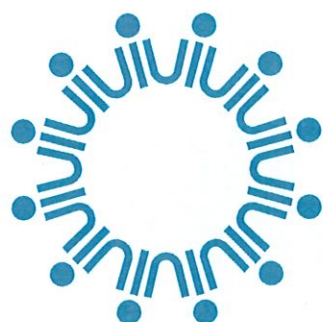




## **Trustees Annual Report and Accounts**

**For the Year Ended**

**31 March 2025**



**LIQA**  
Local  
Infrastructure  
Quality  
Accreditation



# Our Values



## Community Driven

We believe that people create their own futures together

**We champion** mutual understanding, collective learning & local decision making



## Inclusive

We are fair & believe in the potential of everyone

**We support** everyone to achieve their goals, but focus on equity for marginalised people



## People Powered

We are positive about people & their talents

**We recognise** everyone's skills, experiences, knowledge, connections, passion & potential



## Trusting

We value empathy, integrity, transparency, & respect

**We spend time &** energy building relationships, listening, and collaborating



## Ambitious

We are brave, inquisitive, imaginative, & adaptable

**We continuously learn** with communities, leading & dreaming big together



## Sustainable

We are all responsible for a healthy & prosperous future

**We ensure** future generations can thrive as we do



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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 2025. 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. This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

### 1. Company Details

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

**Registered Charity:** No. 1161077

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

**Registered Office and Principal Address:**

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 Operating Premises:**

**North Staffordshire**

The Guildhall  
Newcastle-under-Lyme  
Staffordshire  
ST5 1PW

Leek Health Centre  
Fountain Street  
Leek  
Staffordshire  
ST13 6JB

**Southeast Staffordshire**

Lichfield Business Hub  
Frog Lane Lichfield  
Staffordshire  
WS13 6HS

**Bank:**

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

## **2. Structure, Governance and Management**

### **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.

### **Board of Trustees**

**Chair:** Jan Wilson: re-elected 21 March 2024; reappointed as Chair 22 May 2025

### **Trustees**

- Elaine Day: re-elected 21 March 2024
- Ian North: re-elected 21 March 2024
- Jon Everett: re-elected 21 March 2024
- Martin Peake: re-elected 21 March 2024
- Nicola Taylor: re-elected 1 May 2025
- Rowan Crozier: re-elected 1 May 2025
- Wei Le Hou: elected 21 March 2024
- *Weceam Akhtar: stood down 31 March 2025*
- *Sanjida Rahim: stood down 1 May 2025*

The Board wishes to record special thanks and appreciation to Simmy (Weceam) Akhtar and Sanjida Rahim who have stood down as trustees this year.

### **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 (see below), 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. We undertake an annual skills and knowledge audit and arrange a seminar series as a result. Further training can be organised as required.

## Membership of Support Staffordshire

Support Staffordshire currently has three categories of member who can vote:

	<b>No. members at 1 June 2025</b>
Local Community & Charity members	1,051
Local Social Enterprise members	156
Individual members	7

We also have four categories of non-voting membership:

	<b>No. members at 1 June 2025</b>
Associate Members	126
Start-up Members	37
V4All Members	61
Parish Council Members	26

Given the large and growing length of our membership register we are no longer including it in full as part of the annual report. However, a full list can be provided on request to any member and full listings of members who agree to be included can be found at our Member Directory here: <https://staffordshire.simplyconnect.uk>

## Management structure and decision making

The Board of Trustees usually meets six times per year, comprising four quarterly meetings plus at least two 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 Head of Finance, 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.

The Board has three Committees as follows:

- Healthwatch Committee - to oversee independent decision-making of Healthwatch
- Policy Committee - to advise on policy development and review
- Remuneration Committee – to support staff terms & conditions reviews and updates

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 April 2022, but has been supplemented by a sixth operational team from 1 April 2025.

There are now six operational teams, each led by an Executive Leader, as follows:

- Deputy Chief Executive - Health & Wellbeing Team
- Head of Finance & Business Development – Central Team
- Head of Development – Programme Development Team
- Head of Operations - North Staffordshire Team
- Head of Operations - Southeast Staffordshire Team
- Head of Operations - Southwest Staffordshire Team

They in turn manage and are supported by a Senior Leadership Team who are also budget holders for the purposes of financial management, as follows:

- Communications & Impact Manager

- Engagement & Research Manager
- Health Integration Manager
- Healthwatch Staffordshire Manager
- OUTSIDE Creative Director
- Partnerships Manager – Food & Nature
- Rural Development and Resilience Manager

We also have a wider leadership team which includes all team leaders with some degree of line management responsibility. Together they lead and manage local, project and countywide teams of officers, assistants, and volunteers.

The Board reviewed and updated the pay structure for the organisation in early 2025 and agreed some minor changes.

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 60 volunteers. We are committed to demonstrating good practice in volunteer recruitment and management and being a role model for the organisations we support. 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 last reviewed and updated our established risk management plan in May 2025. This risk management plan and agreed mitigation is reported on regularly at quarterly Board meetings. During the year the moderate and substantial risks and mitigations were as follows.

<b>Risk</b>	<b>Mitigation</b>
Profile & Influence risks	Relationship management with specific focus on planning for change associated with Devolution and Local Government reorganisation, local elections and potential changes to the Integrated Care Board
Income risks	Relationships, performance management, monitoring and impact reporting, plus new opportunity development and sustained focus on trading and unrestricted fundraising
Personnel risks	Recruitment and retention activity, personal development and work-related wellbeing
Governance risks	Trustee skills and knowledge development, recruitment and compliance
Legal & regulatory risks	Policy review schedule, associated induction & training, regulatory compliance
Financial Management risks	Financial management, budget planning, and review/audit, spending controls and checks

### **3. 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 2024-2025:

<b>Member</b>	<b>Partnership Capacity</b>
Asist Advocacy	Partner to Healthwatch Staffordshire
Business Enterprise Support (BES)	Delivery Partner for Volunteering
Community Together CIC	Delivery Partner for Social Prescribing & Volunteering
Globe Group CIC	Partner for Climate Action
Staffordshire Parent Carers Forum	Support Staffordshire acts as SPCF accountable body
Staffordshire Wildlife Trust	Partner for Climate Action
Together Active	Partner for Health & Wellbeing
VAST	Partner for joint local infrastructure programs

Support Staffordshire is a member of the following local networks:

- Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership
- Staffordshire and Stoke-on-Trent Climate & Nature Commission
- Staffordshire and Stoke-on-Trent Community Mental Health Transformation Partnership
- Staffordshire and Stoke-on-Trent Climate Celebration of the Possible (COP) Steering Group
- Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) - Healthwatch Staffordshire
- Staffordshire and Stoke-on-Trent Integrated Care Partnership (ICP)
- Staffordshire and Stoke-on-Trent Local Nature Recovery Partnership (LNRP)
- Staffordshire and Stoke on Trent, Shropshire, Telford and Wrekin Health and Care Research Partnership (SSHERPa) Research & Innovation ICS Committee in Common
- Staffordshire and Stoke on Trent, Shropshire, Telford and Wrekin Research Engagement Network (REN)
- Staffordshire Business Environment Network (SBEN)
- Staffordshire Dementia Action Alliance
- Staffordshire Disability Neurodiversity Partnership Board
- Staffordshire Health and Wellbeing Partnership Board
- Staffordshire Health & Care Overview & Scrutiny Committee - Healthwatch Staffordshire is an associate non-voting member
- Staffordshire Learning Disability, Autism & Down's Syndrome Partnership Board (LDAP)
- Staffordshire Parish Councils Association (SPCA) Health & Wellbeing Project Advisory Board
- Staffordshire Prevent Board
- Staffordshire Prepared Resilience Forum
- Staffordshire Protect and Prepare
- Staffordshire Safer & Stronger Communities Strategy Group
- Team Staffordshire
- The Staffordshire (NHS) Training Hub
- Transforming the Trent Valley Partnership (TTTV)
- Trent Headwaters Partnership

Support Staffordshire works closely with a range of local statutory organisations including:

- Cannock Chase District Council
- Cannock North Primary Care Network
- Cannock Villages Primary Care Network
- GP First Limited
- Keele University
- Leek and Biddulph Primary Care Network
- Lichfield and Burntwood Primary Care Networks



- Lichfield District Council
- Midlands Partnership University NHS Foundation Trust
- Moorlands Rural Primary Care Network
- Newcastle Central Primary Care Network
- Newcastle-under-Lyme Borough Council
- North Staffordshire Combined Healthcare NHS Trust
- Rugeley and Great Haywood Primary Care Network
- South Staffordshire Council
- Stafford Borough Council
- Stafford Central Primary Care Network
- Stafford South Primary Care Network
- Stafford Town Primary Care Network
- Staffordshire and Stoke-on-Trent Integrated Care Board
- Staffordshire County Council
- Staffordshire Civil Contingency Unit (CCU)
- Staffordshire Fire and Rescue Service
- Staffordshire Moorlands District Council
- Staffordshire Parish Councils Association
- Staffordshire Police
- Stoke-on-Trent City Council
- Tamworth Borough Council
- The Environment Agency
- University Hospitals North Midlands
- University Hospitals of Derby and Burton NHS Foundation Trust

Support Staffordshire works closely with a range of regional and national partners including:

- Buxton & Leek College
- Community Resource (Shropshire RCC)
- Healthwatch England
- NHS England
- The Peak District National Park Authority

Support Staffordshire is a member of the following national networks:

- Action with Communities in Rural England (ACRE)
- Alliance 42
- Charity Finance Group (CFG)
- Local Healthwatch Network
- National Association for Voluntary and Community Action (NAVCA)
- National Council for Voluntary Organisations (NCVO)
- The Voluntary & 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.

## **Declaration of Interests**

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.

## **4. 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**

During the year we developed a new Strategic Plan for 2025-2035: Empowering Communities II. Our new Business Plan for the shorter period 2025-2029 was also finalised.

Together these plans set out our Vision Mission and Values as an organisation. They also set our Strategic Aims and Objectives.

### **Vision**

A strong & resilient voluntary sector creates a strong, resilient community

Our support enables this · Creating a Stronger Staffordshire

### **Mission**

We deliver the four functions of Local Infrastructure as recognised and promoted by the National Association for Voluntary & Community Action (NAVCA).

1. Volunteering:  
We empower neighbourhoods and communities
2. Capacity Building:  
We increase skills & knowledge through great value information, advice & guidance
3. Partnerships & Collaborations:  
We build resilient networks between charities, public and private organisations
4. Leadership & Advocacy:  
We are the largest independent voice for voluntary, community and social enterprise organisations (VCSE) in Staffordshire

## **Aims & Objectives**

### **Aim 1: Sustain & Develop the Four Functions of Local Infrastructure**

#### **Objective 1.1: Volunteering**

We empower neighbourhoods and communities.

Volunteering is integral to thriving communities. We encourage & nurture volunteering opportunities, so that people can build connections & work together on things they care about, driving positive change locally

#### **Objective 1.2: Capacity Building**

We increase skills & knowledge through great value information, advice & guidance.

When local voluntary & community organisations have access to practical support, people & communities become more resilient & able to flourish. We provide training, resources & advice to facilitate community development.

#### **Objective 1.3: Partnerships & Collaboration**

We build resilient networks between charities, public and private organisations.

We create opportunities for collaborative working by building networks & partnerships between local organisations & strategic partners. Through nurturing these relationships, communities are better equipped in both the development of ongoing projects & times of crisis.

#### **Objective 1.4 – Leadership & Advocacy**

We are the largest independent voice for voluntary, community and social enterprise organisations (VCSE) in Staffordshire.

We are leaders in our communities, strengthening our sector's voice & influence on key decision-makers & funders. We support & empower vulnerable & marginalised communities, working towards a more equal society.

### **Aim 2: Evidence Informed Opportunities**

Acting within our vision & values, operating with particular regard to our role as Leaders of place, working in Partnership & Collaboration, we will seek opportunities for a Stronger Staffordshire, rooted in evidence of need & assets of communities.

### **Aim 3: Local Infrastructure Collaborations**

Working collaboratively with near neighbour and nationally relevant Local Infrastructure Organisations to strengthen the LIO sector, and for mutual benefit.

### **Aim 4: Operational Excellence**

Working to achieve continuous improvement that benefits the organisation as a whole. All personnel, members and stakeholders receive the best possible experience when working for and with Support Staffordshire.

## **Activities of the Charity during 2024-2025**

### **Aim 1: Sustain & Develop the Four Functions of Local Infrastructure**

#### **Objective 1.1: Volunteering**

- Volunteering promotion
- Volunteer brokerage and role development
- Volunteering collaborations

#### **Objective 1.2: Capacity Building**

- Membership engagement
- Member information, advice and guidance (IAG)
- Community development and health inequalities

- Training and consultancy
- Rural development

#### Objective 1.3: Partnerships & Collaboration

- Member relations and intelligence
- Locality forums
- Thematic forums and networks
- Engagement and research
- Social prescribing
- Healthwatch Staffordshire
- Climate action partnerships
- Arts, culture and heritage partnerships

#### Objective 1.4 – Leadership & Advocacy

- Local strategic partnerships
- Countywide strategic partnerships
- National policies and programmes
- VCSE voice
- Equity, diversity and inclusion

#### Aim 2: Evidence Informed Opportunities

#### Aim 3: Local Infrastructure Collaborations

- Near neighbour LIOs
- National LIO relationships

#### Aim 4: Operational Excellence

- Governance
- Policy
- Planning
- Financial planning
- Financial management
- Financial review and audit
- HR
- Volunteering development
- Leadership development
- Thrive at work
- Facility management
- Information technology and digital
- Climate action inhouse
- Marketing and communications
- Corporate partnerships
- Customer relationship management systems
- Performance management
- Quality
- Impact

### **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.



## 5. Achievements and Performance

During the 2024-2025 financial year, Support Staffordshire's key achievements and performance indicators were as follows. We have provided the prior year comparison.

This was the end of our 10 year Strategic Plan period and of the 18 Key performance indicators we had set for the most recent business plan period we:

- ✓ Exceeded targets: 6
- ✓ Achieved targets: 8
- ✓ Partly achieved targets: 4

### Aim 1: Sustain & Develop the Four Functions of Local Infrastructure

#### Objective 1.1 - Volunteering

Deliverables	Annual Report 2024-2025	Annual Report 2023-2024
<b>1.1.1 PROMOTING VOLUNTEERING</b>	<b>Promotion</b>  Events held to promote volunteering: <b>100</b>  People engaged at events: <b>1,202 ( up 14%)</b>	<b>Promotion</b>  Events held to promote volunteering: <b>165</b>  People engaged at events: <b>1,058</b>
<b>1.1.2 VOLUNTEER BROKERAGE &amp; ROLE DEVELOPMENT</b> <i>(previously 1.1.1)</i>	Organisations registered at year end: <b>532</b> No. of live volunteering vacancies at year end: <b>262</b> <ul style="list-style-type: none"> <li>• No. enquiries – <b>589 (up 49%)</b></li> <li>• No. orgs referred into – <b>380</b></li> <li>• No. referrals – <b>652</b></li> <li>• No. follow-ups – <b>2,231</b></li> <li>• No. confirmed placed – <b>285 (up 47%)</b></li> </ul> <p>As part of our feedback, we ask all volunteers if they are still volunteering six months later – <b>85%</b> say that they are.</p> <p>We also ask if volunteering has contributed to improved wellbeing – <b>74%</b> agree with this statement.</p>	Organisations registered at year end: <b>512</b> No. of live volunteering vacancies at year end: <b>224</b> <ul style="list-style-type: none"> <li>• No. enquiries – <b>394</b></li> <li>• No. orgs referred into – <b>171</b></li> <li>• No. referrals – <b>238</b></li> <li>• No. follow-ups – <b>1,376</b></li> <li>• No. confirmed placed – <b>194</b></li> </ul> <p>As part of our feedback, we ask all volunteers if they are still volunteering six months later – <b>92%</b> say that they are.</p> <p>We also ask if volunteering has contributed to improved wellbeing – <b>58%</b> agree with this statement.</p>
<b>1.1.3 VOLUNTEERING COLLABORATIONS</b>	<b>Integrated Offender Health</b>  The Black Country and Staffordshire teams of the IOH project were all offered 1 day's paid leave to volunteer at an organisation relevant to their work or within their community. Engagement was much lower than the previous year, however those that did engage were really enthusiastic and positive about their experience. 12 placements were completed at 5 organisations, 3 of which are Support Staffordshire members. The choice of placements will be more streamlined for the coming year to improve staff engagement and increase completed placements.	<b>Integrated Offender Health</b>  The Integrated Offender Health project has completed its first year with very positive volunteering experiences. 43% of the Black Country team completed their volunteering placements, and 7.5% of the Staffordshire team completed a placement too.

## Objective 1.2 – Capacity Building

Deliverables	Annual Report 2024-2025	Annual Report 2023-2024
<b>1.2.1 MEMBERSHIP ENGAGEMENT</b>	<p>During the year we welcomed <b>145</b> new members, taking our membership to a record level of <b>1,457</b> when closures and mergers are considered (<b>11%</b> net increase overall).</p> <p>We have continued to support a number of new organisations through start-up membership during the year. Some startups lapse, others convert to full membership, whilst some are ongoing. Our current conversion rate to full members stands at <b>32%</b> for 2024.</p> <p>Following consultation and focus group feedback, we implemented a new membership system from January 2025, welcoming previous Parish Councils and V4A Associates as Members, and splitting our general membership into 3 new categories with slightly differing access to one to one support and bursaries:</p> <ol style="list-style-type: none"> <li>1. Local Community Groups &amp; Charities</li> <li>2. Local Social Enterprises</li> <li>3. Associate Members (national charities)</li> </ol> <p>The changes have been well received and membership applications continue to grow steadily</p>	<p>During the year we welcomed <b>131</b> new members, taking our membership to a record level of <b>1,317</b> general members when closures and mergers are considered (<b>7%</b> net increase overall).</p> <p>We have continued to support a number of new organisations through start-up membership during the year. Some startups lapse, others convert to full membership, whilst some are ongoing. Our current conversion rate to full members stands at <b>22%</b> for 2023.</p>
<b>1.2.2 MEMBER INFORMATION ADVICE &amp; GUIDANCE (IAG)</b>	<p>We supported <b>497</b> members through <b>1,054</b> direct support sessions; reaching <b>40%</b> of eligible members during the year.</p> <p>Support included <b>446</b> attendances at training courses (Right Start &amp; Supportive Communities)</p> <p>Funding advice remained the dominant support category, representing up to <b>37%</b> of enquiries during the year. Governance was second at <b>20%</b>. Volunteering Policies and Other Policies each saw <b>7%</b> of demand respectively.</p> <p>This and other advice enabled members to secure more than <b>£5,198,714</b> of new investment in their services; significantly exceeding our £1M target.</p>	<p>We supported <b>380</b> members through <b>878</b> direct support sessions; reaching <b>29%</b> of members during the year.</p> <p>Support included <b>603</b> attendances at training courses (Right Start, Supportive Communities &amp; Others)</p> <p>Funding advice remained the dominant support category, representing up to <b>41%</b> of enquiries during the year.</p> <p>This and other advice enabled members to secure more than <b>£1,274,756</b> of new investment in their services; exceeding our £1M target.</p>

**Feedback from members:**

Around 40% of members hear about our services by word of mouth and the next highest category is website at 20%.

We undertake to survey by email or phone, all members who use our services within 12 months, to gain broad feedback on our services. We are pleased to say we continued to receive excellent feedback this year, though we are always keen to act on anything critically constructive:

- I would use Support Staffordshire again – **97%**
- I would recommend you to others – **93%**

**Bursaries:**

Our Member Bursary scheme offers extended advice and guidance to members undergoing major change. **4** bursaries were awarded this year.

**Grant Making:**

During the year we administered the following small grants schemes, all of which in close association with development support to recipients:

- Staffordshire Moorlands District Council – Community Climate Change & Nature Action Fund
- Staffordshire Moorlands District Council – UK Shared Prosperity Fund Community Energy
- OUTSIDE Creative Community Commissions
- National Lottery Community Fund Southeast Staffordshire Healthy Communities Engagement Grants
- Tamworth Borough Council UK Shared Prosperity Fund Community Grants
- Cadent Centres for Warmth Grants
- Healthwatch Engagement Fund

Total and individual grant amounts are detailed in the accounts note C

**ACRE Network:**

We supported **82** rural organisations this year through our ACRE funded team.

**Feedback from members:**

Around 38% of members hear about our services by word of mouth and a similar amount via our website and e-news; the latter having increased in the last year.

We undertake to survey by email or 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 always keen to act on anything critically constructive:

- I would use Support Staffordshire again – **100%**
- I would recommend you to others – **98%**

**Bursaries:**

Our Member Bursary scheme offers extended advice and guidance to members undergoing major change. **4** bursaries were awarded this year.

**Grant Making:**

During the year we administered a second round of small grants for Tamworth Borough Council, funded by the UK Shared Prosperity Fund, making 15 grant awards totalling £41,783.

Other grant awards were made, as detailed in the accounts, in close association with partnership projects.

**ACRE Network:**

We supported **76** village halls, 9 Parish Councils, and 10 other rural community groups.

	<p><b>LDA Friendly (new)</b> We commenced a new capacity building project this year to support our members to become more learning disability and autism friendly. During the year we supported <b>15</b> organisations to receive our LDA Friendly Mark</p> <p><b>Social Care Enterprise (new)</b>  During the year we supported a number of social care related local enterprises and developed a new Micro-provider scheme working closely with Staffordshire County Council</p>	-  -
<b>1.2.3 COMMUNITY DEVELOPMENT &amp; HEALTH INEQUALITIES</b>	<p><b>Healthy Communities – Burton, Lichfield, and Tamworth</b>  Entering the final year of this five year programme, a final round of engagement fund projects were supported.</p> <p>The Community Officer team also continued to support key projects and organisations including:</p> <ul style="list-style-type: none"> <li>• The Women's Collective &amp; Women's Health festival</li> <li>• Neurodiversity Groups</li> <li>• Health Literacy and Patient Voice</li> </ul> <p>Training and support was delivered with several previous grant recipients on demonstrating impact and making short impact videos.</p> <p><b>Healthy Communities – Southwest Staffordshire</b>  Our CORE20+FIVE Community Connectors Programme in Cannock, continued to develop and delivered a Smart Symptoms Roadshow across the district, raising awareness of cancer.</p>	<p><b>Healthy Communities – Burton, Lichfield, and Tamworth</b>  Our lottery partnerships funded work developed in year, including continuation of these projects:</p> <ul style="list-style-type: none"> <li>• Living My Life Now (BACT)</li> <li>• Families Social Prescribing (ESFS)</li> <li>• Befriending (MHA Communities)</li> <li>• Social Isolation (T&amp;D Housing)</li> </ul> <p>Further grant-funded partnership projects were also supported to work on VCSE/NHS collaborations:</p> <ul style="list-style-type: none"> <li>• Cardiac Rehabilitation (BACT)</li> <li>• Wheel Connections (CTCIC)</li> <li>• Parkinson's Support Tamworth</li> <li>• Dementia Exchange (DC)</li> <li>• Your Health (Burton Library Friends)</li> <li>• Tamworth Ties (Creative Choices)</li> <li>• Young People Bereavement Support (ST Giles)</li> <li>• Spark RISE</li> </ul> <p>A number of micro funded projects were also supported.</p> <p>The Community Officer team also supported the ongoing sustainability of the East Staffordshire &amp; Surrounds Diabetes Patient Network, developed the Burton based Women's Collective, supported community groups working on Neurodiversity, and supported communities with Health Literacy and Patient Voice</p> <p><b>Healthy Communities – Southwest Staffordshire</b> We developed the Compassionate Communities local action plans to cover all of the southwest.</p> <p>Our CORE20+FIVE Community Connectors Programme in Cannock, continued to develop connections and build networks focussed upon engaging</p>



	<p>We also partnered with the NHS locally to deliver wellbeing and later life events across the southwest and have been researching the issues around community transport and access.</p>	<p>under-represented communities for early cancer and hypertension diagnosis.</p>
<p><b>1.2.4 TRAINING &amp; CONSULTANCY</b></p>	<p>Our Development Consultancy &amp; Training team secured <b>£117,470</b> of business, delivering paid for support through <b>18</b> completed projects (with <b>24</b> projects ongoing at year end), 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>• Charity registration</li> <li>• Training (see 1.2.2)</li> </ul> <p>We continued to act as accountable body for the Staffordshire Parent Carer Forum, administering forum meetings and processing payments, as well as supporting the delivery of their annual conference.</p> <p>This was a significant increase on the prior year as the engagement and research team work is now reported separately at 1.3.4.</p>	<p>Our Development Consultancy and Engagement &amp; Research teams, secured <b>£119,000</b> of business, delivering paid for support through <b>44</b> projects, 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>• Financial services – payroll, independent examinations, and book-keeping</li> <li>• Charity registration</li> <li>• Community engagement and consultation</li> <li>• Research</li> </ul> <p>This was a small decrease on the previous year, relating to one main contract not being renewed.</p>
<p><b>1.2.5 RURAL DEVELOPMENT</b></p>	<p><b>Rural Housing Enablement</b> We delivered the first year of our Rural Housing Enablement project. The year was spent building relationships with Registered Housing Providers, Parish Councils and others. We also delivered three rural housing needs surveys and supported one planning process.</p> <p><b>Rural Development (new)</b> Our first joint Rural Seminar was held in March with the Staffordshire Parish Councils Association. The event covered topics of Village Halls, Community Resilience and Rural Housing and was attended by <b>38</b> representatives.</p>	<p><b>Rural Housing Enablement</b> We began to plan and recruit to a new role in March 2024, for Rural Housing Enablement through the ACRE Network; to support rural communities to assess and plan for their own housing needs and move towards development of local rural exception sites accordingly.</p> <p>-</p>

### Objective 1.3 – Partnerships and Collaboration

Deliverables	Annual Report 2024-2025	Annual Report 2023-2024
<p><b>1.3.1 MEMBER RELATIONS &amp; INTELLIGENCE</b></p>	<p>Engagement with members = 750 through 3,933 engagements. This means we engaged <b>51.5%</b> of members during the year.</p> <p>At the end of the year, we had gained a net <b>873</b> completed census and directory forms; <b>66%</b> of our membership, which informs our directory of VCSE</p>	<p>Engagement with members = <b>610</b> through 3,120 engagements. This means we engaged <b>46%</b> of members during the year.</p> <p>At the end of the year, we had gained a net <b>862</b> completed census and directory forms; <b>66%</b> of our membership, which informs our directory of VCSE</p>

	<p>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>87%</b> are also shared on Staffordshire Connects</p>	<p>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>85%</b> are also shared on Staffordshire Connects</p>
<b>1.3.2 LOCALITY FORUMS</b>	<p>We continued to deliver Locality Forums, both online and face to face. These totalled <b>32</b> local networking opportunities across the county.</p> <p>Attendances across the county have totalled <b>1,440</b>; from <b>342</b> unique member organisations (<b>23.5%</b> of membership at year end). 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 ourselves.</p>	<p>We continued to deliver Locality Forums, both online and face to face. These totalled <b>32</b> local networking opportunities across the county.</p> <p>Attendances across the county have totalled <b>1,477</b>; from <b>288</b> unique member organisations (<b>22%</b> of membership at year end). 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 ourselves.</p>
<b>1.3.3 THEMATIC FORUMS &amp; NETWORKS</b>	<p>We continued to deliver the VCSE Healthy Communities Alliance; consisting of three geographic forums in the southwest, southeast, and north (led by VAST) plus two thematic forums covering Mental Health and Children, Young People &amp; Families.</p> <p>Together the four forums led by ourselves saw <b>598</b> attendances.</p> <p>We also met monthly with VAST and quarterly with all forum chairs as the coordination group.</p> <p><b>Village Halls Network</b> We also ran <b>2</b> village hall network sessions during the year.</p> <p><b>Staffordshire Green Network</b> We continued and expanded the Staffordshire Green Network, supporting 4 Green Conversation networking events (hosted by steering group members), with a total of 62 attendees. Themes of the events were: community energy, nature in Stoke-on-Trent, active travel, and wildlife conservation. We continue to host bi-monthly steering group meetings (made up of cross-sector organisations).</p> <p><b>Staffordshire Voluntary Emergency Network (new)</b> This year we established a new forum focussed on emergency response groups,</p>	<p>We continued to deliver the VCSE Healthy Communities Alliance; consisting of three geographic forums in the southwest, southeast, and north (led by VAST) plus two thematic forums covering Mental Health and Children, Young People &amp; Families.</p> <p>Together the four forums led by ourselves saw <b>453</b> attendances.</p> <p>We also met monthly with VAST and quarterly with all forum chairs as the coordination group.</p> <p><b>Village Halls Network</b> We also ran <b>2</b> village hall network sessions during the year, and <b>3</b> webinars for Village halls week in March 2024.</p> <p><b>Staffordshire Green Network</b> During the year we developed and implemented a new network for VCSE organisations to encourage climate action in the broadest sense. We delivered a series of green conversation events and hosted a network steering group.</p>

	<p>working closely with Staffordshire Civil Contingency Unit.</p> <p>We also ran a Staffordshire Societal resilience Summit, attended by <b>55</b>.</p>	
<p><b>1.3.4</b> <b>ENGAGEMENT &amp; RESEARCH</b></p>	<p>Our Engagement &amp; Research team secured <b>£97,425</b> of business, delivering a wide range of projects focused upon reaching a diverse range of communities to provide feedback and insight.</p> <p>We are pleased to continue to be part of the Research Engagement Network (REN) led by MPFT.</p> <p>This year we also completed significant work as follows:</p> <ul style="list-style-type: none"> <li>• Tamworth UK SPF Community Engagement</li> <li>• State of the VCSE Sector</li> <li>• Transforming the Trent Headwaters</li> <li>• Staffordshire Moorlands District Council Active Travel project</li> <li>• Staffordshire Training Hub -</li> <li>• Community Resource Shropshire - Community Needs Analysis on behalf of Cirican</li> </ul>	-
<p><b>1.3.5</b> <b>SOCIAL PRESCRIBING</b></p>	<p>At year end we hold agreements through <b>11</b> Primary Care Networks as follows:</p> <ul style="list-style-type: none"> <li>• Cannock North</li> <li>• Cannock Villages</li> <li>• Leek and Biddulph</li> <li>• Lichfield &amp; Burntwood</li> <li>• Moorlands Rural</li> <li>• Newcastle Central</li> <li>• Rugeley Horsefair</li> <li>• Stafford Central</li> <li>• Stafford South</li> <li>• Stafford Town</li> </ul> <p>Together they handled <b>7,280</b> referrals for support</p> <p>We continued to work on secondary care social prescribing programmes through Staying Well Cannock Chase</p> <p>We commenced two new such programmes in year as follows:</p> <ul style="list-style-type: none"> <li>• SWITCH Cannock Chase and Stoke-on-Trent – focussed on adults with obesity</li> <li>• Transfer of Care Hub Southern Staffordshire – focussed on supporting patients with non-clinical needs that are preventing them leaving hospital in a timely way</li> </ul> <p>Together they handled <b>754</b> referrals for support</p>	<p>At year end we hold agreements through <b>11</b> Primary Care Networks as follows:</p> <ul style="list-style-type: none"> <li>• Cannock North</li> <li>• Cannock Villages</li> <li>• Leek and Biddulph</li> <li>• Lichfield &amp; Burntwood</li> <li>• Moorlands Rural</li> <li>• Newcastle Central</li> <li>• Rugeley Horsefair</li> <li>• Stafford Central</li> <li>• Stafford Rising Brook</li> <li>• Stafford Town</li> </ul> <p>We also hosted the Staying Well Connector, working with MPFT in Cannock Chase.</p> <p>-</p>

	<p>We hold regular peer support and networking sessions for our own workers. Through the Staffordshire Training Hub (run by GP First) we also operate the system-wide peer support networks for social prescribers and for care co-ordinators.</p> <p><b>Volunteer Buddies</b> During the year we expanded the service to cover East Staffordshire and Stafford districts; in addition to Lichfield, Cannock Chase and South Staffordshire. At year end we hosted <b>12</b> Buddies who supported successful referrals for <b>96</b> people receiving one to one support. In addition the team are supporting around <b>61</b> people each month on an informal basis through groups and clubs they support.</p>	<p>We hold regular peer support and networking sessions for our own workers. Through the Staffordshire Training Hub (run by GP First) we also operate the system-wide peer support networks for social prescribers and for care co-ordinators.</p> <p><b>Volunteer Buddies</b> During the year we secured, developed and implemented a volunteer buddy recruitment, training and support programme, placing volunteers within social prescribing and wider 'link worker' settings to offer more intensive support to vulnerable people.</p>
<b>1.3.6 HEALTHWATCH STAFFORDSHIRE</b>	<p>Healthwatch Staffordshire continued delivery during the year:</p> <ul style="list-style-type: none"> <li>• Operated the independent Healthwatch Committee to steer the programme</li> <li>• Published a monthly Bulletin with a dashboard of current intelligence and feedback</li> <li>• Maintained a joint working relationship with the Health and Wellbeing Board and Health Overview &amp; Scrutiny Committee</li> <li>• Undertook an extensive programme of outreach and engagement, gathering feedback from communities</li> <li>• Developed the Healthwatch Intelligence Network of VCSE partners</li> <li>• Completed 3 Deep Dive projects</li> <li>• Undertook a range of quality visits using our power to 'Enter &amp; View'</li> <li>• Actively contributed to the Local Healthwatch Network and Healthwatch England</li> </ul> <p>A detailed Healthwatch annual report is published separately.</p>	<p>Healthwatch Staffordshire continued delivery during the year:</p> <ul style="list-style-type: none"> <li>• Operated the independent Established a new Healthwatch Committee to steer the programme</li> <li>• Published a monthly Bulletin with a dashboard of current intelligence and feedback</li> <li>• Maintained a joint working relationship with the Health and Wellbeing Board and Health Overview &amp; Scrutiny Committee</li> <li>• Undertook an extensive programme of outreach and engagement, gathering feedback from communities</li> <li>• Developed the Healthwatch Intelligence Network of VCSE partners</li> <li>• Completed 3 Deep Dive projects</li> <li>• Undertook a range of quality visits using our power to 'Enter &amp; View'</li> <li>• Actively contributed to the Local Healthwatch Network and Healthwatch England</li> </ul> <p>A detailed Healthwatch annual report will be published in early July 2024.</p>
<b>1.3.7 CLIMATE ACTION PARTNERSHIPS</b>	<p>Income of <b>£77,646</b> in first year of Climate Action team, through delivery of following projects and partnerships.</p> <p>Hosted <b>5</b> university students (undergraduate and masters) from Keele University and University of Derby to support projects and Green Network admin (contributing <b>390</b> hours)</p> <p>Trent Headwaters &amp; Trent RENEW (led by Staffordshire Wildlife Trust)</p> <ul style="list-style-type: none"> <li>• New staff member recruited to</li> </ul>	<p>It was agreed to invest up to £40k through a designated fund into climate action, in the main to support the new post of Climate Action Manager, to commence from 1 April 2024. We were an active partner in the Staffordshire COP event held by Globe Group in March 2024, including chairing the steering group. We also joined the Staffordshire and Stoke-on-Trent Climate Expo event at Keele University in September 2023.</p>



	<p>deliver across these two delivery projects in the north of Staffordshire</p> <ul style="list-style-type: none"> <li>• Community engagement with 45 community groups individually, and attended 35 external events.</li> <li>• Initial investigation into current and potential citizen science opportunities around River Trent in Stoke</li> <li>• Convened cross-sector meetings about wider citizen science initiatives in Staffordshire.</li> </ul> <p>Community Climate Skills (funded by Keele University focussing on 'training and skills' theme of Staffordshire Green Network. Hosted 4 initial workshops with 24 attendees, and 4 events in response to workshop findings.</p> <p>Rethinking Health (funded by Centric Lab) delivered informal conversations with a multi-faith, multi-cultural womens group in Burton, and a neurodivergent group in Lichfield, to explore the links between climate change impacts and our daily health and wellbeing. The visual summaries have been extremely popular as an accessible method of summarising research.</p> <p>COP/Climate Expo was supported and attended both the Celebration of the Possible conference and Climate Expo, organised by Globe Group CIC</p> <p>Local Nature Recovery Strategy</p> <ul style="list-style-type: none"> <li>• Contributed to Communications and Engagement steering group</li> <li>• Chaired Community Advisory Group</li> </ul> <p>During the year we formed a partnership to develop the concept of forming a Staffordshire and Stoke-on-Trent Community Land Trust. Towards the end of the year we drafted an application to form a CIO for this purpose.</p>	
<p><b>1.3.8 ARTS/ CULTURE/ HERITAGE PARTNERSHIPS</b> (previously within 1.3.4)</p>	<p>During 2024/5 OUTSIDE presented a total of <b>260</b> events at <b>81</b> different venues and locations across the Moorlands, with <b>76,326</b> attendances.</p> <p>Key events have included:</p> <ul style="list-style-type: none"> <li>• The Festival of Brilliant an award winning children's book festival</li> <li>• 24 Doors a live advent calendar</li> <li>• The Leek/Polish Connection</li> <li>• Leek Textile Week</li> <li>• Waymaking an inclusive landscapes project</li> <li>• Cheadle Lantern Parade</li> <li>• Nature in Your Neighbourhood</li> <li>• A rural isolation project in Longnor</li> </ul>	<p><b>OUTSIDE</b> Creative People &amp; Places continued with a full year of delivery during the year. We had over <b>24k</b> participations from live audiences, across <b>69</b> venues, with over 150 volunteers contributing over 1000 volunteer hours and worked with 49 partners and employed over 60 artists.</p>

	<p>A wide range of partnerships have been established with a variety of stakeholders from different sectors including environment, education, welfare, regeneration, health and tourism.</p> <p>A full annual report and independent evaluation has been produced, the key findings of which are published on the OUTSIDE website</p>	
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## Objective 1.4 – Leadership and Advocacy

Deliverables	Annual Report 2024-2025	Annual Report 2023-2024
<b>1.4.1 LOCAL STRATEGIC PARTNERSHIP S</b>	<p>In Cannock Chase, East Staffordshire, and Lichfield District the statutory Community Safety role continued to be the primary focus in year. Newcastle-under-Lyme, South Staffordshire, Stafford District and Tamworth have a wider LSP with interests covering local economy, health &amp; wellbeing, and community cohesion.</p> <p>There continued to be limited formal LSP meetings in Staffordshire Moorlands during the year, though we continued to have regular informal contact with officers.</p>	<p>In Cannock Chase and East Staffordshire, the statutory Community Safety role was the primary focus in year. Newcastle-under-Lyme, Stafford District and Tamworth have an explicit interest in wider health and wellbeing with subgroups.</p> <p>There were limited formal LSP meetings in Lichfield District, South Staffordshire or Staffordshire Moorlands during the year, though we continued to have regular informal contact with officers.</p>
<b>1.4.2 COUNTYWIDE STRATEGIC PARTNERSHIP S</b>	<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 – we attended all four quarterly meetings and engaged actively in debates</li> <li>Staffordshire County Council Communities Leadership Board – we engaged in the final development of the Community Strategy and its launch</li> <li>Staffordshire County Council Supportive Communities Programme Board – we took on Co-chairing the Connected Communities Workstream this year</li> <li>Staffordshire &amp; Stoke-on-Trent Safeguarding Adults Partnership Board – we attended all four quarterly meetings and engaged actively in debates</li> <li>Staffordshire Stronger &amp; Safer Communities Board and Prevent Board – we attended all three meetings and led on Community Cohesion reporting</li> </ul>	<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 - we were particularly involved in the SCC Community Strategy Development and associated Engagement.</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 Resilience Forum</li> </ul>

	<ul style="list-style-type: none"> <li>Staffordshire Resilience Forum – we attended regular meetings and engaged in a range of training/scenario exercises</li> <li>Staffordshire &amp; Stoke-on-Trent Integrated Care System Partnership Board– we attended all four quarterly meetings and engaged actively in debates</li> <li>ICB Committees – we attended all four quarterly meetings and engaged actively in debates</li> <li>ICS People, Culture and Inclusion Committee – VAST led on a joint project to successfully secure a three year Volunteering for Health programme which takes in the pre-existing H&amp;C Volunteer Managers network</li> <li>ICS Strategic Transformation Committee (new)</li> <li>ICS Portfolios - during the year we continued to act as elected representatives for 4 portfolios: Improving Population Health, Urgent &amp; Emergency Care, Primary Care and Planned Care &amp; Cancer. We also supported the elected reps for Children &amp; Young People &amp; Families (CYPF); Mental Health &amp; Learning Disabilities &amp; Autism (MHLDA), and End of Life Care &amp; Long-term Conditions &amp; Frailty (ELF), who report directly back to the VCSE Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Staffordshire &amp; Stoke-on-Trent Integrated Care System Partnership Board</li> <li>ICB Committee:</li> <li>➤ ICS People, Culture and Inclusion Committee – Volunteer Managers network established jointly with VAST</li> <li>-</li> <li>ICS Portfolios - during the year we acted as elected representatives for 4 portfolios: Improving Population Health, Urgent Care, Primary Care and Planned Care &amp; Cancer. We also supported the elected reps for Children &amp; Young People &amp; Families (CYPF); Mental Health &amp; Learning Disabilities &amp; Autism (MHLDA), and End of Life Care &amp; Long-term Conditions &amp; Frailty (ELF).</li> </ul>
<b>1.4.3 NATIONAL POLICIES &amp; PROGRAMMES</b>	<p>We have been an active member of the Action with Communities in Rural England (ACRE) Network.</p> <p>We have been an active member of the NAVCA network, engaging with health &amp; care in particular.</p> <p>We have met at least once with all new Members of Parliament following the July 2024 general election, and have maintained further dialogue with key MPS on strategic issues.</p>	<p>We have been an active member of the Action with Communities in Rural England (ACRE) Network.</p> <p>We have been an active member of the NAVCA network, engaging with health &amp; care, tackling racism and CVS research programmes in particular.</p> <p>-</p>
<b>1.4.4 VCSE VOICE</b>	<p><b>Member Campaigns (new)</b> We commenced new quarterly campaigns in January 2025 and undertook member stories each month via e-news and social media platforms.</p> <p><b>State of the Sector (biennial)</b> We undertook our 2025 State of the VCSE Sector research from January to April 2025 and published the final report on 1 May 2025. We have since presented this to the Communities Leadership Group</p>	<p>-</p> <p>-</p>

<p><b>1.4.5 EQUITY, DIVERSITY &amp; INCLUSION</b> (previously 2.3)</p>	<p>In year we developed a new Equity, Diversity &amp; Inclusion Policy. Our EDI Action Plan was progressed during the year as follows:</p> <p>Standard 1: Challenging Prejudice &amp; Discrimination</p> <ul style="list-style-type: none"> <li>• EDI plans and actions regularly promoted and discussed at staff days and team meetings</li> <li>• Regular EDI focussed lunch and learn sessions – now integrated with wellbeing programme</li> </ul> <p>Standard 2: Policy &amp; Decision Making</p> <ul style="list-style-type: none"> <li>• New EDI Policy adopted going beyond protected characteristics and into allyship</li> </ul> <p>Standard 3: Workforce</p> <ul style="list-style-type: none"> <li>• Recruitment brochure implemented</li> <li>• New inclusive recruitment processes widely adopted</li> <li>• Annual EDI monitoring of staff undertaken</li> <li>• Inclusive Leadership training held</li> </ul> <p>Standard 4: Services</p> <ul style="list-style-type: none"> <li>• Consistent and thorough monitoring being implemented</li> <li>• Communication accessibility and diversity ongoing</li> <li>• Resource sharing through training</li> <li>• Member code of conduct reviewed and updated</li> </ul> <p>Standard 5: Working with Partners</p> <ul style="list-style-type: none"> <li>• Corporate partnership agreements reviewed</li> <li>• Religious member engagement – proactively seeking inclusive faith orgs</li> <li>• Code of conduct as above</li> </ul>	<p>At the start of the year, we were pleased to be awarded accreditation by the All Equals Charter at Foundation level. We have made further progress on our EDI action plan during the year including:</p> <ul style="list-style-type: none"> <li>✓ Insourced and updated anti-racism training delivery</li> <li>✓ LGBTQI+ inclusion training implemented</li> <li>✓ Lunch and learn programme embedded</li> <li>✓ An updated EDI Policy and Wellbeing at Work Policy</li> <li>✓ Recruitment to our first lived experience role</li> <li>✓ EDI in recruitment analysis and further actions agreed</li> <li>✓ Introduction of reporting and monitoring of minor lapses in inclusive practice (BLIPS)</li> <li>✓ Accessible workspaces checklists implemented</li> <li>✓ Hate crime awareness materials displayed and promoted</li> <li>✓ Updated guidance on religious holidays</li> </ul>
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## Aim 2: Evidence Informed Opportunities

Our EDI and Climate Action work was mainstreamed into our core business plan this year

### Better Health & Food Networks

We continued to be part of the Better Health Staffordshire steering group and associated workshops, looking at a system change approach to tackling obesity. Food Networks (funded by Better Health Staffordshire) enabled research into issues around food security and redistribution in Cannock Chase and East Staffordshire; and established informal peer networking groups in each district, guided by local organisational needs. We are seeking to mainstream this in 2025-2026.



## **Aim 3: Local Infrastructure Collaborations**

### **3.1 Near Neighbour LIOs**

#### **VAST**

We hold a joint Memorandum of Understanding with VAST and have continued to further our positive and productive collaboration working on a number of projects:

- ✓ VCSE Healthy Communities Alliance – jointly
- ✓ VCSE Locality Improvement Framework for Health Inequalities - jointly
- ✓ VCSE Local Resilience – Support Staffordshire led
- ✓ Mental Health, Learning Disabilities & Autism Project – Support Staffordshire led
- ✓ Totally Stoked – led by VAST
- ✓ Staffordshire & Shropshire Research Engagement Networks – jointly, MPFT led
- ✓ Staffordshire Green Network – Support Staffordshire led

#### **Together Active**

We have continued to collaborate with Together Active informally, meeting on a quarterly basis to discuss shared aims, with particular regard to Healthy Ageing and Better Health Staffordshire. Together Active also participate in the Staffordshire Green Network.

#### **Neighbouring LIOs**

We continued to provide the training on behalf of the Shropshire VCSE Infrastructure Programme, led by Community Resource Shropshire. We worked collaboratively with Rural Action Derbyshire through the Rural Housing Enabler programme.

We also held catchup meetings with a number of neighbouring LIOs in the West Midlands and Derbyshire during the year.

#### **Staffordshire Council for Voluntary Youth Services (SCVYS)**

We hold a joint Memorandum of Understanding with SCVYS and met informally on a monthly basis, as deliverers of the county council capacity building framework. SCVYS also participate in the Staffordshire Green Network.

### **3.2 National LIO Relationships**

#### **NAVCA**

We have been actively engaged in NAVCA work to tackle racism and have joined their Allyship Network. We were heavily involved in the NAVCA development programme, for which our Chief Executive undertook member engagement on seconded basis during summer 2024.

#### **ACRE**

We have been an active participant in the ACRE strategy review, and joined a collaborative bid to the National Lottery for Community Empowerment. We convened a West midlands ACRE meeting during the year.

#### **VCSEP**

We have been an active member of the Voluntary & Community Sector Emergencies Partnership through network meetings and training/workshops.

#### **County LIO Network**

We continued to co-chair the county CVS network during the year, working with Community Action Suffolk, which cuts across both the NAVCA and ACRE network.

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

### **• Governance, Policy and Planning**

- ✓ We undertook the Governance App self-assessment and identified areas for Board development to be undertaken in 2025
- ✓ We reviewed a range of policies in accordance with our policy schedule
- ✓ We developed and approved a new 10 year Strategic Plan and 4 year Business Plan
- ✓ We supported staff through regular 'progress and planning' meetings, new staff through our induction and 6 month probation review process, and existing staff through their individual

performance and development reviews (PDRs)

- **Financial Planning, Management and Audit**

- ✓ We secured a number of new income sources during the year as set out further below
- ✓ Finance inductions were undertaken with all new staff
- ✓ Budget holders were supported with continuous learning, and both monthly and quarterly monitoring and review were undertaken effectively
- ✓ The budget for the year ahead was developed from November through to May
- ✓ We received a strong audit report and implemented all recommended actions

- **HR, Volunteering, Leadership and Thrive at Work**

- ✓ The staff team grew in year to end the year at **100** posts and **91** post holders
- ✓ The HR Officer and line managers implemented Breathe, a HR management system
- ✓ We implemented a new recruitment brochure and successfully recruited all vacancies
- ✓ We undertook our regular Health Needs Assessment of staff
- ✓ We achieved the Thrive at Work Bronze award
- ✓ The Staff Thrive at Work group met regularly focussing on book club, neurodivergence, and physical activity; plus existing bereavement and menopause groups

- **Facility Management, IT & Digital**

- ✓ We exited the Voluntary Services Centre in Burton-upon-Trent at September 2024
- ✓ Our management of the Guildhall in Newcastle-under-Lyme continued successfully, with ourselves moving to occupy more space on the first floor
- ✓ Offices in Lichfield, Leek and Stafford were maintained
- ✓ We began a new IT Support Partnership with existing corporate supporters Zephi

- **Climate Action Inhouse**

- ✓ The internal working group organised swap tables at the staff days, and are developing a sustainable procurement policy

- **Marketing & Communications, and Corporate Partnerships**

- ✓ We recruited a new post to our communications team to focus on the Healthy Communities Alliance and member engagement
- ✓ Communications via all channels saw continued increases in followers and engagement throughout the year; including launching our first campaign with a focus on our work with LGBTQ+ and neurodiverse communities
- ✓ Our website was further developed for its Members area, and new promotional banners and workwear were produced for all public facing teams
- ✓ We delivered a series of 6 Business Clubs and our now established Race Day at

- **Customer Relationship Management Systems, Performance Management, Quality & Impact**

- ✓ We maintained high quality internal systems, processes and data integrity through comprehensive customer relationship management
- ✓ We implemented a new Membership Structure following consultation, with a focus on local members and recognising social enterprises
- ✓ We ensured that work was monitored, and our impact evaluated

## Fundraising activities

Support Staffordshire has sought to maintain its relationships with existing funders, as well as developing new income streams during the year. There is a detailed breakdown of income contained in notes A to the accounts. We want to thank everyone who has invested in us during this year, without whose generous and dedicated commitment we would not be able to succeed.

New income secured this year includes:

- Cadent via NAVCA for Centres for Warmth
- Centric Lab Ltd for community climate action
- Community Foundation for Staffordshire - Better Health Staffordshire for food networks
- Environment Agency for Trent RENEW community engagement
- Forestry England for OUTSIDE
- Keele University for community climate action
- Midlands Partnership University NHS Foundation Trust for SWITCH social prescribing
- Midlands Partnership University NHS Foundation Trust for Transfer of Care Hub
- NHS England via The Shrewsbury and Telford Hospital NHS Trust for engagement/research
- NHS England via VAST for Volunteering for Health
- Staffordshire County Council - Community Learning Responsiveness Fund for training
- Staffordshire County Council - Libraries and Arts for OUTSIDE Festival of Brilliant
- Staffordshire County Council - Multiply for community training and workshops
- Staffordshire Moorlands District Council for Active Travel Moorlands
- Staffordshire Moorlands District Council for Move More Moorlands in Cheadle
- UK Shared Prosperity Fund via Lichfield District Council for capacity building

We wish to particularly thank Staffordshire County Council for its investment in Support Staffordshire and thereby local communities via its VCSE Capacity Building Framework, of which we are a major partner. Without this 'core' investment of c.£220k during 2024-2025 we would not be able to leverage so much additional investment which then brings substantial added value to the partnership. The council invested further into our work during the year through this framework and others to a total of c.£639k, making it our single largest investor.

We would also like to thank Arts Council England for funding our Creative People & Places Project: OUTSIDE in Staffordshire Moorlands during this year, our second largest investor at c.£546k.

We would also like to thank Midlands Partnership University NHS Foundation Trust who through various strands of work have invested c,£287k during the year, making it our third largest investor.

We would also like to thank the National Lottery Community Fund who through various strands of work have invested c,£223k during the year, making it our fourth largest investor.

We would also like to thank Staffordshire and Stoke-on-Trent Integrated Care Board (ICB) who through various strands of work have invested c,£202k during the year, making it our fifth largest investor.

We would also like to thank the six district and borough councils with whom we held funding agreements this year as follows:

- Lichfield District
- Newcastle-under-Lyme District
- South Staffordshire
- Stafford Borough
- Staffordshire Moorlands District
- Tamworth Borough

Stafford Borough Council and Tamworth Borough Council also provided us with pro-bono office accommodation during the year for which we are extremely grateful.

Newcastle-under-Lyme District offer peppercorn lease arrangements for multi-occupancy VCSE premises, which we manage at The Guildhall, for which we are extremely grateful.

Unfortunately, Cannock Chase Council and East Staffordshire Borough Council do not currently support our work financially.

### **Corporate partnerships**

During the year we further developed our Corporate Fundraising Programme, that is also supported with a few Fundraising events throughout the year. However, we are conscious to focus our efforts upon events that do not compete directly with our own members, and where possible and appropriate we collaborate with members. We would like to thank all the individuals and Corporate Partners who have supported us, our events and donated to us during the year including:

- Arc Thermal Products
- Brand Jam
- Bruce Boucher Consulting and Design
- C. Brandauer & Co
- Chess ICT
- Coffee #1 Stafford
- Coliberate
- Carthy Accountants
- Disbury Creative
- First For Energy (formerly Circle 17)
- Hope Creative
- JD Fabrications Welding Company Ltd
- Karolyn Gamble
- Lemonbooking
- Lapley Roofing
- M & M group
- Measure Well Ltd
- Meusbarger
- Parx
- Rosie Milsom
- Same Day Freight
- SCG Staffordshire
- Sound Reduction Systems
- South Staffordshire Golf Club
- Square Peg
- Staffordshire FA
- Steve Woods
- Swinford Graphics
- SureStore
- The Chase Golf Club
- The Coffee Bar and Kitchen
- The Grand Theatre, Wolverhampton
- The Stafford Building Society
- The Taylor Lucas Partnership
- Troopr
- T150 Energy
- Think Insurance
- Utility Aid
- Wolverhampton Racecourse
- Zephi
- Zero Waste Medals

### **Other significant activities including employees, beneficiaries and stakeholders**

We jointly agreed to windup the activity of Cirican LLP during the year alongside the other partners from within the ACRE network. However this work had not been completed at year end. The anticipated loss of investment of a maximum of £3,000 will therefore be fully quantified in the 2025-2026 accounts.

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

## **6. Financial Review**

### **Reserves Policy** – last updated September 2023

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 levels 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 is 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 leases, service contracts and the redundancy costs of employees.

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.

Free reserves are not detailed in our accounting statements as they are a matter of judgement for the Board of Trustees.

### **Current Reserves Position**

At 31 March 2025 contractual obligations were estimated at £133,992 (£6,273 leasing commitments, £127,719 redundancy liabilities).

Excluding programmes of work which are project funded, where there is very low or no liability for us financially, if the funding ceased, we would stop delivering the service; we have estimated our current running costs as being approximately £230,771 per quarter.

As such, the current target for free reserves is between £364,763 (3 months) and £595,534 (6 months). This figure remains higher than that which would be strictly necessary as in reality much activity would begin to cease, from less than 3 months if funding were to be lost and some staff would be expected to leave for new employment prior to redundancy payments being made.

At 31 March 2025 we considered that we held £614,252 of Free Reserves, which is made up from our general reserves (£861,204), less current investments/assets which were not readily accessible (£246,952). This is slightly higher than the target.

Trustees review the reserves and investments position twice a year. In May 2025 trustees designated a further £34k of reserves for specific use, bringing the total free reserves back into the target range.

### **Fund Out-turn**

During the year 2024-2025 Support Staffordshire had an overall surplus of £233,916 as per the Income and Expenditure account, against a budgeted loss of £8,859.

This included recognition of £92,402 of restricted funds relating to Arts Council England (OUTSIDE) and Staffordshire County Council (Healthwatch Staffordshire) in both cases for contracts ending but which have secured single year extensions, in which the restricted funding must be used next year.

The Voluntary Services Centre designated reserves was partly spent and the remainder de-designated in year as we concluded all liabilities for the building at the end of lease.

As such we performed significantly better than budget.

### **Funding Sources**

Support Staffordshire received £3,442,065 total income during the year, from a wide range of national and local investors and funders, both government and non-government. Total income grew from the previous year by 41%, predominantly through additional grants and contracts. Over 97% of income was from charitable activities

These include Staffordshire County Council, some district and borough councils, the NHS, 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. These sources of income are outlined in detail in the notes to the accounts.

We secured approximately 2.9% of our income from both charitable and other trading activities, largely sale of space at premises and paid for training and consultancy.

Donations and Gift Aid represented approximately 1.3% of income.

Investment income represented approximately 0.8% of income.

### **Expenditure**

During the year Support Staffordshire spent £3,187,469 on charitable activities, in support of VCSE organisations. This includes approximately 0.4% of total expenditure on governance costs and 3.5% on direct management and support services.



Additionally, we spent £7,822 on raising funds, which represents 0.2% of total expenditure and pertains to significantly reduced and restructured ongoing corporate partnerships work and fees charged for our endowment fund management.

A breakdown of spending pertaining to our aims and objectives is given in note B2 of the accounts and shows that we spend 85.8% of funds on direct delivery and 14.2% on indirect support costs. We spend the largest amount on aims 1.2 and 1.3, concerning capacity building and partnerships/collaborations with members (33%), and the second largest on aim/objective 1.3.5 social prescribing (also 33% when rounded), with 30.5% spent on other partnerships and collaborations under aim 1.3, and 3.6% directly on aim 1.1 volunteering. Aim 1.4 leadership and advocacy and aims 2 and 3 have very minimal expenditure, though by their nature are cross-cutting.

Approximately 5.4% of charitable expenditure was grant funding to delivery partners or grant fund recipients. Restricted grant giving and details of grant recipients are outlined in detail in the note C to the accounts.

Across all expenditure, approximately 69% of spend is on staffing as our services are predominantly those delivered by people. This has reduced slightly as a proportion since last year.

## **Pay**

We have an agreed pay banding structure which links indicators of responsibility and experience to pay levels. This structure is reviewed annually by the Chief Executive and a Remuneration Committee, which recommends a revised structure to the Board. We benchmark the pay structure to national sector specific datasets, with a particular focus on lower pay bands meeting or exceeding average sector pay for comparable roles. Senior executive pay is independently reviewed by the Committee and comparisons made to similar posts in similar organisations for which national datasets are less applicable. Chief Executive pay is ultimately the sole responsibility of the Board.

At 1 April 2025, we committed to a minimum wage of £23,500 per annum pro-rata or £12.21 per hour. This represents a salary multiple of x2.8 between the lowest and highest paid employee, which has been broadly consistent for several years.

Approximately 8.8% of all spend is on key management personnel which we consider to be the executive management team. This has reduced slightly as a proportion since last year.

At 1 April 2025, the Chief Executive was the highest paid employee and received an annual salary of £65,000.

## **Gender Pay Equality**

Although we are not statutorily required to report upon it, we have determined that Support Staffordshire had a 1.3% median gender pay gap at 1 April 2025 in favour of female employees (the middle ranking female employee earned 18p per hour more than the middle ranking male employee).

We have a 6.3% mean (average pay) gender pay gap in favour of male employees, but this reverses to a 4.1% gender pay gap in favour of female employees if the Chief Executive, who is male, is not included.

86.5% of employees identified as female.

## **Investments Policy** – last reviewed 22 May 2025

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 twice per year.

## **7. Plans for Future Periods**

The aims and objectives outlined in this report were comprehensively reviewed and updated as part of a full strategic planning process this year. They are reported against quarterly to the Board of Trustees.

The following key performance indicators are set out in our new Business Plan:

### **Aim 1: Sustain & Develop the Four Functions of Local Infrastructure**

#### **Objective 1.1 Volunteering**

- 1,000 people engaged in volunteering through promotional events per annum
- 500 enquiries, 400 referrals and 250 residents brokered into volunteering per annum, by 2029
- 90% of volunteers we broker are still volunteering after 3 months

#### **Objective 1.2 Capacity Building**

- 150 members supported each quarter, 500 unique groups supported per annum, 1,000 groups supported over a three year period by 2029
- £1.5 million inward investment per annum
- 95% of members would recommend us to others
- Over 500 people attending sector training annually
- Specialist support for social enterprises and rural communities sustained and enhanced by 2029
- Successfully implement Health Inequalities focussed Community Development programmes countywide through to 2028
- Sustain Consultancy Support Services to the VCSE sector and partners

#### **Objective 1.3 Partnerships & Collaboration**

- Increase member engagement to 50% annually by 2029
- Increase member census completion rate to 75% by 2029
- Increase member attendance at Locality Forums to 33% by 2029, and grow attendance at thematic networks
- Sustain Engagement & Research support to the VCSE sector and partners
- Mainstream social prescribing in target pathways and hospital discharge
- Sustain Volunteer Buddies Project beyond annual funding
- Re-secure Healthwatch Staffordshire beyond 2026
- Secure significant Climate Action project investment before 2027
- Re-secure ACE CPP investment from 2026

#### **Objective 1.4 Leadership & Advocacy**

- Sustain strong local strategic partnerships through local government reorganisation
- Build strong strategic partnerships with new Strategic Authority/s as they emerge
- Sustain ICB commitment and investment into the VCSE Alliance
- Sustain commitment to VCSE partnership from the Local Resilience Forum
- Sustain high level engagement in NAVCA and ACRE networks
- Build engagement with local MPs
- Sustain and develop leadership role in EDI

### **Aim 2: Evidence Informed Opportunities**

- Sustain a flexible and responsive approach to new opportunities

### **Aim 3: Local Infrastructure Collaborations**

- Sustain strong working relationships with VAST, Together Active and SCVYS

### **Aim 4: Operational Excellence**

- Sustain strong performance in governance
- Sustain strong financial planning, management and audit performance
- Sustain high staff retention, wellbeing and personal development
- Develop our internal volunteering capacity and capability
- Develop our leaders
- Ensure we have the assets, systems and technology to succeed
- Grow our engagement through marketing and corporate partnerships
- Re-secure our LIQA award in 2025-2026

## **8. Custodian Funds**

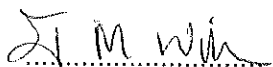
At 31 March 2025 Support Staffordshire held a total of £21,172.90 of custodian funds on behalf of unincorporated members as follows:

- Staffordshire Parent Carer Forum: £20,190.89
- Rugeley SEND Community Group: £982.01

For a detailed breakdown of these funds, please contact the relevant organisation. 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.

## **9. Declaration**

The Trustees Annual Report and Accounts were approved by the Board of Trustees on 10 September 2025 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles of the Charities SORP (FRS102);
- 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.

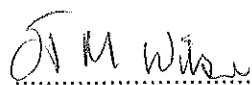
The trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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, 10 September 2025



**Jan Wilson**  
**Chair**

# **Independent Auditor's Report to the Members of Support Staffordshire**

## **Opinion**

We have audited the financial statements of Support Staffordshire (the 'charitable company') for the year ended 31 March 2025 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 March 2025, 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 other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 34, 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**

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:

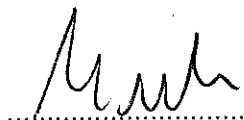
- the inherent difficulty in detecting irregularities;
- the effectiveness of the entity's controls; and
- the nature, timing and extent of the audit procedures performed.

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

## **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.



Mark McLean FCA  
Senior Statutory Auditor

For and on behalf of  
Thomas & Young Limited  
Statutory Auditor  
Carleton House  
266-268 Stratford Road  
Shirley  
Solihull  
B90 3AD

Date: 10 September 2025

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

## Statement of Financial Activities (SOFA)

	2025			Total	2024	Notes
	Unrestricted Funds General	Designated	Restricted Funds			
<b>INCOME</b>						
Donations	48,708	-	-	48,708	50,280	A1
Charitable Activities	1,533,225	-	1,814,888	3,348,113	2,362,148	A2
Other Trading Activities	18,856	-	-	18,856	8,238	A3
Investment Income	26,388	-	-	26,388	18,774	A4
<b>TOTAL</b>	<b>1,627,177</b>	<b>-</b>	<b>1,814,888</b>	<b>3,442,065</b>	<b>2,439,440</b>	
<b>EXPENDITURE</b>						
Charitable Activities	1,464,983	-	1,722,486	3,187,469	2,391,108	B1&2 & C
Expenditure on Raising Funds	7,822	-	-	7,822	78,228	B3
<b>TOTAL</b>	<b>1,472,806</b>	<b>-</b>	<b>1,722,486</b>	<b>3,195,291</b>	<b>2,469,336</b>	
Net gains/losses on investments	( 12,858)	-	-	(12,858)	14,702	
Net income / (expenditure) for the year	141,514	-	92,402	233,916	( 15,194)	
Transfer between funds	11,988	( 11,988)	-	-	-	
Net movement in funds	153,502	( 11,988)	92,402	233,916	( 15,194)	
Total Funds brought forward	707,701	59,756	1,935	769,392	784,588	
Total Funds carried forward	<b>861,204</b>	<b>47,768</b>	<b>94,337</b>	<b>1,003,308</b>	<b>769,392</b>	

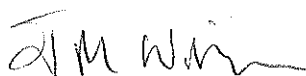
## Balance Sheet

BALANCE SHEET	2025	2024	Notes
<b>Fixed Assets</b>			
Tangible Assets	1,696	4,707	1a
Investments	246,952	198,493	1b
	<u>248,648</u>	<u>203,200</u>	
<b>Current Assets</b>			
Debtors	288,362	224,572	2
Cash at bank and in hand	1,255,981	1,128,310	
	<u>1,544,343</u>	<u>1,352,882</u>	
Creditors: amounts falling due within one year	789,682	786,691	3
<b>Net Current Assets</b>	754,661	566,192	
<b>Net Assets</b>	<u>1,003,308</u>	<u>769,392</u>	4
<b>The Funds of the Charity</b>			
Restricted Funds	94,337	1,935	5
Unrestricted Income funds			
- General	861,204	707,701	
- Designated	47,768	59,756	6
	<u>908,972</u>	<u>767,457</u>	
<b>Total Charity funds</b>	<u>1,003,308</u>	<u>769,392</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 10 September 25



Jan Wilson  
Director

8967045  
Company number

## Cash Flow Statement

	2025	2024	Note
<b>Cash flow from operating activities</b>			
Cash (absorbed by)/generated from operations	149,741	213,902	16
<b>Net cash flow from operating activities</b>	<u>160,145</u>	<u>213,902</u>	
<b>Cash flow from investing activities</b>			
Payments to acquire tangible fixed assets	-	-	
Payments to acquire investments	( 48,459)	60,295	
Interest received	26,388	18,774	
<b>Net cash flow from investing activities</b>	<u>( 22,071)</u>	<u>79,069</u>	
<b>Net cash flow from financing activities</b>	<u>-</u>	<u>-</u>	
<b>Net increase / (decrease) in cash and cash equivalents</b>	127,670	292,971	
<b>Cash and cash equivalents at 1 April 2024</b>	1,128,310	835,338	
<b>Cash and cash equivalents at 31 March 2025</b>	<u>1,255,981</u>	<u>1,128,310</u>	

## Notes to the Accounts

### 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 charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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 less depreciation.

Depreciation rates:

33% reducing balance

#### P3. Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

#### P4. 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, after any performance conditions have been met.

Investment income is included when receivable.

#### P5. Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

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.

Analysis of expenditure by aims/objectives/activities is undertaken by aligning cost centres to at least one of the aims/objectives. Where it is not possible to disaggregate costs fully in this way, we have reported these aims/objectives collectively with a total cost. Support costs analysis by aims/objectives/activity is based directly on internal apportionment of support costs as reflected in the management accounts for the relevant cost centres

#### **P6. Value added tax**

The charity is not VAT registered

#### **P7. Pension costs**

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

We also offer a salary sacrifice option - paying both employer and employee contribution as detailed in staff contracts

#### **P8. 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.

#### **P9. 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. Expenditure that meets these criteria is charged to the relevant fund.

#### **P10. Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

## Notes to the SOFA

### A1 Income: Donations and Gift Aid

	2025		2024
	Unrestricted	Restricted	Total
Donations - business club	-	-	-
Donations - corporate	22,565	-	22,565
Donations - in kind	14,000	-	14,000
Donations - individual	11,143	-	11,143
Donations - small trusts	1,000	-	1,000
	<b>48,708</b>	<b>-</b>	<b>48,708</b>
			<b>50,280</b>

### A2 Income: Charitable Activities

2025 2024

#### UNRESTRICTED

#### Central and Local Government Grants and Service Level Agreements

ACRE - Action with Communities in Rural England	92,455	53,423
Cannock Chase CCG	2,047	1,000
Cannock Chase District Council	-	9,454
Cannock North Primary Care Network	71,144	58,188
Cannock Villages Primary Care Network	85,663	51,542
Department for Education	9,635	8,425
Environment Agency via SWT	16,699	-
GP First Limited	78,024	40,605
Health Hayes & Wimblebury Parish Council	-	180
Leek and Biddulph Primary Care Network	176,952	165,573
Lichfield and Burntwood Primary Care Networks	122,247	110,283
Lichfield District Council - VCSE Development & Volunteering	-	30,000
Midlands Partnership NHS Foundation Trust - Healthy Communities	17,154	16,890
Midlands Partnership NHS Foundation Trust - Integrated Offender Health	19,101	11,234
Midlands Partnership NHS Foundation Trust - Research Engagement Network	39,025	-
Midlands Partnership NHS Foundation Trust - Mental Health Consultancy	-	3,000
Midlands Partnership NHS Foundation Trust - Staying Well	15,456	15,456
Midlands Partnership NHS Foundation Trust - Switch	12,098	-
Midlands Partnership NHS Foundation Trust - Transfer of Care Hub	184,948	-
Moorlands Rural Primary Care Network	69,046	30,359
NHS England via MPFT	-	21,900
NHS England via The Shrewsbury and Telford Hospital NHS Trust	10,000	-
NHS England via VAST	11,000	-
NHS Staffordshire & Stoke-on-Trent ICB	195,585	119,556
NHS Staffordshire & Stoke-on-Trent ICB via NHS Midlands and Lancashire CSU	-	1,800
NHS Staffordshire & Stoke-on-Trent ICB via VAST	7,000	-
Newcastle-Under-Lyme Borough Council	3,360	6,368
Newcastle Central Primary Care Network	30,920	7,470
Rugeley Horse Fair Practice	17,223	15,732
Rugeley Town Council	-	395
South Staffordshire Council	13,961	13,235
Stafford Borough Council	8,250	8,250
Stafford Central Primary Care Network	90,574	93,568
Stafford South Primary Care Network via Rising Brook	8,825	6,249
Staffordshire Moorlands District Council - Community Group Support	11,780	11,480
Stone & Eccleshall Primary Care Network	600	150
Yarnfield & Cold Meece Parish Council	-	200
	<b>1,420,775</b>	<b>911,965</b>

**Membership Fees**

850	700
<b>850</b>	<b>700</b>

**Non-Government Grants**

Cadent Via NAVCA	25,000	-
NAVCA via VAST	-	8,800
Tudor Trust	-	1,775
Voluntary Sector Emergencies Partnership	6,000	6,000
	<b>31,000</b>	<b>16,575</b>

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

East Staffordshire - Voluntary Service Centre	8,393	26,906
Lichfield	120	180
Newcastle-under-Lyme - Guildhall	6,379	12,130
	<b>14,892</b>	<b>39,216</b>

**Meeting Room Hire**

East Staffordshire - Voluntary Service Centre	780	5,280
Newcastle-under-Lyme - Guildhall	16,931	14,474
	<b>17,711</b>	<b>19,754</b>

**Consultancy Services**

Accounting and Independent Examinations	3,803	3,507
Administrative Services	1,663	1,808
Consultancy	23,296	4,632
Payroll Service	9,708	7,094
Training and Workshops	9,378	10,262
	<b>47,847</b>	<b>27,302</b>

**Total Primary Purpose Trading**

<b>80,450</b>	<b>86,272</b>
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**Other Income**

Other income	150	650
	<b>150</b>	<b>650</b>

**TOTAL UNRESTRICTED**

<b>1,533,225</b>	<b>1,016,162</b>
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**RESTRICTED****Central and Local Government Grants and Service Level Agreements**

Forestry England	2,000	-
Health Education England	-	2,000
Staffordshire County Council - Capacity Building Framework	220,923	253,675
Staffordshire County Council - Capacity Building Framework: Buddies Call-off	48,166	34,885
Staffordshire County Council - Capacity Building Framework: Community Engagement Call-off	3,000	11,000
Staffordshire County Council - Capacity Building Framework: Local Resilience Forum Call-off	33,490	33,680
Staffordshire County Council - Capacity Building Framework: Training Call-off	20,326	5,179
Staffordshire County Council - Community Fund	610	-
Staffordshire County Council - Community Learning Responsiveness Fund	221	-
Staffordshire County Council - Healthwatch Staffordshire	264,454	181,989
Staffordshire County Council - Festival Of Brilliant	31,000	-
Staffordshire County Council - Multiply	16,301	-
Staffordshire County Council - Nature Connections	-	2,800
Staffordshire County Council - Older People Strategy	-	6,970
Staffordshire County Council - Student social work placement	840	-
Staffordshire Moorlands District Council - Climate Action Fund	31,596	14,342
Staffordshire Moorlands District Council - Creative People and Places (OUTSIDE)	24,030	23,850
Staffordshire Moorlands District Council - Moorlands Volunteering	21,500	17,545
Staffordshire Moorlands District Council - Move More Moorlands	7,671	-
Staffordshire Moorlands District Council - Active Travel Moorlands	10,000	-
UK Shared Prosperity Fund via Lichfield District Council	33,333	-
UK Shared Prosperity Fund via Newcastle Borough Council	35,811	28,625
UK Shared Prosperity Fund via Staffordshire Moorlands District Council	68,804	28,275
UK Shared Prosperity Fund via Tamworth Borough Council	99,225	62,962
	<u>973,301</u>	<u>707,778</u>

**Non Government Grants**

Arts Council England	542,542	319,205
Centric Lab Ltd	1,460	-
Community Foundation for Staffordshire - Better Health Staffordshire	24,687	-
Flatpack Projects	300	250
Healthwatch England	500	-
Historic England	13,173	5,000
Honeycomb Group - Glow	-	2,000
Keele University	5,100	-
Lloyds Bank Foundation for England and Wales	2,499	417
National Forest Company	-	500
National Lottery Community Fund via BES	19,776	6,359
National Lottery Community Fund - Partnership Fund	160,617	109,923
National Lottery Community Fund - Reaching Communities via VAST	28,260	46,612
National Lottery Community Fund via Community Together Tamworth CIC	15,280	15,000
National Lottery Community Fund - Awards For All via Yarnfield and Cold Meece Parish Council	-	10,900
National Lottery Heritage Fund - Cheadle Moon	2,469	22,224
National Lottery Heritage Fund via Staffordshire Wildlife Trust	24,924	91,103
Severn Trent Water	-	6,715
Your Housing - Trees Project	-	2,000
	<u>841,587</u>	<u>638,208</u>

**TOTAL RESTRICTED****1,814,888   1,345,986****TOTAL CHARITABLE ACTIVITIES****3,348,113   2,362,148**

	2025	2024
<b>A3 Income: Other Trading Activities</b>		
<b>Non Primary Purpose Trading</b>		
<b>Sponsorship</b>	<b>5,600</b>	<b>2,950</b>
<b>Consultancy Services</b>		
Consultancy	1,750	450
Parish Council Internal Audit	986	932
Payroll service	-	268
	<b>2,736</b>	<b>1,650</b>
<b>Ticket Events - Outside</b>	<b>8,021</b>	<b>2,518</b>
<b>Meeting Room Hire</b>		
East Staffordshire - Voluntary Service Centre	75	1,059
Newcastle-under-Lyme - Guildhall	2,425	60
	<b>2,500</b>	<b>1,119</b>
<b>TOTAL</b>	<b>18,856</b>	<b>8,238</b>

#### **A4 Income: Investment Income**

Bank and investment interest	26,388	18,774
<b>TOTAL</b>	<b>26,388</b>	<b>18,774</b>

#### **B1 Expenditure: Charitable Activities**

##### **UNRESTRICTED**

Governance	13,157	12,161
Trustee expenses	287	210
Unrestricted charitable activities expended	1,360,570	924,805
Direct Management and Support Services	87,958	103,675
Depreciation	3,011	2,318
	<b>1,464,983</b>	<b>1,043,169</b>

##### **RESTRICTED**

Arts Council England	510,903	319,205
Centric Lab Ltd	1,460	-
Community Foundation for Staffordshire - Better Health Staffordshire	24,687	-
Flatpack Projects	300	250
Forestry England	2,000	-
Historic England	13,173	5,000
Healthwatch England	500	-
Honeycomb group - Glow	-	2,000
Keele University	5,100	-

Lloyds Bank Foundation for England and Wales	2,499	417
National Forest Company	-	500
National Lottery Community Fund - BES	19,776	6,359
National Lottery Community Fund - Partnership Fund	160,617	109,923
National Lottery Community Fund - Reaching Communities via VAST	28,260	46,612
National Lottery Community Fund - via Yarnfield & Cold Meece Parish Council	-	10,900
National Lottery Community Fund - via Community Together CIC	15,280	15,000
National Lottery Heritage Fund	2,469	22,224
National Lottery Heritage Fund via Staffordshire Wildlife Trust	24,924	91,103
Restricted Reserve - Staffordshire Moorlands - Employability	-	1,954
Severn Trent Water	-	6,715
Staffordshire County Council - Capacity Building Framework	220,923	253,675
Staffordshire County Council - Capacity Building Framework: Buddies Call-off	48,166	34,885
Staffordshire County Council - Capacity Building Framework: Community Engagement Call-off	3,000	11,000
Staffordshire County Council - Capacity Building Framework: Local Resilience Forum Call-off	33,490	33,680
Staffordshire County Council - Capacity Building Framework: Training Call-off	20,326	5,179
Staffordshire County Council - Community Fund	610	-
Staffordshire County Council - Community Learning Responsiveness Fund	221	-
Staffordshire County Council - Healthwatch Staffordshire	203,691	181,989
Staffordshire County Council - Festival of Brilliant	31,000	-
Staffordshire County Council - Multiply	16,301	-
Staffordshire County Council - Nature Connections	-	2,800
Staffordshire County Council - Older Peoples Strategy	-	6,970
Staffordshire County Council - Student social work placement	840	-
Staffordshire Moorlands District Council - Climate Action Fund	31,596	14,342
Staffordshire Moorlands District Council - Creative People and Places (OUTSIDE)	24,030	23,850
Staffordshire Moorlands District Council - Moorlands Volunteering	21,500	17,545
Staffordshire Moorlands District Council - Move More Moorlands	7,671	-
Staffordshire Moorlands District Council - Active Travel Moorlands	10,000	-
UK Shared Prosperity Fund via Lichfield District Council	33,333	-
UK Shared Prosperity Fund via Newcastle Borough Council	35,811	28,625
UK Shared Prosperity Fund via Staffordshire Moorlands District Council	68,804	28,275
UK Shared Prosperity Fund via Tamworth Borough Council	99,225	62,962
Your Housing Trees Project	-	2,000
	<b>1,722,486</b>	<b>1,345,940</b>
<b>TOTAL CHARITABLE ACTIVITIES</b>	<b>3,187,469</b>	<b>2,389,108</b>

**B2 Expenditure Analysed by Aims/Objectives/Activities**

	<b>Direct Costs</b>	<b>Support Costs</b>
1.1 Volunteering	92,189	18,231
1.2 Capacity Building & 1.3 Partnerships & Collaborations: Member Intelligence & Forums*	845,314	179,491
1.3.4 Partnerships & Collaborations: Engagement & Research	41,338	22,240
1.3.5 Partnerships & Collaborations: Social Prescribing	905,948	116,643
1.3.6 Partnerships & Collaborations: Healthwatch Staffordshire	171,120	33,300
1.3.7 Partnerships & Collaborations: Climate Action Partnerships	66,438	8,900
1.3.8 Partnerships & Collaborations: Arts, Culture & Heritage Partnerships	590,379	14,040
1.4 Leadership & Advocacy & Aim 2: Evidence Informed Opportunities & Aim 3: Local Infrastructure Collaborations*	( 7,984 )	9,745
4: Operational Excellence (Policy, Planning, Finance, HR, Facilities, IT, M&C, Performance, Quality & Impact)		87,958
	<b>2,704,742</b>	<b>490,549</b>

\* Some activity is delivered in a fully integrated way and cannot be meaningfully financially disaggregated

**B3 Expenditure: Raising Funds**

	<b>2025</b>	<b>2024</b>
Endowment Fee charge	1,955	1,942
Fundraising Development	5,867	76,286
	<b>7,822</b>	<b>78,228</b>



<b>C. Grant payments : 2024-2025</b>	<b>Total grants by Funder</b>	<b>Payments by grant Recipient</b>
<b>RESTRICTED</b>		
<b>Staffordshire Moorlands District Council - Community Climate Change and Nature Action Fund</b>	<b>7,729.95</b>	
Bagnall Norton Cricket Club		600.00
Biddulph Youth and Community Zone		600.00
Bradnop Village Hall		500.00
Caverswall Village Hall		600.00
Creative Cheadle		500.00
Dane Valley Climate Action Group		600.00
Grindon Old School New Management Committee		500.00
Kingsley Holt Centre		500.00
Leek Town Centre Youth Project (@21)		600.00
Manifold Community Action for Nature		600.00
Moorlands Climate Action		600.00
Swainsley Fishing Club		600.00
The Kenelm Youth Trust		424.95
White Peak Farmers		600.00
Social Connective CIC - original grant for £480 (£385 claimed)		-95.00
<b>Staffordshire Moorlands District Council - UK Shared Prosperity Community Energy Fund</b>	<b>14,450.14</b>	
Alton Village Hall		1,992.00
Bagnall Norton Cricket Club		1,800.00
Cheadle Cricket Club		5,047.85
Cheadle Town Council		5,610.29
<b>Arts Council England - Creative Community Commissions: Groups</b>	<b>5,769.80</b>	
Alstonefield Village Hall Committee		400.00
Borderland Voices		500.00
Caverswall Community Society		500.00
Cheadle Arts		500.00
Foxlowe Arts Centre (s)		1,000.00
Greenwood Growth CIC		500.00
Honeycomb Group Ltd (GLOW)		500.00
Kingsley Holt Centre		409.80
Leek Town Centre Youth Project (@21)		500.00
Stockton Brook Time & Space CIC		460.00
Tean Youth Club		500.00
<b>Arts Council England - Creative Community Commissions: Individuals</b>	<b>2,000.00</b>	
Cat McGill		500.00
Cathey Yardley		500.00
Chris Thompson		500.00
Dr E Dawson Varughese		500.00
<b>Staffordshire Moorlands District Council - Creative Community Commissions: Groups</b>	<b>19,278.00</b>	
Biddulph Methodist Church		985.00
Biddulph Moor Community Association		500.00
Biddulph Youth and Community Zone		1,000.00
Bolton Gate Farm		1,000.00
Borderland Voices		995.00
Brown Edge Parish Council		500.00
Cheadle Arts		1,000.00

Cheadle Organisations Group	600.00
Cheddleton Flint Mill	500.00
Creative Cheadle	500.00
Draycott Parish Council	900.00
Equal Base	250.00
Flash Village Hall	1,000.00
Greenwood Growth CIC	1,000.00
Leek Open Studios	900.00
Leek Town Council (s)	500.00
Many Strands	250.00
Moorlands Climate Action	1,054.00
Stockton Brook Waterworks	600.00
The Happy Makers	1,000.00
The Public Catalogue Foundation (Art UK)	2,000.00
The Rudyard Lake Trust	500.00
Vol - Karen Hare c/o Leek Yarn Bombers	25.00
Waterhouses Youth Project	1,000.00
Woolly Wednesdays (Biddulph Yambams)	719.00

**Staffordshire Moorlands District Council - Creative Community Commissions:  
Individuals**

	<b>6,700.00</b>	
Ale Bravo		1,000.00
Amy Ford		1,000.00
Bev Reardon		1,000.00
Kate Dawes		795.00
Louie Young		1,000.00
Ruby Nixon		905.00
Teresa Pattison		1,000.00

**National Lottery Community Fund - Totally Stoked Small Grant**

	<b>360.00</b>	
Life Stream Church CIO		360.00

**National Lottery Community Fund - Southeast Staffordshire Healthy  
Communities Engagement Fund**

	<b>24,215.00</b>	
Action Deafness		2,000.00
Belgrave Community Allotment & Garden		660.00
Better Way Recovery		1,670.00
Burton Unity		2,000.00
Community Learning Centre		1,100.00
Harvey Girls		2,000.00
Liberty		1,850.00
Lichfield Re-Cycle		2,000.00
Move Mojo CIC		2,000.00
New Urban Era CIC		2,000.00
Revive Staffordshire		1,935.00
Tamworth Wellbeing & Cancer Support Centre (TWCSCC)		2,000.00
Trent & Dove Housing (c)		2,000.00
Your Emotional Support Service (YESS)		2,000.00
Return of unused grant money - Southeast Staffordshire Healthy Communities Engagement Funding - Charity Number 1167511		-1,000.00

**National Lottery Community Fund - Southeast Staffordshire Healthy  
Communities Needs Analysis**

	<b>7,000.00</b>	
Burton Unity		7,000.00

**Tamworth Borough Council - UK Shared Prosperity Fund**

	<b>69,580.00</b>	
1st Mercian Scout Group		2,333.00
Belgrave Community Allotment & Garden		1,562.00
Changes Tamworth		5,000.00
Choices		3,560.00
Dosthill Boys Club		5,000.00

Friends of Warwickshire Moor	1,000.00	
Fun Club Hub CIO	4,749.00	
Park Farm Social Group	1,262.00	
Read Easy Birmingham North, Tamworth & Lichfield	1,077.00	
Right2Speak CIC	2,880.00	
Shoebox Theatre CIO	1,566.50	
St Andrews Church Kettlebrook	1,200.00	
St Francis' Church Leyfields	4,000.00	
St Peter's Community Church and Centre	3,000.00	
Staffordshire Care Farming Development CIC	4,418.00	
Tamworth & Lichfield Sea Cadets	2,600.00	
Tamworth District Scout Council	5,000.00	
Tamworth Rugby Union Football Club	1,000.00	
Tamworth Samaritans	5,000.00	
Tamworth Street Angels	1,199.00	
Tamworth Youth Club	4,899.17	
The Hygiene Bank	2,274.33	
The Manna House Charity	5,000.00	
<b>Cadent Centres for Warmth Grants</b>	<b>15,000.00</b>	
Biddulph Youth and Community Zone	2,500.00	
Friends of Heath Hayes Library	2,500.00	
Friends of Perton Library	2,500.00	
Kingsley Holt Centre	2,500.00	
Stone Community Hub (S)	2,500.00	
West Chadsmoor Family Centre (s)	2,500.00	
<b>Healthwatch Engagement Fund</b>	<b>1,820.00</b>	
Burton Caribbean Association	400.00	
dDeaflinks Staffordshire	720.00	
The Over 55's Tuesday Mixer Club	700.00	
	<b>173,903</b>	<b>173,903</b>

	Total grants by Funder	Payments by grant Recipient
<b>C. Grant payments : Last year 2023-2024</b>		
<b>RESTRICTED</b>		
<b>Healthwatch Staffordshire Engagement Fund</b>	<b>200.00</b>	
Tamworth Wellbeing & Cancer Support Centre (TWCSCC)		200.00
<b>National Lottery Community Fund - Partnerships Fund: Health Equity Grants</b>	<b>5,160.00</b>	
Burton and District Mind		1,999.00
Compassionate Communities UK		2,000.00
Dilema		1,211.00
Everyone Active		1,950.00
Inter Theatre CIC		2,000.00
People Express		2,000.00
Street Whyze Project CIC		2,000.00
<b>National Lottery Community Fund via VAST: Totally Stoked Grants</b>	<b>6,496.00</b>	
Approach Dementia Support		500.00
Biddulph Methodist Church		500.00
Biddulph Youth and Community Zone		500.00
Chell Area Family Action Group		498.00
dDeaflinks Staffordshire		500.00
Kidsgrove Care Solutions		498.00
Moorlands Brunch Bunch		500.00
Reaching CIC		500.00
Talke Clinic PPG		500.00
Ten Count Boxing Gym CIO		500.00
The Dove Service (s)		1,000.00
Vibe 2 Thrive CIC		500.00
Return of unspent grant money from East Staffordshire Surrounds Diabetes UK Patient Network		-8,000.00
<b>National Lottery Heritage Fund via Staffordshire Wildlife Trust : Community Grants</b>	<b>45,744.17</b>	
1st Stramshall Scout Group		1,849.75
Alrewas Parish Council		2,456.19
Brizlincote Parish Council (c)		4,113.08
Burton Leander Rowing Club		2,500.00
Derby and Burton Hospitals Charity		4,999.48
Fish 2013		536.25
Friends of Howard School		536.25
Inspiring Healthy Lifestyles		3,000.00
Lichfield District Scout Council		585.00
Manor Park Sailing Club		5,536.25
Rugeley Power Station Angling Club		4,648.67
Sinai Park House Trust		536.25
Staffordshire Care Farming Development CIC		5,000.00
The Globe Group CIC		3,254.65
Trent & Dove Housing (c)		1,742.43
Tynsel Parkes CE Primary School		536.25
Walking for Health Wellbeing		477.92
Winshill Parish Council		3,435.75
<b>Staffordshire Moorlands District Council - Arts Grants</b>	<b>7,222.00</b>	
Bolton Gate Arts CIC		500.00
Christ Church Biddulph Moor		500.00
Greenwood Growth CIC		500.00
Leek Allotment Holders & Gardeners Association		500.00
Moorlands Climate Action		1,000.00

Oakamoor Village Group	1,039.00	
Quarnford Memorial Hall	500.00	
Waterhouses Allotment Association	360.00	
Werrington Community Library & Wellbeing Centre	417.00	

#### **Staffordshire Moorlands District Council - Climate Grants**

Biddulph Youth and Community Zone	500.00	
Moorlands Climate Action	426.00	
Social Connective CIC	480.00	
Stockton Brook Time & Space CIC	500.00	
<i>Support Staffordshire retained £1,500 following agreement from the council that a grant could be awarded to the OUTSIDE arts project which sits under Support Staffordshire</i>		

#### **UK Shared Prosperity Fund (UKSPF) via Staffordshire Moorlands District Council**

Business Enterprise Support Ltd (BES)	9,678.00	9,678.00
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#### **UK Shared Prosperity Fund (UKSPF) via Tamworth Borough Council: VCSE Grants**

	41,783.00	
1st Fazeley Scout Group	1,000.00	
1st Glascoate (St George) Scout Group	1,000.00	
Changes Tamworth CIO	5,000.00	
Cheer Sport Alpha	2,175.00	
Choices	3,000.00	
Dosthill Boys Club	4,000.00	
Fun Club Hub CIO	1,540.97	
Right2Speak CIC	1,280.00	
St Georges Church	3,500.00	
St Martin in the Delph Church	2,500.00	
St Peter's Community Church and Centre	2,490.00	
Tame Community First Responder Group	1,243.00	
Tamworth & Lichfield Sea Cadets	3,554.03	
Tamworth Samaritans	5,000.00	
The Manna House Charity	4,500.00	

#### **UNRESTRICTED**

##### **NHS Strategic Partnerships**

VAST	2,000.00	2,000.00
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##### **Primary Care Social Prescribing**

Age UK Staffordshire	47,040.00	47,040.00
The Beth Johnson Foundation	34,017.96	34,017.96

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<b>199,341.13</b>	<b>199,341.13</b>
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#### D. Net Movement in Funds for the Year

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

	2025	2024
Audit fees	6,600	6,480

#### E. Staff Costs

	2025	2024
Salaries and Wages	1,982,334	1,585,328
Employers National Insurance contributions	165,427	126,703
Employers Pension contributions	50,421	39,724
Redundancy	2,750	767
	<u>2,200,932</u>	<u>1,752,522</u>

Number of employees earning £60,000 or more:

1 -

Number of employees earning £60,000 - £70,000

1 -

Total Benefits of Key Management Personnel

282,212 259,988

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

84 73

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

70 57

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

Trustee expenses	287	108
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Trustee, Christine Thomas received payment via Christine Thomas Limited for provision of E Learning modules. These were provided at a discounted rate and followed a pro bono donation of modules in 2020-2021 worth in excess of £14k. Alternative quotes were obtained to ensure best value. Christine Thomas ceased to be a trustee in February 2024 and as such no figure is reported for 2024-2025.

- 3,915

No other 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

- -

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

- -

## Notes to the Balance Sheet

### 1a. Fixed Assets: Tangible Assets

Cost or valuation	Furniture and Equipment
Brought Forward	4,707
Additions	-
Disposals	-
	<u>4,707</u>
<b>Depreciation</b>	
Brought Forward	-
Charge for the year	3,011
Disposals	-
	<u>3,011</u>
Net Book Value 31st March 2025	<u>1,696</u>
Net Book Value 31st March 2024	<u>4,707</u>

### 1b. Fixed Assets - Investments

Cirican Consulting LLP	3,000
Community Foundation for Staffordshire - Endowment	243,952
	<u>246,952</u>

### 2. Debtors

	2025	2024
Prepayments	15,080	17,634
Accrued Revenue	91,584	42,829
Accounts Receivable	181,698	164,109
	<u>288,362</u>	<u>224,572</u>

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

	2025	2024
Accruals	55,010	44,928
Accounts Payable	147,593	50,252
Payroll Liabilities	39,223	28,115
Pension Liabilities	153	-
Unearned Income	503,960	611,217
Other Creditors	22,570	22,649
Funds held for third parties	21,173	29,529
	<u>789,682</u>	<u>786,691</u>

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

	2025			
	Unrestricted Funds	Designated Funds	Restricted Funds	Total Funds
Assets	246,952	-	-	246,952
Net Current Assets	614,251	47,768	94,337	756,356
Net Assets at 31 March 2025	861,204	47,768	94,337	1,003,308

#### 5. Restricted Funds

	2025	2024	Nature of Restriction / Designation
Arts Council England - creative people and places	31,639	-	Restricted to delivery of Outside project only
Healthwatch Staffordshire	60,763	-	Restricted to delivery of commissioned Healthwatch services only
Tamworth Community Fund	1,935	1,935	Restricted to Community work in Tamworth
	94,337	1,935	

#### 6. Designated funds

	2025	2024	
Burton Voluntary Services Centre	-	9,335	De designated - VSC vacated
Climate Action	40,000	40,000	Designated for investment in Climate Action objectives
Newcastle-under-Lyme Guildhall	6,586	6,586	Designated for any costs associated with the Guildhall
Stafford Railway Building Society	1,182	3,835	Designated to be spent in Stafford District - servers
	47,768	59,756	

#### 7. Restricted Fund Movements 2024/2025

	Opening Balance	SOFA Surplus/ Deficit for the year	Transfer to Unrestricted Funds	Balance at 31/03/2025
Arts Council England - creative people and places	-	31,639	-	31,639
Healthwatch Staffordshire	-	60,763	-	60,763
Tamworth Community Fund	1,935	-	-	1,935
	1,935	95,877	-	94,337

#### 8. Related Party Transactions

See note F

#### 9. Leasing Commitments

At 31st March 2025 the company had annual commitments under non-cancellable operating leases as follows:

Within One Year	2,281
Between one and five years	3,992
Over five years	-



## 10. Cash generated from operations

	2025	2024
(Deficit)/Surplus for the year	233,916	( 15,194)
Adjustments for:		
Non cash donations in kind - land and buildings		
Investment (gains) / losses		
Investment income recognised in the statement of financial activities	( 26,388)	(18,774)
Depreciation and impairment of tangible fixed assets	3,011	2,318
Movement in working capital:		
(Increase)/decrease/ in debtors	( 63,790)	( 35,519)
Increase/(decrease) in creditors	2,992	281,072
<b>Cash (absorbed by)/generated by operations</b>	<b>149,741</b>	<b>213,902</b>

