



# **Trustees Annual Report and Accounts**

**For the Year Ended**

**31 March 2021**

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## Trustees Annual Report

The Trustees of Support Staffordshire present the following annual report together with the financial statements of the charity for the year ended 31 March 2021.

In preparing these reports, the Trustees have adopted the provisions of the Charities SORP (Statement of Recommended Practice): Accounting and Reporting by Charities as issued by the Charity Commission for England and Wales.

**Company Limited by Guarantee:** No. 8967045

**Registered Charity:** No. 1161077

**Company Secretary and Chief Executive:** Garry Jones

### Registered Office and Principal Address:

*To 14 September 2020*

Mansell House  
22 Bore Street  
Lichfield  
Staffordshire  
WS13 6LL

*From 14 September 2020*

Stafford Civic Centre  
Riverside  
Stafford  
Staffordshire  
ST16 3AQ

Telephone: 0300 777 1207

Email: [info@supportstaffordshire.org.uk](mailto:info@supportstaffordshire.org.uk)

Website: [www.supportstaffordshire.org.uk](http://www.supportstaffordshire.org.uk)

### Other Main Operating Premises:

#### Southeast Staffordshire

Voluntary Services Centre  
Union Street  
Burton-upon-Trent  
Staffordshire  
DE14 1AA

Marmion House  
Lichfield Street  
Tamworth  
Staffordshire  
B79 7BZ

#### Southwest Staffordshire

Council Offices  
Wolverhampton Road  
Codsall  
South Staffordshire  
WV8 1PX

#### North Staffordshire

The Guildhall  
Newcastle-under-Lyme  
Staffordshire  
ST5 1PW Bank House

*To 31 December 2020*

20 St Edward Street  
Leek  
Staffordshire  
ST13 5DS

*From 1 January 2021*

Leek Health Centre  
Fountain Street, Leek  
Staffordshire  
ST13 6JB

### Bankers:

*To 31 December 2020*

Unity Trust Bank  
Nine Brindley Place, 4 Oozells Square  
Birmingham  
B1 2HB

*From 1 January 2021*

CAF Bank  
25 Kings Hill Avenue  
Kings Hill, West Malling  
Kent  
ME19 4JQ

## **Structure, Governance and Management**

### **Board of Trustees**

#### **Chair**

Jan Wilson: re-elected 24 March 2021; reappointed as Chair 27 May 2021

#### **Treasurer**

John Downie: re-elected 24 March 2021; reappointed as Treasurer 27 May 2021

#### **Trustees**

Adrian Jackson: elected 22 November 2018

Christine Thomas: re-elected 24 March 2021

Elaine Day: appointed 12 November 2020; elected 24 March 2021

Helen Titterton: re-elected 20 February 2020

Ian North: elected 24 March 2021

Jon Everett: elected 24 March 2021

Martin Peake: elected 24 March 2021

Rowan Crozier: elected 22 November 2018

### **Recruitment and appointment of Trustees**

The charity is governed between general meetings by its Board of Trustees. The Trustees are also the Directors of the Company.

Trustees are elected at the AGM by and from the Members. From 2021, elected Trustees stand for a fixed 3-year term. The existing Board of Trustees may also appoint Trustees during the year to fill any vacancy in their number from amongst the Members. Appointed trustees must stand down at the next AGM, but are then eligible to stand for election.

All Trustees have the same status once in post. For full details please see the Articles of Association.

### **Induction and training of Trustees**

A complete trustee induction is in place for new Trustees. Further training is organised as required, and according to regular skills audits of Trustees.

### **Constitution and Articles of Association**

Support Staffordshire is constituted as a company limited by guarantee and is also a registered charity.

The articles outline the objects and powers of the charity, how the charity is governed by its Board of Trustees, how membership operates, how general meetings are to be conducted, and general administrative provisions.

The Articles were last updated by Special Resolution at the AGM on 24 March 2021.

## Membership of Support Staffordshire

Support Staffordshire had **1,072** General Members on 1 June 2021.

### General Members:

#### 1–10

1<sup>st</sup> Chadsmoor Scouts  
1<sup>st</sup> Glascote Brownies  
15 Square  
2<sup>nd</sup> Glascote Rainbows  
20<sup>th</sup> Stourbridge (Halfpenny Green) Air Scouts  
60 (Leek) Squadron Air Training Corps

#### A

Abbeyfield Society (The)  
Abbots Bromley Village Hall  
A Child of Mine  
Achieving Goals and Dreams  
Acorns Childrens Hospice (National)  
    -Acorns Charity Shop (Tamworth)  
ACRA Cheddleton  
Action for Blind People  
Action for Children - Staffordshire Shared Care  
Action on Hearing Loss (formerly RNID)  
Action West End  
Activology CIC  
Adbaston Community Concert Society CIO  
Advocacy Services in Staffordshire (ASIST)  
AEDdonate  
Afghanistan and Central Asian Association  
Age Concern Stone And District  
Age UK Staffordshire  
Age UK Stafford & District  
Alcoholics Anonymous - Leek  
Alcoholics Anonymous (A.A.) - Burton  
Alice Charity (Relief of Poverty and Advancement of Community)  
All Saints Church Open House Group  
Alrewas and District Agricultural and Horticultural Society  
Alrewas and Fradley Charities  
Alrewas Civic Society  
Alrewas Surgery Patient Participation Group  
Alrewas Village Hall  
All the Small Things CIC  
Alstonefield and District Friendship Club  
Alstonefield Village Hall Committee  
Alton Community Events  
Alzheimer's Society (Staffordshire)  
Amington Band  
Anglo-Spanish Cultural Society of Staffordshire (The)  
Anslow Village Hall  
Approach Dementia Support  
Art Brasil  
Arthritis Care  
    -Cannock Branch  
    -Lichfield Branch  
Arthritis Care Together (ACT) Burton  
ASHA North Staffordshire  
Ashbourne Community Transport  
Asian Community Group  
Aspects (Staffs) CIC  
Aston-by-Stone Village Hall  
Aston & Weymouth Village Hall  
Autism Pyramid Group (The)

Avon Business & Leisure Limited

#### B

B Arts (Beavers Arts Ltd)  
Back 2 Bikes  
Barlaston Volunteers Car Scheme  
Barton Neighbourhood Volunteers  
Baswich Community Group  
Beacon Centre for the Blind (The)  
Beacon Community Church  
Beacon Park Tennis  
Beam  
Beasley Back Lane  
Beat The Cold  
Beatrice Charity (The)  
Beaunesbury Activity Centre  
Beaunesbury Sports Field & Recreation Ground Trust  
Belgrave Community Allotment and Garden  
Berkswich Good Neighbour Scheme  
Berkswich Parish Hall  
Beth Johnson Foundation  
Better Together – Community Support Group  
Better Way Recovery  
Bevan Lee Community Partnership  
Biddulph Film Club  
Biddulph In Bloom  
Biddulph Ladies Afternoon Club  
Biddulph Moor Evergreen Club  
Biddulph Moor Village Hall  
Biddulph Visually Handicapped Social Club  
Big Dave CIC  
Bilbrook Initiatives Hub  
Bishop Offley Millennium Trust  
Bishops Wood Village Hall  
BLAST – Burntwood and Lichfield Autism Support Together  
Blind Veterans UK  
Blue Cross  
    - Blue Cross Charity for Animals (Lichfield Charity Shop)  
    -Blue Cross Rolleston Rehoming Centre  
Blue Key Consultancy CIC  
Blymhill and Weston Village Hall  
Blythebridge & Forsbrook Village Hall  
Border Collie Trust GB  
Borderland Voices, Arts for Health and Mental Wellbeing  
Boys Brigade North Staffs Battalion  
BRACE Brereton and Ravenhill Association for Community Events  
Brain Tumour Support  
Branston Village Hall  
Breathe Easy Cannock Chase  
Brereton Big Local CIC (Brereton Community Hub)  
Brereton Million  
Brereton & Ravenhill Heritage Committee  
Brewood Cricket Club  
Brewood Dementia Support Group  
Brewood Tennis Club  
Brighter Futures (Tamworth)  
Brindley Village Legacy Group  
British Lung Foundation

British Wildlife Rescue Centre  
 Broadway Social Enterprise  
 Brocton Football Club  
 Broken Light Bulb CIC  
 Bromford  
 Brown Edge Action Group  
 Brown Edge Allotment Association  
 Brown Edge Luncheon Club  
 Brown Lees and District Community Association  
 Brownies - 1st Gillow Heath  
 Brownies - 1st Glascote/2nd Glascote Methodist  
 Rainbows  
 Brownies - 2nd Wheaton Aston  
 Brownies—3rd Wombourne St. Benedict Biscop  
 Burntwood Carers  
 Burntwood Memorial Community Association  
 Burntwood St Matthews Cricket Club  
 Burton & District (Stillbirth & Neonatal Death Society)  
 Burton Addiction Centre and O'Connor Gateway Trust  
 Burton African Community Association  
 Burton Albion Community Trust  
 Burton and District Beekeepers Association  
 Burton and District Mind  
 Burton Bowel Cancer Support Group  
 Burton Breast Care Cancer Support Group  
 Burton Canoe Club  
 Burton Caribbean Association  
 Burton Civic Society  
 Burton Conservation Volunteers  
 Burton Hope  
 Burton Junior Phab Club  
 Burton Parkinson's UK Support Group  
 Burton Prostate Cancer Support Group  
 Burton Tennis & Squash Club  
 Burton Upon Trent Child Contact Centre  
 Burton upon Trent Mencap  
 Burton upon Trent Support Group of Raynauds  
 Scleroderma  
 Burton Youth for Christ  
 Business Enterprise Support  
 Butterson History Group  
 Butterson Village Hall Committee

## C

CACH (Communities against Crimes of Hate)  
 Caldon and Uttoxeter Canals Trust  
 Cally's Gems  
 Calton St Mary's Memorial Hall  
 Camphill Village Trust – Shared Lives  
 Canine Partner for Indepence  
 Cannock Chase Advice Centre  
 Cannock Chase Churches Housing Coalition  
 Cannock Chase Golf Development Group  
 Cannock Chase Shed  
 Cannock Chase U3A  
 Cannock Chase Yarn Bomb Group  
 Cannock Lions  
 Cannock Wood & Gentleshaw Village Hall  
 Care and Fun Club (The)  
 Care and Share Cannock  
 Care of Police Survivors (COPS)  
 Careline  
 CASS The Carers Association  
 Cats Protection  
 Cauldon Lowe Village Hall  
 Caudwell Children  
 Caverswall Community Society

Cerebral Palsy Mid Staffs  
 Chadsmoor Community Spirit  
 Chadsmoor Tapestry Group  
 Challenge Academy CIC  
 Changes (12 Steps to Mental Health)  
 Changes (Tamworth)  
 Chase Aqua Rural Enterprise CIC  
 Chase Community Solar  
 Chase Coronavirus Support Network (CCSN)  
 Chase Crafters Learning Circle  
 Chase Grandparents and Grandchildren Group  
 Chase Lighthouse  
 Chase Social Workers Club  
 Chase Swimming Club  
 Chasewater Light Railway and Museum Company  
 Chatterley Whitfield Friends  
 Cheadle and District Amateur Swimming Club  
 Cheadle and District Disabled Club  
 Cheadle and District Foodbank  
 Cheadle Arts Festival Committee  
 Cheadle Community Band  
 Cheadle Community Information and Resource Group  
 Cheadle Discovery Group  
 Chebsey Parish Hall Limited  
 Checkley Parish Community Hall/ Community Centre  
 Chernobyl Children's Project (UK)  
 Cherry Orchard Gardening Services  
 Cheslyn Hay Community Allotments Association  
 Cheslyn Hay Table Tennis Club  
 Childhood Cancer Parents Alliance (CCPA) (formerly NACCPO)  
 Children and Families Staffordshire  
 CHOICES  
 Choice Recovery CIO  
 Christ Church Burntwood  
 Christian Aid  
 Christian Food Help  
 Church Lane Evangelical Church  
 Churnet Valley Railway PLC  
 Citizens Advice Cheadle  
 Citizens Advice Leek  
 Citizens Advice Mid Mercia  
 Citizens Advice (South East Staffordshire - Lichfield & Burntwood)  
 Citizens Advice Staffordshire South West  
 Citizens Advice Witness Service  
 City of Lichfield Concert Band  
 CLIC Sargent  
 Clifton Campville Village Hall  
 Codsall & Bilbrook Cancer Support Group  
 Codsall Christmas Fair Group  
 Codsall Community Group  
 Codsall Forget Me Not Club  
 Codsall PCC  
 Codsall Village Hall and Playing Fields  
 COGS Prepares 4 Life  
 Colton Village Hall Management Committee  
 Colwich & Haywoods Community Association (CHCA)  
 Colwich and Haywoods Voluntary Transport Scheme  
 Community Build Up CIC  
 Community Children Count  
 Community Kitchen Hub CIC  
 Community Learning Centre  
 Community Life Church - Cannock  
 Community Link Stafford & District  
 Community Prospects CIC  
 Community Together CIC

Compton Care  
 Computers for Seniors  
 Combined Handicapped and Disabled Society (CHADS)  
 Contact The Elderly  
 Cotes Heath & Standon Village Hall  
 Coton Green Church  
 Coven Forget-Me-Not Club  
 CPRE Staffordshire  
 Creating Choice  
 Creative Choices CIC  
 Creative Support Ltd  
 Crohn's and Colitis UK  
 Cross Rhythms  
 Crossroads Care Staffordshire  
 Cruse Bereavement Care (Burton)  
 Cruse Bereavement Care South Staffordshire  
 Curborough Community Association  
 Cycle-R

## D

Dementia Singing Friends  
 Denstone Village Hall  
 Derrington Social Club  
 Derrington Village Hall  
 Diabetes UK  
 Dig-it - Dyslexia Information Group in Tamworth  
 Dilhorne Recreation Centre  
 Diocesan Digest Sound Magazine of Lichfield  
 Cathedral (The)  
 Disability Resource Centre  
 Disability Solutions West Midlands  
 Dog A.I.D  
 Donna Louise Trust (The)  
 Dosthill Boys Club  
 Douglas Macmillan Hospice  
 Draycott in the Clay Village Hall  
 Drayton Bassett WI  
 Dr Milley's  
 Dunstall Cricket Club  
 Dunston Village Hall

## E

East Staffordshire Fairtrade Group  
 East Staffordshire Family Support/Harvey Girls/  
 Dads4Dads  
 East Staffordshire Voluntary Car Scheme  
 Eccleshall Cares  
 Eccleshall Community Voluntary Drivers Scheme  
 Eccleshall Eagles Junior Football Club  
 Ecton Mine Educational Trust  
 Edingale Village Hall Management Committee  
 Elford Hall Garden Project  
 Elford Village Hall  
 Emmanuel Newlife Community Church  
 Emmaus Staffordshire (Emmaus Potteries)  
 Endon and District Friendship Club  
 Endon and Stanley Action Group  
 Endon Community Choir  
 Endon Village Hall  
 Engaging Communities  
 English Heritage Trust  
 Environmental Quality Mark CIC  
 Equal Support Opportunities  
 Erasmus Darwin House  
 Etching Hill Tennis Club  
 Etching Hill Village Hall  
 Explore Nature CIC

## F

Fairtrade Uttoxeter Steering Group  
 Family Help & Support  
 Farm Fresh Revolution  
 Farming Life Centre  
 Fashion Revolution CIO  
 Father Hudsons Society (Young at Heart)  
 Fegg Hayes Futures  
 Fireworks  
 FISH 2013 Fishing in Safe Hands  
 Flash and Longnor Community First Responders  
 Foley Meir FC  
 Footprints Orphanage  
 Forest Harvest  
 Forest of Mercia CIC  
 Forgotten Dogs of Sal Cape Verde  
 Fountains Counselling Service  
 Foxlowe Arts Centre  
 Fradley Heritage Group  
 Fradley Village Hall  
 Free Spirit Horse Memorial  
 Freedom Leisure  
 Freehay Village Hall  
 Friends 2 Friends  
 Friends of Beaudesert  
 Friends of Bilbrook (The)  
 Friends of Brough Park Leek  
 Friends of Cannock Stadium Park  
 Friends of Catherine Care  
 Friends of Chasewater  
 Friends of Elmore Park  
 Friends of Forsbrook Alzheimer's Social and Friendship  
 Club  
 Friends of Ingestre Orangery  
 Friends of Hednesford Park  
 Friends of Horse Fair Care Home  
 Friends of Kinver Open Spaces  
 Friends of Ladderedge Country Park  
 Friends of Motte Meadows  
 Friends of Newpool Meadows  
 Friends of Perton Library  
 Friends Of Tamworth Castle & Museum  
 Friends of the Guildhall, NUL  
 Friends of the Museum of Cannock Chase  
 FUN CLUB HUB  
 FUSE Enterprise CIC  
 Fusion Credit Union

## G

GamCare  
 Game Therapy  
 Gardening Club (Burton & District)  
 Gartmore Riding for the Disabled Association Group  
 Gateway Shed  
 Gayton Village Hall  
 Girlguiding - Beaudesert District - Cannock Wood/  
 Hammerwich  
 Girlguiding (Tamworth Division)  
 Girlguiding Staffordshire  
     - Cannock Girl Guiding  
 Girls Friendly Society  
 Globe Foundation CIC (The)  
 Gnosall & Dist. Voluntary Car Scheme  
 Gnosall Library, Environment & Nurture Hub  
 Great Bridgeford Village Hall  
 Great Haywood Wednesday Club

Great Wyrley & Cheslyn Hay Community Group  
 Great Wyrley Senior Citizens Welfare Committee  
 Green Door Project - Stoke on Trent  
 Green Tree House  
 Grindon Old School New Management Committee  
 Grow It - Eat It Group  
 Grow Moorlands  
 Guide Dogs for the Blind Association (The)  
 Girlguiding - 1st Knypersley

## H

Halmer End CIC  
 HALOW Birmingham  
 Hammersley Hayes Residents Action Group (HHRAG)  
 Hammerwich Cricket Club  
 Hammerwich Youth & Community Centre  
 Haregate Community Centre  
 Harleston Village Hall  
 Harrisons Recreation Ground & Welfare Institution  
 Hartington Village Hall  
 Hawks Green Heath Hayes & Wilblebury Environmental Group  
 Haywood Rheutism Research & Development Foundation  
 Hazel Slade & Rawnsley Community Association  
 Headway North Staffordshire  
 Headway South Staffordshire  
 Friends of Hednesford  
 Heart of Tamworth  
 Heath Hayes and Area Senior Residents Support Group  
 Heath Hayes FC  
 Heath Hayes Welcome Club - Senior Citizens  
 Heath Hayes, Wimblebury and Hawks Green Community Table  
 Health Legacy Community Group  
 Hednesford in Partnership  
 Hednesford Town FC Supporters Association  
 Hednesford United Girls Football Club  
 Help A Squaddie Find A Home  
 Help for Heroes  
 Helping Hands Community Cupboard  
 Highfields Friends  
 High Flyers (Wombourne)  
 Hilderstone Village Hall  
 Hixon Community Helpers  
 Hixon Memorial Hall  
 Holmcroft Youth & Community Centre  
 Home-Start Newcastle Borough  
 Home-start Staffordshire Moorlands  
 Home-start Tamworth  
 Honeycomb Charitable Services Ltd ('Glow' and 'Concrete')  
 Hopton Community Hub CIO  
 Hospital Radio Stafford (HRS)  
 HOST UK  
 House of Bread  
 Hug Warts  
 Hyde Lea and Coppenhall Village Hall  
 Hygiene Bank

## I

In it Together  
 Injury On Duty Pensioners Association  
 Inland Waterways - North Staffordshire & South Cheshire Branch  
 Innovating Minds CIC  
 Interact Arts CIC

Ipstones Agricultural Society  
 Ipstones Luncheon Club  
 Ipstones Tiny Tots

## J

Jack and Jill's Preschool  
 Jamia Hanfia Ghosia Mosque & Princess Street Resource Centre  
 Jarville Jungle  
 John Pointon Sports and Recreation Facility  
 John Wedgwood Monument Trust  
 Just Family CIC  
 Justice Upheld

## K

Kaleidoscope Choir  
 Katharine House Hospice  
 Keele Postgraduate Association  
 Kendall & Wall CIC  
 Kerala Association Stafford  
 Keralite Community  
 Keystone Foundation  
 Kibblestone District Scout Council  
 KIDS  
 Kidsgrove Care Solutions CIC  
 Kidsgrove Sports Centre Community Group  
 Kidsgrove Town Centre CIC  
 Kingfisher Project (The)  
 King Street Studios  
 Kings Bromley Village Hall  
 Kingsbury Methodist Community Outreach Group  
 Kingsley Village Hall Committee  
 Kingstone Community Society  
 Kingstone with Gratwich Village Hall  
 Kingsway Church Centre—Kingsway Foodbank  
 Kingswood Trust  
 Kinver Community Library  
 Kinver Sports & Community Association  
 Knights 4 Uttoxeter  
 Knutton Ex-Servicemens Club

## L

Ladies Group  
 Land Restoration Trust  
 Landau  
 Landywood & District Voluntary Help Centre  
 LASAR Radio CIC  
 Lea Hall Miners Welfare and Social Club  
 League Of Friends (Burton Hospital)  
 Learning Disability Cannock  
 Leek Allotment Holders and Gardeners Association  
 Leek and District Foodbank  
 Leek and District Samaritans  
 Leek and Moorlands Historic Buildings Trust  
 Leek Arts Festival  
 Leek Blues & Americana Festival  
 Leek Floral Art Society  
 Leek Food Co-Op  
 Leek Gateway Club  
 Leek Musical Theatre Company  
 Leek Pensioners Association  
 Leek Radio CIC  
 Leek Ramblers Group  
 Leek Stroke Club  
 Leek Team Mothers Unions  
 Leek Town Centre Youth Project



Leek Town Juniors Football Club  
 Levelled Up CIC  
 LGBT Hub  
 Liberty Jamboree  
 Lichfield & Burntwood Social Club for the Blind  
 Lichfield Christian School Work Trust  
 Lichfield & District Over 60 Club  
 Lichfield & District Talking Newspaper  
 Lichfield & Hatherton Canal Restoration Trust  
 Lichfield & Tamworth Gateway Club  
 Lichfield Action for Refugee Aid  
 Lichfield Arts  
 Lichfield Branch of Arthritis Care  
 Lichfield Cathedral  
 Lichfield Civic Society  
 Lichfield Community Media CIC (Lichfield Live)  
 Lichfield Crown Green Bowling Club  
 Lichfield Diocesan Board of Finance  
 Lichfield Diocesan Trust – Broughton Parish Room  
 Lichfield District Scout Council  
 Lichfield Festival of Music  
 Lichfield Foodbank  
 Lichfield Friendship Centre  
 Lichfield Furniture Transfer Scheme  
 Lichfield Garrick Theatre  
 Lichfield Greenhill Bower  
 Lichfield International Women's Group  
 Lichfield Lions Club  
 Lichfield Litter Legends  
 Lichfield Municipal Charities  
 Lichfield Mysteries  
 Lichfield Re:Cycle  
 Lichfield Sports Club Ltd  
 Lichfield Waterworks Trust  
 Lichfield Womens Club  
 Life Church Lichfield  
 Lifelong Learning College Ltd  
 Lifeline Project - Stoke on Trent  
 Lifeworks Staffordshire  
 Little Aston Tennis Club  
 Little Aston Village Hall  
 Little Forest  
 Littleton Green Chill-out Club  
 Live & Local  
 Living Springs  
 Living Springs Community Church  
 LoCaL (Low Carbon Lichfield)  
 Loggerheads & District Befrienders  
 Longnor Action Group  
 Lote Tree Initiative  
 Lottie's Tots CIC  
 Lucy Faithfull Foundation  
 Lyme Trust (The)

## M

M Y Inter Theatre  
 Macular Disease Society (The)  
 Madeley Rural Community Charity  
 Make-A-Wish UK  
 Make Some Noise  
 Making Space (Work4You)  
 Management Committee of Stonnall Youth and  
 Community Association  
 Manor Park Sailing Club  
 Manna House Tamworth (Co) – Tamworth Foodbank  
 Manuptocancer  
 Marches Energy Agency

Marchington Community Shop  
 Marchington Village Hall  
 Mavesyn Ridware Village Hall  
 Media Climate CIC  
 Meerbrook Village Hall  
 Meeting Point  
 Men's Shed Lichfield  
 Mercian Benevolence Charity  
 Mercian Singers  
 MHA Communities North Staffordshire  
 MHA Communities South Staffordshire  
 Middleport Matters  
 Middleton Hall Trust  
 Midland Heart - Eagle House  
 Midlands Psychology CIC  
 Midlands Soccer Academy (MSA)  
 Mile Oak Village Hall & Community Centre  
 Milk Fairies Breastfeeding Support Group CIC  
 MIND (Burntwood Shop)  
 Mobility Link Ltd  
 Moorhill Pre-school & Fun Club  
 Moorlands and Cheadle Art and Craft Group  
 Moorlands Brunch Bunch  
 Moorlands Court Tenants Association  
 Moorlands Home Link  
 Moorlands Radio Ltd  
 Moorlands Voluntary and Community Transport  
 Moreton Outwoods and Bromstead Community Centre  
 Motor Neurone Disease Association  
 Multiple Abilities Club  
 Mum Art Makers  
 MS Society (Tamworth & Lichfield Branch)

## N

N.S. Parkinson's Disease Society Leek Activity Group  
 National Ankylosing Spondylitis Society  
 National Autistic Society Stafford Branch  
 National Childbirth Trust (Lichfield & Tamworth)  
 National Memorial Arboretum  
 National Osteoporosis Society  
 Nawroz Organisation of Activity  
 Newcastle Community Transport  
 Newcastle under Lyme BID  
 Newcastle under Lyme Senior Citizens Club  
 New Directions Support  
 New Vic Theatre  
 Newcastle Weekly Blind Social Club  
 Newlife The Charity For Disabled Children  
 North Shelton Community Partnership  
 North Staffs & South Cheshire Kidney Patients  
 Association (NSSCKPA)  
 North Staffordshire African Caribbean Association  
 (NORSACA)  
 North Staffs Carers Association  
 North Staffs Mind  
 North Staffordshire and Stoke on Trent Hebrew  
 Congregation  
 North Staffordshire Parent Support Group  
 North Staffordshire YMCA  
 Norton Canes Community Partnership  
 Norton Canes Watercolour Club  
 Norton House Community Centre  
 Number Eight Tamworth

## O

Oak Tree Farm Rural Project  
 Old Chapel Works Community Interest Company

Older People's Advocacy Alliance UK  
 Onecote Village Hall Trust (The)  
 On The Horizons Counselling Service  
 Open Door Of Hope  
 Optimists Breast Cancer Support Group (The)  
 Options for Life  
 Orchard Close Residents Association  
 Osteoporosis Support Group - Burton on Trent  
 Oulton Village Hall  
 Our Space (Staffs) Ltd  
 Ovacome  
 Over 60's Club (Tamworth)  
 Over the Wall

## P

Pace 2000  
 Pancreatic Cancer UK  
 Park Farm Social Club  
 Parkinson's Disease Society (Lichfield)  
 Parkinson's UK – Tamworth Movers and Shakers  
 Pathway Project  
 Pattingham Belles Netball  
 Peel Croft Surgery PPG  
 Penguins Swimming Club  
 Penk Moneywise  
 Penkridge & Acton Trussell Voluntary Social Car Scheme  
 Penkridge & District Community First Responders  
 Penkridge Civic Society  
 Penkridge Good Neighbours  
 Penkridge Peer Support Group  
 Penkridge Pentanque  
 Penside Community Champions  
 Pennymoor Association Trust  
 Pennymoor Pre-School Nursery  
 Peter Pan Centre  
 Phoenix Counselling Service  
 Phoenix Singers (The)  
 Plantlife International  
 Power for All (Rugeley)  
 Positive Paths for Parents  
 Pre School Learning Alliance  
 Princess Street Training Education & Enterprise Centre  
 Project VAE CIC  
 Prospect Village Hall  
 Prostate Cancer UK  
 PSS UK (Midlands Shared Lives)  
 Pulse for Music Staffordshire CIC  
 Pye Green Christian Centre (Cannock & District Foodbank)  
 Pye Green Youth and Community Services

## Q

Quarnford Memorial Hall  
 Queen Street Neighbourhood Resource Centre

## R

RAF Association  
 - RAF Association Cannock Chase Branch  
 RAF Lichfield Association  
 RAF Museum Cosford  
 Rainbow Project (The)  
 Ranton Village Hall  
 Read Easy North Staffs  
 Realise Foundation  
 Redgate Clayton FC  
 Red Lion House Charity

Red Street Community Centre  
 Refugee Action  
 Relate (Derby and Southern Derbyshire)  
 Relate Birmingham  
 Remap - Derby & Burton District Panel  
 Remap—Mid-Staffs  
 Re-Solv  
 Rethink Mental Illness  
 RicNic  
 Rideout (Creative Arts for Rehabilitation)  
 Rising Brook Baptist Church  
 - Create Church  
 - Rising Brook Library  
 Rising Brook Writers  
 Riverside Church Burton (Burton Renewal Fellowship)  
 Rockspur Ltd  
 Root 'n' Fruit Community Allotment  
 Roots Larder CIC  
 Rotary Club of Rugeley  
 Rotary Club of Tamworth  
 Rotary Club of Tamworth Anker  
 Royal Association for Deaf People  
 Royal Engineers Association "Old Comrades"  
 Royal Voluntary Service  
 RSPB  
 - South West Staffordshire Local Group  
 - Middleton Lakes  
 RSPCA Stafford, Wolverhampton & District  
 Rudyard Lake League of Friends  
 Rugeley & District Phoenix Activities Club  
 Rugeley & District Stroke Club  
 Rugeley Community Church Ltd  
 Rugeley Open Spaces Association  
 Rushton Home School Association  
 Rushton Oak Community Pub Ltd (The)

## S

SAGE (Staffordshire)  
 Salt Village Hall  
 Saltbox  
 Salus Fatigue Foundation  
 Salvation Army  
 - Burton on Trent Foodbank  
 - Chesterton  
 - Kidsgrove  
 - Newcastle under Lyme  
 - Stafford  
 Salvation Army, Leek Corps (The)  
 Samaritans -Leek & District  
 Samaritans (National)  
 Samaritans (Stafford Branch)  
 Samaritans - Tamworth  
 Samuel Johnson Birthplace Museum  
 Sandon Road Baptist Church  
 Sandy Lane Centre Ltd  
 Savana  
 Scotch Orchard PTA  
 SCOPE Charity Shop - Tamworth  
 Scouts - 1st Armitage  
 Scouts - 1st Blackfords Sea  
 Scouts - 1st Burntwood Scout Group  
 Scouts - 1st Essington Scouts  
 Scouts - 1st Hednesford Group  
 Scouts - 16th Stafford Wheaton Aston Sea Scout Group  
 Scouts - 17th Burton (1st Branston) Group  
 Scouts - 2<sup>nd</sup> Brewood Scout Group  
 Scouts - 2nd Great Wyrley Scout Group

Scouts - 2nd Penn Scout Group	St Michael's Church (Brereton)
Scouts - 2nd Rugeley (Hillsprings) Scout Group	St Michael's Community Hall
Scouts - 4th Leek Scout Group	St Peter's Church & Community Centre
Scouts - 5th Leek (St Mary's) Scout Group	St Peter's Pre-School & Nursery
Scouts - 7th Lichfield Scout Group	St Stephen's Methodist Church
Scouts - Hammerwich	St. John the Baptist Church, Littleworth
Scouts - 11th Burton on Trent	Stafford & Cannock League of Hospital Friends
Scouts - Burton Upon Trent District Scout Council	Stafford & District Access Group
Scouts - Staffordshire County Scout Council	Stafford & District Bereavement & Loss Support Service
Scouts - Tamworth District Scout Council	Stafford & District Riding for the Disabled
Seasons Theatre Company	Stafford & District Stroke Club
Self Sufficient Children	Stafford & Rugeley Sea Cadets
Sexual Abuse and Rape Advice Centre	Stafford & Stone Talking Newspaper for the Blind
Share in Etruria	Stafford and Rural Homes
Shareshill WI	Stafford Churches Audio Magazine
Sharpe's Pottery Museum	Stafford District Arts Council
Shaw Trust	Stafford Lions Club
Shenstone Community Library Association	Stafford Muslim Community Centre
Shenstone Village Hall	Stafford Radio Broadcasting
Sherratts Wood CIC	Stafford Riverway Link CIC
Shining Stars	Stafford Shopmobility
Shobnall Community Centre	Stafford (St Marys) Society of Change Ringers
Shoebox Theatre CIC	Stafford Street Pastors
Shropshire, Staffordshire and South Cheshire Blood Bikes	Stafford U3A
Sickle Cell and Thalassaemia Support Project	Staffordshire & Cheshire Equine Assisted Psychotherapy CIC
Signposts Stafford Ltd	Staffordshire Adults Autistic Society
Silkmore Community Support	
Silver Line (The)	Staffordshire Athletic Network
Silver Tree Home Support Community CIC	Staffordshire Baby Bank
Sinai Park House Trust	Staffordshire Buddies
SinCH	Staffordshire Care Farming Development CIC
Singing Community of Choirs	Staffordshire Corps of Drums
Skills for Care Ltd	Staffordshire Council of Voluntary Youth Services (SCVYS)
SNUG (Special Needs United Grandparents)	Staffordshire Foster Carers Association
Sons of Rest 'Bowls Club'	Staffordshire Housing Association
Soundplay CIC	Staffordshire Moorlands Athletic Club
South Derbyshire Forum (The)	Staffordshire Moorlands Talking Newspaper
South Staffs Work Clubs	Staffordshire Narrow Gauge Railway Company Limited
South Staffordshire Family Mediation Service	Staffordshire North and Stoke on Trent Citizens Advice
South Staffordshire Goodlife Wellbeing Association	Staffordshire Regiment Museum
South Staffordshire Local Village Transport	Staffordshire Search and Rescue Team
South Staffordshire Network for Mental Health (SSNMH)	Staffordshire Sight Loss Association
Southern Staffordshire Community Energy Ltd (SSCE)	Staffordshire Wildlife Trust
Spark (Burntwood) CIC	- Staffordshire Wildlife Trust—South Staffs Local Group
Special Needs Adventure Playground	- Staffordshire Wildlife Trust—Wild About
Special Needs Nursery Tamworth	Tamworth Project
Spectrum Residents Association	Staffordshire Wing RAF Air Cadets
SPIN (Special People in Need)	Staffordshire Women's Aid
Spina Bifida-Hydrocephalus-Information-Networking-Equality (SHINE)	Stan Bowley Trust (The)
Spokz People CIC	Stanton Village Hall Committee
Sporting Communities CIC	Star Foundation
Sporting Minds UK	Starfish Project (The)
SSAFA - Forces Help (National)	Starfish Services
- SSAFA Burton and Uttoxeter	Step Forward Stroke Support Group
St Editha's Church, Tamworth	Stoke Your Gratitude CIC
St Edwards Park Residents Association	Stoke Youth Musical Theatre Company
St Francis Church (Tamworth)	Stone Community Hub
St George's Church Glascote	Stone Community First Responder
St Giles Hospice	Stone Crown Bowling Club
St James the Great Church, Clayton PCC	Stone Dominoes Development FC
St John Ambulance West Region	Stonnall & Lynn Playing Fields Association
St John's Community Church	Stonnall Village Hall
St Lawrence Church Friendship Club	Stowe-by-Chartley Village Hall
St Mary's Friendship Club	Strokes R Us
St Mary's in the Market	

Sunflower Support Group  
 Support Dogs  
 Survivors of Bereavement by Suicide  
 Sustainable Society CIC  
 Sustainability Matters in Stafford Borough  
 Swinscoe Village Hall  
 Swythamley & Heaton Community Centre

## T

T4TCA (Together 4 Tamworth Association  
 T.L.C. Club  
 Talk, Change, Grow CIC  
 Talke Pits Patient Participation Group  
 Talke Pits Village Hall  
 TAME Community First Responders  
 Tamworth & District Hedgehog and Bird Rescue  
 Tamworth African Caribbean Association  
 Tamworth and District Civic Society (The)  
 Tamworth Boxing  
 Tamworth Community Transport Services  
 Tamworth Cornerstone Housing Association (TCHA)  
 Tamworth in the Community  
 Tamworth Have a Heart  
 Tamworth History Group  
 Tamworth Hub CIC (The)  
 Tamworth Lions  
 Tamworth Monday Club For The Blind  
 Tamworth Radio Broadcasting CIC (TCR FM)  
 Tamworth Street Angels  
 Tamworth Stroke Patients and their Carers Group  
 Tamworth Talking Newspaper  
 Tamworth Wellbeing & Cancer Support Centre  
 Tanglewood Days CIC  
 Tara KMC (Kadampa Meditation Centre)  
 Tatenhill Memorial & Thanksgiving Hall  
 Team Cheadle  
 Tean Youth Club  
 Teenage Cancer Trust  
 Terrible Titties & Other Bitties  
 The Barlaston Community Group  
 The Barn Outdoor Pursuits Association  
 The Beat (Dizzy Disco)  
 The Brain Tumour Charity  
 The Cats Whiskers Rescue  
 The Child Psychology Service CIC  
 The Children's Society  
 The Community Church Burton & District  
 The Community Foundation for Staffordshire  
 The Coroners Courts Support Services  
 The Den 101 CIC  
 The DJ School Association  
 The Dove Service  
 The Eaton Foundation  
 The Friends of Scalpcliffe Woods  
 The Glascote Meeting Room Community Association  
 The Grocott Centre  
 The Inner Peace People CIC  
 The Krizevac Project  
 The League of Friends for the Tamworth Hospitals  
 The LoveInspire Foundation  
 The Midland Masters Throwers Group  
 The Midlands Vaulting Academy  
 The Monthly Alzheimer's Support Evening Limited (MASE)  
 The Parish Churches of St Aidan and St Chad - Chadsmoor  
 The Peel Society

The Rotary Club of Newcastle under Lyme Trust Fund  
 The Rowan Organisation  
 The Sharon Rose Author Projects  
 The Trent Rivers Trust  
 The Young Ones  
 Thirlmere Way Day Centre  
 Tittensor Village Hall  
 Tixall & Ingestre Village Hall  
 Together Working For Wellbeing  
 Torus Wellbeing CIC

Total Voice Ability (Voiceability)  
 Transforming Communities Together  
 Trans-Staffordshire  
 Trent and Dove Housing  
 Tri Services and Veterans Support Centre  
 Trinity Day Centre/ Day Care  
 TURN Education CIC  
 Tutbury Community Forest Project  
 Tutbury Cricket Club  
 Tutbury Practice Patient Forum (The)  
 Tutbury Village Hall

## U

U3Age – Leek  
 UK National Asbestos Register (UKNAR) CIC  
 University of the Third Age (Burton on Trent)  
 Unlocking Community Potential CIC  
 Upper Moreton Rural Activities CIC  
 Uttoxeter Gateway Club  
 Uttoxeter Heath Community Centre  
 Uttoxeter Heritage Trust  
 Uttoxeter InsideOuters Youth Group  
 Uttoxeter Town Football Club - Seniors  
 UTX Academy

## V

Valley School PTFA (The)  
 VAST  
 Versus Arthritis  
 Victim Support (Staffordshire)  
 Victoria Drive, Albert Road and Mill Lane Residents Association  
 Violets in Bloom  
 Voluntary Car Scheme (Lichfield and Cannock)  
 Voluntary Transport for the Disabled  
 Volunteer Reading Help

## W

Wade Street Church (Lichfield)  
 Walk Talk Action CIC  
 Walkwise Stafford  
 Wall Village Hall Management Committee  
 Walsall Operatic Society  
 Walton and Baswich Community Association  
 Walton (Berkswich) Village Hall  
 Walton Community Association (Stone) Ltd  
 Wat Mahathat Temple  
 Water for Africa  
 Waterhouses Youth Project  
 Westbury Workshops CIC  
 Werrington Community Volunteers Group  
 Werrington Parish Plan Steering Group  
 Werrington Young Persons Support Group (WYPSG)  
 West Chadsmoor Family Centre  
 West Midlands 2020 Mega Event  
 Weston Park Foundation (The)

Weston Village Hall  
 Wheaton Aston & Lapley Luncheon Club  
 Whiston Village Hall  
 White Peak Farmers  
 Whitfield Valley Community Centre  
 Whittington & Fisherwick Environment Group (WFEG)  
 Whittington and Fisherwick Good Neighbour Scheme  
 Whittington Community Computer Group  
 Whittington Village Hall Management Committee  
 Whizz-Kidz  
 WhyCH  
 Wigan Leisure Trust & Culture  
 Wild Rumpus CIC  
 Windmills: Acute Bereavement Support for Children and  
 Young People in Staffordshire  
 Winhill Neighbourhood Resource Centre  
 Wise Ability  
 Wolverhampton Scouts

Wombourne Indoor Bowling Club  
 Woodcroft WI Leek  
 Woodhouse Community Farm  
 Workers Education Association (West Midlands)  
 Wrekin Housing Trust – Limewood Dementia Care

## Y

Yarnfield Village Hall  
 Yellow Ribbon Community Chaplaincy  
 YESS  
 YMCA - Burton upon Trent & District  
 YMCA Derbyshire (Key College)  
 YMCA Rugeley/Wolverhampton  
 Young Enterprise  
 Young Hearts Project CIC  
 Youth Net (The)  
 Youth Sailing@Chasewater

## Individual Members:

Support Staffordshire also has **7** individual voting members, who are all Trustees.

Jan Wilson  
 John Downie  
 Adrian Jackson  
 Elaine Day  
 Helen Titterton  
 Jon Everett  
 Rowan Crozier

## Start-ups:

Although a non-constitutional form of membership, Support Staffordshire has created an honorary form of membership to welcome into our movement those organisations with which we are working, that we anticipate will become members in due course. We had **53** start-up members on 1 June 2021:

A Gift From You (Food Bank Support Group)  
 Affordable Food Stoke  
 Alrewas Island Coltech Foundation  
 Autua  
 Beautiful Burton  
 BFAB Performance Art School  
 Bravepath Foundation  
 Brewood Voluntary Car Scheme  
 Brizlincote Residents  
 Burntwood be a Friend  
 Burntwood Community Allotment  
 Burton Skatepark Project  
 Cannock Breast Feeding Support Group  
 Chasetown Ladies Netball  
 Experienced People in Coffee Socialisation (EPICS)  
 FreeIT (Stafford)  
 Friends of Chase Terrace Park  
 Friends of Coven  
 Hamstall Heritage Group  
 Helphaywoods  
 Humanity Unites  
 Jill Frampton Grief Recovery Specialist  
 Just B  
 Kalm Community  
 Leek Town Ability Counts FC  
 Leek United Building Society Charitable Foundation  
 Lets Talk Initiative CIC

Lichfield City of Sanctuary  
 Little Makes for Little Babes  
 Mental Health Mates – Tamworth  
 Mind over Miles  
 Moorgate Action Group  
 Moorlands Climate Action  
 Random Acts of Kindness  
 Remedies for Happiness  
 Revive Meaningful Day Activities  
 Right Way CIC  
 Risual Foundation  
 Rosanna's Nature Reserve  
 Risual Foundation  
 Rosanna's Nature Reserve  
 RunTalkRun Cannock Chase  
 St Paul's Luncheon Club, Leek  
 Sustainable Exercise Partnership  
 Tamworth Indoor Active  
 Tamworth Volunteer Support Group  
 The Mother Wilken Centre  
 The Spires Support Group  
 Together Active  
 West End Centre and Café West End  
 Wildwood Tuition and Childcare Ltd  
 Wonderdale Care  
 Your Uttoxeter

## Parish Council Associates:

Support Staffordshire operates a non-constitutional associate's scheme for parish and town councils, in order to support their role as the most local form of local government, close to communities. We had **25** Parish Council Associates on 1 June 2021:

Anglesey Parish Council  
Barlaston Parish Council  
Barton Under Needwood Parish Council  
Bilbrook Parish Council  
Bradley Parish Council  
Brindley Heath Parish Council  
Brizlincote Parish Council  
Brocton Parish Council  
Burntwood Town Council  
Cheddleton Parish Council  
Ecclestone Parish Council  
Enville Parish Council  
Gnosall Parish Council  
Hednesford Town Council  
Kidsgrove Town Council  
Kings Bromley Parish Council  
Penkridge Parish Council  
Perton Parish Council  
Sandon & Bursdon Parish Council  
Shenstone Parish Council  
Stone Rural Parish Council  
Stretton Parish Council  
Uttoxeter Town Council  
Yarnfield and Cold Meece Parish Council  
Yoxall Parish Council

## Volunteering for All Partners:

Support Staffordshire operates a partner scheme for any volunteer-involving organisations, including members, public bodies and national charities, in order to support best practice for inclusive volunteering. We had **9** Volunteering for All Partner Organisations on 1 June 2021:

British Heart Foundation  
Change, Grow, Live  
HMP Dovegate  
Independent Monitoring Board  
Midlands Air Ambulance  
NHS Midlands Partnership Foundation Trust  
Save the Children  
Staffordshire Children Centres  
Staffordshire County Council Libraries and Arts Service

## **Organisational structure and decision making**

The Board of Trustees usually meets five to six times per year, comprising four quarterly meetings plus extra meetings. At the quarterly meetings the Board receives information and makes decisions concerning applications for membership, organisational policy, strategic planning, a quarterly business report and quarterly health & safety report from the Chief Executive, a quarterly financial report from the Finance Manager, and other occasional business. Additional meetings typically cover the setting of the annual budget in around February; and meeting with the auditor, plus reviewing and approving the trustees' annual report & accounts in the autumn.

At present the Board does not have any sub-committees, though the Articles make provision for them if required.

Day to day decision making is fully delegated to the Chief Executive and subsequently to the staff and volunteer team through an agreed management and organisational structure. The current organisational structure has operated since December 2020, with the addition of a Southeast Staffordshire Operations Manager and a Fundraising Development Manager, to the existing Executive team (Chief Executive, Operations Manager Southwest / Deputy Chief Executive, North Staffordshire Operations Manager, Finance Manager) making a senior team of six. They are supported by a wider management team of nine posts, leading local and countywide teams of officers.

The Board reviewed and updated the pay structure for the organisation in 2020-2021.

Staff and volunteer teams work to locality/team Delivery Plans based upon the Strategic and Business Plans of the organisation. They meet regularly as teams and for individual supervision and support.

The Trustees of Support Staffordshire wish to extend their ongoing thanks and appreciation to the whole staff team for their energy, commitment and expertise.

## **Involving volunteers**

Support Staffordshire is proud to have a team of around 80 volunteers, who support our own activities. We are committed to demonstrating good practice in volunteer management and being a role model for the organisations we support with volunteer recruitment and management.

The Trustees of Support Staffordshire wish to extend their thanks and appreciation to every volunteer for their commitment, skills, know-how and most of all, their time.

## **Risk management**

The Trustees reviewed and updated our established risk management plan in Spring 2020 following the onset of the Covid-19 pandemic. This risk management plan and agreed mitigation is reported on regularly as part of quarterly Board reports.

## Relationships with other organisations

The nature of Support Staffordshire means we have a large number of relationships with other organisations.

We worked particularly closely with the following of our members in 2020-2021:

- Age UK Staffordshire
- B Arts
- Beth Johnson Foundation
- Biddulph Youth & Community Zone
- Brereton Million Big Local Partnership
- Burton Albion Community Trust
- Business Enterprise Support (BES)
- Community Together CIC
- Haregate Community Centre
- Homelink Cheadle
- MHA Communities
- Rising Brook Baptist Church
- St. Giles Hospice
- Staffordshire Council of Voluntary Youth Services (SCVYS)
- Staffordshire Wildlife Trust
- The Community Foundation for Staffordshire
- The Realise Foundation
- Together Active
- Transforming Communities Together – Places of Welcome
- VAST

Support Staffordshire is a member of the following local networks:

- Building Better Opportunities Partnership (Stafford and South Staffordshire)
- South West Peak Landscape Partnership
- Southeast Staffordshire Integrated Care Partnership (ICP Southeast)
- Southern Staffordshire End of Life Care Action Alliance
- Stafford, Seisdon and Cannock Partnership Group (ICP Southwest)
- Staffordshire Business Environment Network (SBEN)
- Staffordshire & Stoke-on-Trent Adult Safeguarding Partnership
- Staffordshire & Stoke-on-Trent Community Mental Health Transformation Partnership
- Staffordshire & Stoke-on-Trent Social Prescribing Advisory Group (SPAG)
- Staffordshire and Stoke-on-Trent Integrated Care System Partnership (ICS)
- Staffordshire Dementia Action Alliance
- Staffordshire Health and Wellbeing Partnership Board
- Staffordshire Local Resilience Forum
- Stoke-on-Trent & North Staffordshire Integrated Care Partnership (ICP North)
- Stoke-on-Trent Voluntary Sector Chief Officers Group (VSCOG)
- Team Staffordshire
- The Staffordshire (NHS) Training Hub
- Transforming the Trent Valley Landscape Partnership (TTTV)

Support Staffordshire works closely with a range of local statutory (and primarily statutory funded) organisations including:

- Biddulph Town Council
- Cannock Chase CCG
- Cannock Chase District Council



Cannock North and Cannock Villages Primary Care Networks  
East Staffordshire Borough Council  
East Staffordshire CCG  
East Staffordshire Primary Care Network  
Hednesford Town Council  
Leek and Biddulph Primary Care Network  
Lichfield and Burntwood Primary Care Networks  
Lichfield District Council  
Midlands Partnership NHS Foundation Trust  
Newcastle-under-Lyme District Council  
North Staffordshire CCG  
North Staffordshire Combined Healthcare NHS Trust  
Rugeley and Great Haywood Primary Care Network  
South Staffordshire Council  
South-East Staffordshire and Seisdon Peninsula CCG  
Stafford and Surrounds CCG  
Stafford Borough Council  
Stafford Central Primary Care Network  
Stafford South Primary Care Network  
Staffordshire County Council  
Staffordshire Fire and Rescue Service  
Staffordshire Moorlands District Council  
Staffordshire Parish Councils Association  
Staffordshire Police  
Stoke-on-Trent CCG  
Stoke-on-Trent City Council  
Tamworth Borough Council  
The Peak District National Park Authority  
University Hospitals of Derby and Burton NHS Foundation Trust

Support Staffordshire is a member of the following national networks:

Action with Communities in Rural England (ACRE)  
Association of Chief Executives of Voluntary Organisations (ACEVO)  
Charity Finance Group (CFG)  
Cirican Consulting Ltd.  
National Association for Voluntary and Community Action (NAVCA)  
National Council for Voluntary Organisations (NCVO)  
The National Open College Network (NOCN)  
The Voluntary and Community Sector Emergencies Partnership (VCSEP)

The Trustees of Support Staffordshire wish to extend their thanks and appreciation to all of our partners for their support and collaboration.

Support Staffordshire Trustees are commonly also trustees, staff or volunteers of other organisations and hence are required to declare all potential conflicts of interests as part of their induction, and on an ongoing basis. A register of Trustee and Board Officers' declared interests is maintained for this purpose and is published on the About Us section of our website.

Staff may sometimes also be trustees, employees or volunteers of other organisations and are required to declare any potential conflicts of interests as and when they arise.

## **Objectives and Activities**

### **Charitable Objects**

The charitable objects of Support Staffordshire are:

To promote any charitable purposes for the benefit of the communities of West and East Midlands and neighbouring counties and the wider public, principally but not exclusively in the local government areas of Staffordshire and Stoke on Trent and their environs (the "area of benefit"), to include building the capacity of Voluntary, Community and Social Enterprise Organisations and providing them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose.

The voluntary sector' means charities and voluntary organisations. Charities are organisations, which are established for exclusively charitable purposes in accordance with the law of England and Wales. Voluntary organisations are independent organisations, which are established for purposes that add value to the community as a whole, or a significant section of the community, and which are not permitted by their constitution to make a profit for private distribution. Voluntary organisations do not include local government or other statutory authorities.

To promote, organise and facilitate co-operation and partnership working between third sector, statutory and other relevant bodies in the achievement of the above purposes within the area of benefit.

### **Strategic and Business Plans**

Our current Strategic Plan for 2016-2025: Empowering Communities, remained active during the year. Our current Business Plan for 2019-2021 was active during the year. Together these plans set out what we are trying to achieve, our ethos and values, our aims and our activities as follows:

### **What is Support Staffordshire trying to achieve and how?**

Support Staffordshire empowers communities to be the best they can be. It supports communities, individuals and organisations to work in collaboration to bring about positive change in their community by actively encouraging Social Action.

Our services aim to:

- increase people's skills and knowledge
- harness people's drive, enthusiasm and energy
- enhance individual and family livelihoods
- build capacity in neighbourhoods & communities
- improve the relationships and resilience of organisations and individuals

We deliver in three main ways:

- Advancing Individual Social Action and Volunteering For All
- Supporting Community and Organisational Development, especially through effective, influential and local, voluntary, community and social enterprise (VCSE) organisations.
- Convening across Organisations and Collaborating with a Strong Collective Voice; in recognition that VCSE organisations are interdependent on a myriad of other local organisations, public bodies and local businesses with the same aims.

## **How will we go about this? Our Ethos**

### **1. Positive Community, Family and Person Centred**

We take an assets (skills, experience, knowledge, connections, capacity & potential) approach in supporting communities, families and individuals

This is focused on what people can do, not what they cannot. We support this by addressing people's needs and vulnerabilities.

We believe organisations should facilitate and support in ways that are backed by appropriate evidence. We never impose external solutions; these rarely work and never last.

### **2. Local Focus and Empowerment**

We seek understanding, develop solutions and make decisions with and as close to those affected as possible.

The greater the distance between power and impact; the greater the risk of long-term failure.

We don't seek to do what people can better do for themselves.

### **3. Sharing, Learning, Resilience**

We recognise the important role of innovation and learning from experience as we go, rather than only being concerned with the end outcome.

Sharing information and understanding should be automatic where it benefits people and communities.

Resilience can mean learning to do things differently as well recovering from set-backs.

### **4. Fairness and Equality**

Everyone has something to give and should be given a fair chance to reach their potential.

The most excluded should be supported to fulfil their talent and ambition.

### **5. Building Relationships of Trust**

People succeed when they work together for a common good.

Trusting one another to act with integrity and commitment demands compassion, honesty, transparency, respect and time

## **Aims**

### **Aim 1: Empowering Communities**

We will make the most of our assets, consistently improving on these foundations and learning across the organisation. We will share best practice to build and sustain a set of high quality, core support services, delivered across the county, that will sustain and strengthen Staffordshire's VCSE sector.

### **Aim 2: Building the Evidence Base**

Using our grass roots relationships and customer connections in combination with open data and improved information management systems to paint a clear and comprehensive picture of Staffordshire's assets, needs, opportunities and challenges. This will inform our ongoing business planning.

### **Aim 3: Ready for New Opportunities**

Whilst building on the successful business we have, we must also be ready to change how we work to take advantage of new and emerging opportunities that fit within our values and purpose. This will increasingly be informed by the growing evidence base at our disposal and allow us to set as well as respond to the emerging public agenda.

### **Aim 4: Fit to Function**

All of this is underpinned by the need for a fit for purpose, viable, functioning organisation.

## **Activities of the Charity during 2020-2021**

The key charitable activities of the organisation are outlined in our Business Plan as follows:

### **Aim 1: Empowering Communities.**

We will make the most of our assets, consistently improving on these foundations and learning across the organisation. We will share best practice to build and sustain a set of high quality, core support services, delivered across the county, that will sustain and strengthen Staffordshire's VCSE sector.

#### **Objective 1.1 – Volunteering for All**

We will support and grow an all-inclusive culture of civic participation through volunteering, both formal and informal

##### **1.1.1 Successfully Promoting Volunteering**

Targeted promotion of volunteering through a programme of events and activities plus the provision of a nationally accredited (NCVO VCQA) volunteer brokerage service.

##### **1.1.2 Delivering Effective Supported Volunteering**

The universal brokerage service is supplemented by supported volunteering services targeted at specific groups of people with additional support needs; depending upon incoming resources. During 2020-2021 supported services continued in four localities: Stafford & South Staffordshire through the BBO Partnership, and Newcastle-under-Lyme & Tamworth, resourced by ESF Community Grants.

#### **Objective 1.2 – Supporting Community and Organisational Development**

We will support and grow effective and influential, local, voluntary, community and social enterprise (VCSE) organisations. Our support will be aimed at strengthening existing, established groups and developing those with ideas to start-up or grow

##### **1.2.1 A Growing and Engaged VCSE Membership**

Growing and diversifying our membership of local voluntary, community and social enterprise organisations (VCSEs).

##### **1.2.2 Delivering Free, High Quality, Effective Information, Advice & Guidance**

The provision of a local information, advice and guidance service on many aspects of running a voluntary, community or social enterprise (VCSE) organisation including:

- Starting up a VCSE organisation
- Funding and income
- Volunteer management
- Governance
- Business planning
- Communications and marketing
- Employing and working with people
- Financial management
- Legal compliance

These services were delivered through a variety of means through

- Email, telephone and Zoom video support

- Face to face support sessions (limited due to Covid-19)
- Training courses (Right Start) and workshops
- Fact sheets and template documents
- Online information and social media

In addition to our universal offer, we operate a specific Rural Service, primarily focussed upon IAG for Village Halls, and other key rural facilities. We also operate two landscape specific community development schemes as part of the South West Peak Landscape Partnership and the Transforming the Trent Valley Partnership.

### **1.2.3 Delivering Targeted Effective Social Action Programmes**

During the year our social action work was concentrated in the Chads Moor area of Cannock Chase district and the residential areas in and around the town centre of Tamworth.

We also act as the Locally Trusted Organisation, on behalf of the Brereton Million Partnership, employing their Community Worker, in Brereton near Rugeley.

During the year we began working with Hednesford Town Council in Cannock Chase District, employing a Community Officer.

### **1.2.4 Delivering Effective and Self-Sustaining Paid for Training and Consultancy**

Our consultancy offer includes:

- Payroll
- Independent examination of charity accounts
- Financial administration and management
- Charity registration and legal structure review
- Bid writing and in-depth funding advice
- Meeting facilitation and Board development
- Strategic planning support
- Independent Evaluations
- Consultations
- Marketing; design, social media and business startup packs

## **Objective 1.3 – Convening, Collaborating, Representing**

We will create a unique capability for convening, collaborating and representing the VCSE sector across Staffordshire, ensuring we are recognised by all sectors as being the organisation to approach to engage with the VCSE on a wide range of major issues

### **1.3.1 Convene, Collaborate, Represent Through Regular Open-Access Locality Forums**

Locality forums are offered across all eight Staffordshire districts, facilitating effective communication, networking and collaboration amongst local voluntary, community and social enterprise organisations. These forums also acted as a source for consultation and formal representation to a range of statutory organisations and Partnership Boards, with regard to public policy and its implementation.

### **1.3.2 Represent at Local Strategic Partnerships**

We hold seats on all eight district local strategic partnerships where we are able to advocate for the VCSE sector, stay informed and consider joint objectives with other local partners.

We took up seats on the three Integrated Care Partnerships (ICPs; North, Southwest, Southeast), convened by NHS partners, during the year.

### **1.3.3 Convene, Collaborate, Represent through Countywide Forums**

Our Health and Care Forum is an open access forum for VCSE organisations interested in strategic issues around health and care, especially but not limited to the Staffordshire and Stoke-on-Trent Integrated Care Partnership (ICS).

Team Staffordshire is our only exclusive forum, made up of umbrella bodies and up to five elected VCSE representatives. It has a cross-thematic role to offer representation at the highest level with statutory sectors bodies and to facilitate inward investment to the local VCSE sector.

### **1.3.4 Represent at Countywide Strategic Partnerships**

We hold seats by virtue of our membership mandate, by invitation or election at a number of countywide partnerships including the Staffordshire Health and Wellbeing Board, The Staffordshire and Stoke-on-Trent Integrated Care System Partnership Board, The Staffordshire and Stoke-on-Trent Safeguarding Adults Partnership Board and the Staffordshire Safer & Stronger Communities Board.

## **Objective 1.4 – Social Prescribing and Active Signposting**

We will be trusted and recognised by the sector and partners as a reliable and high quality source of information about the voluntary and community sector, becoming an integral partner to deliver of signposting services

### **1.4.1 Gaining and Maintaining High Quality and Appropriate Information from Our Membership for Publication and Use Via Directory/Census**

We gather regular information from our membership about quantitative and qualitative aspects of the sector as well as their development needs. Some of this information is published on our online Directory of VCSE organisations and with the agreement of members is shared into the county council operated Staffordshire Connects web directory. We also produce anonymised state of the sector reports.

### **1.4.2 Raising awareness and engagement with the sector through Social Prescribing & Active Signposting**

Using our extensive networks and knowledge we have engaged in the delivery of Social Prescribing schemes, most notably in support of the Primary Care additional reimbursable roles scheme (ARRS). We subcontract with and for our members in a number of these schemes.

## **Aim 2: Building the Evidence Base**

Using our census information, surveys and through collaboration with infrastructure partners, we will become more proactive in analysing the trends and needs within the sector in order to respond accordingly. This will inform our ongoing long-term business planning.

## **Aim 3: Ready for New Opportunities**

Whilst building on the successful business we have, we must also be ready to change how we work to take advantage of new and emerging opportunities that fit within our values and purpose.

**Aim 4: Fit to Function**

All of this is underpinned by the need for a fit for purpose, viable, functioning organisation:

**Public Benefit**

The Trustees have paid due regard to the requirements to act for the public benefit and are fully satisfied that the aims, objectives and activities of the Charity meet all of the guidance.

The public benefit of our work is self-evident in the report of our achievements that follows.



## **Achievements and Performance during the year**

During the 2020-2021 financial year, Support Staffordshire's key achievements and performance indicators were as follows:

### **Aim 1: Empowering Communities**

#### **Objective 1.1 - Volunteering for All**

<b>Deliverables</b>	<b>Annual Report 2020-2021</b>	<b>2019-2020 comparables</b>
<b>1.1.1 Successfully Promoting Volunteering</b>	<p><b>Promotion</b></p> <p>Events held to promote volunteering: <b>6</b> (5 Trustee week, 1 College; online)</p> <p>People engaged at events: <b>766</b></p> <p>Registering an interest in volunteering through our website: <b>2031</b> (<i>new feature</i>)</p> <p>Volunteer Newsletter distribution list: <b>1,461</b> (<i>new feature</i>)</p> <p><b>Star Awards</b></p> <p>Our Volunteer Star Awards were <i>postponed in 2020 due to the Covid-19 pandemic</i>.</p> <p><b>Brokerage</b></p> <p>Brokerage shifted to remote working for the whole year. We experienced a massive upsurge in enquiries received by phone &amp; webform.</p> <p>Organisations registered at year end: <b>701</b></p> <p>No. of live volunteering opportunities at year end: <b>356</b>; <i>this figure declined steadily during the year as Covid-19 lockdowns took their toll</i></p> <p>Volunteer enquiries face to face: <b>0</b></p> <p>Volunteer enquiries phone &amp; website: <b>1302</b></p> <p>Volunteer enquiries (Do-it online): <b>1570</b></p> <p>Volunteer brokerage 'interviews': <b>254</b></p> <p>Volunteers confirmed in a volunteer placement after 6 months: <b>409</b></p> <p>As part of our feedback we ask all volunteers brokered offline (not</p>	<p><b>Promotion</b></p> <p>Events held to promote volunteering: <b>10</b></p> <p>People engaged at events: <b>677</b></p> <p>N/A</p> <p>N/A</p> <p><b>Star Awards</b></p> <p>Volunteer Star Awards events were successfully held in <b>six</b> districts in June 2019 for the first time</p> <p><b>Brokerage</b></p> <p>Brokerage was offered countywide from our own premises and on an outreach basis; supported by a team of volunteer 'volunteer advisors'</p> <p>Organisations registered at year end: <b>712</b></p> <p>No. of live volunteering opportunities at year end: <b>680</b></p> <p>Volunteer enquiries face to face: <b>362</b></p> <p>Volunteer enquiries phone &amp; website: <b>not reported separately</b></p> <p>Volunteer enquiries (Do-it online): <b>1280</b></p> <p>Volunteer brokerage 'interviews': <b>414</b></p> <p>Volunteers confirmed in a volunteer placement after 6 months: <b>195</b></p> <p>As part of our feedback we ask all volunteers brokered through a face</p>

	<p>including the Covid-19 volunteer surges), if they are still volunteering six months later – <b>79%</b> say that they are.</p> <p>We also ask if volunteering has contributed to improved wellbeing – <b>99%</b> agree with this statement.</p> <p>Our partnership with <b>Places of Welcome</b> in Lichfield District was paused during the year <i>due to the Covid-19 lockdown</i>.</p>	<p>to face meeting, if they are still volunteering six months later – around <b>76%</b> say that they are.</p> <p>We also ask if volunteering has contributed to improved wellbeing – around <b>86%</b> agree with this statement.</p> <p>During the year we partnered with <b>Places of Welcome</b> in Lichfield District to support them with the recruitment and deployment of volunteer 'Buddies'.</p>
<p><b>1.1.2 Delivering Effective Supported Volunteering</b></p>	<p><b>BBO Stafford &amp; South Staffs</b></p> <p>From January 2020 stage two began with new funding sustained at the same level for the partnership. In addition to supported volunteering and work clubs, we now also operate the training programme.</p> <p><i>All support continued to be offered remotely during the Covid-19 pandemic.</i></p> <p>No. of new referrals generated and signed up: <b>16</b> (target 25)  No. of people supported into a volunteer placement: <b>14</b> (target 12)  No. of participants signing up for training courses: <b>29</b> (target 16)</p> <p><b>ESF Community Grants</b></p> <p>Both programmes were <i>reprofiled and extended to the end of March 2021, due to Covid-19</i>.</p> <p>ESF Tamworth</p> <p>Participants: <b>26</b> (target 25)  Supported into Volunteering: <b>15</b>  Supported into training or employment: <b>2</b></p> <p>ESF Newcastle-under-Lyme:</p> <p>Participants: <b>18</b> (target 25)  Supported into Volunteering: <b>11</b>  Supported into training or employment: <b>3</b></p>	<p><b>BBO Stafford &amp; South Staffs</b></p> <p>Stage one of the programme concluded at December 2019 with 662 participants across the partnership, of which 229 moved into employment, education or training.</p> <p><b>ESF Community Grants</b></p> <p>In September 2019 we started a new ESF funded programme in Tamworth and by the end of the year had already supported <b>26</b> participants.</p> <p>In December 2019 we started a new ESF funded programme in Newcastle-under-Lyme and by the end of the year we already supported <b>9</b> participants.</p>

	<p><b>Volunteering for All Partners</b></p> <p>During the year we closed our broader Volunteer Centre Associates scheme, aimed at public sector volunteering in light of the launch of Do-it Staffordshire, a digital offer operated by Staffordshire County Council which fulfilled the same purpose.</p> <p>In its place we have established a Volunteering for All Partners scheme which focusses attention on good practice in inclusive volunteering, whatever the setting. At year end we have <b>9</b> V4A Partners, including Staffordshire Libraries which covers a large number of local volunteering venues.</p>	N/A
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## Objective 1.2 – Supporting Community and Organisational Development

Deliverables	Annual Report 2020-2021	2019-2020 comparables
<b>1.2.1 A Growing and Engaged VCSE Membership</b>	<p>During the year we welcomed <b>104</b> new members, taking our membership to a record level of <b>1,072</b> general members (10% net increase overall).</p> <p>In the autumn we celebrated our 1,000<sup>th</sup> member – Terrible Titties &amp; Other Bitties, a Stafford based cancer support group</p> <p>We have continued to support a number of new organisations through start-up membership during the year, with this figure standing at <b>53</b> at year end, once again the highest annual figure on record. <i>Many organisation's development will have been stifled during the year due to COvid-19, so we have applied a more flexible approach to Start-ups moving on during the year.</i></p> <p>This does mean we fell slightly short of our membership target of 1,200, achieving <b>1,125</b>, but given the significant disruption of Covid-19 this seems a good performance.</p>	<p>During the year we welcomed <b>100</b> new members, taking our membership to a record level of <b>972</b> general members (9% net increase overall).</p> <p>We have continued to support a number of new organisations through start-up membership during the year, with this figure standing at <b>49</b> at year end, the highest annual figure on record.</p>

	<p>In its fourth year, we also saw the total number of Parish Council Associates rise to <b>25</b>, largely connected to our Village Halls work.</p>	<p>In its third year, we also saw the total number of Parish Council Associates rise to <b>20</b>, largely connected to our Village Halls work.</p>
<p><b>1.2.2 Delivering Free, High Quality, Effective Information, Advice &amp; Guidance</b></p>	<p>We supported <b>611</b> members through <b>1097</b> direct support sessions; reaching 57% of members during the year.</p> <p>This is a 65% increase in sessions on the previous year, <i>largely attributable to Q1 Covid-19 demand.</i></p> <p><b>This significantly exceeded our annual target of 200 groups per quarter and 500 unique groups supported.</b></p> <p>Support included <b>333</b> attendances at <b>31</b> organisational development training courses (Right Start &amp; more)</p> <p>Funding advice surged in Q1 and again in Q4, making up 40% of enquiries during the year.</p> <p>Volunteer management advice overtook governance advice, to take second place at 17% of enquiries, with governance third at 15%.</p> <p>We also saw a surge in enquiries around buildings and assets this year at 14%, <i>linked to Covid-19 lockdowns.</i></p> <p><b>Funding and other advice enabled members to secure more than £4,632,342 of new investment in their services; exceeding our £1M target four-fold. This was dominated by Covid-19 specific funding streams and projects.</b></p> <p><i>At the start of the year we agreed a considerable amount of flexibility with our core funders at Staffordshire County Council, Lichfield District Council, Stafford Borough Council, and Staffordshire Moorlands District</i></p>	<p>We supported <b>523</b> members through <b>664</b> direct support sessions; reaching 54% of members during the year.</p> <p>Support included <b>135</b> attendances at <b>21</b> organisational development training courses (Right Start &amp; more)</p> <p>Funding and Governance advice remain the most frequent support areas, accounting for up to <b>one quarter each</b> of all enquiries.</p> <p>Volunteer management advice decreased this year to around 10% of support, but planning for the future increased to around the same level which is encouraging.</p> <p>This includes support that has enabled members to secure more than <b>£1,376,199</b> of new investment in their services.</p> <p>N/A</p>

	<p><i>to enable us to respond to the Covid-19 pandemic.</i></p> <p><i>During the year we secured renewed small grant investment from Cannock Chase District Council, South Staffordshire Council and Tamworth Borough Council to enhance support to VCSEs impacted by Covid-19.</i></p> <p><i>From September 2020 to March 2021 we delivered a National Lottery Community Funded, enhanced free support offer to Mutual Aid Groups that arose during the pandemic, who wished to transition into longer term Good Neighbour Schemes. During this period, we supported 34 Good Neighbour Schemes.</i></p> <p><b>Member Bursaries</b></p> <p>In January 2021 we introduced a Member Bursary scheme for established member organisations seeking extended advice and guidance. The scheme has 16 places and offers up to 10 hours support over 12 months. Two bursaries were awarded by the end of the year.</p> <p><b>ACRE Network</b></p> <p>We supported <b>135</b> village halls, 8 Parish Councils, and 18 other rural community groups. We also ran <b>5</b> village hall network sessions with <b>99</b> attendances.</p> <p><b>Feedback from members:</b></p> <p>More than one third of members hear about our services by word of mouth and 30% via our website and e-news.</p> <p>We undertake to survey by phone, all members who use our services within 12 months, to gain broad feedback on our services. We are pleased to say we received excellent feedback this year, though we are</p>	<p>N/A</p> <p><b>ACRE Network</b></p> <p>We supported <b>75</b> village halls and 8 other rural community entities. We also ran 3 village hall network sessions.</p> <p><b>Feedback from members:</b></p> <p>More than half of members hear about our services by word of mouth and 30% via our website and e-news.</p> <p>We undertake to survey by phone, all members who use our services within 12 months, to gain broad feedback on our services. We are pleased to say we received excellent feedback this year, though we are</p>
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	<p>always keen to act on anything critically constructive:</p> <ul style="list-style-type: none"> <li>• The advice was clear – 98%</li> <li>• The advice was useful – 95%</li> <li>• I would use Support Staffordshire again – 100%</li> <li>• I would recommend you to others – 98%</li> </ul> <p>We also survey all training participants, with these results:</p> <ul style="list-style-type: none"> <li>• I recommend the course – 93%</li> <li>• I am confident putting my learning into practice – 100%</li> <li>• My skills &amp; knowledge have increased – 93%</li> </ul> <p><b>Landscape Partnerships</b></p> <p>Community Engagement in the <b>South West Peak</b> was particularly hard hit by the Covid-19 pandemic, so considerable effort has gone into maintaining relationships during this period. We have focussed upon enabling and supporting grant recipients to review and revise their projects accordingly. We have also set out a plan for the project legacy.</p> <p>In its second year the <b>Transforming the Trent Valley</b> Landscape partnership scheme, led by Staffordshire Wildlife Trust and chaired by the Support Staffordshire Chief Executive had to manage the impacts of Covid-19, especially in relation to volunteer and community engagement. The project team diversified their engagement to new remote online opportunities, gaining excellent results.</p> <p>The Community Engagement Officer based with Support Staffordshire has engaged with <b>34</b> community groups and 20 Parish Councils; and awarded a further <b>12</b> community grants during the year.</p> <p>Our lead role for two community engagement and interpretation projects (Big Washlands Watch &amp; Tales of the Riverbank) also commenced this year despite the</p>	<p>always keen to act on anything critically constructive:</p> <ul style="list-style-type: none"> <li>• The advice was clear – 100%</li> <li>• The advice was useful – 95%</li> <li>• I would use Support Staffordshire again – 100%</li> <li>• I would recommend you to others – 100%</li> </ul> <p>We also survey all training participants, with these results:</p> <ul style="list-style-type: none"> <li>• I recommend the course – 98%</li> <li>• I am confident putting my learning into practice – 99%</li> <li>• My skills &amp; knowledge have increased – 99%</li> </ul> <p><b>Landscape Partnerships</b></p> <p>The community programme in the <b>South West Peak</b> has continued to surpass targets for engagement, start-ups and grants awarded with a total of <b>£140,000</b> grant funding having been awarded in the programme lifetime. This year we extended the reach of the programme engaging refugees, young carers, youth and disability groups from the surrounding urban areas. As we enter the final year or so of the programme plans turn to legacy activity.</p> <p>In its first year the <b>Transforming the Trent Valley</b> Landscape partnership scheme, led by Staffordshire Wildlife Trust and chaired by the Support Staffordshire Chief Executive has gotten off to a great start. The Community Engagement Officer based with Support Staffordshire has already engaged with <b>23</b> community groups and awarded <b>12</b> community grants since starting in June 2019.</p>
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	challenges faced. There were <b>428</b> attendees at <b>9</b> Trent Talks online; and <b>14</b> new volunteers recruited.	
<b>1.2.3 Delivering Targeted Effective Social Action Programmes</b>	<p>Two Social Action programmes continued to be delivered during the year. <i>In both cases, the focus understandably shifted to Covid-19 related responses and maintaining relationships during lockdown:</i></p> <p><b>Chadsmoor and Pye Green</b> (Cannock Chase District) This year saw a focus on remote networking via Zoom; supporting small venues and groups to connect digitally; supporting groups to plan to reopen face to face activities as permitted.</p> <p>We also, in the autumn, widened our work to the whole district, looking at and addressing barriers to small groups re-starting; and sharing this learning across the organisation.</p> <p>By the Spring, many new relationships had been built across the district and one product of this was a new Cannock Chase Loneliness &amp; Befriending Support Directory.</p> <p><b>Tamworth</b> (in the Castle ward) For most of the year, there was only half a day a week allocated to keeping this work in Tamworth ticking over. Focus was upon engaging small and informal groups, in particular with Covid-19 small grant funding from councils and the National Lottery.</p>	<p>Three Social Action programmes continued to be delivered during the year:</p> <p><b>Chadsmoor and Pye Green</b> (Cannock Chase District) We extended the geographical limit towards Pye Green this year. We continued to facilitate the 'hyperlocal' networking event Chadsmoor Chat and support a number of local and informal groups, including a number of church-based groups. At the end of March, we transferred remaining resources to this place as there is still much to contribute.</p> <p><b>Tamworth</b> (in the Castle ward) We continued to facilitate the development of the Tamworth Activities Directory aimed at lifestyle activities for the over 50's and supporting a number of local and informal groups. We also held a one off 'Ability' forum and developed a new Adults with Learning Disabilities and Difficulties (ALDD) Directory in conjunction with member group Creative Choices CIC. A new 'Place of Welcome' was established with our support at Tamworth Castle Bowls Club, a significant partnership achievement for this group. Work in Tamworth came to a natural break at the end of March, and we will continue to keep relationships ticking along as we seek additional resources to upscale this work again.</p>

	<p><b>Hednesford</b> (Cannock Chase District)</p> <p>In September 2020 we began a new Partnership working with Hednesford Town Council, to establish a Community Officer role, funded by and based with the council, employed by and networked into Support Staffordshire. The initial focus has been to build networks and relationships, support Covid-19 related projects (such as the IT donation project) and to support the return of Covid-safe events.</p> <p><b>Brereton Million</b> (Cannock Chase District)</p> <p>From this financial year we have, on advice, taken the financial management of Brereton Million Partnership, which is an unincorporated association funded through Big Local Trust, back into our annual accounts. As such we are also giving a brief report on the work here.</p> <p><i>During 2020-2021, the work of the partnership has been focussed upon community support due to Covid-19 with most other projects taking a back seat. Supporting residents with shopping and essentials, children and families to remain active and engaged, and lone households to maintain connections and good mental wellbeing have been manifest in a wide range of activity and projects, predominantly led by the Brereton Million Support Worker (employed by Support Staffordshire).</i></p> <p>At February 2021, the Partnership decided to re-tender for the Locally Trusted Organisation (LTO) role, for the final period to the end of Big Local funding. At the time of publication, the outcome of this process is unknown and Support Staffordshire remain the LTO and grant holder.</p>	<p>N/A</p> <p><i>Not previously reported</i></p>
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<p><b>1.2.4 Delivering Effective and Self- Sustaining Paid for Training and Consultancy</b></p>	<p>Our Development Consultancy service, in its 3<sup>rd</sup> year of trading secured just under <b>£50,000</b> of business, delivering paid for support to members and non-members, including:</p> <ul style="list-style-type: none"> <li>• Bespoke training</li> <li>• Bid writing</li> <li>• Strategic planning sessions</li> <li>• Board development</li> <li>• Project management</li> <li>• Financial services – payroll, independent examinations and book-keeping</li> <li>• Charity registration</li> </ul> <p>This was less than the original target for the year of £70k, <i>which can attributed to the drop in trading income triggered by Covid-19</i>, but is still an increase on the previous year.</p> <p>Work of particular note is the development of a Staffordshire &amp; Stoke-on-Trent Bereavement Network.</p> <p>However, it must be noted that during Q1, the Consultancy Manager <i>shifted work to almost exclusively support the development of material and development and delivery of Covid-19 response training</i>. As such, these achievements were made over a 9 month period.</p> <p>Additionally, the Consultancy Team led on the £60k Good Neighbour Project outlined at 1.2.2 for 6 months of the year.</p>	<p>Our Development Consultancy service, in its 2<sup>nd</sup> year of trading secured over <b>£40,000</b> of business, delivering paid for support to members and non-members, including:</p> <ul style="list-style-type: none"> <li>• Bespoke training</li> <li>• Bid writing</li> <li>• Strategic planning sessions</li> <li>• Board development</li> <li>• Project management</li> <li>• Financial services – payroll, independent examinations and book-keeping</li> <li>• Charity registration</li> </ul> <p>This was approximately double its first year performance and we now report this income separately in our accounts, as it becomes a growing source of income for us.</p>
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**Objective 1.3 – Convening, Collaborating, Representing**

<b>Deliverables</b>	<b>Annual Report 2020-2021</b>	<b>Reporting</b>
<b>1.3.1 Convene, Collaborate, Represent Through Regular Open-Access Locality Forums</b>	<p>We continued to deliver our well-known Locality Forums, switching to online Zoom forums and offering them more frequently during the first lockdown. These totalled <b>46</b> local networking opportunities across the county.</p> <p>Attendances across the county have totalled <b>748</b>; from <b>271</b> unique member organisations (26% of membership at year end)</p> <p>Attendees have engaged in a wide range of networking activities, hearing from one another and statutory partners, learning about new opportunities and feeding back to Support Staffordshire.</p> <p>We continued to convene and support the Cannock Chase Dementia Action Alliance during this period, with the kind support of Parish and Town Councils in the district.</p>	<p>We have continued to deliver our well-known quarterly Locality Forums in every district, each quarter (except for two cancellations due to Covid-19 in late March 2020), totalling <b>30</b> local networking opportunities across the county.</p> <p>Attendances across the county have totalled <b>650</b>.</p> <p>Attendees have engaged in a wide range of networking activities, hearing from one another and statutory partners, learning about new opportunities and feeding back to Support Staffordshire.</p>
<b>1.3.2 Represent at Local Strategic Partnerships</b>	<p><i>During the year, regular Local Strategic Partnerships were largely replaced with district based Covid-19 response meetings. At the peak of the pandemic these meetings operated weekly.</i></p> <p>By Q3 some districts were returning to and refreshing their partnership arrangements. We have also now secured an invitation to the East Staffordshire LSP in our own right.</p> <p>In most districts, the statutory Community Safety role remains the primary focus, alongside broad information sharing. Lichfield, Stafford and Tamworth also have an explicit interest in wider health and wellbeing.</p> <p>We have continued to engage in the three Integrated Care Partnerships (ICPs), led by NHS providers and CCGs in the North, Southeast and Southwest of the county.</p>	<p>During the year we attended Local Strategic Partnerships or equivalents in Cannock Chase District, Lichfield District, South Staffordshire, Stafford District, Staffordshire Moorlands, Tamworth, and Newcastle-under-Lyme District. In East Staffordshire the invited representative is SCVYS.</p> <p>In Stafford this led to a well-received networking event for a broad range of 'link workers' convened by the partnership. In some of the other districts, the LSPs have become largely or solely Community Safety focussed which is in our view a regrettable direction of travel.</p> <p>We have also been engaged in the three Integrated Care Partnerships (ICPs), previously known as Alliances, led by NHS providers and CCGs in the North, Southeast and Southwest of the county.</p>

	<p>In the Southeast we now chair the 'Healthy Communities' group and have worked to secure external investment to support a partnership approach to addressing health inequalities through asset based working. In the southwest we have secured the role of the VCSE in the delivery plan, but implementation has proven slow.</p> <p>In the north of the county we work closely with VAST who host an NHS Strategic Liaison post on behalf of the VCSE sector, and lead the ICP work accordingly.</p>	<p>In the Southeast there is an emergent but strongly supported 'Communities' task group aligned to collaborative working on social prescribing and other embryonic initiatives.</p> <p>In the north of the county we work closely with VAST who host an NHS Strategic Liaison post on behalf of the VCSE sector across Stoke-on-Trent and North Staffordshire.</p>
<p><b>1.3.3 Convene, Collaborate, Represent through Countywide Forums</b></p>	<p>Our system-wide (Staffordshire &amp; Stoke-on-Trent) Health &amp; Care Forum has continued to be delivered quarterly in collaboration with VAST and has seen an attendance of <b>49</b> during the year.</p> <p>This year the focus was on peer support for group members concerning Covid-19 response and recovery. We also kept the group in touch with the developments in NHS structures and the formation of the ICS.</p> <p>Team Staffordshire, focussed on two items this year – an ultimately unsuccessful Carers Wellbeing Partnership tender development; and engaging better with MPs, which remains a work in progress.</p> <p>We continued to convene and chaired the Social Prescribing Advisory Group (SPAG) in collaboration with VAST during the year, to support the development of social prescribing link worker programmes across the county and city.</p>	<p>Our popular countywide (including Stoke-on-Trent) Health &amp; Care Forum has continued to be delivered quarterly in collaboration with VAST and has seen an attendance of <b>49</b> during the year.</p> <p>It has been a useful source of representation and feedback for the STP Health and Care Workstreams as well as for wider networking, information sharing and consultation.</p> <p>Team Staffordshire, our representative and elected forum has continued to keep a watchful on joint bidding opportunities, including the emergent Carers Wellbeing Partnership. It also invited guest speakers to update and consult with senior VCSE leaders during the year. We also lobbied local MPs to support local statutory and VCSE providers through an end to central government austerity and have had some success in engaging some of the county and city MPs in dialogue.</p> <p>We also convened and chaired the Social Prescribing Advisory Group (SPAG) in collaboration with VAST during the year, to support the development and implementation of social prescribing link worker programmes across the county and city.</p>

<p><b>1.3.4 Represent at Countywide Strategic Partnerships</b></p>	<p>Support Staffordshire continues to seek to represent and influence on behalf of our members at a range of formal and informal partnerships including:</p> <ul style="list-style-type: none"> <li>• Staffordshire Health &amp; Wellbeing Board</li> <li>• Staffordshire County Council Communities Leadership Board</li> <li>• Staffordshire County Council Supportive Communities Programme Board</li> <li>• Staffordshire &amp; Stoke-on-Trent Safeguarding Adults Partnership Board</li> <li>• Staffordshire Stronger &amp; Safer Communities Board and Prevent Board</li> <li>• Staffordshire Local Enterprise Partnership Skills Advisory Board</li> <li>• Staffordshire &amp; Stoke-on-Trent Integrated Care System Partnership Board</li> <li>• ICS Workstreams most notably The ICS People &amp; Culture, and Workforce Programme Boards</li> <li>• Staffordshire &amp; Stoke-on-Trent Community Mental Health Transformation Programme Steering Group</li> <li>• NHS Patient Council Southwest Staffordshire and Southeast Staffordshire Patient Board (again North Staffs is attended by VAST)</li> </ul> <p>Additionally during the year, we became a key member of the Local Resilience Forum – Volunteering and Vulnerability Cell which sought to coordinate support for vulnerable residents with regard to food, essential goods and tackling social isolation</p>	<p>Support Staffordshire continues to seek to represent and influence on behalf of our members at a range of formal and informal partnerships including:</p> <ul style="list-style-type: none"> <li>• Staffordshire Health &amp; Wellbeing Board</li> <li>• Staffordshire County Council Communities Leadership Board (previously People Helping People Board)</li> <li>• Staffordshire County Council – Supportive Communities various programme development groups</li> <li>• Staffordshire &amp; Stoke-on-Trent Safeguarding Adults Partnership Board</li> <li>• Staffordshire Stronger &amp; Safer Communities Board and Prevent Board</li> <li>• Staffordshire Armed Forces Covenant Steering Group</li> <li>• Staffordshire Local Enterprise Partnership Skills Advisory Board</li> <li>• Staffordshire Local Enterprise Partnership ESIF Committee</li> <li>• The Health and Care Transformation Board / Integrated Care System Partnership Board</li> <li>• Various work streams of the STP including Prevention, Enhanced Primary and Community Care (EPCC) and Workforce</li> <li>• Commissioning Patient Council (Southern Staffordshire) and East Staffordshire CCG Patients Board</li> <li>• University Hospitals of Derby &amp; Burton Council of Governors via volunteer Mrs Elaine Day</li> </ul>
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## Objective 1.4 – Social Prescribing and Active Signposting

### 1.4.2 Raising awareness and engagement with the sector through Social Prescribing & Active Signposting

Deliverables	Annual Report 2020-2021	2019-2020 comparables
<b>1.4.1 Gaining and Maintaining High Quality and Appropriate Information from Our Membership for Publication and Use Via Directory/Census</b>	<p>At the end of the year we had gained a net <b>630</b> completed census and directory forms; <b>61%</b> of our membership (19% gross increase), which informs our directory of VCSE organisations as well as anonymised data on the state of the sector.</p> <p>We continued to share entries, with consent of members, with Staffordshire County Council to support the populating of Staffordshire Connects. Of the entries published on the Support Staffordshire Directory at year end <b>69%</b> are also shared on Staffordshire Connects</p> <p><i>We published two Covid-19 State of the Sector reports during the year; one covering the initial response in May 2020, and a second looking at wider impact and recovery in October 2020.</i></p> <p>In January 2021 we published a first full State of the Staffordshire Sector Report.</p>	<p>At the end of the year we had gained a net <b>530</b> completed census and directory forms (34% increase), which informs our directory of VCSE organisations as well as anonymised data on the state of the sector.</p> <p>We continued to share directory entries, with the consent of members, with Staffordshire County Council to support the populating of Staffordshire Connects. This year we undertook to cross-check our entries to those directly managed by VCSE members meaning that we now understand that of the public entries held by Support Staffordshire <b>58%</b> are featured on Staffordshire Connects, with 35% originating from us.</p>
<b>1.4.2 Raising awareness and engagement with the sector through Social Prescribing &amp; Active Signposting</b>	<p>Covid-19 required us to adapt our provision for much of the year to what remains a largely remote offer, focussed first on response and then recovery, with an emphasis on addressing social isolation.</p> <p>It also brought requests for enhanced and extended provision such that we now hold agreements with 9 Primary Care Networks for provision of 14 Link Workers as follows: Stafford Central x2, Leek and Biddulph x3 (1 in partnership with Beth Johnson Foundation), Burton, Lichfield &amp; Burntwood x2 (1 with Age UK Staffordshire), Cannock North x2, Cannock Villages (with Age UK Staffordshire), Rugeley Horsefair Practices Group, and Stafford South Rising Brook Surgery</p>	<p>Our first and pilot programme in Stafford district ended in August 2019, but we started with our first Social Prescribing Link Worker as part of the Primary Care extended roles provision at 1 September 2019 with Stafford Central Primary Care Network (PCN).</p> <p>Since then we have implemented new provision in conjunction with the PCNs and our partner organisations in Lichfield, Burntwood, Cannock North, Cannock Villages, East Staffordshire and Leek &amp; Biddulph.</p> <p>During the year we have worked particularly closely with these PCNs, Age UK Staffordshire, St. Giles Hospice and VAST upon the implementation of social prescribing across the county, with a view to as</p>

	We hold regular peer support and networking sessions for our own workers and have recently taken on the role of NHS Training Hub lead for link workers across the ICS.	much joined up working and consistency in approach as possible, alongside local variations as appropriate. At year end we held responsibility for <b>8</b> PCN Link Worker arrangements, of which 2 were outsourced to Age UK Staffordshire.
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## Aim 2: Building the Evidence Base

- We have begun to review how we research, analyse and make use of evidence in our business planning processes, with a view to becoming more proactive in programme development, in response to the needs of our members and more widely, the residents of Staffordshire and Stoke-on-Trent. This has included a piece of self-reflective development support work with Lloyds Foundation for England and Wales.

## Aim 3: Ready for New Opportunities

- We joined the Voluntary Sector Emergencies Partnership, in line with our national body NAVCA, who are vice chair of the Partnership. This led to us receiving £9,500 to engage regionally and nationally in supporting Covid-19 response and recovery; to act as the Local Liaison Lead for Staffordshire, Stoke-on-Trent, Telford & Wrekin and Shropshire (in liaison with VAST, Telford CVS and Shropshire RCC).*
- We have continued to further our collaboration with VAST, *in particular with regard to Covid-19*, but also with regard to the developing Staffordshire and Stoke-on-Trent Integrated Care System, and specifically the development of a system wide Bereavement Network. They also secured resources for the Totally Stoked project to commence from 1 January 2021, and we have commenced our role in the partnership from 1 April 2021.
- We have continued to collaborate with Together Active, in particular in the implementation of their Tackling Inequalities Fund, where we have provided helpful links and suggestions for recipients.
- We have been an active member of the Action with Communities in Rural England (ACRE) Network, *which has met biweekly throughout the pandemic for mutual support and shared learning.*
- We reluctantly withdrew our interest in the redevelopment of the former Moorgate Primary School in Tamworth, in October 2020. The National Lottery Heritage Fund cancelled all current applications due to Covid-19, setting us back to the start. Combined with ongoing uncertainty over the future demand for premises, this was deemed too high a risk project to pursue further.*
- We negotiated a lease assignment to Liberty Jamboree, of the former Burntwood Youth Centre, known as Open House, which took effect from March 2021.

## Aim 4: Fit to Function

- Due to Covid-19, we quickly established remote meetings during the year, which have been largely retained. In combination with home-working arrangements, also to be partly retained long term, we have massively reduced our travel-related carbon footprint. A refreshed action plan is now being developed by the Climate Emergency working group.*

- *We saw significant new income, primarily grants, related to Covid-19, from several sources during the year, as reflected under funding sources below.*
- A new Fundraising Development Manager, Lisa Carson, was recruited in the autumn, a delay to the original plan. She has since developed a comprehensive new fundraising strategy focussed upon major donors, corporate giving and appropriate community fundraising. The associated new brand and website, Support Staffordshire Together, was launched in April 2021.
- *Following the onset of Covid-19, income from room hire at our premises in Lichfield, Burton-upon-Trent, Leek and Newcastle-under-Lyme, all but vanished. In Leek and Newcastle, we were able to secure the larger Retail, Hospitality and Leisure (RHL) grants linked to business rates; enabling us to pass on discounts to licensees. We received smaller discretionary grants in Lichfield and Burton, which meant no such discounts were possible. We would like to thank our licensees for remaining supportive of us during this period and for paying their bills on time and in full in the majority of cases.*
- *The pandemic accelerated our decisions to market and subsequently sell Mansell House in Lichfield which was transferred into new ownership in December 2020. We also decided not to renew our lease at Bank House, in Leek and have since handed back occupation to Leek Town Council. Both premises have served the local voluntary sector well over many years and many will have fond memories of learning and friendships that took place there.*
- In Staffordshire Moorlands we were please to take up a new home at Leek Health Centre alongside a number of other member organisations, and our colleagues at Leek & Biddulph Primary Care Network. We are currently working on an outreach basis in Lichfield District.
- *Elsewhere we moved into risk assessing and making Covid-secure premises, so that users could return according to their needs and restrictions, which many have intermittently over the course of the year.*
- Communications via all channels saw an increase in followers throughout the year. Activity, which surged in late March 2020, dropped back to normal levels during the first part of the year, with a further surge in quarter 3 associated with the second and third lockdowns, then a second settling back again at the end of the year.
- In quarter four we split our newsletter into 3 more targeted mailings covering News, Member Services and Volunteering.
- *At the outset of the pandemic we made use of the Government's Job Retention Scheme, placing 10 employees on furlough. Six of these had returned by quarter two, with the rest being phased back over the rest of the year and one remaining on part furlough at year end.*
- We welcomed a further five social prescribing link workers to the team during the year.
- A new Community Officer for Hednesford started in the autumn.
- We created a new Operations Manager post covering the Southeast of the county in December 2020 and were pleased to appoint Sally Groves to this new Executive Management role.
- A new Performance Framework was developed during the year, which brings together

our monitoring and reporting requirements from a number of sources and embeds additional biannual and annual metrics for specific areas of the business.

- Another existing employee, Lucy Rickard, took up a new role with us in February 2021 as Digital Communications Assistant; as part of further investment in our Marketing and Communications over all.
- We waved good bye to long serving Employability Officer, Rob Arnold in February 2020, and wish him well in retirement.

## **Fundraising activities**

Support Staffordshire has sought to maintain its relationships with existing funders, as well as developing new income streams during the year. In particular we have secured a number of funds that are Covid-19 related, which are shown in italics:

- Architectural Heritage Fund for feasibility work at Mansell House, Lichfield
- *Cannock Chase District Council for Covid-19 support to the local VCSE sector*
- *Department of Culture, Media and Sport, via the Voluntary Sector Emergencies Partnership and NAVCA, for Covid-19 response*
- Lloyds Bank Foundation for England and Wales, a core grant for infrastructure support
- *National Emergencies Trust, via Community Foundation for Staffordshire, for Covid-19 response projects including Pharmacy Partners, Bereavement Network and VCSE Reopening Support & Grants*
- *National Lottery Community Fund: Covid-19 Funding, for a Good Neighbour Scheme project; and as part of the Tamworth Covid-19 Response project led by Community Together CIC*
- NHS Primary Care Network funding for Social Prescribing Link Workers in Rugeley Horsefair Practices
- Parish Councils in Biddulph, Bridgetown and Heath Hayes & Wimblebury, and Hednesford Town Council
- *South Staffordshire Council for Covid-19 support to the local VCSE sector*
- *Sport England Emergency Fund, for Open House*
- Staffordshire County Council Adult & Community Learning, for supported volunteering courses
- *Staffordshire County Council Clinically Extremely Vulnerable Support Grant – which was passported to VCSE groups in Staffordshire Moorlands*
- *Tamworth Borough Council for Covid-19 support to the local VCSE sector*

We are pleased that at the time of writing, we have economic relationships with all eight district councils as well as the county council. We hold grants agreements with six districts and have peppercorn lease arrangements for premises with the other two.

We have navigated the stresses upon our self-generated income from sales of services



during the year, including consolidating our premises related income down to just two sites in Burton-upon-Trent and Newcastle-under-Lyme for the time being. Consultancy has seen different but enhanced demand during the year and we seek to further this income stream in the years ahead.

During the year we have developed a plan for developing new income from three main sources: corporate giving, major events/individual donors and appropriate community fundraising. With regard to the latter we will focus our efforts upon events that do not compete directly with our own members, and where possible and appropriate we will collaborate with members.

## **Covid-19 Response and Recovery**

The activities that we undertook in the response and recovery to Covid-19 became so much the day to day work of the organisation during the year, that we have not picked them out for detailed analysis here, rather they are reflected in our core work, outlined throughout the report. A separate report was produced covering the initial response of March-June 2020 and has been widely published.

In broad terms we saw a number of Covid-19 specific trends during the year as follows:

- Volunteering – surges in prospective volunteers associated with the initial lockdown (2,000 enquiries in 2 weeks) and a second smaller surge linked to vaccine volunteering in January 2021, around 300 referrals made prior to again pausing referrals. We have yet to see any significant difference to the level of interest in mainstream volunteering, which has thankfully settled back to approximately the same pre-Covid levels of interest.
- Development support to groups saw a huge 200% surge in quarter one, with a long tail that is still running some 20% above pre-Covid levels. The subject matters have focussed on planning, premises and are now dominated by funding. Emergency funding from Staffordshire County Council and the Community Foundation helped us to navigate these surges, for which we are extremely grateful. Later in the year National Lottery funded projects in Tamworth and on Good Neighbour Schemes were also tremendously useful.
- Our role as a small grants intermediary. Through Community Foundation, County Council and National Lottery funding we have played a role in disseminating very small grants, generally under £500, and sometime much less, to our member groups – in most cases taking little or no management fee for the work. This was a pragmatic decision to get funds to members quickly in an ongoing emergency situation and seemed the right thing to do. We have also been much more pro-active in signposting other grants funders to our members. We are now mindful to gradually retreat from this space, back to a position of complete neutrality on who gets funding, except in a small number of project specific situations. That said, we have proved to be valuable partners in this regard and would consider future opportunities like this, on a case by case basis.
- Partnerships disruption and strengthening. Whilst many traditional partnership forums and meetings were massively disrupted, others formed quickly and we have been involved in most. Over all we feel that Covid-19 has significantly strengthened the partnerships in Staffordshire and Stoke-on-Trent; this is certainly our experience. Notably this was not a forgone conclusion and not all parts of the country can say the same.

Local community and VCSE sector responses have been ongoing and ever more inspiring, as the determination and grit of residents, employees and volunteers continues

to ensure Staffordshire and Stoke-on-Trent remains safe and recovers as well as possible from Covid-19.

The Board of Trustees would like to extend their deepest condolences to all who have lost loved ones during the pandemic, from Covid-19 and for other reasons.

Our appreciation as Staffordshire residents and custodians of this organisation, to all those volunteers and organisations, VCSE as well as statutory partners, who have helped to keep Staffordshire a comparatively safe and supportive place to live during the pandemic is impossible to frame in words alone.

### **Other significant activities including employees, beneficiaries, funders, and the local community**

Following the sale of Mansell House, the Board of Trustees took the decision to establish a Support Staffordshire Endowment Fund with a portion of the surplus generated. After consideration of the available options, a fund was established in March 2021, with the Community Foundation for Staffordshire, at a starting value of £250,000. The fund is to generate a small but unrestricted source of income for the charity to be applied as the trustees deem appropriate in accordance with our charitable objects, and the capital value be grown over time.

There were no other significant changes in the activities of the charity during the year or since, affecting beneficiaries, funders or the local community.

## **Financial Review**

### **Reserves Policy**

Support Staffordshire recognises four types of reserves as outlined below, three of which are detailed in the accounting statements:

#### **Restricted Reserves**

Restricted Reserves held in accordance with any restrictions required by the original funder. Our current level of restricted reserves are detailed in the accounting statements, with a breakdown of the restrictions which apply.

#### **Designated Reserves**

Designated Reserves which are set aside for a specified future use. This could include making provision for fluctuations in predicted future income, for significant costs associated with maintaining our premises or other assets, for planned future development of services or any other reasonable specified use. Our current level of designated reserves are detailed in the accounting statements, with a breakdown of the designations which have been agreed.

#### **General Reserves**

General reserves include all other funds that are neither restricted nor designated. However, this does not mean that such reserves are completely free and instantly available. For example, general reserves may include fixed assets held for charity use, which could in theory be sold for cash; and reserves that are held as investments with specified clauses affecting when they can be accessed. Our current level of general reserves are detailed in the accounting statements.

#### **Free Reserves**

Free reserves are a subset of the general reserve. They only include reserves which are readily accessible as cash. They exclude assets and investments which are not readily available as cash.

Support Staffordshire aims to hold a free reserve that will enable the charity to meet its obligations in an orderly manner should it decide to, or have no option but to wind up its activities.

This is made up of two main components. Firstly, the funds to meet all contractual obligations of the company including long term service contracts and the redundancy costs of employees. At 31 March 2021 these costs were estimated at £89,198 (£5,140 leasing commitments, £84,058 redundancy liabilities). Redundancy liabilities fluctuate on an ongoing basis when staff leave and as they accrue service. As such, this figure is only ever a broad estimate and would always need to be recalculated in the event of a potential redundancy scenario.

Secondly, the costs of continuing to operate core services for between 3 and 6 months, assuming no further core income is secured in this period. This is in order to allow for an orderly wind down of those services, with up to 12 weeks' notice periods for employees, and so as not to have a sudden, unplanned, and adverse impact upon service users. The free reserves target is therefore expressed as a range. At 31 March these costs were estimated, based on our budget for 2021-2022 as between £222,157 - £444,313.

As such, the current target for free reserves is between £311,355 – 533,511. We have excluded programmes of work which are solely project funded, where there is very low or no liability for us financially. This figure remains higher than that which would be strictly necessary as in reality much activity would begin to cease

with immediate effect if funding were to be lost.

At 31 March 2021 we have considered that we held £423,412 of Free Reserves, which is made up from our general reserves, less current investments. This is approximately in the middle of our target range. Free reserves are not detailed in our accounting statements as they are a matter of judgement for the Board of Trustees.

## **Fund Out-turn**

During the year 2020-2021 Support Staffordshire had an overall surplus of £222,458 as per the Income and Expenditure account.

This included the gain on sale of Mansell House of approximately £190k; and actual spend of designated reserves of £19k, which was slightly less than had been budgeted for. Performance was such that the budgeted use of free reserves, largely against the investment in Fundraising capacity, proved unnecessary during the year. It also includes depreciation which we do not budget for.

Taking these factors into account, the out turn compared to budget (£80k loss) was a large gain of approximately £300k, of which two thirds was due to Mansell House, *and the rest was due to increased income and associated delivery secured during the year; directly and indirectly associated with Covid-19 response and later recovery.*

Given that in April 2020 we had significant concerns for our trading income from sale of services and space, the final out turn was a considerable success during the year, and indicative of the hard work of the whole team in responding to the pandemic.

## **Funding Sources**

Support Staffordshire receives funds from a wide range of national and local investors and funders including the county council, district/borough councils, primary care networks, other public bodies, the National Lottery, the Community Foundation, and other trusts & foundations, which usually operate through grant or service level agreements.

*We are particularly grateful to our funders and investors for the flexibility with which they permitted us to use resources during the year, in order to do the right thing, in responding to the Covid-19 pandemic; mostly significantly for us and the wider sector was the unbureaucratic way in which the Community Foundation for Staffordshire administered its grants during this period, including funds from the National Emergencies Trust (NET). Your trust in us has been much appreciated and significant in supporting the people of Staffordshire during the pandemic.*

*Also, of special note was a one-off emergency grant issued by Staffordshire County Council, which spans this and the previous financial year, but together totalled £30k. This quick and relatively no-strings grant gave us the confidence to keep working as a close partner and lead in developing the community response, without worrying in the early part of the pandemic about our own position; and has since been fully accounted for as spent on Covid-19 response.*

We have also received a number of small donations during the year, for which we offer our sincere appreciation.

As noted above, the commercial sale of Mansell House at £595,000, meant a gain on its previous asset value of some £195,000, although we also incurred some costs in administering the sale.

Not including this large one-off gain, we continued to secured some 16% of our income from trading activities, largely sale of space at premises and paid for training and consultancy. This was a small reduction on the previous year as a proportion of all income.

Sources of income are outlined in detail in the notes to the accounts.

## **Expenditure**

During the year Support Staffordshire spent £1,280,286 on charitable activities, in support of VCSE organisations.

Approximately 69% of expenditure is on staffing as our services are predominantly those delivered by people. In 2020-2021 personnel costs totaled £900,920.

We spent £12,462 on governance costs, just 0.9% of total expenditure.

We spent £32,263 this year on raising funds, associated with the start of our Fundraising Development programme.

At 1 April 2020 the Chief Executive was the highest paid employee and received an annual salary of £52,000. This represents a salary multiple of x3 between the lowest and highest paid permanent employee.

## **Gender Pay Equality**

Although we are not statutorily required to report upon it, we have determined that Support Staffordshire had a -0.8% median gender pay gap at 1 April 2020 (the middle ranking female employee earns slightly more than the middle ranking male employee). We have a 5.9% mean (average pay) gender pay gap, but this reversed to a -7% pay gap (in favor of female employees) if the single highest paid employee, who is male, is not included. 82% of employees identified as female.

## **Investments Policy**

This policy outlines the parameters that the Trustees have agreed, to guide their powers to make investments as per the Articles of Association.

Investments are primarily made to secure the best financial return, in order that additional funds may be raised for the furtherance of the charity's objects. However, this primary objective must be balanced with the following factors.

- i. Funds held by Support Staffordshire on behalf of other organisations should be held with minimal risk and maximum access.
- ii. Funds that are known to be required within the Support Staffordshire budgets outlined for the upcoming 12 months should be held with minimal risk and appropriate access.
- iii. Funds that are known not to be required within the Support Staffordshire budgets outlined for the upcoming 12 months, but are within the minimum level of reserves set out by the Board, may be invested with a manageable and agreed level of risk and with manageable and agreed levels of limited access. This will normally be a cash or near cash fund, with instant access or a notice period of less than 6 months. This will be agreed by the Trustees.

- iv. Funds that are known not to be required within the Support Staffordshire budgets outlined for the upcoming 12 months, and are beyond the minimum level of reserves set out by the Board, may be invested with a manageable but enhanced level of risk and with manageable but lesser levels of access. This could include cash bonds for 12 months or more, or non-permanent endowments. This will be agreed by the Trustees.
- v. Wherever possible, investments will be made with institutions that demonstrate a track record in managing risk, high return funds and that have an ethical investment stance.
- vi. The investment position will be reported to the Trustees at least annually.

## **Plans for Future Periods**

### **Aims and Objectives**

The aims and objectives outlined in this report are being updated as part of the Business Planning process and the updated aims will be applied from January 2022 in terms of regular reporting.

### **Planned Activities**

The following main activities are planned for 2021-2022:

#### **Aim 1: Empowering Communities**

##### **Objective 1.1 - Volunteering for All**

- To transition into delivery which is a hybrid of face to face and online
- To fully embed our new inhouse Volunteering promotion and client management system; and agree a mutually positive approach with Staffordshire County Council and their Do-it Staffordshire platform
- To maintain Supported Volunteering in Tamworth and Newcastle-under-Lyme and to seek opportunities to develop it in Burton and Cannock

##### **Objective 1.2 – Supporting Community and Organisational Development**

- To continue to reach around 100 new members annually
- To continue to support over 500 unique member organisations each year
- To continue to support members to secure over £1 million annually
- To complete the Member Bursary offer with our first cohort of members
- To sustain and expand Asset-based Community Development (previously termed social action work) to new neighbourhoods
- To further strengthen our training and consultancy offer and grow our income from these sources to over £100,000 annually
- To further develop our digital offer for our Member organisations.

##### **Objective 1.3 – Connecting, Convening and Collaborating**

- To recognise our key role in Connecting the sector, and to monitor the scale of this work appropriately
- To increase the response rate from our member census towards a target of 75%
- To publish a second annual State of the Sector Report
- To grow attendance at Forums over the year to one third of membership
- To strengthen the role of our two countywide forums, especially with regard to influencing and engaging in the emerging Integrated Care System
- To deliver the best quality service in Staffordshire for Social Prescribing, that is highly interconnected with the VCSE sector

##### **Objective 1.4 – Representing the Local VCSE Sector**

- To remain a well informed and recognised advocate for the sector at local and countywide partnerships; and to build the resource allocation to the local sector as a result
- To ensure a strong voice and equal role for the VCSE sector in the emergent Integrated Care System (ICS)
- To re-engage with the Office of the Staffordshire Commissioner for Police, Fire and Crime
- To engage with local MPs more frequently and meaningfully

**Aim 2: Evidence Based Planning & Development**

- To be more proactive in gathering and understanding evidence to inform new programme and project development of relevance to our ethos and members
- To play a significant role in disrupting racism and improving equality for all local people

**Aim 3: Ready for New Opportunities**

- In particular to further build our positive relationship with VAST and other near neighbour CVSs
- To actively engage in regional and national CVS networks
- To further develop and implement our Climate Emergency Action Plan

**Aim 4: Fit to Function**

- To continue to work collaboratively as a Board with our staff and volunteer team
- To maintain at least a balanced financial position
- To implement our new Fundraising Strategy and plans
- To deliver our Volunteer Star Awards in 2022 back face to face
- To effectively steward our premises through the post-Covid turbulence
- To further grow our public awareness through sound branding and messaging
- To seek external assurance of our genuine commitment to staff welfare
- To seek continuous improvement through our performance management framework

**Custodian Funds**

At 31 March 2021 Support Staffordshire held no custodian funds.

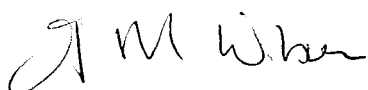
Such funds, held from time to time, are held in Support Staffordshire current accounts and sufficient control and detail is available within the accounting system records to ascertain the balances held at any time.

**Small Company Provisions**

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

**Declaration**

The Trustees Annual Report and Accounts were approved by the Board of Trustees on 14 October 2021 and signed on behalf of the Trustees by



**Jan Wilson**  
Chair



## Responsibilities of the Board of Trustees

The trustees (who are also directors of Support Staffordshire for the purposes of company law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company at the year end and of its incoming resources and resources expended during that year. In preparing those financial statements the trustees are required to:

select suitable accounting policies and apply them consistently;

observe the methods and principles of the Charities SORP;

make judgements and estimates that are reasonable and prudent;

state whether applicable UK accounting standards and statements of recommended practice have been followed subject to any departures disclosed and explained in the financial statements;

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

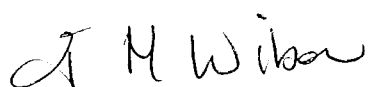
The trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### By order of the Board



14/10/21

**Jan Wilson**  
**Chair**

## Auditors Report

### Opinion

We have audited the financial statements of Support Staffordshire (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31<sup>st</sup> March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 38, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our audit approach included the following elements:

- Assessment of the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur.
- Assessment of the laws and regulations identified as being of significance in the context of the charity.
- We obtained an understanding of the legal and regulatory framework applicable to the charity and how the charity is complying with that framework.
- We obtained an understanding of the charity's policies and procedures on compliance with laws and regulations, including documentation of any instances of non-compliance.
- We obtained an understanding of the charity's policies and procedures on fraud risks, including knowledge of any actual, suspected or alleged fraud.
- We ensured that our audit personnel have the experience and knowledge to identify or recognise non-compliance with laws and regulations.
- We use appropriate audit resources and tools to guide us in selecting the right audit approach.

In considering the extent to which the audit was considered capable of detecting irregularities, we considered how our approach to the audit has affected the likelihood of detection. This was affected by:

- the inherent difficulty in detecting irregularities;
- the effectiveness of the entity's controls; and
- the nature, timing and extent of the audit procedures performed.

In determining those matters that are of significance, both quantitative and qualitative factors are relevant to such consideration.

Taking into account all of these points, our procedures are appropriate to detect material misstatements in respect of irregularities, including fraud.

## Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Thomas & Young Limited  
Statutory Auditor  
Carleton House  
266-268 Stratford Road  
Shirley  
Solihull  
B90 3AD

A handwritten signature in black ink, appearing to read 'A. M. & J. M.', is positioned to the right of the auditor's address.

Date: 14 October 2021

Thomas & Young Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

**Statement of Financial Activities including Income and Expenditure**

	2021					
	Unrestricted Funds General	Designated	Restricted Funds	Total	2020	Notes
<b>INCOME</b>						
Donations and Membership	11,660	-	18,050	29,710	423,139	A1
Charitable Activities	1,009,389	-	483,069	1,492,457	1,120,431	A2
Other Trading Activities	11,832	-	-	11,832	20,976	A3
Investment Income (Bank Interest)	1,007	-	-	1,007	2,092	A4
<b>TOTAL</b>	<b>1,033,888</b>	<b>-</b>	<b>501,119</b>	<b>1,535,007</b>	<b>1,566,638</b>	
<b>EXPENDITURE</b>						
Charitable Activities	797,217	-	483,069	1,280,286	1,233,127	B1 & C
Expenditure on Raising Funds	32,263	-		32,263	2,105	B2
<b>TOTAL</b>	<b>829,480</b>	<b>-</b>	<b>483,069</b>	<b>1,312,549</b>	<b>1,235,232</b>	
Net income / (expenditure) for the year	204,408	-	18,050	222,458	331,406	
Transfer between funds	( 36,194)	36,194				
Net movement in funds	168,214	36,194	18,050	222,458	331,406	
Total Funds brought forward	508,514	95,589	1,954	606,056	274,650	
Total Funds carried forward	<b>676,727</b>	<b>131,783</b>	<b>20,004</b>	<b>828,514</b>	<b>606,056</b>	

All values are in £

## Balance Sheet at 31 March 2021

### BALANCE SHEET

	2021	2020	Notes
<b>Fixed Assets</b>			
Tangible Assets	1,390	401,281	1a
Investments	253,000	-	1b
	<u>254,390</u>	<u>401,281</u>	
<b>Current Assets</b>			
Debtors	295,402	259,766	2
Cash at bank and in hand	694,749	319,218	
	<u>990,151</u>	<u>578,984</u>	
Creditors: amounts falling due within one year	416,029	374,209	3
<b>Net Current Assets</b>	574,123	204,775	
<b>Net Assets</b>	<u>828,514</u>	<u>606,056</u>	4
<b>The Funds of the Charity</b>			
Restricted Funds	20,004	1,954	5
Unrestricted Income funds			
- General	676,727	508,513	
- Designated	131,783	95,589	6
<b>Total Charity funds</b>	<u>828,514</u>	<u>606,056</u>	

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Board of Directors and Trustees and signed on their behalf on 14<sup>th</sup> October 2021



Director

J. Wilson

8967045

Company number

All values are in £

## Statement of Cash Flows at 31 March 2021

	2021	2020	Note
<b>Cash flow from operating activities</b>			
Cash (absorbed by)/generated from operations	34,078	( 78,185)	16
<b>Net cash flow from operating activities</b>	<u>34,078</u>	<u>( 78,185)</u>	
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets	( 1,554)		
Receipts from sales of tangible fixed assets	595,000		
Payments to acquire investments	( 253,000)		
Receipts from sales of investments			
Interest received	1,007	2,092	
<b>Net cash flow from investing activities</b>	<u>341,453</u>	<u>2,092</u>	
<b>Net cash flow from financing activities</b>	<u>-</u>	<u>-</u>	
<b>Net increase / (decrease) in cash and cash equivalents</b>	375,531	( 76,092)	
<b>Cash and cash equivalents at 1 April 2020</b>	319,218	395,310	
<b>Cash and cash equivalents at 31 March 2021</b>	<u>694,749</u>	<u>319,218</u>	



## Notes to the Accounts 31 March 2021

### Accounting Policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year

#### P1. Basis of preparation of accounts

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in the financial statements are rounded to the nearest £.

#### P2. Tangible fixed assets for use by the charity and depreciation

Tangible fixed assets for use by the charity are stated at cost or valuation, less depreciation as per policy.

Depreciation is provided at the following rates:

Building and Land 2%  
Other assets 33%

#### P3. Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. Specific policies relating to particular categories of income are as follows:

Income from charitable activities and other trading activities is recognised when the charity becomes unconditionally entitled to the income.

Investment income is included when receivable.

#### P4. Resources expended

Expenditure is recognised in the period in which it is incurred.

Charitable activities expenditure comprises those costs incurred by the charity in the performance of its activities and services. It includes costs which are incurred directly by those activities and indirect costs necessary to support those activities

Expenditure on raising funds includes the costs of all fundraising activities

Governance costs comprise those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs associated with the operation of the Board of Trustees of the charity.

#### P5. Value added tax

The charity is not VAT registered

#### P6. Pension costs

The Charity contributes to a defined contribution scheme - employer contribution is 3%

**P7. Donated services**

The charity is greatly dependent in carrying out its activities upon the time given by many volunteers and the dedication of staff members. The financial benefit of their time is not quantified in these accounts.

**P8. Fund accounting**

This differentiates between restricted and unrestricted funds. Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Designated funds are those which have been earmarked by the Trustees for specific purposes, but remain unrestricted funds. Restricted funds are those which are to be used in accordance with the specific restrictions imposed by the donors or funders.

**A1 Income: Donations and Membership**

	<b>2021</b>			<b>2020</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	
Membership and Associate Fees	575	-	575	650
Donations - cash	9,286	18,050	27,336	22,489
Donations - in kind (Mansell House)	-	-	-	400,000
Sponsorship	1,799	-	1,799	
	<b>11,660</b>	<b>18,050</b>	<b>29,710</b>	<b>423,139</b>

**A2 Income: Charitable Activities****2021****2020****UNRESTRICTED****Central and Local Government Grants and Service Level Agreements**

ACRE - Action with Communities in Rural England	44,505	43,605
Biddulph Town Council	500	-
Bridgetown Parish Council	150	-
Cannock North Primary Care Network	29,531	5,102
Cannock Villages Primary Care Network	22,810	-
Cheadle Town Council	-	1,000
East Staffordshire CCG	1,260	500
East Staffordshire Borough Council - Business Rate Relief Grant	10,000	-
East Staffordshire Primary Care Network via St. Giles Hospice	31,362	2,744
Heath Hayes and Wimblebury Parish Council	500	-
Leek Town Council	2,200	2,200
Leek and Biddulph Primary Care Network	76,462	13,038
Lichfield and Burntwood Primary Care Networks	45,326	20,518
Lichfield District Council - VCSE Development & Volunteering	35,000	35,000
Lichfield District Council - Retail/Hospitality/Leisure Business Support Grant	10,000	-
NHS England via SESSP CCG for End of Life Action Alliance	545	48,696
National Lottery Heritage Fund via Peak District National Park Authority	71,280	182,490
Newcastle-Under-Lyme Borough Council - Retail/Hospitality/Leisure Business Support Grant	25,000	-
Rugeley Horse Fair Practice	6,312	-
Stafford Borough Council	10,250	17,750
Stafford Central Primary Care Network	53,356	16,734
Staffordshire County Council - Covid Emergency Fund	11,419	18,581
Staffordshire County Council - Lichfield Family Intervention Project	-	15,590
Staffordshire County Council via Staffs Council of Voluntary Youth Service	200,000	257,147
Staffordshire Moorlands District Council - Creative People and Places	3,141	4,659
Staffordshire Moorlands District Council - Arts Forum Support	5,040	17,736
Staffordshire Moorlands District Council - Community Group Support	11,480	10,015
Staffordshire Moorlands District Council - Retail/Hospitality/Leisure Business Support Grant	25,000	-
Stoke-on-Trent and North Staffs CCG via VAST	3,000	3,000
	<b>735,428</b>	<b>716,106</b>

**Non-Government Grants**

Transforming Communities Together - Places of Welcome	-	3,208
Voluntary Car Scheme - Lichfield	-	4,539
	<b>-</b>	<b>7,747</b>

**Primary Purpose Trading****Office Rental**

East Staffordshire - Voluntary Service Centre	42,403	46,199
Lichfield District - Burntwood Open House	1,000	1,730
Lichfield District - Mansell House	6,190	18,163
Newcastle-under-Lyme - Guildhall	8,432	13,422
Staffordshire Moorlands - Bank House	4,997	5,254
	<u>63,022</u>	<u>84,768</u>

**Meeting Room Hire**

East Staffordshire - Voluntary Service Centre	325	5,223
Lichfield District - Burntwood Open House	1,850	5,580
Lichfield District - Mansell House	-	14,956
Newcastle-under-Lyme - Guildhall	-	6,148
Staffordshire Moorlands - Bank House	-	684
	<u>2,175</u>	<u>32,591</u>

**Consultancy Services**

Accounting and Independent Examinations	3,695	7,013
Administrative Services	175	761
Consultancy	2,158	24,710
Payroll Service	4,412	3,637
Registered Office	100	-
Training and Workshops	1,417	4,123
	<u>11,957</u>	<u>40,244</u>

**Total Primary Purpose Trading**

	<u>77,155</u>	<u>157,603</u>
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**Other Income**

Disclosure and Barring service	-	27
Mansell House - gain on sale of asset	196,600	-
Other chargeable services	6	54
Reimbursed expenses - dilapidations Bank House	200	-
Sponsorship - Star Awards	-	9,565
Sundry income	-	3,236
Voluntary transport fares	-	1,431
	<u>196,806</u>	<u>14,313</u>

**TOTAL UNRESTRICTED**

	<u>1,009,389</u>	<u>895,768</u>
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**RESTRICTED****Central and Local Government Grants and Service Level Agreements**

Cannock Chase District Council - Covid 19 Support Grant	2,773	-
Department of Culture Media and Sport via NAVCA - Voluntary Sector Emergencies Partnership	9,500	-
European Social Fund via Community Foundation for Staffordshire	23,645	16,355
Hednesford Town Council	8,439	-
HMRC - Job Retention Scheme Grant	17,342	486
South Staffordshire Council - Care Navigators	-	3,033
South Staffordshire Council - Connectors	-	4,565
South Staffordshire Council - Covid 19 Support Grant	8,627	-
Staffordshire County Council - Adult and Community Learning	2,200	-
Staffordshire County Council - Clinically Extremely Vulnerable Support Grant	42,100	-
Tamworth Borough Council - Covid 19 Support Grant	2,604	-
	<u>117,231</u>	<u>24,439</u>

**Non Government Grants**

Architectural Heritage Fund	3,176	-
Big Local - Brereton Million	59,148	28,098
Community Foundation for Staffordshire - NET Covid 19 Grant	52,224	-
Groundwork UK for Friends of The Guildhall	-	8,750
Lloyds Bank Foundation for England and Wales	5,000	-
National Lottery Community Fund - Awards For All	325	6,537
National Lottery Community Fund - Building Better Opportunities via BES	99,599	108,392
National Lottery Community Fund - Covid 19 Support Fund	98,515	-
National Lottery Community Fund (formerly Big Lottery) - Lets Get Going	-	17,037
National Lottery Heritage Fund via Staffordshire Wildlife Trust	46,290	31,410
Sport England Emergency Fund	1,560	-
	<u>365,837</u>	<u>200,224</u>

**TOTAL RESTRICTED****483,069      224,663****TOTAL CHARITABLE ACTIVITIES****1,492,457      1,120,431**

**A3 Income: Other Trading Activities****2021****2020****Non Primary Purpose Trading****Office Rental**

Lichfield District - Mansell House

2,899

1,638

Staffordshire Moorlands - Bank House

8,673

15,843

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11,572

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17,481**Meeting Room Hire**

East Staffordshire - Voluntary Service Centre

-

1,047

Lichfield District - Burntwood Open House

260

544

Lichfield District - Mansell House

-

1,869

Newcastle-under-Lyme - Guildhall

-

20

Staffordshire Moorlands - Bank House

-

15

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260

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3,495**TOTAL**

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**11,832**

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**20,976****A4 Income: Investment Income****2021****2020**

Bank and Savings Interest

1,007

2,092

**TOTAL**

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**1,007**

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**2,092**

**B1 Expenditure: Charitable Activities****2021****2020****UNRESTRICTED**

Governance	12,462	12,462
Trustee expenses	-	-
Unrestricted charitable activities expended	781,711	963,826
Depreciation	3,044	8,248
	<b>797,217</b>	<b>984,536</b>

**RESTRICTED**

Architectural Heritage Fund	3,176	
Big Local - Brereton Million	59,148	
Blake Project Fund (from restricted reserve)	-	8,668
Cannock Chase District Council - Covid 19 Support Grant	2,773	-
Community Foundation for Staffordshire - NET Covid 19 Grant	52,224	-
Dementia Friendly (from restricted reserve)	-	3,024
Department of Culture Media and Sport via NAVCA - Voluntary Sector Emergencies Partnership	9,500	-
European Social Fund via Community Foundation for Staffordshire	23,645	16,355
FIP (from restricted reserve)	-	3,640
Groundwork UK for Friends of The Guildhall	-	8,750
Hednesford Town Council	8,439	-
HMRC - Job Retention Scheme Grant	17,342	486
Lloyds Bank Foundation for England and Wales	5,000	-
National Lottery Community Fund (formerly Big Lottery) - Lets Get Going	-	34,074
National Lottery Community Fund - Awards For All	325	6,537
National Lottery Community Fund - Building Better Opportunities via BES	99,599	108,392
National Lottery Community Fund - Covid 19 Support Fund	98,515	-
National Lottery Heritage Fund via Staffordshire Wildlife Trust	46,290	31,410
Other Restricted Funds (from restricted reserve)	-	8,764
South Staffordshire Council - Care Navigators	-	3,033
South Staffordshire Council - Connectors	-	4,565
South Staffordshire Council - Covid 19 Support Grant	8,627	-
Sport England Emergency Fund	1,560	-
Staffordshire County Council - Adult and Community Learning	2,200	-
Staffordshire County Council - Clinically Extremely Vulnerable Support Grants	42,100	-
Staffordshire County Council re Voluntary Car Scheme - Staffs Moorlands (from restricted reserve)	-	10,893
Tamworth Borough Council - Covid 19 Support Grants	2,604	-
	<b>483,069</b>	<b>248,591</b>
<b>TOTAL CHARITABLE ACTIVITIES</b>	<b>1,280,286</b>	<b>1,233,127</b>

**B2 Expenditure: Raising Funds****2021****2020**

Fundraising Consultant	-	2,105
Fundraising Development	32,263	-
	<b>32,263</b>	<b>2,105</b>



	Total grants by Funder	Payments by grant Recipient
<b>C. Grant payments</b>		
<b>RESTRICTED</b>		
<b>Big Local - Brereton Million: Community Fund</b>	12,000	
Brereton Big Local CIC		12,000
<b>Community Foundation for Staffordshire - NET Covid 19 Grants</b>	17,248	
<b>Bereavement Network partner grants</b>		
St Giles Hospice		500
VAST Services		500
<b>Community restart small grants</b>		
Penkridge & Acton Trussell Voluntary Transport Scheme		48
<b>Pharmacy partner grants</b>		
Heart of Tamworth Community Project		1,000
Moorlands Voluntary and Community Transport		1,000
Honeycomb Group Ltd		1,000
Realise Foundation		3,000
Royal Voluntary Service Community Services		1,000
Staffordshire Buddies		4,000
VAST Services		2,000
<b>Received and paid out for unincorporated groups</b>		
PPE 4 Community		2,200
Affordable Foods		1,000
<b>National Lottery Community Fund - Covid 19 Support Fund: Tamworth Community Grants</b>	13,250	
3rd Wilnecote Scout Group		500
Activology CIC		500
Belgrave Community Allotment & Garden		650
Creative Choices		500
Cruse Bereavement Care South Staffordshire		600
Friends of Warwickshire Moor		500
Gartmore Riding for the Disabled		700
Inter Theatre CIC		1,244
Kendall & Wall Charitable Trust		400
Lotties Tots CIC		600
Mercian Singers		610
Pennymoor Association Trust		706
Pennymoor Preschool Nursery		940
Rotary Club of Tamworth Trust Fund		800
Staffordshire Care Farming Development CIC		1,080
Tamworth & District Civic Society		500
Tamworth Amateur Boxing Club		500
Tamworth District Scout Council		810
Tamworth Samaritans		650
The Midlands Vaulting Academy		460
<b>National Lottery Heritage Fund via Staffordshire Wildlife Trust : Community Grants</b>	5,386	
Staffordshire Care Farming Development CIC		4,000
Branston Friends		577
Manor Park Sailing Club		809

<b>Staffordshire County Council - Clinically Extremely Vulnerable Support Grants</b>	40,100	
Biddulph Youth and Community Zone		11,900
Haregate Community Centre		14,700
Moorlands Home Link		13,500
<b>TOTAL RESTRICTED GRANTS PAID OUT</b>	<b>87,984</b>	<b>87,984</b>
<b>UNRESTRICTED</b>		
<b>Cannock Villages Primary Care Network: Delivery Partner</b>	22,810	
Age UK Staffordshire		22,810
<b>Leek and Biddulph Primary Care Network: Delivery Partner</b>	22,385	
The Beth Johnson Foundation		22,385
<b>Lichfield and Burntwood Primary Care Network: Delivery Partner</b>	22,095	
Age UK Staffordshire		22,095
<b>National Lottery Heritage Fund via Peak District National Park Authority: Community Grants</b>	40,134	
Bollington Community Association		3,043
East Peak countryside Associates CIC		1,689
Grindon Old School New Management Committee		2,149
Hartington Village Hall		10,000
Kerridge Ridge & Ingersley Vale Volunteers		1,273
Macclesfield Forest and Wildboardclough		8,493
Manchester City of Sanctuary		180
Peak District & South Yorkshire Branch CPRE		2,117
Peak in the Past		405
Quarnford Memorial Hall		934
Sheen Parochial Church Council		1,742
The Elkstonian Society		3,821
Waterfall PCC		1,749
YMCA North Staffordshire		2,540
<b>NHS England via SESSP CCG for End of Life Action Alliance: Delivery Partner</b>	165	
Compton Care Group Limited		165
<b>Staffordshire Moorlands District Council - Arts Forum Support: Arts Grants</b>	690	
Borderland Voices		300
Amber Business Consulting Limited		390
<b>TOTAL UNRESTRICTED GRANTS PAID OUT</b>	<b>108,279</b>	<b>108,279</b>
Reversal of previous year grant paid	( 3,000 )	( 3,000 )
<b>TOTAL GRANTS PAID OUT</b>	<b>193,263</b>	<b>193,263</b>

**ADDITIONAL NOTES TO THE SOFA****D. Net Movement in Funds for the Year**

The net movement in funds for the year is stated after charging:

	<b>2021</b>	<b>2020</b>
Audit fees	5,700	5,700

**E. Staff Costs**

	<b>2021</b>	<b>2020</b>
Salaries and Wages	820,126	705,020
Employers National Insurance contributions	57,764	45,837
Employers Pension contributions	18,852	16,667
Redundancy	4,178	13,071
	<b>900,920</b>	<b>780,595</b>

Number of employees earning £60,000 or more:

- -

The average number of employees during the year was as follows:

48 44

The average number of full-time equivalent employees during the year was as follows:

34 31

**F. Trustee Remuneration and Related Party Transactions**

Trustee expenses

- -

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2020: £0)

No trustee received any remuneration in relation to their role as a Trustee/Director

**NOTES TO THE BALANCE SHEET****1a. Fixed Assets: Tangible Assets**

<b>Cost or valuation</b>	<b>Buildings and Land</b>
Mansell House - Building	320,000
Mansell House - Land	80,000
Disposal	( 400,000)
	-
<b>Depreciation</b>	
Building only @ 2%	1,600
Disposal	( 1,600)
	-
Net Book Value 31st March 2021	-
Net Book Value 31st March 2020	398,400

<b>Cost or valuation</b>	<b>Furniture and Equipment</b>
Brought Forward	138,238
Additions	1,554
Disposals	-
	139,792
<b>Depreciation</b>	
Brought Forward	135,358
Charge for the year	3,044
Disposals	-
	138,402
Net Book Value 31st March 2021	1,390
Net Book Value 31st March 2020	2,881

**1b. Fixed Assets - Investments**

Cirican Consulting LLP	3,000
Community Foundation for Staffordshire - Endowment	250,000
	<b>253,000</b>

**2. Debtors**

	<b>2021</b>	<b>2020</b>
Prepayments	8,503	8,310
Accrued Revenue	47,460	75,488
Accounts Receivable	239,439	175,967
Other Debtors	-	-
	<u>295,402</u>	<u>259,766</u>

**3. Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
Accruals	34,039	71,973
Accounts Payable	14,629	16,878
Company Credit Cards	382	1,609
Payroll Liabilities	15,197	11,927
Pension Liabilities	163	227
Unearned Income	270,391	141,060
Other Creditors	24,478	11,995
Funds held for third parties	56,750	118,540
	<u>416,029</u>	<u>374,210</u>

**4. Analysis of Net Assets between Funds**

	<b>2021</b>			
	<b>Unrestricted Funds</b>	<b>Designated Funds</b>	<b>Restricted Funds</b>	<b>Total Funds</b>
Assets	254,390	-	-	254,390
				-
Investments	1,007	-	-	1,007
Net Current Assets	421,330	131,783	20,004	573,117
Net Assets at 31 March 2021	<u>676,727</u>	<u>131,783</u>	<u>20,004</u>	<u>828,514</u>

**NOTES TO THE BALANCE SHEET**

<b>5. Restricted Funds</b>	<b>2021</b>	<b>2020</b>	<b>Nature of Restriction / Designation</b>
Biddulph Community Fund	18,050	0	Restricted to Community work in Biddulph
Staffs Moorlands - Employability	1,954	1,954	Restricted to Employability work in Staffordshire Moorlands
	<u>20,004</u>	<u>1,954</u>	
<b>6. Designated funds</b>			
Burton Voluntary Services Centre	13,500	10,000	Designated for long term maintenance costs
Newcastle-under-Lyme Guildhall	15,312	-	Designated for dilapidations at end of lease or other building improvements/works
S3	38,036	51,415	Designated to be spent in alignment with S3 programme deliverables
Stafford Railway Building Society	27,020	29,801	Designated to be spent in Stafford District
Stafford Social Prescribing	4,373	4,373	Designated to be spent in Stafford District in support of social prescribing
Digital Marketing	3,542	-	Designated to fund digital marketing April - July 2022
Fundraising	30,000	-	Designated to resource fundraising development in 2021-2022
	<u>131,783</u>	<u>95,589</u>	

**7. Restricted Fund Movements  
2020/2021**

	<b>Opening Balance</b>	<b>SOFA Surplus/ Deficit for the year</b>	<b>Transfer to Unrestricted Funds</b>	<b>Balance at 31/03/2021</b>
Biddulph Community Fund	0	18,050	0.00	18,050
SM Employability - Worklessness	1,954			1,954
	<u>1,954</u>	<u>18,050</u>	<u>0</u>	<u>20,004</u>

**NOTES TO THE BALANCE SHEET****8. Related Party Transactions**

None

**9. Leasing Commitments**

At 31st March 2021 the company had annual commitments under non-cancellable operating leases as follows:

Within One Year	£3,084
Between one and five years	£2,056
Over five years	£0

**10. Cash generated from operations**

	2021	2020
(Deficit)/Surplus for the year	222,458	331,406
Adjustments for:		
Non cash donations in kind - land and buildings		(400,000)
Investment income recognised in the statement of financial activities	( 1,007)	( 2,092)
Profit on sale of tangible fixed assets	(196,600)	
Depreciation and impairment of tangible fixed assets	3,044	8,248
Movement in working capital:		
(Increase)/decrease/ in debtors	( 35,638)	(142,782)
Increase/(decrease) in creditors	41,821	127,034
<b>Cash absorbed by)/generated by operations</b>	<b>34,078</b>	<b>( 78,185)</b>

