




SOAR

Supporting people to
make positive changes

SOCIAL ACCOUNTS

April 2017 - March 2018

Welcome to SOAR's 2017/18 social accounts



Top to bottom: Paul Howard and Ian Drayton

“The results of this year’s staff questionnaire were the most positive ever...”

We would like to begin by expressing our thanks and appreciation for all of our hardworking, enthusiastic, and committed staff members and volunteers. From a financial perspective it has been a solid year, generating a surplus. At the time of going to print SOAR Works enterprise centre is 100% full. Who said that you could not make an enterprise centre work in the heart of Parson Cross?

We have been continuing our good work in developing effective community partnerships in north Sheffield, sub-contracting £68,711 to local providers. The SCC and other commissioners have been indicating that they intend to commission contracts that last beyond a year, which shows promise for future contracts.

Universal Credit looms large and the Sheffield roll out starts in the autumn of 2018. We are proactively supporting clients by training staff members and by developing joint ways of working with organisations such as Citizens Advice Sheffield.

SOAR continues to be committed to planning for the future. We have been working hard with staff to develop ways of working documents for our service teams, including a Staff/Client Boundaries document. This was created through two facilitated discussions, drawing on the lived and worked experiences of staff.

Significant progress has been made towards creating a collaborative approach between the Board and staff. The results of this year’s staff questionnaire were the most positive ever, demonstrating that our staff are geared up and peachy keen to take on the challenges that will face us and our clients over the coming year.

Paul Howard
SOAR Board Chair

Ian Drayton
Partnership Manager

SOAR's mission

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

SOAR's vision

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

SOAR's way of working

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

- Our holistic understanding of individual wellbeing
- A community-based approach
- An enabling approach
- A multi-agency approach
- An entrepreneurial approach

SOAR's objectives

You can find out how we've met and exceeded our objectives on the page numbers indicated.

1 To increase access to economic opportunities for people living in north Sheffield (page 3)



55 people secured work

2 To deliver health, social and lifestyle support services to individuals and families in north Sheffield (page 5)



791 referrals were received from GP Surgeries

3 To develop, manage and support social/ community assets and centres in north Sheffield (page 9)



£351,000 was generated by rental income

4 To be an organisation that cares for its employees and resources and is committed to continuous improvement (page 11)



3.55% increase in staff salaries

Bev's Journey #1



I've been working as a Health Trainer for SOAR for the last ten months, having been through the Health Trainer Team, the Volunteering Team and the Employment Team as a client before that. I'd come to SOAR as part of my recovery from a prolonged complicated illness which had left me really low and distraught. Coming to SOAR, I just felt like there was going to be a light at the end of the tunnel.

KEY HIGHLIGHTS

1

How SOAR increases access to economic opportunities for people living in north Sheffield.

SOAR provides an established employment service across north Sheffield, delivering a number of different interventions tailored to the individual. We help clients prepare for and find work as well as supporting them for a significant period once they have found work. Our aim is to empower clients to value their transferable skills and to recognise their own capabilities.

Our main challenges in 2017/18

- We've faced difficulties with employers being reluctant to provide long term contracts, which we have mitigated by holding regular successful job fairs.
- We've experienced clients presenting with a wider variety of barriers, including family responsibilities and language barriers. We are glad to have a dedicated and multi-lingual team to face the growing challenge.

Our great successes in 2017/18

- We've maintained referral levels and enhanced the range of opportunities for clients by building stronger relationships with organisations such as the Suit Works and Citizens Advice Sheffield.
- We've supported staff dealing with increasingly complex workloads by providing professional and personal development opportunities, for example the Information, Advice and Guidance (IAG) level 4 qualification.
- We've successfully connected with "hard to reach" clients through the development of our outreach locations in Parson Cross, Stocksbridge and High Green, and by adapting our client recruitment processes.

"Over the many years I have worked with SOAR, I have always found staff to be very approachable, knowledgeable and caring. They always go above and beyond to support the needs of their clients."

— Christina Shorrocks, Prospects Services Limited

Bev's Journey #2

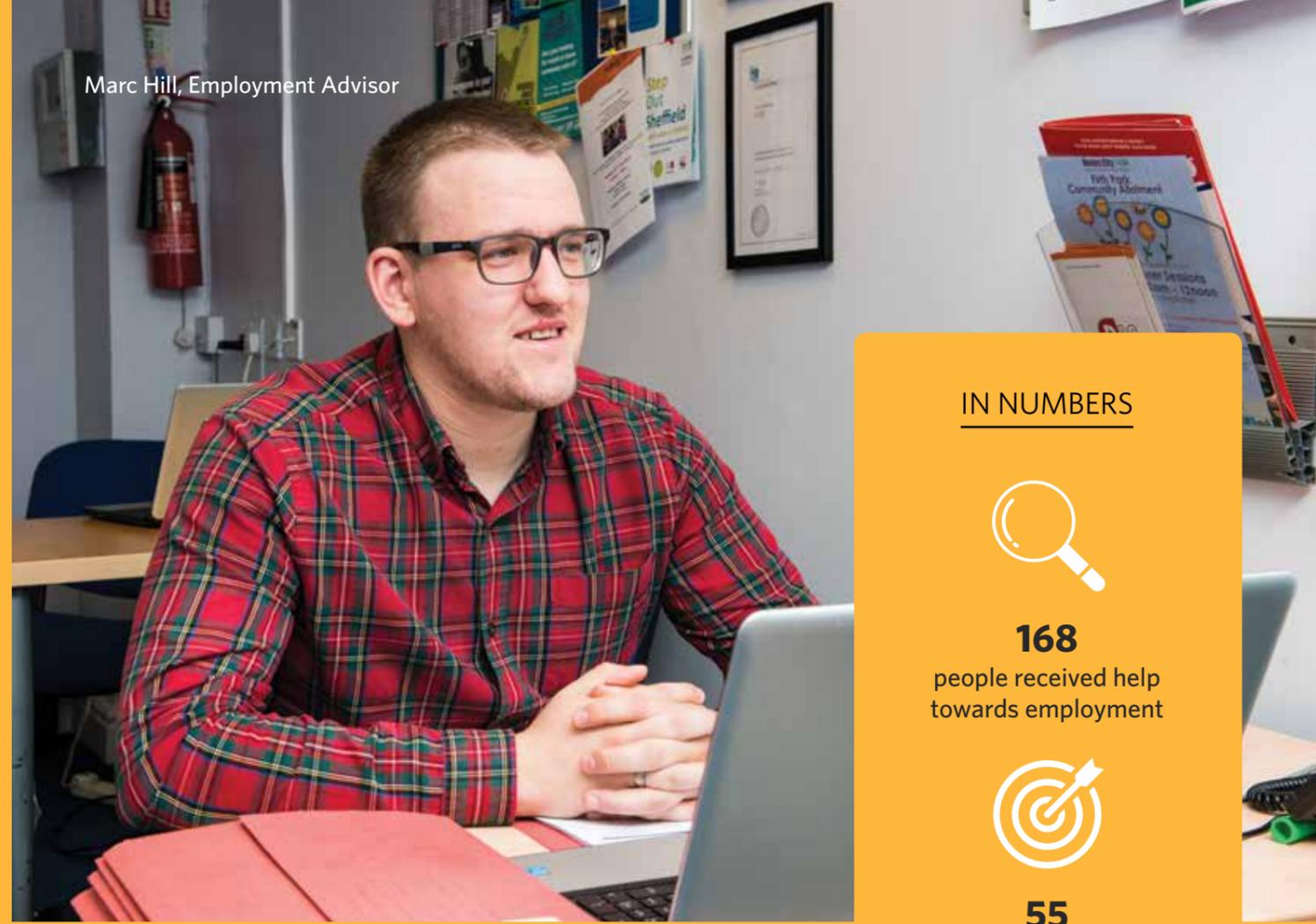


Following my illness I'd had to take time out from work, and getting back into employment was all I really wanted to do. From my first meeting with Marc he made me feel better about myself and my previous achievements, and we started working through small steps to help me build my confidence, like writing a new CV. He was really supportive when I got my job at SOAR. I also got to go on loads of courses, such as First Aid and Confidence Building.

"It's so refreshing to see how supporting Bev back into work has changed her life for the better and that's why I do the job I do."

Marc Hill,
Employment Advisor

Marc Hill, Employment Advisor



Our ambitions for 2018/19

- We'll network with more local employers and Job Centre Plus to become a point of contact for employment opportunities and to enhance the options available to clients.
- We'll work to get as many people into work as possible.
- We'll increase our resources and capacity by applying for a wider range of contracts that diversify our offer.

"I honestly don't feel I would be where I am now without the support of SOAR. I am a much more confident individual due to the support I have received"

— Susan Pickorer, Employment Services Client

IN NUMBERS



168
people received help towards employment



55
people secured work



50%
of our clients were from a BAME background



550
people attended job fairs

2

How SOAR delivers health, social and lifestyle support to individuals and families in north Sheffield.

SOAR delivers its health services from outreach locations across the area, coordinating and integrating delivery to provide services internally and through community partners. We continue to see a rise in referrals of clients which is a challenge to resources at the best of times. We have met this and other challenges with new ways of working and a conscientious work ethic amongst our staff and volunteers, to which we owe our success.

Our main challenges in 2017/18

- We've shared ways of working by being an active member of the GP neighbourhood steering group and co-designing services.
- We've improved case allocation between our service teams in response to the increasing number of clients presenting with complex needs.

Our great successes in 2017/18

- We've successfully secured new funding from a GP neighbourhood to deliver a Emotional Wellbeing Advocacy 'active research' pilot.
- We've worked with the Advocacy and Health Trainer teams to develop a Ways of Working framework, setting out our key service objectives, client offer and staff core competencies.
- We've been working on core areas of research with Sheffield University - School of Health and Related Research (ScHARR), including acceptability and usage of our Wellbeing Questionnaire.

"My mum has dementia and they spoke to her as an understanding friend and I don't feel mum felt "quizzed" or unsettled during the visit. They are a really good ambassador for this service, thank you."

— Advocacy Client*

Bev's Journey #3



Accessing the Health Trainer service was the best thing that ever happened to me, I was gobsmacked about the things I was able to do. I was referred on to Helen to be a volunteer, and I just knew something good was going to come out of it. Volunteering as an Age Better Champion and a Recovery Coach gave me the opportunity to access training, and learn new skills. The trust and responsibility given to me from staff increased my self-worth and at the same time gave me back what I had been missing. I cannot emphasise enough for people to volunteer, volunteering will always lead you to better things.

Our ambitions for 2018/19

- We'll build upon the success of the Firth Park Let's Build Health investments and coordinate a north Sheffield People Keeping Well (PKW) small grants scheme.
- We'll commit to Move More Sheffield to encourage local people and families to take part in more physical activity.
- We'll provide opportunities for collaboration and development for local frontline workers within the context of GP neighbourhood development and the Sheffield Accountable Care Partnership (ACP).

"I came here unwell and depressed. I have now been swimming with my grandsons, back talking with my family and feeling optimistic about my future wellbeing. 150% better than I did before!"

— Health Trainer Client*

Schani Cave, Volunteer Development Worker



IN NUMBERS



791

referrals were received from GP Surgeries



299

people attended the neighbourhood Springboard Social Cafés



£197,900

money secured and used to maximize people's income



2,253

people with health related issues were directly supported, up from 1,483 in 2016/17

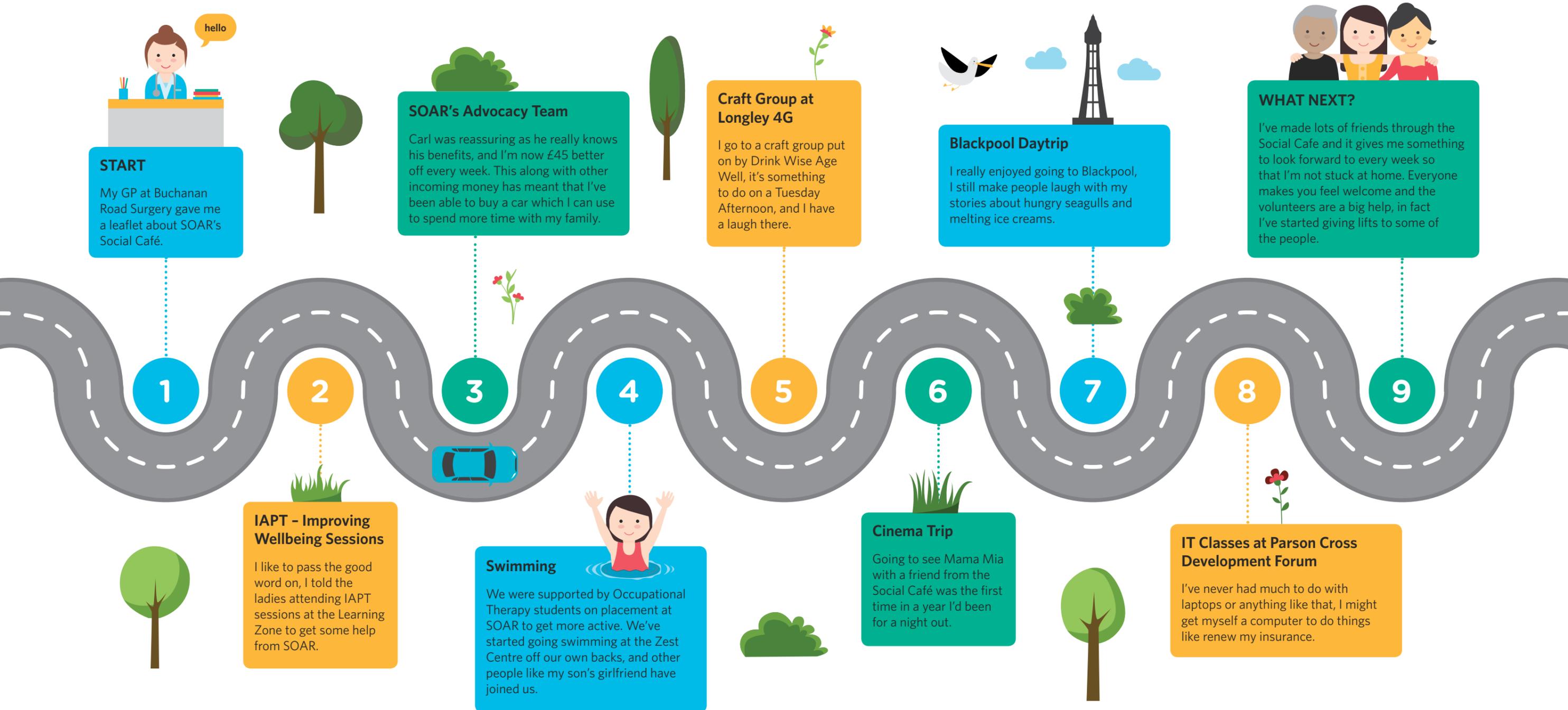
The Road to Recovery: Judith's Social Café Story (in her own words)

SOAR runs a network of Springboard Social Cafes across north Sheffield.

They are accessible places where people feel safe and are able get involved in activities that aid their mental health recovery.

"Before coming to SOAR I lost two jobs in a short space of time. I really went down in my mental wellbeing with anxiety and depression and I felt isolated. I'd had some operations on my knee and hip which helped tremendously with the pain I'd been having, and I had a lot of meaningful support with recovery from the Rapid Recovery Team and Occupational Therapy Team, as well as Sanctuary Housing.

I spend a lot of time with my family, my grandkids are something to live for, a purpose in my life."



START

My GP at Buchanan Road Surgery gave me a leaflet about SOAR's Social Café.

IAPT - Improving Wellbeing Sessions

I like to pass the good word on, I told the ladies attending IAPT sessions at the Learning Zone to get some help from SOAR.

SOAR's Advocacy Team

Carl was reassuring as he really knows his benefits, and I'm now £45 better off every week. This along with other incoming money has meant that I've been able to buy a car which I can use to spend more time with my family.

Swimming

We were supported by Occupational Therapy students on placement at SOAR to get more active. We've started going swimming at the Zest Centre off our own backs, and other people like my son's girlfriend have joined us.

Craft Group at Longley 4G

I go to a craft group put on by Drink Wise Age Well, it's something to do on a Tuesday Afternoon, and I have a laugh there.

Cinema Trip

Going to see Mama Mia with a friend from the Social Café was the first time in a year I'd been for a night out.

Blackpool Daytrip

I really enjoyed going to Blackpool, I still make people laugh with my stories about hungry seagulls and melting ice creams.

IT Classes at Parson Cross Development Forum

I've never had much to do with laptops or anything like that, I might get myself a computer to do things like renew my insurance.

WHAT NEXT?

I've made lots of friends through the Social Cafe and it gives me something to look forward to every week so that I'm not stuck at home. Everyone makes you feel welcome and the volunteers are a big help, in fact I've started giving lifts to some of the people.

3

How SOAR is developing, managing and supporting social and community assets and centres in north Sheffield.

SOAR is responsible for the maintenance of our centres and the services they deliver. With ten commercial properties to manage, including our main building -SOAR Works - we provide a home for a wide variety of small and medium sized enterprises which support local residents. Ensuring consistently high quality space, attractive to the commercial sector, and access to quality services and facilities for the community is a huge challenge, but one our teams are winning.

Our main challenges in 2017/18

- We've reviewed our Centres Team function in response to increasing tenant demand, offering flexibility in how staff can be deployed across our wide range of buildings.
- We've embraced the challenge of sustaining current buildings, by achieving high occupancy levels and maximising sessional revenue from our community spaces.

Our great successes in 2017/18

- We've continued to work with the Friends of Burngreave Library to activate the community space and create a welcoming environment.
- We've provided good quality meeting and event spaces, available to hire at a reasonable cost to groups and individuals from our local area.
- We've supported Longley 4G to become more self-sustaining, by delivering activity out of the community centre and effective tenant management.

Bev's Journey #4



The Centres Team does a really good job and works well together. They make everyone feel comfortable when they walk through the door. They're there to help you if you need it, nothing is too much hassle. The rooms at SOAR Works are very spacious, comfortable and professional. Even my client with claustrophobia feels more comfortable using them.



Marcia, Marcia's Kitchen, SOAR Works Tenant

IN NUMBERS



£40,113

the amount generated by sessional lets



£351,000

the amount generated by rental income



£8,000

electric savings and income from generating solar power through PX Power



580

people accessing Longley 4G Community Centre every week

Our ambitions for 2018/2019

- We'll continue to sustain our stable position by increasing the variety of activities on offer, attracting even more people into our community spaces.
- We'll follow through on a planned small-scale cosmetic refurbishment at SOAR Works, maintaining an attractive working environment for tenants in a competitive commercial sector
- We'll continue to work towards achieving a 100% occupancy rate on all our buildings.

"The building has a lovely open feel, it's light and spacious. We're happy to have such a great building manager too"

— Gill - Parson Cross Library Team

"You very much have to think on your feet and work with creative problem solving."

— Anne McCloud, Centre Coordinator, Centres Team



Tenant case study

Deborah May, Intercare Services

Intercare Services is an external company owned by Primary Care Sheffield which provides domiciliary care service across Sheffield. SOAR offers a great modern building to work from, with professional, welcoming and approachable staff. We value SOAR's commitment to continuous improvement and substantial support in developing our office space which has helped to raise our compliance training percentage.

We're confident SOAR will continue to meet the demands of our community to make a positive change, and we look forward to cultivating our partnership with them to provide support and care to the public.

4 How SOAR cares for its employees and resources and is committed to continuous improvement.

For any organisation to work, the right combination of systems, support and agreed ways of working need to be in place: they include internal data systems, staff appraisals, and programmes of training and development. These are the things that keep SOAR working; that help us not only to deliver, but to measure, review, reflect and improve. They are also ways to show that we care for staff and give them the means to play an invaluable part in achieving SOAR's mission.

Our main challenges in 2017/18

- We've worked hard to improve communication in the organisation with quarterly meetings and a series of staff development workshops.
- We've met the initial challenge of increasing salaries, by following the salary recommendations of the Living Wage Foundation.

Our great successes in 2017/18

- We've invested heavily in staff personal and professional development, to improve staff retention and quality of service.
- We've been reaccredited with the Matrix quality mark.
- We've developed a range of Voluntary Work Placements aimed at upskilling and making current volunteers job ready.

Our ambitions for 2018/19

- We'll continue to commit to paying the living wage in conjunction with a pending Spinal Point Review.
- We'll set up an Impact Evaluation Task & Finish group to review the effectiveness and usability of our Management Information systems (Mi-Clive), including staff training.
- We'll migrate to an online software accounting package once tax has been made digital.

"SOAR promotes a good work-life balance which means that I can be at home with my family when it matters."

— Tazer Restaino, Employment Advisor

Bev's Journey #5



My job is both challenging and very rewarding at the same time. After my own experience as a volunteer, I hope I make a similar difference to people's lives by delivering a good service and empowering clients who are trying to make positive changes to their lifestyle.

My quality of life has significantly improved by getting back into employment, and I'm able to manage my home and work life balance thanks to SOAR's flexibility with working hours. All of SOAR's staff are very friendly and we support each other, it makes you come into work feeling happy because there's always someone you're able to ask.

Bev Cross, Health Trainer

"I have been knocked out by the quality of the workers here at all levels. Colleagues have been supportive and fun whilst managers have been creative in generating the right sort of environment for client focused work to flourish."

— Dave Williamson, Project Development Worker

"Continuous Professional Development (CPD) continues to be a strength with all staff describing access to a range of CPD activities that improve the delivery of services to local people."

— Jeannette Russon, Matrix Assessor

IN NUMBERS



3.55%

increase in staff salaries



65

staff completing personal and professional development courses



£2,000

saved by staff participating in the Kiddie 'childcare' Vouchers scheme



21

frontline staff using Mi Clive, our case management system

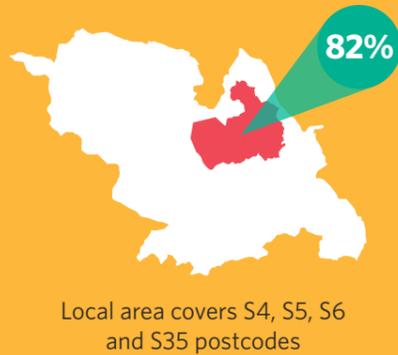
SOAR AT A GLANCE

OUR STAFF

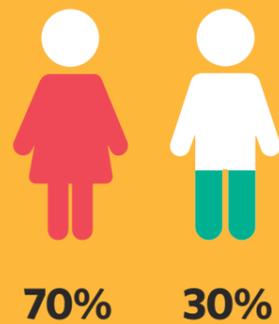
Staff Numbers by Type



Staff from local area



Staff by gender



Average age of staff



Staff Questionnaire (extracts); Staff who feel...



supported by colleagues.



that their workload is manageable.

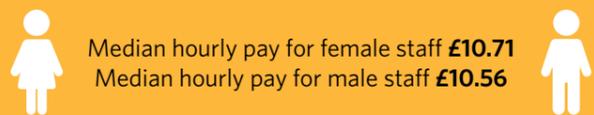


that communications within SOAR are good compared to 16% in 2016/17.



that SOAR provides a fair wage compared to other employers, compared to 26% in 2016/17.

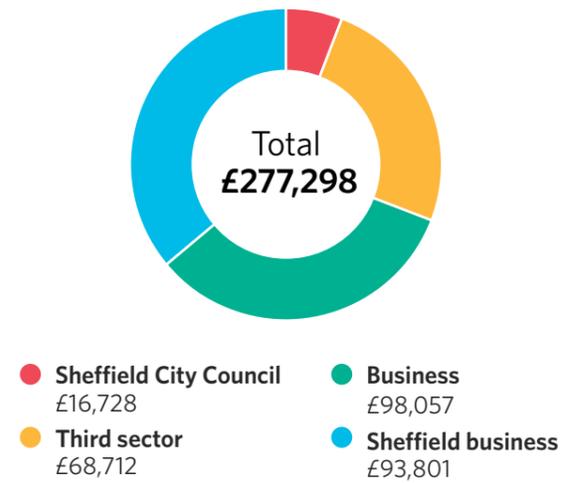
Median gender pay gap*:



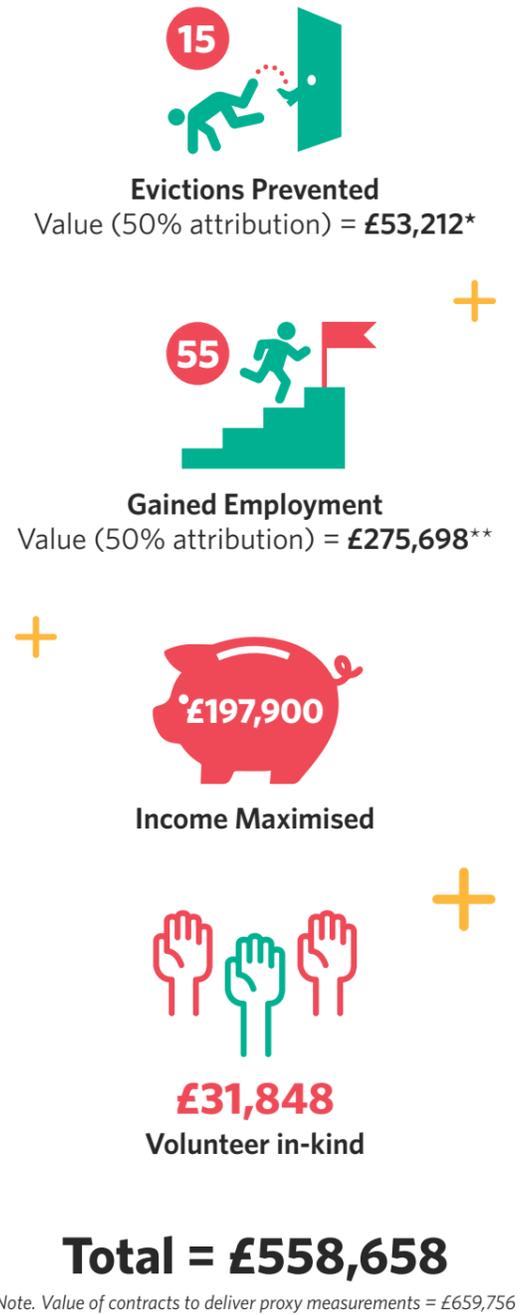
*The gender pay gap is the difference between women's and men's average pay. Median is the difference between the midpoints in the ranges of men's and women's pay.

FINANCE

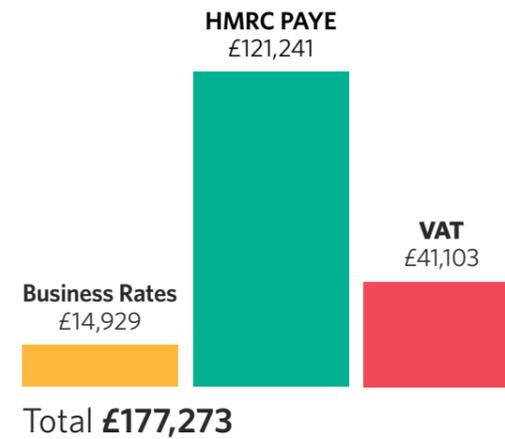
LOCAL INVESTMENT



FINANCIAL PROXIES



TAX EXPENDITURE



SURPLUS



* Source. Research briefing: immediate costs to government of loss of home (Shelter, 2012), p.6

** Source. The Department for Work and Pensions Cost-benefit Analysis Framework (Working Paper 86)/ response to parliamentary questions (HC Deb 6 February 2013, vol 558, col 352W)

Many thanks to SOAR staff:

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volunteers and student
placements!

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