



# Annual Review 2021/22

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**Supportability**  
Making life better for  
people with disabilities

# A joint message from the Chief Executive & Chair...

## 2021/22 was another year where Covid19 was a focus for us all.

We ran all our services throughout the year, managing fluctuations in infection rates amongst our service users and staff as they occurred and in the main we continued to offer and deliver services as expected.

We did, however, still see people's confidence being knocked by spikes in infection rates and in particular in December of 2021, when the Omicron variant began to really bite across communities.

All our services continued to operate under enhanced Covid 19 infection control measures, which included our staff wearing personal protective equipment and undertaking regular testing before attending work. We ensured that we actively encouraged our staff teams to take up the offer of Covid vaccinations

and ensured that people were given time to be able to attend the various pop up clinics and sessions that the local public health team were managing.

Vaccination became a significant issue for Cheddle Lodge, our residential care home, with the Government legislation coming into force in November 2021 where all staff working in care homes had to be doubly vaccinated against Covid 19. This legislation also extended to anyone visiting the care home for any reason, apart from family and friends.

This was a very difficult time for Cheddle Lodge as the service did lose some staff who did not want to have the vaccination. This legislation was then overturned later in early 2022, following the repercussions of trying to extend man-

datory Covid vaccination into the NHS.

We continued to be well supported by Stockport MBC in the first quarter of 2021/22, as they extended their financial support to providers in relation to paying on plan for services, irrespective of whether service users were accessing their provision. This approach was important in that first quarter as service levels fluctuated considerably.

We were also still able to access Government grants in relation to infection control measures and supporting staff with testing and vaccinations. These grants continued through 2021/22, albeit at a lower level than the previous year. We were also still able to access free personal protective equipment which helped offset our additional costs of having to work within enhanced infection control measures.







Managing services during the height of the pandemic in 2020/21 was a challenge, however it would be fair to say that managing and delivering services during 2021/22 was just as challenging as we learnt to operate and offer support whilst the pandemic was still very much visible and having an impact for us all.

Our staff teams have continued to provide support under very difficult circumstances during 2021/22 and they have done this positively and with service users at the forefront of their minds. The Senior Leadership team and Board of Trustees are very

grateful for their ongoing commitment and support to those we support.

As we “learn to live” with Covid our challenge will be moving our service provision and offer on from pandemic ways of working to being able to offer and deliver the types of flexible, responsive and reliable provision we have always prided ourselves on. Our service development plans are designed to achieve that for those we support, and we look forward to being able to share the progress and outcomes in the future.

## And finally...

The Senior Leadership Team would like to thank the Board of Trustees for their support during 2021/22. The Trustees are volunteers who give their time freely to the organisation and we are very grateful for their input, support, and commitment to the Charity.



# Business Plan Update for 2021/22

We entered 2021/22 with a revised Business strategy as we needed to re-focus and factor in the impact of the pandemic on the plans and development of the Charity. Our ability to progress certain aspects of our previous Business strategy had just not been possible, whilst at the same time there were elements of needing to have a different focus for our services as we understood more, the impact of the pandemic for us as a service provider.

With that in mind our focus from a business strategy point of view for 2021/22 was to;

- Review the impact that the pandemic had had for us and our learning of providing services during the period, and review and amend our service development plans to reflect this
- Continue to focus on and progress our Estates plan to move away from Granville House
- Put in place a revised fundraising approach
- Have a focus on service user/carers en-

gagement and what that looked like for the organisation

- Review the Finance team to ensure we had the right resource and skill set in place
- Look at opportunities for growth for the Charity.

The ongoing issues relating to the pandemic and its various impacts across the year did mean that we weren't able to fulfil all the key tasks we had identified in the year. However, we did carry out a review of our learning and experiences of working through the pandemic and the findings were reflected in the reviewed service

development plans as well as our wider Business Continuity Plans.

Our plans to move away from Granville House made slow progress during 2021/22 in terms of land availability and suitability and we also lost our identified property developer in December 2021. We quickly identified an alternative developer whose ethos supported the plans we were trying to achieve.

In terms of fundraising, we worked with an external consultant to develop a fundraising strategy appropriate to us as an organisation but also appropriate to the sector we work in. This had a strong focus on developing corporate relationships as well as developing a stronger local presence. As a result of having this strategy in place at the end of 2021/22, we were able

to feel confident in relation to the skills and experience required to lead on its delivery, enabling us to look to recruit a Head of Fundraising as we moved into 2022/23.

We couldn't make progress in relation to enhancing our service users and carer engagement as we would have liked. This is a significant task and we needed to ensure that we had the resources to undertake the work required to a good standard. Sadly, this wasn't an option for us during 2021/22 due to recruitment pressures across the Charity, but also the fact we were still managing Covid issues at a greater level than we had anticipated. However, we know the importance of this piece of work and therefore, it has been brought forward into the 2022/23 action plan.





# Strategic direction and future travel

**Our revised three year Business strategy and plan for 2021-24 reflects our learning from the pandemic and how we, as an organisation, have addressed and managed the overall pandemic situation.**

Our focus for 2021/22 has been very much about building our services back up to our pre-Covid levels of service delivery, recognising what service users and carers may need from us now and ensuring our revised service development plans are reflective of this. 2021/22 has remained a learning curve for us in relation to understanding the true impact of the pandemic on those we support, their carers and our staff and consequently we recognise that our service development plans must remain fluid and responsive.

We will also be focusing on;

- Developing our fundraising resource and delivering against the agreed fundraising strategy
- Considering plans for growth going forward and what those might look like
- Strengthening our service users' / carers' voice within the organisation
- Governance within the Charity led by the Board of Trustees.



# Learning and Development

**2021/22 was a better year for Learning and Development compared to the previous year which had been so drastically affected by the pandemic and the consequent inability to deliver face to face training opportunities for the vast majority of the year due to the restrictions imposed by the pandemic.**

Fortunately, we have a blended learning approach at Supportability and over the last 12 months we were able to increase the range of our learning and development programme for our support workers via an increase in online learning. At the same time we gradually returned to being able to deliver face to face training, albeit with some restrictions in place such as a reduction in the number of people who could attend individual courses and a requirement to have a negative Covid test in order to attend the training. Over the course of the 12 months we were able to reduce these restrictions to the point where, by the end of 2021 we could deliver all our face to face courses with no restrictions.

During 2021/22 we delivered 855 online learning opportunities and 229 face to face training courses for support workers. We were also able to deliver face to face training in areas of more complex health-care such as:

- Administration of medication
- Gastrostomy (commonly called PEG feeding) support
- Oxygen therapy
- Suction support
- Administration of suppositories.

We also began to explore providing more structured management development opportunities for both first line managers/





# Learning and Development cont.

team leaders and Heads of Service in our operational teams. This was in the form of two “Skills for Care” endorsed training programmes called “Lead to Succeed” and “Well Led” which started to be rolled out from January 2022. In conjunction with this we ran a series of more informal workshops to support first line managers and team leaders which included exploring their role as a manager and how this linked into relevant legislation and ensuring and evidencing the quality of the service by:

- Supporting new staff during their induction and probation period
- Supervising people and having “difficult” conversations
- Chairing meetings
- Competence assessment
- Effective reporting and recording.

Towards the end of the year we revamped our induction and probation programme for new support workers to make it both

more rigorous and supportive. The initial workplace induction for new support workers was increased to three days (as from April 2022). We introduced a much more transparent monitoring system to ensure that support workers were being more effectively supported during their induction, and also progressing satisfactorily with the mandatory training requirements – which included the completion of more than 15 online learning courses and 4 face to face courses.

Finally, towards the end of 2021/22, we agreed a new three year Learning and Development Strategy to be implemented from April 2022. The aim of this strategy is to develop the capability (by which we mean the knowledge, skills, culture and behaviour) of staff by providing high quality learning and development opportunities. This will result in a significant increase in expenditure on learning and development and a cultural shift towards enabling

support staff and managers to look at learning and development more holistically, rather than from the narrower viewpoint of the need to deliver “training” to support staff to develop.



# Fundraising

**Fundraising in this new post COVID era is somewhat different. Many local fundraising avenues diverted their fundraising efforts to support the humanitarian crises stemming from the war in Ukraine. We have also had to alter the way we work, connect with our supporters and enter the new digital donor arena, but our supporters have remained loyal and we have seen successes with our Trust and Grant fundraising.**

We received the final payment of a 3 year donation to support Wheelers, our adapted cycling provision, from The Peter Harrison Foundation. We are very grateful to The Peter Harrison Foundation for their flexibility and support during COVID when Wheelers sessions were unable to run, thanks to their funding we were able to re-open the sessions as soon as it was safe to do so. Further support for Wheelers has been the Zochonis Charitable Trust. They are a long term donor to the Charity and we value their support.

Morrison's Foundation awarded a grant that fully funded a new tracking/hoist system at Cheddle Lodge. We have been fortunate in that we have had funding from

the Morrison's Foundation who have previously funded other key pieces of equipment that has enabled our services to remain safe and welcoming space for the people we support.

Our flagship golf day returned during 2021/22 raising a fantastic £16,000. It was lovely to welcome back teams who have supported us for many years and everyone who attended really enjoyed the day. A huge thank you to our main sponsor ACS Construction Ltd who supported the event for a second year.

Mass participation events also returned and so did the runners for the Wizard5 held in Alderley Edge. Over £1,000 was raised

and a huge congratulations to everyone who took part.

Our very own Eddie Scouler (Learning and Development Manager) completed the epic 'Tour De Manc' 100k cycling challenge, raising nearly £750 for us.

We look onwards and upwards to 2022/23 as we welcome a new Head of Fundraising to the team and with a new strategy to ensure our donor base increases with fresh income streams in the pipeline.





# Financials

**For the year 2021/22 a deficit budget of £60k was agreed by the Board of Trustees. The agreed budget was a decreasing deficit budget with the aim of ensuring the Charity was on target to achieve a sustainable cash break even budget position by March 2022.**

Budget planning for 2021/22 took a prudent approach, in particular regarding proposed income levels across all three main service areas, as there were still people at the end of 2020/21, who were unclear about when or even if they would return to services once the worst effects of the pandemic passed.

It was difficult to be able to predict at what point people may return to services, but the budget considered a level of risk associated with income at a sufficient level so that if people didn't return to services as planned then the impact on the overall budget would be minimal.

The key relationships developed with SMBC Commissioners during 2020/21 continued during 2021/22 and because of this continued positive relationship and

other factors, the following achievements were made.

- An extension to the 80% pay on plan approach provided by SMBC for the first quarter of 2021/22 – this hadn't been anticipated nor budgeted for so was an immediate positive benefit to the annual budget and forecast position.
- A 3% uplift in fees payable via SMBC from April for the year 2021/22, which was mirrored by the other local authorities the Charity works with.
- Ensuring that information required for service registration with the Care Quality Commission was kept up to date to enable continued access to Personal Protection Equipment. The Government had put this in place during the height of the pandemic and during 2021/22, it was confirmed this would remain in place until March 23.

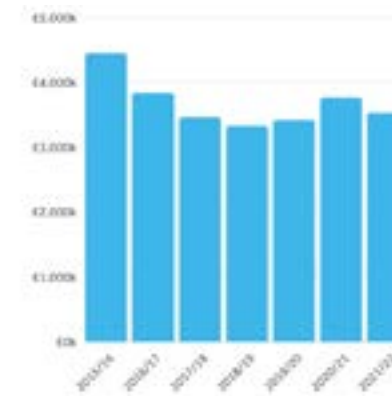
- Maintaining budgeted occupancy levels at Cheddle Lodge.
- Retaining and extending competency levels for support staff throughout the year by continued training.
- Tight management of staff and direct service costs during the period.
- Put in place an agreed Fundraising strategy.
- Put in place an agreed Learning and Development Strategy.

Taking this approach enabled the organisation to achieve a surplus position for 2021/22. However, the surplus generated is partly to support the recovery period for the Charity as we emerge from the pandemic, with its ongoing impact and potential new variants affecting service users and their carers' confidence to attend services.

## Sources of income



## Total income



## Expenditure



## Income vs Expenditure



# And finally...

We thought we'd share a testimonial from Nick, one of our parents who uses our Community Service for his daughter Poppy.

"Our middle child's Poppy, and she has additional needs. We came across Supportability, quite a few years ago and it's been really good. It gives us a break sometimes when you need it and a bit of time to foster your family and my relationship with my wife as well.

Emma comes once a fortnight, half six until ten on a Friday night. She spends a little bit of time with Poppy, but then she helps me bath her and then she puts her in bed whilst my wife and I scarper to the cinema. We also have a fortnightly Saturday morning session which gives us a bit of time with the other kids, just nice, quiet family time that we don't get otherwise.

I would really recommend Supportability. It gives you a break as a family. You do need to take a bit of time for yourself. And it's only when you get that time, that you realise what you were missing, having a couple of hours once a fortnight makes a huge difference.

Emma's been great and she's almost like part of the family now. It's really nice to have that and it's been consistent as well because I get the impression that it's not always that easy to find things like this, but it's been long term and they have been flexible with us."





### **Chief Executive**

Sarah Thomas

### **Company Secretary**

Sarah Thomas

### **Trustees**

Rob Armstrong (Chair)

Roy Dudley Southern – (Deputy Chair)

Mike Bailey

Rory Alkin

Jonathon Bloom

Nikki Guy

Natalie Hinchcliffe

Maria Repanos

Helen Roberts

### **Vice Presidents**

Rodger Harvey

Irene Walton (who has sadly passed away during 2022/23).

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**Supportability**  
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