Trustees Annual Report and Accounts

For the Year Ended

31 March 2026

SUPPORT STAFFORDSHIRE

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 2026. 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
Website: www.supportstaffordshire.org.uk

Other Operating Premises:

North Staffordshire

The Guildhall
High Street
Newcastle-under-Lyme
Staffordshire
ST5 1PW

Leek Health Centre
Fountain Street
Leek
Staffordshire
ST13 6JB

South and Mid Staffordshire

Lichfield Business Hub
Frog Lane
Lichfield
Staffordshire
WS13 6HS

The Eco Centre, The Old Mill
Church Street
Uttoxeter
Staffordshire
ST14 8AG

Bank:

Unity Trust Bank
Four Brindley Place
Birmingham
B1 2JB

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 21 May 2026
Vice Chair: Elaine Day: re-elected 21 March 2024; appointed as Vice Chair 21 May 2026

Trustees
- Ian North: re-elected 21 March 2024
- Jon Everett: re-elected 21 March 2024
- Alec Wright: elected 7 May 2026
- Emma Chester: appointed in year and elected 7 May 2026
- Mark Forrester: appointed in year and elected 7 May 2026
- Thomas Guilbert-Newell: appointed in year and elected 7 May 2026

The Board wishes to record special thanks and appreciation to Martin Peake, Nicola Taylor, Rowan Crozier and Wei Le Hou 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 a regular skills and knowledge audit and arrange learning and training opportunities as a result.

Membership of Support Staffordshire

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

	No. members June 2026	No. member June 2025
Local Community & Charity Members	1084	1,051
Local Social Enterprise Members	178	156
Individual Members	6	7

We also have four categories of non-voting membership:

	No. members June 2026	No. members June 2025
Associate Members	127	126
Start-up Members	67	37
V4All Members	74	61
Parish Council Members	31	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 details 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 Chief Finance Officer, and other occasional business. Additional meetings typically cover the setting of the annual budget in early spring; 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 was reviewed and updated in early 2026.

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

- Chief Finance Officer - Finance & Business Services Team
- Chief Health Integration Officer – Health Integration Team
- Chief Operating Officer – Operations Team
- Chief Public Affairs Officer – Public Affairs & Sustainability 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:

- Business Services Manager
- Capacity Building Manager
- Communications Manager
- Connect to Work Integration Manager
- Consultancy Manager
- Engagement & Research Manager
- Head of Capacity Building, Volunteering & Local Partnerships – North

- Head of Capacity Building, Volunteering & Local Partnerships – South
- Head of Social Prescribing
- Healthwatch Staffordshire Manager
- Healthy Communities Manager
- OUTSIDE Operations Director
- OUTSIDE Operations Manager
- Rural Development and Resilience Manager
- Sustainability Partnerships Manager
- Volunteering Manager

We also have a wider leadership team which includes Team Leaders with some degree of line management responsibility, and organisation-wide Subject Expert Leads. 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 2026 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.

Risk	**Mitigation**
Profile & Influence risks	Relationship management with specific focus on planning for change associated with Devolution, Local Government Reorganisation, local Political change, local NHS change – this was monitored quarterly via our Change Barometer
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/checks; and new work on Fraud Prevention and detection

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 2025-2026:

Member	Partnership Capacity
Asist Advocacy	Partner to Healthwatch Staffordshire
Biddulph Youth & Community Zone	Partner for OUTSIDE Arts
Burton Unity	Delivery Partner for Community Needs Analysis
Business Enterprise Support (BES)	Delivery Partner for Volunteering
Community Together CIC	Delivery Partner for Social Prescribing & Volunteering
Globe Group CIC	Partner for Climate Action / Merger Partner
Honeycomb Group	Partner for OUTSIDE Arts and TOC Hub
Leek Polish Connection	Partner for OUTSIDE Arts
Moorlands Climate Action	Partner for OUTSIDE Arts and COP
Partners in Creative Learning (PICL)	Partner for OUTSIDE Arts
Reaching North Staffs	Partner for OUTSIDE Arts
Staffordshire Parent Carers Forum	Support Staffordshire acts as SPCF accountable body
Staffordshire Wildlife Trust	Partner for Climate Action & OUTSIDE Arts
The Alzheimer's Society	Partner for Research Consultancy
The Growth Company	Partner for Connect to Work
The New Vic Theatre	Partner for OUTSIDE Arts
Together Active	Partner for Health & Wellbeing
VAST	Partner for joint local infrastructure programs
Your Housing	Partner for OUTSIDE Arts

Support Staffordshire is a member of the following local networks:

- Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership
- Staffordshire and Stoke-on-Trent Chamber of Commerce
- 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)
- 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 Better Health Staffordshire Partnership
- Staffordshire Business Environment Network (SBEN)
- Staffordshire Dementia Action Alliance
- Staffordshire Disability and Neurodiversity Partnership Board
- Staffordshire Five Ways to Wellbeing Network
- 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 – Local Resilience Forum

- Staffordshire Protect and Prepare
- Staffordshire Safer & Stronger Communities Strategy Group
- 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:

- Biddulph Town Council
- 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
- Leek Town Council
- Lichfield and Burntwood Primary Care Networks
- Lichfield District Council
- Mercian Primary Care Network
- Midlands Partnership University NHS Foundation Trust
- Moorlands Rural Primary Care Network
- Newcastle and Stafford Colleges Group (NSCG)
- Newcastle Central Primary Care Network
- Newcastle-under-Lyme Borough Council
- North Staffordshire Combined Healthcare NHS Trust
- Rugeley and Great Haywood Primary Care Network
- Seisdon 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
- Staffordshire University
- Stoke-on-Trent City Council
- Stone and Eccleshall Primary Care Network
- 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 other local, regional and national partners including:

- Art UK
- Civil Society Together
- Community Resource (Shropshire RCC)
- Forestry England
- Film Hub Midlands
- Healthwatch England
- Live to Your Living Room
- National Forest Company
- NHS England

- Peak Wildlife Park
- Sporting Stars (alternative provision)
- Sustainability West Midlands
- Telford CVS
- The National Trust
- The Peak District National Park Authority
- YHA England & Wales

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 Officer’s 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

Our Strategic Plan for 2025-2035: Empowering Communities II and Business Plan 2025-2029 set out our Vision, Mission and Values as an organisation and then delve into 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 2025-2026

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

Objective 1.1: Volunteering
- Promoting Volunteering
- 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

- Community Development and Connect to Work
- 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
- Sustainability 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
- Human Resources (HR)
- Volunteering Development
- Leadership Development
- Thrive at Work
- Facility Management
- Information Technology, Digital and Artificial Intelligence (AI)
- Climate Action Inhouse
- Marketing, Communications and 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 2025-2026 financial year, Support Staffordshire's key achievements and performance indicators were as follows. We have provided the prior year comparison.

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

Objective 1.1 - Volunteering

Deliverables	Annual Report 2025-2026	Annual Report 2024-2025
1.1.1 PROMOTING VOLUNTEERING	Events held to promote volunteering: **219 (119% increase)** People engaged at events: 2,952 **(146% increase)**	Events held to promote volunteering: **100** People engaged at events: **1,202 (up 14%)**
1.1.2 VOLUNTEER BROKERAGE & ROLE DEVELOPMENT	Organisations registered at year end: **571** No. of live volunteering vacancies at year end: **207** • No. enquiries – **708 (20% increase)** • No. orgs referred into – **371** • No. referrals – **728 (12% increase)** • No. follow-ups – **2,012** • No. confirmed placed – **399 (40% increase)** • No. orgs placed into -**230** As part of our feedback, we ask all volunteers if they are still volunteering three months later – **85%** say that they are. We also ask if volunteering has contributed to improved wellbeing – **88%** agree with this statement.	Organisations registered at year end: **532** No. of live volunteering vacancies at year end: **262** • No. enquiries – **589 (up 49%)** • No. orgs referred into – **380** • No. referrals – **652** • No. follow-ups – **2,231** • No. confirmed placed – **285 (up 47%)** As part of our feedback, we ask all volunteers if they are still volunteering six months later – **85%** say that they are. We also ask if volunteering has contributed to improved wellbeing – **74%** agree with this statement.
1.1.3 VOLUNTEERING COLLABORATIONS	**Integrated Offender Health** During this third year of the project, 28 staff registered to use their volunteering day, of which **14** completed their day, hosted by **8** organisations. **Volunteering for Health (new)** As one of 10 areas across England hosting a Volunteering for Health programme, we worked closely with the lead organisation VAST to further develop the partnership and strategic opportunities.	**Integrated Offender Health** 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.

Objective 1.2 – Capacity Building

Deliverables	Annual Report 2025-2026	Annual Report 2024-2025
1.2.1 MEMBERSHIP ENGAGEMENT	During the year we welcomed **108** new members, taking our membership to a record level of **1,561** when closures and mergers are considered (**7%** net increase overall). 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 **22%** for the 2025 calendar year.	During the year we welcomed **145** new members, taking our membership to a record level of **1,457** when closures and mergers are considered (**11%** net increase overall). 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 **32%** for 2024.
1.2.2 MEMBER INFORMATION ADVICE & GUIDANCE (IAG)	We supported **407** members through **746** direct support sessions; reaching **26%** of eligible members during the year. Support included **477** attendances at training courses (Right Start, Next Steps and Supportive Communities) Funding searches and application support remained the dominant support category, representing **20%** of enquiries during the year. Governance was second at **14%**. Startups were next at **10%** of demand respectively. This and other advice enabled members to secure a recorded **£2,921,879** of new investment in their services; significantly exceeding our £1M target. **Feedback: 38%** of members hear about our services by word of mouth and the next highest category is website at **18%**. 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 – **100%**	We supported **497** members through **1,054** direct support sessions; reaching **40%** of eligible members during the year. Support included **446** attendances at training courses (Right Start & Supportive Communities) Funding advice remained the dominant support category, representing up to **37%** of enquiries during the year. Governance was second at **20%**. Volunteering Policies and Other Policies each saw **7%** of demand respectively. This and other advice enabled members to secure more than **£5,198,714** of new investment in their services; significantly exceeding our £1M target. **Feedback:** 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%**

	• I have found Support Staffordshire's services to be accessible & inclusive: **83%** **Bursaries:** Our Member Bursary scheme offers extended advice and guidance to members undergoing major change. Just **1** bursary was 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: • Cadent Centres for Warmth Grants • Healthwatch Engagement Fund • National Lottery Community Fund Southeast Staffordshire Healthy Communities - Needs Analysis Grant • OUTSIDE Creative Community Commissions • Staffordshire County Council Supportive Communities – Small Sparks Fund • Staffordshire Moorlands District Council – Community Climate Change & Nature Action Fund • Staffordshire Moorlands District Council – UK Shared Prosperity Fund Social Action Grants • Tamworth Borough Council UK Shared Prosperity Fund Community Grants Total and individual grant amounts are detailed in the accounts Note C **ACRE Network:** We supported **99** rural organisations this year through our ACRE funded team. **LDA Friendly** Ongoing support to VCSEs to become learning disability and autism friendly saw a further **29** organisations achieve the self-assessment accreditation, bringing the total to **44**. A wide range of templates and tools were developed and shared within and outside Support Staffordshire **Social Care Enterprise** The Staffordshire Micro-Provider scheme was launched as www.localhelpmyway.org.uk working closely with Staffordshire County Council Adult Social Care. We delivered **16** community outreach sessions and delivered bespoke training to **20** prospective providers. At year end	**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: • Cadent Centres for Warmth Grants • Healthwatch Engagement Fund • National Lottery Community Fund Southeast Staffordshire Healthy Communities Engagement Grants • OUTSIDE Creative Community Commissions • Staffordshire Moorlands District Council – Community Climate Change & Nature Action Fund • Staffordshire Moorlands District Council – UK Shared Prosperity Fund Community Energy • Tamworth Borough Council UK Shared Prosperity Fund Community Grants 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. **LDA Friendly (new)** 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 **15** organisations to receive our LDA Friendly Mark **Social Care Enterprise (new)** During the year we supported a number of social care related local enterprises an developed a new Micro-provider scheme working closely with Staffordshire County Council

	had recruited **48** prospective providers, of which **24** had been verified and were ready to start taking on clients.	
1.2.3.1 COMMUNITY DEVELOPMENT & HEALTH INEQUALITIES	**Healthy Communities – Burton, Lichfield, and Tamworth** During the final nine months of this five-year programme, we delivered: • A Women's Health Festival • A Women's Collective Celebration • A Volunteer Fayre at Burton College • A Community Needs Analysis undertaken by Burton Unity looking at Diabetes in the Southeast Asian community **Healthy Communities – Locality Improvement Framework (LIF) (new)** During the year our Community Development team supported 7 district-based partnerships to develop and submit proposals to the LIF for local funding. In each case projects include evidence-based community projects to address health inequalities in their district or sub-geographies of. Six of the seven proposals were approved by the end of March 2026, and some had already entered delivery phase. This includes a small grant fund in each district, of which Support Staffordshire expects to manage six. We also integrated our existing CORE20+FIVE Community Connectors Programme in Cannock with the LIF and have expanded coverage to other districts, through a Smart Symptoms Roadshow, and input to NHS BEAT heart health events and the cancer roadshow. We continued to support the Move More Moorlands Community project, which will be further supplemented by a local LIF project next year. We also initiated and supported the establishment of a Gypsy, Roma, Traveller (GRT) Community of Practice group	**Healthy Communities – Burton, Lichfield, and Tamworth** Entering the final year of this five-year programme, a final round of engagement fund projects were supported. The Community Officer team also continued to support key projects and organisations including: • The Women's Collective & Women's Health festival • Neurodiversity Groups • Health Literacy and Patient Voice Training and support were delivered with several previous grant recipients on demonstrating impact and making short impact videos. Our CORE20+FIVE Community Connectors Programme in Cannock, continued to develop and delivered a Smart Symptoms Roadshow across the district, raising awareness of cancer. 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.
1.2.3.1 COMMUNITY DEVELOPMENT & CONNECT TO WORK (new)	We recruited a new team and commenced initial scoping and partnership building work, in collaboration with the lead organisation The Growth Company, towards the end of the year ready for a full service from April 2026.	N/A

1.2.4 TRAINING & CONSULTANCY	Our Development Consultancy & Training team secured **£166,388 (42% increase)** of business, delivering paid for support through **22** completed projects (with **18** ongoing projects) to members and non-members, including: • Alliance 42 Midlands Network Coordination • Cadent Centres for Warmth • Community Learning Training • Community Transport Evaluation • Multiply in the Moorlands • Shropshire Infrastructure Partnership Training • South Staffs Later Life Planning Roadshow • Staffordshire Together for Carers Small Grants • Supportive Communities Training • Tamworth UKSPF Training Plus, a range of other bespoke training/workshops, bid writing, strategic planning sessions, policy reviews, board development and charity registrations. We continued to act as accountable body for the Staffordshire Parent Carer Forum, administering forum meetings and processing payments.	Our Development Consultancy & Training team secured **£117,470** of business, delivering paid for support through **18** completed projects (with **24** projects ongoing at year end), to members and non-members, including: • Bespoke training • Bid writing • Strategic planning sessions • Board development • Charity registration 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.
1.2.5 RURAL DEVELOPMENT	**Rural Development** 1. Engaged with the rural business forum 2. Supported County Council EV charging points project in rural places 3. Supported the roll out of protection of premises guidance and training locally (2 events with 67 attendees) and input to national guidance via Home Office 4. Engaged with the ACRE convened rural flood partnership 5. Engaged in the County Council and Staffordshire Parish Councils Association (SPCA) wellbeing project **Rural Housing Enablement** We delivered the second year of our Rural Housing Enablement project. We are engaged with **11** communities looking at rural housing need in their parishes. This includes work on • Awareness raising • Housing needs surveys • Potential site searches • Landowner liaison • Parish Council liaison We have continued to meet jointly with colleagues at Rural Action Derbyshire to convene a steering group of partners from local authorities and housing providers.	**Rural Development (new)** 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 **38** representatives. **Rural Housing Enablement** 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.

Objective 1.3 – Partnerships and Collaboration

Deliverables	Annual Report 2025-2026	Annual Report 2024-2025
1.3.1 MEMBER RELATIONS & INTELLIGENCE	Engagement with Members = **768** through **3,885** engagements. This means we engaged **49%** of members during the year At the end of the year, we had gained a cumulative total of **960** completed census and directory forms; **70%** of our relevant membership, which informs our directory of VCSE organisations as well as anonymised data on the state of the sector. 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 **88%** are also shared on Staffordshire Connects.	Engagement with Members = **750** through **3,933** engagements. This means we engaged **51.5%** of members during the year At the end of the year, we had gained a new **873** completed census and directory forms; **66%** of our membership, which informs our directory of VCSE organisations as well as anonymised data on the state of the sector. 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 **87%** are also shared on Staffordshire Connects.
1.3.2 LOCALITY FORUMS	We continued to deliver Locality Forums, both online and face to face. These totalled **32** local networking opportunities across the county. Attendances across the county have totalled **1,459;** from **297** unique member organisations (**19%** 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. Evaluation responses show that **99%** felt that the content was relevant to them.	We continued to deliver Locality Forums, both online and face to face. These totalled **32** local networking opportunities across the county. Attendances across the county have totalled **1,440;** from **342** unique member organisations (**23.5%** 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.
1.3.3 THEMATIC FORUMS & NETWORKS	**Healthy Communities Alliance** We ran **13** Healthy Communities Alliance Forums with **696** attendances this year covering: • Southeast/Southwest geography • Mental Health • Children & Families • Subject Specific Seminars There are **475** members of the Alliance countywide. • 271 VCSE Members • 204 Public Sector Members • 281 Different Organisations • 137 New Members in-year The online digital platform Basecamp supports the Healthy Communities Alliance to continue to network inform	*not previously reported*

	and engage between in person forums. It currently has **466** participants. **Village Halls Network** We ran **one** village hall network sessions during the year with **40** attendees. However, we ran an additional **4** events jointly with the Healthy Communities Team at four village halls as part of Village Halls Week in March 2026. **Staffordshire Green Network** We continued the Staffordshire Green Network in year with partners delivering two network meetings and one steering group, one focussed on creative engagement in sustainability and the other health & sustainability; with **25** attendees We ran our first joint event following the merger with Globe; the 2026 Celebration of the Possible (COP) at The Kings Hall in Stoke-on-Trent with **225** attendees including Eco-Club pupils from six local schools. **Staffordshire Voluntary Emergency Network** We continued to play an active role in SVEN this year, working closely with Staffordshire Civil Contingency Unit. We also ran two Staffordshire Societal Resilience Working Group meetings. **Supportive Communities Networking (new)** We ran **4** Adult Social Care Networking Events this year, in collaboration with Staffordshire County Council, to promote the services of VCSE organisations amongst adult social care practitioners, building ongoing relationships and trust.	**Village Halls Network** We also ran **2** village hall network sessions during the year. **Staffordshire Green Network** 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). **Staffordshire Voluntary Emergency Network (new)** This year we established a new forum focussed on emergency response groups, working closely with Staffordshire Civil Contingency Unit. We also ran a Staffordshire Societal resilience Summit, attended by **55**.
1.3.4 ENGAGEMENT & RESEARCH	Our Engagement & Research team secured **£100,510 (3% increase)** of business, delivering a wide range of projects focused upon reaching a more diverse range of communities to provide feedback and insight to commissioners, decisions-makers and academics. They completed **7** projects in year (with **6** ongoing projects) including: • 5 Ways to Wellbeing • Alzheimer's / LDA Research • East Staffordshire Citizens Jury • Healthwatch Staffordshire Pharmacy First • Healthy Communities Evaluation • ICB Cancer Communications • Staffordshire Libraries Consultation	Our Engagement & Research team secured **£97,425** of business, delivering a wide range of projects focused upon reaching a diverse range of communities to provide feedback and insight. This year we also completed significant work as follows: • Tamworth UK SPF Community Engagement • State of the VCSE Sector • Transforming the Trent Headwaters • Staffordshire Moorlands District Council Active Travel project • Staffordshire Training Hub - • Community Resource Shropshire -

	• State of the VCSE Sector • Transforming the Trent Headwaters Research • VCSE Capacity Audits We remained an active member of the Research Engagement Network (REN) for Staffordshire, Stoke-on-Trent, Shropshire, Telford & Wrekin. This included delivery of Genes & Health Study Research Study at Stafford Muslim Prayer Halls	Community Needs Analysis on behalf of Cirican
1.3.5 SOCIAL PRESCRIBING	At year end we hold agreements through **12** Primary Care Networks as follows: • Cannock North • Cannock Villages • Leek and Biddulph • Lichfield & Burntwood • Moorlands Rural • Newcastle Central • Rugeley Horsefair • Seisdon • Stafford Central • Stafford South • Stafford Town Together they handled **7,666** referrals for support and made **10,773** onward referrals to VCSEs and other services. We continued to work on secondary care social prescribing programmes through Staying Well Cannock Chase which handled **122** referrals in year. We continued to support the ongoing pilot: SWITCH Cannock Chase and Stoke-on-Trent, focussed on adults with obesity, intensively supporting **7** patients in year 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. **Transfer of Care Hospital Discharge** Supporting patients with non-clinical needs that are preventing them leaving hospital in a timely way. We handled **901** referrals for support. Common support includes: • Key safe fitting • Deep cleaning • Decluttering after hoarding • Furniture movements and removals • Food parcels **Volunteer Buddies**	At year end we hold agreements through **11** Primary Care Networks as follows: • Cannock North • Cannock Villages • Leek and Biddulph • Lichfield & Burntwood • Moorlands Rural • Newcastle Central • Rugeley Horsefair • Stafford Central • Stafford South • Stafford Town Together they handled **7,280** referrals for support We continued to work on secondary care social prescribing programmes through Staying Well Cannock Chase We commenced a new programme in year: SWITCH Cannock Chase and Stoke-on-Trent – focussed on adults with obesity 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. **Transfer of Care Hospital Discharge** We commenced a new programme in year: Transfer of Care Hub Southern Staffordshire – focussed on supporting patients with non-clinical needs that are preventing them leaving hospital in a timely way. They handled **754** referrals for support in year. **Volunteer Buddies**

	During the year we expanded the service to cover all of Staffordshire with **2,567 hours** of volunteer Buddy time committed to the service. During the year we handled **140** referrals for 1:1 support. A further **550** individuals are receiving ongoing support from fully trained in-house Buddies at member VCSEs.	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 **12** Buddies who supported successful referrals for **96** people receiving one to one support. In addition, the team are supporting around **61** people each month on an informal basis through groups and clubs they support.
1.3.6 HEALTHWATCH STAFFORDSHIRE	Healthwatch Staffordshire continued delivery during the year: • Operated the independent Healthwatch Committee to steer the programme • Published a monthly Bulletin with a dashboard of current intelligence and feedback • Maintained a joint working relationship with the Health and Wellbeing Board and Health Overview & Scrutiny Committee • Undertook an extensive programme of outreach and engagement, gathering feedback from communities • Developed the Healthwatch Intelligence Network of VCSE partners • Completed 3 Deep Dive projects • Undertook a range of quality visits using our power to 'Enter & View' • Actively contributed to the Local Healthwatch Network and Healthwatch England A detailed Healthwatch annual report can be read here: https://healthwatchstaffordshire.co.uk/annual-reports/	Healthwatch Staffordshire continued delivery during the year: • Operated the independent Healthwatch Committee to steer the programme • Published a monthly Bulletin with a dashboard of current intelligence and feedback • Maintained a joint working relationship with the Health and Wellbeing Board and Health Overview & Scrutiny Committee • Undertook an extensive programme of outreach and engagement, gathering feedback from communities • Developed the Healthwatch Intelligence Network of VCSE partners • Completed 3 Deep Dive projects • Undertook a range of quality visits using our power to 'Enter & View' • Actively contributed to the Local Healthwatch Network and Healthwatch England A detailed Healthwatch annual report is published separately.
1.3.7 SUSTAINBILITY PARTNERSHIPS	**Trent Headwaters:** (led by Staffordshire Wildlife Trust) concluded its research phase at December 2025 including a full Engagement Report generated by Support Staffordshire following extensive community engagement and consultation, which fed into a launch event. **Trent RENEW:** (led by Staffordshire Wildlife Trust) continued this year delivering: • **13** citizen science workshops/webinars/events • **11** community walks We also fully engaged in the Trent Valley Catchment-based Approach Annual Conference	Hosted **5** university students (undergraduate and masters) from Keele University and University of Derby to support projects and Green Network admin (contributing **390** hours) Trent Headwaters & Trent RENEW (led by Staffordshire Wildlife Trust) • New staff member recruited to deliver across these two delivery projects in the north of Staffordshire • Community engagement with 45 community groups individually and attended 35 external events. • Initial investigation into current and potential citizen science opportunities around River Trent in Stoke • Convened cross-sector meetings about wider citizen science initiatives in Staffordshire.

	Stafford Borough Community Climate Skills: (funded by Keele University) was concluded this year with 2 events held. **Staffordshire Food Network:** A workshop to explore and develop a food network was held in February 2026 with 50 attendees. **Energetic Communities (new):** we took on the new project this year, in partnership with Staffordshire Community Energy to engage up to 9 new communities in community energy project exploration/development. **Climate Expo:** was supported and attended in autumn 2025.	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. Rethinking Health (funded by Centric Lab) delivered informal conversations with a multi-faith, multi-cultural women's 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. COP/Climate Expo was supported and attended both the Celebration of the Possible conference and Climate Expo, organised by Globe Group CIC
1.3.8 ARTS/ CULTURE/ HERITAGE PARTNERSHIPS	During 2025/26 OUTSIDE presented a total of **428** (+65%) events at a wide range of venues and locations across the Moorlands, with **86,000** (+13%) attendances. Volunteering has continued to strengthen and grow, with greater support for volunteers, and a contribution of over **7,000** hours of volunteer time in 2025/6 (+40%) Key events have included: • Pride in the Moorlands: celebrating the local LGBTQ+ community through the co-production of the Moorlands' first-ever Pride event, plus Queer Quest, a geo-cache trail across the Moorlands co-created with young people • Nicholson Institute: facilitating a steering group and volunteers to support the re-opening of the Moorlands Museum and Art Gallery • The Longest Yarn 2: Britain at War: exhibition of knitted and crocheted wartime scenes at Great Wood Community Hall in Tean • Women's Line: inviting women from farming families to create an artistic representation of their family trees • Where's Wallaby?: in partnership with Peak Wildlife Park, ten community groups worked with artists to design, decorate and place life-sized model wallabies in locations across the Moorlands • Nature in your neighbourhood: working in	During 2024/5 OUTSIDE presented a total of **260** events at **81** different venues and locations across the Moorlands, with **76,326** attendances. Key events have included: • The Festival of Brilliant an award-winning children's book festival • 24 Doors a live advent calendar • The Leek/Polish Connection • Leek Textile Week • Waymaking an inclusive landscapes project • Cheadle Lantern Parade • Nature in Your Neighbourhood • A rural isolation project in Longnor A wide range of partnerships have been established with a variety of stakeholders from different sectors including environment, education, welfare, regeneration, health and tourism. A full annual report and independent evaluation has been produced, the key findings of which are published on the OUTSIDE website

	partnership to encourage communities to monitor and restore their green spaces • Chain Reaction: collaboration with Staffordshire County Council Waste team to ensure every child and young person in Biddulph has access to a bike, co-designing cycling spaces and activities with young people • Leek Polish Connection: now an independent group working with OUTSIDE on a large-scale NLHF bid • Tappin In: bringing people together in Biddulph for an adventure in tap dance and percussive movement • The Festival of Brilliant: the second edition of a children's book festival enthusing local children and young people with a love of books and the joys of reading for pleasure, in the grounds of Biddulph Old Hall A wide range of partnerships have been further developed with a variety of stakeholders from different sectors including environment, education, welfare, regeneration, health and tourism. You can find out more about OUTSIDE Arts here: https://outsidearts.org/	

Objective 1.4 – Leadership and Advocacy

Deliverables	Annual Report 2025-2026	Annual Report 2024-2025
1.4.1 LOCAL STRATEGIC PARTNERSHIPS	We are members of all eight district/borough local strategic partnerships where we seek to inform and influence on behalf of our members. In East Staffordshire and Lichfield District the statutory Community Safety role continued to be the primary focus in year. Cannock Chase and Staffordshire Moorlands broadened their partnership arrangements in year to include health and wellbeing. Newcastle-under-Lyme, South Staffordshire, Stafford District and Tamworth continued to have a wider LSP with interests covering local economy, health & wellbeing, and community cohesion.	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 & wellbeing, and community cohesion. There continued to be limited formal LSP meetings in Staffordshire Moorlands during the year, though we continued to have regular informal contact with officers.
1.4.2 COUNTYWIDE STRATEGIC PARTNERSHIPS	Support Staffordshire continues to seek to represent and influence on behalf of our members at a range of formal and informal partnerships including: • Staffordshire Health & Wellbeing Board – we attended three meetings and engaged actively in debates (one	Support Staffordshire continues to seek to represent and influence on behalf of our members at a range of formal and informal partnerships including: • Staffordshire Health & Wellbeing Board – we attended all four

	cancelled following change in council administration). The formal Board was reconstituted towards the end of the year, and we became part of the wider partnership which now meets in private through a workshop format • Staffordshire County Council Communities Leadership Board – we engaged in the development of the Communities Delivery Plan following adoption of a new Communities Strategy • Staffordshire County Council Supportive Communities Programme Board – we continued to co-chair the Connected Communities Workstream this year • Staffordshire & Stoke-on-Trent Safeguarding Adults Partnership Board – we attended all four quarterly meetings and engaged actively in debates • Staffordshire Stronger & Safer Communities Board and Prevent Board – we attended one meeting this year due to changes in partnership administration • Staffordshire Together for Carers Partnership Board – we rejoined this partnership during the year • Staffordshire Learning Disabilities and Autism Partnership Board – we joined this partnership during the year • Staffordshire Disability & Neurodiversity Partnership Board – we joined this partnership during the year • Staffordshire & Stoke-on-Trent Integrated Care System Partnership Board ceased to operate this year following planned changes to the ICB's remit • ICB Committees – we engaged with the ICB Strategic Commissioning & Transformation Committee and the People, Culture and Inclusion Committee during the year, but both ended at the end of March. • We continue to attend the Staffordshire, Stoke-on-Trent, Shropshire, Telford & Wrekin Engagement & Research Partnership (SSHERPa) committee in common • ICS Portfolios - during the year we continued to act as elected representatives for 5 portfolios: Improving Population Health, Neighbourhood Health, Urgent & Emergency Care, Primary Care and Planned Care & Cancer. We also	quarterly meetings and engaged actively in debates • Staffordshire County Council Communities Leadership Board – we engaged in the final development of the Community Strategy and its launch • Staffordshire County Council Supportive Communities Programme Board – we took on Co-chairing the Connected Communities Workstream this year • Staffordshire & Stoke-on-Trent Safeguarding Adults Partnership Board – we attended all four quarterly meetings and engaged actively in debates • Staffordshire Stronger & Safer Communities Board and Prevent Board – we attended all three meetings and led on Community Cohesion reporting • Staffordshire & Stoke-on-Trent Integrated Care System Partnership Board– we attended all four quarterly meetings and engaged actively in debates • ICB Committees – we attended all four quarterly meetings and engaged actively in debates • 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&C Volunteer Managers network • ICS Strategic Transformation Committee (new) • ICS Portfolios - during the year we continued to act as elected representatives for 4 portfolios: Improving Population Health, Urgent & Emergency Care, Primary Care and Planned Care & Cancer. We also

	supported the elected reps for Children & Young People & Families (CYPF); Mental Health & Learning Disabilities & Autism (MHLDA), and End of Life Care & Long-term Conditions & Frailty (ELF), who report directly back to the VCSE Alliance • Staffordshire Resilience Forum – we attended regular meetings and engaged in a range of training/scenario exercises • Staffordshire Protect & Prepare Partnership Board – we joined this partnership during the year	supported the elected reps for Children & Young People & Families (CYPF); Mental Health & Learning Disabilities & Autism (MHLDA), and End of Life Care & Long-term Conditions & Frailty (ELF), who report directly back to the VCSE Alliance • Staffordshire Resilience Forum – we attended regular meetings and engaged in a range of training/scenario exercises
1.4.3 NATIONAL POLICIES & PROGRAMMES	We have been an active member of the Action with Communities in Rural England (ACRE) Network. We have been an active member of the NAVCA network, engaging with the Alliance 42 leadership & wider network; the Impact Development programme, and the LIQA Renewal first cohort. We have been an active member of the VCSEP Network, attending the National Societal Resilience Forum annual conference We met with Leigh Ingham, MP for Stafford regards the abolition of Healthwatch and also communicated with her regards rural housing and veteran's support; Karen Bradley MP for Staffordshire Moorlands regards rural housing and OUTSIDE Arts; and Dave Robertson MP for Lichfield regards social prescribing during the year. Plus, informally with Adam Jogee MP for Newcastle-under-Lyme and Josh Newbury MP for Cannock Chase at other organisation's events.	We have been an active member of the Action with Communities in Rural England (ACRE) Network. We have been an active member of the NAVCA network, engaging with health & care in particular. 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.
1.4.4 VCSE VOICE	The State of the Sector 2025 report was published in May 2025, shared with members, partners and wider stakeholders and briefed at the Staffordshire County Council Communities Leadership Group	**State of the Sector (biennial)** 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
1.4.5 EQUITY, DIVERSITY & INCLUSION	**Standard 1: Challenging Prejudice & Discrimination; Standard 2: Policy & Decision Making; Standard 3: Workforce** In-house, our annual report on EDI in recruitment showed positive progress in all areas, especially disability. Activity is ongoing to improve further.	In year we developed a new Equity, Diversity & Inclusion Policy. Our EDI Action Plan was progressed during the year as follows: Standard 1: Challenging Prejudice & Discrimination • EDI plans and actions regularly promoted and discussed at staff days and team meetings

	Standard 4: Services & Standard 5: Working with Partners This year our EDI work focused upon understanding and developing our services to make them more inclusive. We worked with Coliberate and Dr Christopher Owen to develop action plans for each team and support their ongoing implementation. As a result, we have: • Undertaken a growing range of activity to better monitor and analyse our customer and service user identity. • Continued to increase our own awareness and skills at engaging a diverse public audience through lunch and learn and other training • Made further reasonable adjustments to our services • Improved our communications and marketing; and our telling the stories of Staffordshire's diverse communities.	• Regular EDI focussed lunch and learn sessions – now integrated with wellbeing programme Standard 2: Policy & Decision Making • New EDI Policy adopted going beyond protected characteristics and into allyship Standard 3: Workforce • Recruitment brochure implemented • New inclusive recruitment processes widely adopted • Annual EDI monitoring of staff undertaken • Inclusive Leadership training held Standard 4: Services • Consistent and thorough monitoring being implemented • Communication accessibility and diversity ongoing • Resource sharing through training • Member code of conduct reviewed and updated Standard 5: Working with Partners • Corporate partnership agreements reviewed • Religious member engagement – proactively seeking inclusive faith orgs • Code of conduct as above

Aim 2: Evidence Informed Opportunities

All activity in year was mainstreamed under our core aims and objectives during 2025-2026.

Aim 3: Local Infrastructure Collaborations

1.1 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:

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

Together Active

We have continued to collaborate with Together Active informally, meeting on a quarterly basis to discuss shared aims, with particular regard to Health Inequalities. We have been an active member of the East Staffordshire Place Partnership Coordinated by Together Active. Together Active also participate in the Staffordshire Green Network.

Neighbouring LIOs

We have developed our working relationships with both Community Resource in Shropshire and with

Telford CVS during the year. This was with a view to the Integrated Care Board (ICB) NHS Cluster arrangement which came into effect from April 2026 across the shared geography. We continued to work collaboratively with Rural Action Derbyshire through the Rural Housing Enabler programme. We also held catchup meetings with a number of neighbouring LIOs in the Midlands 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 especially in relation to NHS and Local Government reorganisation and NHS Integrated Neighbourhood Teams

ACRE
We have been an active participant in the ACRE Network during the year, working on Village Halls Advice, Rural Housing Enablement and wider Rural Policy initiatives.

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

Aim 4: Fit to Function

- **Governance, Policy and Planning**
  - ✓ Recruitment of three new trustees from North Staffordshire was completed in year and a further one just after year end, ensuring sound local knowledge and lived experience from across the county
  - ✓ We undertook the Governance App self-assessment for a second year and saw improvements in self-reported scores in all areas
  - ✓ We introduced 5 mandatory trustee e-learning modules
  - ✓ We reviewed a range of new and existing policies in accordance with our policy schedule, ensuring all are up to date and fit for purpose
  - ✓ We maintained organisational, team and individual planning systems to deliver against our Strategic and Business plans
  - ✓ 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 implemented a new Salary Sacrifice scheme from April 2025
  - ✓ We developed a new Fraud Prevention Policy and associated Fraud Risk Assessment & Action Plan to assure ourselves and others of this risk area
  - ✓ We navigated significant banking issues and changed our main banking arrangements
  - ✓ 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 **121** posts (**21% increase**) and **113** post holders (**24% increase**)
  - ✓ We undertook a Senior Leadership Development Programme in July 2025, and subsequently undertook training in managing conflict at work
  - ✓ We undertook a successful restructure of the Executive Leadership Team with the planned retirement of our Deputy Chief Executive coming into effect at the end of March 2026. No compulsory redundancies were made as a result.
  - ✓ We further refined our recruitment practices and successfully recruited all vacancies

- ✓ We began to train all staff in mandatory Involving Volunteers training with a view to increasing the number and range of in-house volunteers at Support Staffordshire
- ✓ We undertook our regular Health Needs Assessment of staff
- ✓ The Staff Thrive at Work group met regularly and updated the Thrive action plan based on the HNA, with new priority areas during the year

- **Facility Management, IT, Digital and Artificial Intelligence**
  - ✓ Our management of the Guildhall in Newcastle-under-Lyme continued successfully, taking the management of reception functions in-house during the year and continuing to deliver good value VCSE office space, room hire and wider community activities such as Places of Welcome and participation in Town Centre events
  - ✓ We took on the management of the Eco Centre in Uttoxeter alongside the merger with Globe in December 2026 and have reviewed the operations of the building, continuing with a mixture of office and room hire to VCSEs and local businesses.
  - ✓ Offices in Lichfield, Leek and Stafford were maintained
  - ✓ We further developed our IT Support Partnership with Zephi during the year and seamlessly managed the end of support to Windows 10, with full Windows 11 compatibility achieved
  - ✓ We began a digital audit during the year and further developed our Artificial Intelligence Policy and plans.

- **Climate Action Inhouse**
  - ✓ We updated the Climate Emergency Policy and Action Plan in the year
  - ✓ The internal working group organised swap tables at the staff days, and are developing a sustainable and ethical procurement policy
  - ✓ We achieved the One Planet Standard accreditation Bronze level

- **Marketing & Communications, and Corporate Partnerships**
  - ✓ We reshaped our Marketing, Communications and Digital functions in year as part of the Executive restructure bringing a new Executive level post into the organisation through the merger with Globe and adding additional capacity.
  - ✓ We ran our first Support Staffordshire 'Power of Local' Conference with speakers, workshops and a celebrity interview with Rav Wilding; excellent feedback was received.
  - ✓ Communications via all channels saw continued increases in followers and engagement throughout the year
  - ✓ We delivered a series of 6 Business Clubs, a Fundraising Race Day at Dunston Park and a Golf Day in Cannock Chase.

- **Customer Relationship Management Systems, Performance Management, Quality & Impact**
  - ✓ We maintained high quality internal systems, processes and data integrity through comprehensive customer relationship management
  - ✓ We continued to operate our Membership based service structure with a focus on local members and recognising social enterprises
  - ✓ We ensured that work was monitored and reviewed quarterly and annually as per our performance framework
  - ✓ We began planning for our Local Infrastructure Quality Award (LIQA) renewal
  - ✓ We began planning for further development of our Impact evaluation through the NAVCA pilot

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:

- Arts Fundraising & Philanthropy to support OUTSIDE
- Mercian Primary Care Network to administer their LIF small grants programme
- Newcastle-under-Lyme Borough Council Civic Pride Grant to deliver Volunteering and Youth Engagement at the Guildhall
- Seisdon Primary Care Network to provide a Primary Care Social Prescribing Service
- Stafford South Primary Care Network to provide a Primary Care Social Prescribing Service
- Staffordshire & Stoke-on-Trent Integrated Care Board (ICB) to deliver community development support for the implementation of their Locality Improvement Framework (LIF) across Staffordshire
- Staffordshire & Stoke-on-Trent Integrated Care Board (ICB) via South Staffordshire Council, to deliver a targeted link worker service for patients in South Staffordshire through the Locality Improvement Framework (LIF)
- Staffordshire County Council to deliver an expansion to the Capacity Building Framework for additional Supportive Communities programme delivery
- Staffordshire County Council to deliver an expansion to the Capacity Building Framework for additional Volunteer Buddies programme delivery
- Staffordshire County Council to deliver an expansion to the Capacity Building Framework for Community Capacity Audits
- Staffordshire County Council to deliver an expansion to the Capacity Building Framework for Micro Providers programme delivery
- Staffordshire County Council to deliver Community Learning programmes
- Staffordshire County Council to deliver Connect to Work with The Growth Company
- Staffordshire Moorlands District Council to deliver an Arts & Culture Strategy and a review of the Nicholson Institute
- Staffordshire Wildlife Trust for Nature in Your Neighbourhood with OUTSIDE
- The Alzheimer’s Society to under Engagement & Research
- The Edgar Lawley Foundation to support training
- The National Association for Voluntary & Community Action for leading the Midlands Alliance 42 Network
- The National Forest Company for community engagement
- Your Housing for OUTSIDE

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 £250k during 2025-2026 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.£836k, making it our single 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.£352k during the year, making it our second 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 third largest investor at c.£319k.

We would also like to thank Midlands Partnership University NHS Foundation Trust who through various strands of work have invested c.£309k during the year, making it our fourth largest investor.

We would also like to thank the National Lottery Community Fund who through various strands of work have invested c.£177k 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 Borough Council offer peppercorn lease arrangements for multi-occupancy VCSE premises which we manage, at The Guildhall, for which we are extremely grateful.

We would also like to thank the 12 Primary Care Networks with whom we held funding agreements this year as follows:

- Cannock North PCN
- Cannock Villages PCN
- Leek & Biddulph PCN
- Lichfield & Burntwood PCNs
- Moorlands Rural PCN
- Newcastle Central PCN
- Rugeley Horsefair
- Seisdon PCN
- Stafford Central PCN
- Stafford South PCN
- Stafford Town PCN

We would also like to thank the Department for the Environment, Food and Rural Affairs (DEFRA), and Action with Communities in Rural England (ACRE) for their financial support of our rural development programmes this year.

Corporate partnerships

During the year we further developed our Corporate Partnerships through events sponsorship and wider partnerships. In doing so, we are conscious to focus our efforts upon activity that does not directly compete 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
- Brandauer
- Brown Recycling
- Coliberate
- Cosy Direct
- Keele University
- Lewis Anderson Enterprises
- Staffordshire Business Environment Network (SBEN)
- Stoke City Council
- The Stafford Building Society
- The Taylor Lucas Partnership
- TMT First
- TopCashback
- Woolcool
- Zephi

Other significant activity

- The previously reported windup of the activity of Cirican LLP, in which we were a partner, was completed during the year and resulted in a loss on investment of £2,218.

- We experienced significant issues with CAF Bank during the year following their implementation of a new internet banking service. After exhausting their internal complaints process, we took the case to the Financial Services Ombudsman and eventually received a formal apology and compensation from CAF Bank. We have since moved our main banking to Unity Trust Bank as a direct result.

- On 1 December 2025, Support Staffordshire by mutual agreement, acquired The Globe Group CIC, which has subsequently been renamed Globe Support Studio CIC (GSSCIC), as a wholly owned trading subsidiary. The employees, assets and work programmes have been transferred into Support Staffordshire or GSSCIC on an ongoing basis. We are pleased to report this successful merger of people, programmes, values and ambitions, which adds a substantial new dimension to our sustainability partnerships work. At year end, GSSCIC made an unrestricted donation to Support Staffordshire from its operating profit which is included as a corporate donation.

- During the year the Government announced the abolition of Local Healthwatch. The detail of how this was to be implemented and when has been extremely poorly communicated leading to widespread uncertainty for the service and team. We have continued to operate the service thanks to the dedication of the staff and volunteer team despite this; and currently expect the service to end at 31 March 2027 subject to primary legislative change.

- There were no other significant changes in the activities of the charity during the year.

6. Financial Review

Reserves Policy – last updated November 2025

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

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

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

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

1. 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.

2. 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 2026 contractual obligations were estimated at £214,928 (£3,992 leasing commitments, £210,936 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 £348,524 per quarter.

As such, the current target for free reserves is between £563,452 (3 months) and £911,976 (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 2026 we considered that we held £985,327 of Free Reserves, which is made up from our general reserves (£985,327), less current investments/assets which were not readily accessible (£0). This is c.£73k higher than the target.

Trustees review the reserves and investments position twice a year. In May 2025 they made the decision to close our endowment fund and move the balance to the CCLA COIF fund instead. The CCLA COIF fund has near instant access so is not technically considered an investment fund in our accounts; rather it shows as cash at bank. This position was retained at November 2025 and May 2026. In March 2026 trustees approved a new single designated development fund of £50,000 and de-designated the previous climate action and marketing/digital/AI funds. This sits outside of the free reserves stated above.

Fund Out-turn

During the year 2025-2026 Support Staffordshire had an overall surplus of £73,155 as per the Income and Expenditure account, against a budgeted loss of £80,035.

This included spending £59,786 of restricted funds relating to Arts Council England (OUTSIDE) and Staffordshire County Council (Healthwatch Staffordshire) recognised last year. It also includes a loss on investment at year end of £39,386, which has since largely recovered.

As such we performed significantly better than budget.

Funding Sources

Support Staffordshire received £3,665,218 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 6.5%, through additional grants and contracts. 97% of income was from charitable activities.

These include Staffordshire County Council, Arts Council England, the NHS, the National Lottery, District/Borough Councils, and other statutory bodies, 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 3.6% 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 2.1% of income.

Investment income represented approximately 0.8% of income.

Expenditure

During the year Support Staffordshire spent £3,542, 199 on charitable activities, in support of VCSE organisations. This includes approximately 0.4% of total expenditure on Governance costs and 3.3% on Direct Support Costs.

Additionally, we spent £10,478 on raising funds, which represents 0.3% of total expenditure and pertains to staffing associated with corporate partnerships development and individual donations, which generated £62,517 income this year, a six-fold return on investment.

A breakdown of spending pertaining to our aims and objectives is given in note B2 of the accounts and shows that we spend 84.5% of funds on Direct Delivery and 15.5% on Indirect Support costs.
We spend the largest amount on aims 1.1, 1.2 and 1.3, concerning volunteering, capacity building, and partnerships/collaborations with members (34%).
We spend the second largest amount on aim/objective 1.3.5 social prescribing (33%).
We spend the third largest amount on other partnerships and collaborations under aim 1.3 (31%).
Aim 1.4 Leadership and Advocacy and aims 2 and 3 have very minimal expenditure, though by their nature they are cross-cutting.

Approximately 3.7% 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 75% of spend is on staffing as our services are predominantly those delivered by people. This has increased as a proportion since last year (69%).

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. 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 the sole responsibility of the Board.

At 1 April 2026, we committed to a minimum wage of £26,000 per annum pro-rata or £13.51 per hour. This represents a salary multiple of x2.7 between the lowest and highest paid employee, which has been broadly consistent for several years.

Approximately 9.7% of all spending is on key management personnel, which we consider to be the Executive Leadership team. This has increased slightly as a proportion since last year.

At 1 April 2026, the Chief Executive was the highest paid employee and received an annual salary of £70,000.

Gender Pay Equality

Although we are not statutorily required to report upon it, we have determined that Support Staffordshire had no median gender pay gap at 1 April 2026 - the middle ranking female employee earned the same as the middle ranking male employee.

We have an 8.3% mean (average pay) gender pay gap in favour of male employees, but this reverses to a 2.4% gender pay gap in favour of female employees if the Chief Executive, who is male, is not included.

89.0% 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 reviewed and updated at the start of 2026-2027. They are reported against quarterly to the Board of Trustees. The following key performance indicators are set out in our Business Plan for the year ahead:

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
- Successfully implement Employment focussed Community Development programme (Connect to Work) in 2026/27
- 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
- Secure significant Sustainability Partnerships investment before 2027
- Deliver successful 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

- Develop working relationships with Community Resource (Shropshire) and Telford CVS

Aim 4: Operational Excellence

Sustain strong performance in governance, policy & planning

- 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 including appropriate use of Artificial Intelligence (AI)
- Grow our engagement through marketing, communications and corporate partnerships
- Re-secure our LIQA award in 2026-2027 and further develop our performance management, quality and impact systems

8. Custodian Funds

At 31 March 2026 Support Staffordshire held a total of £20,227 of custodian funds on behalf of unincorporated members as follows:

- Staffordshire Parent Carer Forum: £19,395.46
- Rugeley SEND Community Group: £832.01

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 7 October 2026 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, 7 October 2026

.....
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 2026 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 2026, 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. 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: 7 October 2026

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)

	2026				2025	
	Unrestricted Funds		Restricted			
	General	Designated	Funds	Total		Notes
INCOME						
Donations	76,517	-	-	76,517	48,708	**A1**
Charitable Activities	1,875,847	-	1,669,468	3,545,315	3,348,113	**A2**
Other Trading Activities	12,478	-	-	12,478	18,856	**A3**
Investment Income	30,907	-	-	30,907	26,388	**A4**
TOTAL	1,995,750	-	1,669,468	3,665,218	3,442,065	
EXPENDITURE						
Charitable Activities	1,872,731	-	1,669,468	3,542,199	3,187,469	**B1&2 & C**
Expenditure on Raising Funds	10,478	-	-	10,478	7,822	**B3**
TOTAL	1,883,208	-	1,669,468	3,552,677	3,195,291	
Net gains/losses on investments	(39,386)	-	-	(39,386)	(12,858)	
Net income / (expenditure) for the year	73,156	-	(0)	73,155	233,916	
Transfer between funds	50,966	8,818	(59,784)	-	-	
Net movement in funds	124,122	8,818	(59,784)	73,155	233,916	
Total Funds brought forward	861,204	47,768	94,337	1,003,308	769,392	
Total Funds carried forward	985,327	56,586	34,553	1,076,464	1,003,308	

Balance Sheet

		2026		2025	Notes
Fixed Assets					
Tangible Assets		-		1,696	**1a**
Investments				246,952	**1b**
		-		248,648	
Current Assets					
Debtors	416,009		288,362		**2**
Cash at bank and in hand	1,531,837		1,255,981		
	1,947,847		1,544,343		
Creditors: amounts falling due within one year	871,383		789,682		**3**
Net Current Assets		1,076,464		754,661	
Net Assets		1,076,464		1,003,308	**4**
The Funds of the Charity					
Restricted Funds		34,551		94,337	**5**
Unrestricted Income funds					
- General		985,327		861,204	
- Designated		56,586		47,768	**6**
		1,041,913		908,972	
Total Charity funds		1,076,464		1,003,308	

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 7th October 2026

Director

8967045
Company Number

Cash Flow Statement

	2026	2025
Cash flow from operating activities		
Cash (absorbed by)/generated from operations	247,960	149,741
Net cash flow from operating activities	247,960	149,741
Cash flow from investing activities		
Payments to acquire tangible fixed assets	-	-
Payments to acquire investments	-	(48,459)
Interest received	30,907	26,388
Net cash flow from investing activities	30,907	(22,071)
Net cash flow from financing activities	-	-
Net increase / (decrease) in cash and cash equivalents	278,867	127,670
Cash and cash equivalents at 1 April 2025	1,255,981	1,128,310
Cash and cash equivalents at 31 March 2026	1,534,848	1,255,981

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.

The charity's operating premises are provided pro bono by Stafford Borough Council. The market value of equivalent rent has been treated as a donation in income and an expense.

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 are sufficient with the level of reserves for the charity to be able to continue as a going concern.

Notes to the Financial Statements

A1 Income: Donations and Gift Aid	2026			2025
	Unrestricted	Restricted	Total	
Donations - corporate	34,167	-	34,167	22,565
Donations - in kind	14,000	-	14,000	14,000
Donations - individual	28,350	-	28,350	11,143
Donations - small trusts	-	-	-	1,000
	76,517	-	**76,517**	**48,708**

A2 Income: Charitable Activities	2026	2025
UNRESTRICTED		
Central and Local Government Grants and Service Level Agreements		
ACRE - Action with Communities in Rural England	101,270	92,455
Cannock Chase CCG	-	2,047
Cannock North Primary Care Network	74,636	71,144
Cannock Villages Primary Care Network	91,250	85,663
Department for Education	12,211	9,635
Environment Agency via SWT	21,695	16,699
GP First Limited	82,296	78,024
Leek and Biddulph Primary Care Network	169,202	176,952
Lichfield and Burntwood Primary Care Networks	122,820	122,247
Lichfield District Council - VCSE Development & Volunteering	33,333	-
Mercian Primary Care Network	1,500	-
Midlands Partnership NHS Foundation Trust - Healthy Communities	12,769	17,154
Midlands Partnership NHS Foundation Trust - Integrated Offender Health	15,600	19,101
Midlands Partnership NHS Foundation Trust - Research Engagement Network	31,000	39,025
Midlands Partnership NHS Foundation Trust - Staying Well	15,456	15,456
Midlands Partnership NHS Foundation Trust - Switch	16,263	12,098
Midlands Partnership NHS Foundation Trust - Transfer of Care Hub	217,555	184,948
Moorlands Rural Primary Care Network	77,151	69,046
NHS England via The Shrewsbury and Telford Hospital NHS Trust	-	10,000
NHS England via VAST	-	11,000
NHS Staffordshire & Stoke-on-Trent ICB	339,660	195,585
NHS Staffordshire & Stoke-on-Trent ICB via South Staffs Council	12,339	-
NHSE & NHS Charities Together via VAST	10,163	7,000
Newcastle-Under-Lyme Borough Council	11,000	3,360
Newcastle-Under-Lyme Borough Council - Civic Pride	3,000	-
Newcastle Central Primary Care Network	46,005	30,920
Rugeley Horse Fair Practice	17,973	17,223
Seisdon Primary Care Network	9,871	-
South Staffordshire Council	15,065	13,961
Stafford Borough Council	8,250	8,250
Stafford Central Primary Care Network	85,362	90,574
Stafford South Primary Care Network via Rising Brook	28,824	8,825
Staffordshire Moorlands District Council - Community Group Support	12,505	11,780
Stone & Eccleshall Primary Care Network	600	600
The Altzheimers Society	22,780	-
	1,719,404	**1,420,775**

Membership Fees	850	850
	850	**850**
Non-Government Grants		
Cadent Via NAVCA	34,300	25,000
NAVCA	2,000	-
Voluntary Sector Emergencies Partnership	-	6,000
	36,300	**31,000**
Primary Purpose Trading Income		
Office Rental		
East Staffordshire - Voluntary Service Centre	-	8,393
Lichfield	-	120
Newcastle-under-Lyme - Guildhall	6,206	6,379
	6,206	14,892
Meeting Room Hire		
East Staffordshire - Voluntary Service Centre	-	780
Newcastle-under-Lyme - Guildhall	9,660	16,931
	9,660	17,711
Consultancy Services		
Accounting and Independent Examinations	10,390	3,803
Administrative Services	381	1,663
Consultancy	69,346	23,296
Payroll Service	10,230	9,708
Training and Workshops	11,693	9,378
	102,039	47,847
Total Primary Purpose Trading	117,905	80,450
Other Income		
Other income	1,389	150
	1,389	150
TOTAL UNRESTRICTED	**1,875,847**	**1,533,225**

RESTRICTED

Central and Local Government Grants and Service Level Agreements

Forestry England	-	2,000
Staffordshire County Council - Capacity Building Framework	328,848	220,923
Staffordshire County Council - Capacity Building Framework: Buddies Call-off	74,375	48,166
Staffordshire County Council - Capacity Building Framework: Community Engagement Call-off	37,305	3,000
Staffordshire County Council - Capacity Building Framework: Local Resilience Forum Call-off	26,845	33,490
Staffordshire County Council - Capacity Building Framework: Micro Providers	55,102	-
Staffordshire County Council - Capacity Building Framework: Training Call-off	16,015	20,326
Staffordshire County Council - Community Fund	1,000	610
Staffordshire County Council - Community Learning Responsiveness Fund	11,167	221
Staffordshire County Council - Connect To Work via the Growth Company	21,551	-
Staffordshire County Council - Healthwatch Staffordshire	204,980	264,454
Staffordshire County Council - Festival Of Brilliant	32,000	31,000
Staffordshire County Council - Multiply	26,740	16,301
Staffordshire County Council - Student social work placement	-	840
Staffordshire Moorlands District Council - Active Travel Moorlands	-	10,000
Staffordshire Moorlands District Council - Climate Action Fund	21,539	31,596
Staffordshire Moorlands District Council - Creative People and Places (OUTSIDE)	59,274	24,030
Staffordshire Moorlands District Council - Moorlands Volunteering	22,558	21,500
Staffordshire Moorlands District Council - Move More Moorlands	13,618	7,671
Staffordshire Moorlands District Council via High Peak Borough Council	30,975	-
UK Shared Prosperity Fund via Lichfield District Council	-	33,333
UK Shared Prosperity Fund via Newcastle Borough Council	26,242	35,811
UK Shared Prosperity Fund via Staffordshire Moorlands District Council	50,559	68,804
UK Shared Prosperity Fund via Tamworth Borough Council	50,000	99,225
	1,110,692	973,301

Non Government Grants

Arts Council England	319,394	542,542
Arts Fundraising and Philanthropy	2,500	-
Centric Lab Ltd	-	1,460
Community Foundation for Staffordshire - Better Health Staffordshire	1,000	24,687
Edgar Lawley Foundation	200	-
Flatpack Projects	-	300
Healthwatch England	-	500
Historic England	9,997	13,173
Keele University	-	5,100
Lloyds Bank Foundation for England and Wales	-	2,499
National Forest Company	4,000	-
National Lottery Community Fund via BES	32,209	19,776
National Lottery Community Fund - Partnership Fund	96,473	160,617
National Lottery Community Fund - Reaching Communities via VAST	32,095	28,260
National Lottery Community Fund via Community Together Tamworth CIC	16,083	15,280
National Lottery Heritage Fund - Cheadle Moon	-	2,469
National Lottery Heritage Fund via Staffordshire Wildlife Trust	35,126	24,924
Staffordshire Wildlife Trust - Nature in your Neighbourhood	9,200	-
Your Housing - Trees Project	500.00	-
	558,776	841,587

TOTAL RESTRICTED	**1,669,468**	**1,814,888**
TOTAL CHARITABLE ACTIVITIES	**3,545,315**	**3,348,113**

A3 Income: Other Trading Activities	2026	2025
Non Primary Purpose Trading		
Sponsorship	**2,100**	**5,600**
Consultancy Services		
Consultancy	1,250	1,750
Parish Council Internal Audit	888	986
	2,138	**2,736**
Ticket Events - Outside	**7,990**	**8,021**
Meeting Room Hire		
East Staffordshire - Voluntary Service Centre	-	75
Newcastle-under-Lyme - Guildhall	250	2,425
	250	**2,500**
TOTAL	**12,478**	**18,857**

A4 Income: Investment Income	2026	2025
Bank and investment interest	30,907	26,388
TOTAL	**30,907**	**26,388**

B1 Expenditure: Charitable Activities	2026	2025	Note
UNRESTRICTED			
Governance	13,523	13,157	
Trustee expenses	304	287	
Direct Management and Support Services	117,765	87,958	
Depreciation	1,696	3,011	
	1,872,731	**1,464,983**	
RESTRICTED			
Arts Council England	319,394	510,903	
Arts Fundraising and Philanthropy	2,500	-	
Centric Lab Ltd	-	1,460	
Community Foundation for Staffordshire - Better Health Staffordshire	1,000	24,687	
Edgar Lawley Foundation	200	-	
Flatpack Projects	-	300	
Forestry England	-	2,000	
High Peak Borough Council	30,975	-	
Historic England	9,997	13,173	
Healthwatch England	-	500	
Keele University	-	5,100	
Lloyds Bank Foundation for England and Wales	-	2,499	
National Forest Company	4,000	-	
National Lottery Community Fund - BES	32,209	19,776	
National Lottery Community Fund - Partnership Fund	96,473	160,617	
National Lottery Community Fund - Reaching Communities via VAST	32,095	28,260	
National Lottery Community Fund - via Community Together CIC	16,083	15,280	
National Lottery Heritage Fund	-	2,469	
National Lottery Heritage Fund via Staffordshire Wildlife Trust	35,126	24,924	
Staffordshire County Council - Capacity Building Framework	328,848	220,923	
Staffordshire County Council - Capacity Building Framework: Buddies Call-off	74,375	48,166	
Staffordshire County Council - Capacity Building Framework: Community Engagement Call-off	37,305	3,000	
Staffordshire County Council - Capacity Building Framework: Local Resilience Forum Call-off	26,845	33,490	
Staffordshire County Council - Capacity Building Framework: Micro Providers	55,102	-	
Staffordshire County Council - Capacity Building Framework: Training Call-off	16,015	20,326	
Staffordshire County Council - Community Fund	1,000	610	
Staffordshire County Council - Community Learning Responsiveness Fund	11,167	221	
Staffordshire County Council - Connect To Work via The Growth Company	21,551	-	
Staffordshire County Council - Healthwatch Staffordshire	204,980	203,691	
Staffordshire County Council - Festival of Brilliant	32,000	31,000	
Staffordshire County Council - Multiply	26,740	16,301	
Staffordshire County Council - Student social work placement	-	840	
Staffordshire Moorlands District Council - Climate Action Fund	21,539	31,596	
Staffordshire Moorlands District Council - Creative People and Places (OUTSIDE)	59,274	24,030	
Staffordshire Moorlands District Council - Moorlands Volunteering	22,558	21,500	
Staffordshire Moorlands District Council - Move More Moorlands	13,618	7,671	
Staffordshire Moorlands District Council - Active Travel Moorlands	-	10,000	
Staffordshire Wildlife Trust	9,200	-	
	-	33,333	

UK Shared Prosperity Fund via Lichfield District Council		
UK Shared Prosperity Fund via Newcastle Borough Council	26,242	35,811
UK Shared Prosperity Fund via Staffordshire Moorlands District Council	50,559	68,804
UK Shared Prosperity Fund via Tamworth Borough Council	50,000	99,225
Your Housing Trees Project	500	-
	1,669,468	**1,722,486**
TOTAL CHARITABLE ACTIVITIES	**3,542,199**	**3,187,469**

C

B2 Expenditure Analysed by Aims/Objectives/Activites

	Support Costs	Direct Costs	% of Direct Costs
1.1 Volunteering	22,770	71,611	24%
1.2 Capacity Building & 1.3 Partnerships & Collaborations: Member Intelligence & Forums	231,190	947,563	20%
1.3.4 Partnerships & Collaborations: Engagement & Research	11,400	40,479	22%
1.3.5 Partnerships & Collaborations: Social Prescribing	129,206	985,315	12%
1.3.6 Partnerships & Collaborations: Healthwatch Staffordshire	33,300	199,347	14%
1.3.7 Partnerships & Collaborations: Sustainability Partnerships	6,319	160,284	4%
1.3.8 Partnerships & Collaborations: Arts, Culture & Heritage Partnerships	14,040	518,404	3%
1.4 Leadership & Advocacy / Aim 2: Evidence Informed Opportunities & Aim 3: Local Infrastructure Collaborations	40,680	69,753	37%
Aim 4: Operational Excellence (Policy, Planning, Finance, HR, Facilities, IT, M&C, Performance, Quality & Impact)	117,765	-	
	606,671	**2,992,756**	**3,599,427**

B3 Expenditure: Raising Funds	**2026**	**2025**
Endowment Fee charge	-	1,955
Fundraising Development	10,478	5,867
	10,478	**7,822**

C. Grant payments	Total grants by Funder	Payments by grant Recipient
RESTRICTED		
Arts Council England - Creative Community Commissions: Groups	**3,516**	
Greatwood Hall		3,016
Waterhouses Youth Project		250
Wellspring Methodist Church		250
Cadent Centres for Warmth Grants	**21,825**	
Biddulph Youth and Community Zone		3,637
Friends of Heath Hayes Library		3,637
Friends of Perton Library		3,637
Kingsley Holt Centre		3,637
Stone Community Hub (S)		3,637
West Chadsmoor Family Centre (s)		3,637
Healthwatch Engagement Fund	**17,600**	
Biddulph Methodist Church		750
Borderland Voices		200
Burton and District Mind		1,000
Burton Caribbean Association		750
Burton Unity		750
Burton Upon Trent YMCA		900
Changes Health and Wellbeing		450
Changes Tamworth		550
Circle of Friends		750
Dyslexia Association of Staffordshire LTD		500
East Staffs PPG		250
Elim Foursquare Gospel Church Burton on Trent (EFGA)re-sTART Group)		300
Future2Gether Limited		200
Girlguiding Staffordshire CHQ		250
Harvey Girls		850
Leek & District Foodbank (s)		750
Loggerheads & Ashley Community Events (Bumps & Babes)		750
Menopause Cafe - Lichfield		750
MHA Communities North Staffs		1,250
Newcastle Staffs Foodbank		500
Outlook - North Staffs Ostomy Support Group		200
Reaching CIC		750
St Marks PCC		250
Staffordshire Care Farming Development CIC		550
Staffordshire Network for Mental Health (s)		750
Staffordshire Sight Loss Association		200
Stone Community Hub (S)		200
Sweetmore Meadow Nature Area		750
The Green Tree House		750
The Over 55’s Tuesday Mixer Club		200
The Up Creative CIC		550
National Lottery Community Fund - Southeast Staffordshire Healthy Communities Needs Analysis Phase 2	**10,000**	
Burton Unity		10,000

Staffordshire County Council Supportive Communities Small Sparks Fund	**2,380**	
Cerebral Palsy Mid-Staffordshire		500
Codsall and Bilbrook Cancer Support Group		500
Enjoying Creativity Outdoors CIC		380
Haywoods Repair Cafe		500
Upper Moreton Rural Activities CIC		500
Staffordshire Moorlands District Council - Community Climate Change and Nature Action Fund	**14,453**	
Biddulph Youth and Community Zone		757
Borderland Voices		500
Canal & River Trust		400
Creative Cheadle		1,000
Dane Valley Climate Action Group		790
Friends of Cecilly Brook and Hales Hall Pool		1,174
Haregate Community Centre		100
Longnor Action Group		1,000
Manifold Community Action for Nature		810
Moorlands Climate Action		755
Quarnford Memorial Hall		800
Rudyard Lake League of Friends		985
Sandy Lane Centre		1,000
Social Connective CIC		997
Staffordshire Care Farming Development CIC		1,000
Swainsley Fishing Club		610
Walk The Moorlands		986
Waterhouses Allotment Association		790
Staffordshire Moorlands District Council - Creative Community Commissions: Groups		
Autin Dance Theatre CIO	**17,193**	900
Biddulph Methodist Church		1,000
Biddulph Moor Community Association		400
Biddulph Town Council (S)		500
Biddulph Youth and Community Zone		500
Bolton Gate Arts CIC		1,000
Borderland Voices		500
Brown Edge Festival		400
Caverswall Community Society		1,000
Cheadle Arts		1,000
Dawes Productions Ltd		795
Endon Village Hall		500
Endon Well Dressing Organising Committee		400
Foxlowe Clay Collective		1,000
Grindon Parish Council		200
Kingsley Holt Centre		650
Leek Polish Connection		500
Leek Yarn Bombers (c/o Lynda Pritchard)		500
SAvy Business Management		958
Staged CIO		500
Stockton Brook Time & Space CIC		990
The Happy Makers		1,000
The Navel of the Moon		1,000
Waymark Interpretation LLP		1,000
Staffordshire Moorlands District Council - Creative Community Commissions: Individuals	**4,690**	
Beau Pudsey		1,000

Cathey Yardley		500
Danielle Beardmore		500
Ms A Boyle		890
Teresa Pattison		1,000
Victoria Motika Sheldon		800
Staffordshire Moorlands District Council - UK Shared Prosperity Fund Social Action Grant		
Biddulph Green Fingers	**8,508**	500
Butterton History Group		480
Creative Cheadle		500
Endon Village Hall		500
Grain Projects CIC		500
Home Start Staffordshire Moorlands		500
Ipstones Memorial Hall		500
Kingsley Holt Centre		500
Leek Polish Connection		500
Leek Town Centre Youth Project (@21)		90
Longnor Action Group		500
Quarnford Memorial Hall		450
Rethink Mental Illnes		500
Rushton Oak Community Pub Ltd		488
The Happy Makers		500
The Navel of the Moon		500
Waterhouses Allotment Association		500
Wellspring Methodist Church		500
Tamworth Borough Council - UK Shared Prosperity Fund	**32,548**	
Against The Odds Education & Awareness CIC		1,594
Belgrave Community Allotment & Garden		1,751
Better Way Recovery		1,200
Burton and District Mind		1,999
Changes Tamworth		1,500
Charlie's Wings CIC		800
Dilemma Charity		1,549
Fun Club Hub CIO		1,500
Move Mojo CIC		1,500
New Urban Era CIC		1,599
Park Farm Social Group		800
Shoebox Theatre CIO		1,365
St Editha's Church		1,200
St Georges Church		500
St Peter's Community Church and Centre		1,528
Staffordshire Care Farming Development CIC		2,000
Tameside Wildlife Conservation		1,019
Tamworth & Lichfield Sea Cadets		858
Tamworth District Scout Council		1,000
Tamworth Samaritans		1,000
Tamworth Wellbeing & Cancer Support Centre (TWCSCC)		1,500
The Hygiene Bank		1,830
The Manna House Charity		1,000
The Up Creative CIC		1,274
Thursday Friends		681.76
	132,714	**132,714**

C. Grant payments – (previous year)	Total grants by Funder	Payments by grant Recipient
RESTRICTED		
Staffordshire Moorlands District Council - Community Climate Change and Nature Action Fund	**7,7230**	
Bagnall Norton Cricket Club		600
Biddulph Youth and Community Zone		600
Bradnop Village Hall		500
Caverswall Village Hall		600
Creative Cheadle		500
Dane Valley Climate Action Group		600
Grindon Old School New Management Committee		500
Kingsley Holt Centre		500
Leek Town Centre Youth Project (@21)		600
Manifold Community Action for Nature		600
Moorlands Climate Action		600
Swainsley Fishing Club		600
The Kenelm Youth Trust		425
White Peak Farmers		600
Social Connective CIC - original grant for £480 (£385 claimed)		-95
Staffordshire Moorlands District Council - UK Shared Prosperity Community Energy Fund	**14,450**	
Alton Village Hall		1,992
Bagnall Norton Cricket Club		1,800
Cheadle Cricket Club		5,048
Cheadle Town Council		5,610
Arts Council England - Creative Community Commissions: Groups	**5,770**	
Alstonefield Village Hall Committee		400
Borderland Voices		500
Caverswall Community Society		500
Cheadle Arts		500
Foxlowe Arts Centre (s)		1,000
Greenwood Growth CIC		500
Honeycomb Group Ltd (GLOW)		500
Kingsley Holt Centre		410
Leek Town Centre Youth Project (@21)		500
Stockton Brook Time & Space CIC		460
Tean Youth Club		500
Arts Council England - Creative Community Commissions: Individuals		
Cat McGill	**2,000**	500
Cathey Yardley		500
Chris Thompson		500
Dr E Dawson Varughese		500
Staffordshire Moorlands District Council - Creative Community Commissions: Groups	**19,278**	
Biddulph Methodist Church		985
Biddulph Moor Community Association		500
Biddulph Youth and Community Zone		1,000
Bolton Gate Farm		1,000
Borderland Voices		995

Brown Edge Parish Council		500
Cheadle Arts		1,000
Cheadle Organisations Group		600
Cheddleton Flint Mill		500
Creative Cheadle		500
Draycott Parish Council		900
Equal Base		250
Flash Village Hall		1,000
Greenwood Growth CIC		1,000
Leek Open Studios		900
Leek Town Council (s)		500
Many Strands		250
Moorlands Climate Action		1,054
Stockton Brook Waterworks		600
The Happy Makers		1,000
The Public Catalogue Foundation (Art UK)		2,000
The Rudyard Lake Trust		500
Vol - Karen Hare c/o Leek Yarn Bombers		25
Waterhouses Youth Project		1,000
Woolly Wednesdays (Biddulph Yambams)		719
Staffordshire Moorlands District Council - Creative Community Commissions: Individuals	**6,700**	
Ale Bravo		1,000
Amy Ford		1,000
Bev Reardon		1,000
Kate Dawes		795
Louie Young		1,000
Ruby Nixon		905
Teresa Pattison		1,000
National Lottery Community Fund - Totally Stoked Small Grant	**360**	
Life Stream Church CIO		360
National Lottery Community Fund - Southeast Staffordshire Healthy Communities Engagement Fund	**24,215**	
Action Deafness		2,000
Belgrave Community Allotment & Garden		660
Better Way Recovery		1,670
Burton Unity		2,000
Community Learning Centre		1,100
Harvey Girls		2,000
Liberty		1,850
Lichfield Re-Cycle		2,000
Move Mojo CIC		2,000
New Urban Era CIC		2,000
Revive Staffordshire		1,935
Tamworth Wellbeing & Cancer Support Centre (TWCSCC)		2,000
Trent & Dove Housing (c)		2,000
Your Emotional Support Service (YESS)		2,000
Return of unused grant money - Southeast Staffordshire Healthy Communities Engagement Funding - Charity Number 1167511		-1,000
National Lottery Community Fund - Southeast Staffordshire Healthy Communities Needs Analysis	**7,000**	
Burton Unity		7,000
Tamworth Borough Council - UK Shared Prosperity Fund	**69,580**	

1st Mercian Scout Group		2,333
Belgrave Community Allotment & Garden		1,562
Changes Tamworth		5,000
Choices		3,560
Dosthill Boys Club		5,000
Friends of Warwickshire Moor		1,000
Fun Club Hub CIO		4,749
Park Farm Social Group		1,262
Read Easy Birmingham North, Tamworth & Lichfield		1,077
Right2Speak CIC		2,880
Shoebox Theatre CIO		1,567
St Andrews Church Kettlebrook		1,200
St Francis' Church Leyfields		4,000
St Peter's Community Church and Centre		3,000
Staffordshire Care Farming Development CIC		4,418
Tamworth & Lichfield Sea Cadets		2,600
Tamworth District Scout Council		5,000
Tamworth Rugby Union Football Club		1,000
Tamworth Samaritans		5,000
Tamworth Street Angels		1,199
Tamworth Youth Club		4,899
The Hygiene Bank		2,274
The Manna House Charity		5,000
Cadent Centres for Warmth Grants	**15,000**	
Biddulph Youth and Community Zone		2,500
Friends of Heath Hayes Library		2,500
Friends of Perton Library		2,500
Kingsley Holt Centre		2,500
Stone Community Hub (S)		2,500
West Chadsmoor Family Centre (s)		2,500
Healthwatch Engagement Fund	**1,820**	
Burton Caribbean Association		400
dDeaflinks Staffordshire		720
The Over 55’s Tuesday Mixer Club		700
	173,903	**173,903**

D. Net Movement in Funds for the Year

The net movement in funds for the year is stated after charging:	**2026**	**2025**
Audit fees	7,200	6,600

E. Staff Costs	2026	2025
Salaries and Wages	2,341,532	1,982,334
Employers National Insurance contributions	251,744	165,427
Employers Pension contributions	62,668	50,421
Redundancy	14,289	2,750
	2,670,233	2,200,932
Number of employees earning £60,000 or more:	1	1
Number of employees earning £60,000 - £70,000	1	1
Total Benefits of Key Management Personnel	387,676	282,212
The average number of employees during the year was as follows:	94	84
The average number of full-time equivalent employees during the year was as follows:	80	70

F. Trustee Remuneration and Related Party Transactions

Trustee expenses	304	287
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	-	-

G. Investments in Subsidiaries

The Company holds an interest in the following subsidiary undertaking, which is a Community Interest Company (CIC) limited by guarantee and registered in England and Wales :-

Name of Undertaking: The Globe Support Studio CIC
Registered Office: Civic Centre, Riverside, Stafford, Staffordshire, England, ST16 3AQ
Company Number: 11194755
Nature of Business: Environmental consulting activities
Proportion of Guarantee Held: Sole Member

Transactions and Terms of Investment

The CIC is limited by guarantee, meaning the parent company’s financial exposure is strictly limited to the guarantee amount stated in the CIC’s Articles of Association.

The CIC operates entirely independently regarding its community mandate and is governed by its own Articles of Association. All trading and operational transactions between the parent company and the subsidiary are conducted strictly on an arm's length basis (under normal market conditions).

The Company has elected to take advantage of the disclosure exemptions available under FRS 102 Section 33.1A and the Charities SORP (FRS102). Accordingly, the financial statements do not include disclosures of intercompany transactions and balances between the parent and its

wholly-owned subsidiary.

The aggregate reserves and the result of the subsidiary noted above for the year (after a covenanted donation of £16,817 to Support Staffordshire) was as follows :-

Name of undertaking	**Reserves**	**Profit/(Loss)**
	£	**£**
The Globe Support Studio CIC	1,953	0

1a. Fixed Assets: Tangible Assets

Cost or valuation	Furniture and Equipment
Brought Forward	4,707
Additions	-
Disposals	-
	4,707
Depreciation	
Brought Forward	3,011
Charge for the year	1,696
Disposals	
	4,707
Net Book Value 31st March 2026	-
Net Book Value 31st March 2025	1,696

1b. Fixed Assets - Investments	2026	2025
Cirican Consulting LLP	-	3,000
Community Foundation for Staffordshire - Endowment	-	243,952
	-	**246,952**

2. Debtors	2026	2025
Prepayments	38,897	15,080
Accrued Revenue	84,646	91,584
Accounts Receivable	292,466	181,698
	416,009	288,362

3. Creditors: amounts falling due within one year	2026	2025
Accruals	27,603	55,010
Accounts Payable	43,205	147,593
Payroll Liabilities	51,043	39,223
Pension Liabilities	- 1,392	153
Unearned Income	706,557	503,960
Other Creditors	24,140	22,570
Funds held for third parties	20,227	21,173
	871,383	789,682

4. Analysis of Net Assets between Funds

	2026			
	Unrestricted Funds	**Designated Funds**	**Restricted Funds**	**Total Funds**
Assets	-	-	-	-
Net Current Assets	985,327	56,586	34,551	1,076,464
Net Assets at 31 March 2026	985,327	56,586	34,551	1,076,464

5. Restricted Funds

	2026	**2025**
Arts Council England - creative people and places	-	31,639
Healthwatch Staffordshire	33,597	60,763
Tamworth Community Fund	954	1,935
	34,551	94,337

6. Designated funds

	2026	**2025**
Climate Action	-	40,000
Development Fund	50,000	-
Newcastle-under-Lyme Guildhall	6,586	6,586
Stafford Railway Building Society	-	1,182
	56,586	47,768

7. Restricted Fund Movements 2025-2026

	Opening Balance	**SOFA Surplus/ Deficit for the year**	**Transfer to Unrestricted Funds**	**Balance at 31/03/2026**
Arts Council England - creative people and places	31,639	- 31,639	-	-
Healthwatch Staffordshire	60,763	- 27,166	-	33,597
Tamworth Community Fund	1,935	- 981	-	954
	94,337	- 59,786	-	34,551

8. Related Party Transactions

See note F

9. Leasing Commitments

At 31st March 2026 the company had annual commitments under non-cancellable operating leases as follows:

Within One Year	2,281
Between one and five years	1,711
Over five years	-

10. Cash generated from operations

	2026	2025
(Deficit)/Surplus for the year	73,155	233,916
Adjustments for:		
Non cash donations in kind - land and buildings		
Investment (gains) / losses	246,952	
Investment income recognised in the statement of financial activities	(30,907)	(26,388)
Depreciation and impairment of tangible fixed assets	4,707	3,011
Movement in working capital:		
(Increase)/decrease/ in debtors	(127,647)	(63,790)
Increase/(decrease) in creditors	81,701	2,992
Cash (absorbed by)/generated by operations	247,960	149,741