE MANAGER

SOAR is committed to recruiting local people and the continued personal/professional development of its staff; this is one member of staff’s story:

2009  
2013

Started volunteering at SOAR to gain relevant work experience whilst studying my final year of Association of Accounting Technicians qualification.

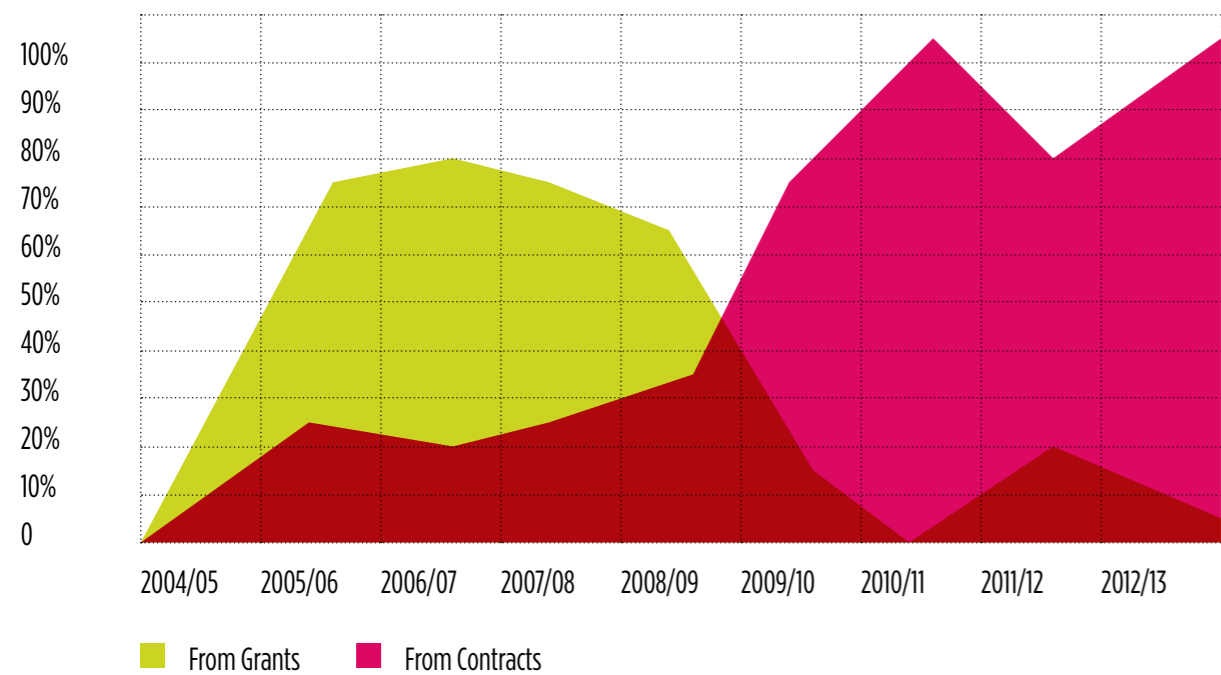
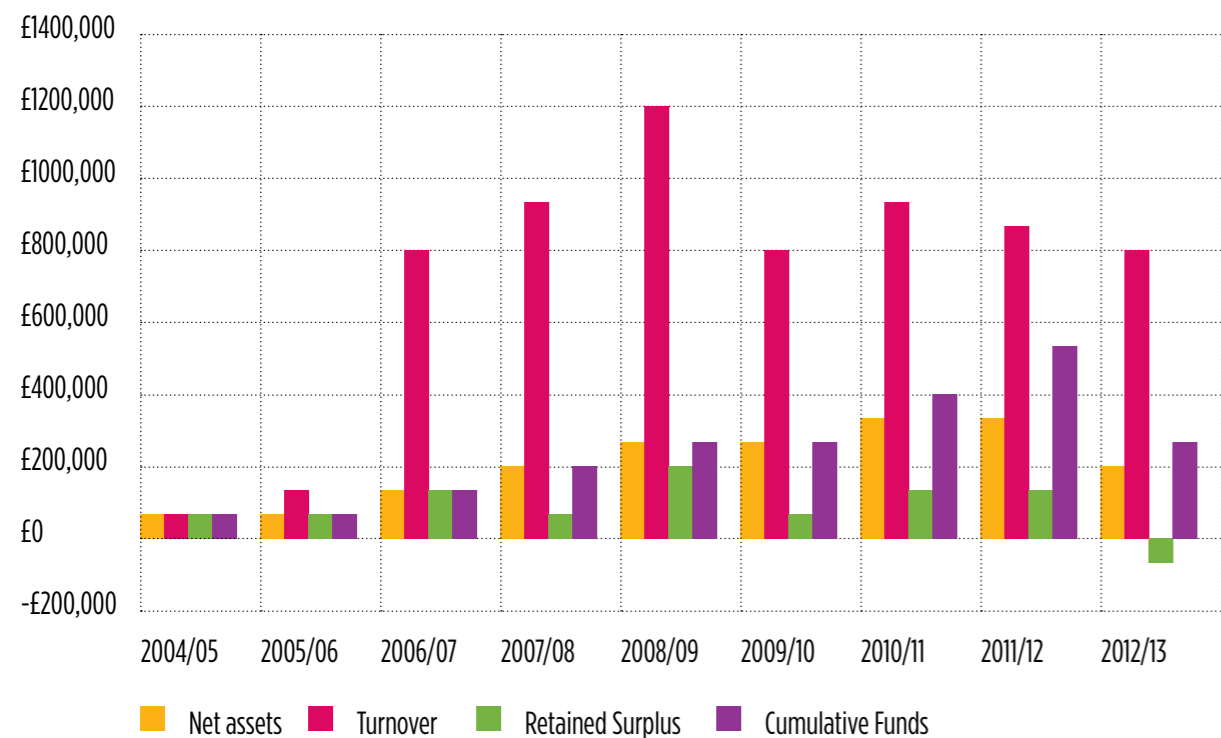
Taken on at SOAR as finance assistant through the Future Jobs Fund Programme, working 25 hours per week.

Promoted to Finance Co-ordinator (full time), and took on line management of a finance assistant and became a professional member of the AAT.

I have an aspiration to continue my studies, by becoming a Chartered Accountant with the ACCA (Association of Certified Chartered Accountants).

“I HOPE TO CONTINUE WORKING AT SOAR AND ENSURING WE HAVE THE FUNDS TO CONTINUE OFFERING SERVICES AND DELIVERY WITHIN OUR COMMUNITY.”

# SOAR FINANCES



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

98% of the income was earned from contracts. However, the vast majority of this earned income is from the public sector that is being subject to very stringent cuts.

The £103,969 loss is disappointing and is the first deficit that SOAR has incurred. There are a number of reasons for this.

Firstly the financial ramifications of ending the Work Programme contract (c£20k), secondly investment placed into developing the Training Team (c£20k), non full cost recovery rent from Sheffield Libraries (c£20k) and the Healthy Communities Contracts (c£30k), Core Staff supporting SOAR Works (£6k), and extra charges from the previous auditor (c£6k).

In the current year training is forecast to make £32k surplus, Health to break even, and Libraries are paying the appropriate rent.



Both images courtesy of the artist and Yorkshire Artspace.



Ruthie Ford, Guerrilla Crochet at opening of Learning Zone.

## With thanks to all staff:

Andrew Devine  
Annie Grant  
Chris McCartney  
Danny Webb  
Danny Wild  
Diane Herbert  
Guy Weston  
Hannah Downes  
Helen Warren  
Ian Cambé  
Ian Drayton  
Julie Bramall  
Lesley Pearson  
Liam Stevenson  
Lisa Harman  
Lucy Street  
Lynn Hirst

Marisa Leiva  
Michele Ward  
Miriam Densham  
Pam Daniel  
Patrick Edwards  
Paul Nash  
Penny Stanley  
Ruth Richards  
Sally Whittaker  
Sam Stocks  
Somshun Nessa  
Sarah Slowther  
Sasha Lawrence  
Sheila Bhandal  
Sophina Asghar  
Vanessa Kirby  
Zoey Bass

## Also thanks to:

SOAR's brilliant Community  
Health Champions and volunteers!

SOAR Board  
SOAR Enterprise Ltd Board  
SOAR Build

Many thanks also to Swann Morton  
Foundation for their £500 donation  
towards the work of SOAR in the  
local community.

## Partnership organisations, funders and quality marks:



SOAR Works Enterprise Centre  
14 Knutton Road  
Sheffield  
S5 9NU

T: 0114 213 4065  
Email: [enquiries@soarcommunity.org.uk](mailto:enquiries@soarcommunity.org.uk)

[www.soarcommunity.org.uk](http://www.soarcommunity.org.uk)  
[www.soarworks.co.uk](http://www.soarworks.co.uk)  
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