

JIGSAW Thornbury

Impact Report 2021-22

Registered Charity Number: 1172953



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Reference and administrative details

Registered charity name: JIGSAW Thornbury
Charity registration number: 1172953
Principal office: 15-17 St Mary Street, Thornbury, BS35 2AB

The trustees during the period April 2021 – March 2022 were as follows.

Robert Cadman	Appointed July 2019
Annie Holland	Appointed September 2021 Appointed Vice Chair January 2022
Steve Hyndman	Appointed September 2021
Helen Staff	Appointed September 2021
Emma Colwill	Appointed September 2021 Resigned September 2022
Hattie Clayton	Appointed September 2020 Appointed Chair March 2021 Resigned April 2022
Cheryl Jenkinson	Appointed May 2017 Resigned January 2022
Danna Barochovsky	Appointed September 2019 Resigned May 2021
Joe Hughes	Appointed December 2019 Resigned May 2021

Structure, Governance, and Management

JIGSAW Thornbury is a registered charity, number 1172953, governed by the Charities Act 2006. The charity is a Charitable Incorporated Organisation and the constitutional document used throughout this report period was adopted in July 2018, with the charitable objects being updated in October 2021.

The Board of Trustees meet quarterly at a minimum with additional meetings for specific purposes as required. A Trustee term is 3 years, at which point Trustees must be reappointed. Chair and Vice Chair roles are appointed or reappointed annually at the Annual General Meeting (AGM). The Board proactively recruits trustees who have skills and experience needed to make the best decisions for the charity. A skills audit was carried out in June 2021 ahead of recruiting new trustees. This was then repeated in January 2022 to include the 3 newly recruited trustees. Going forward, this information will be reviewed annually at the AGM to identify any skills gaps and inform decisions about trustee appointments.

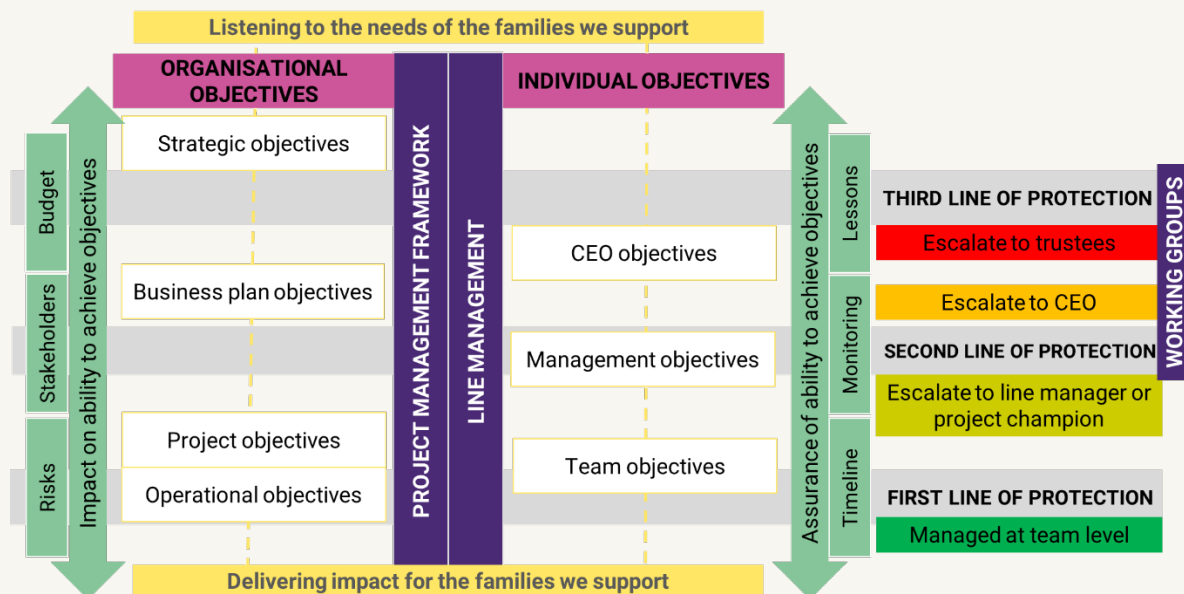
The trustees delegate the day-to-day running of the charity to the CEO, who works closely with the management team. During the year this report covers, there were 3 managers, two for the whole year and one who was recruited in September 2021. Throughout the year we were able to recruit into new staff roles, taking our total to 17 at the end of March 2022. This equates to around 5.5 FTE, due to all roles being part time and some sessional. We were supported by 19 volunteers throughout the

year, which included a core group of 7 regular volunteers. This is a decline from our pre-covid numbers.

Improving our governance structure and processes have been a focus alongside our strategic review and business planning during this time. The Board of Trustees led a governance review using the Charity Governance code in March – June 2021. Actions were set from this initial review were completed throughout the year. An updated governance structure was approved by the trustees in March 2022. This has included the development of a scheme of delegation, a project management framework, and a monitoring and evaluation plan to be used from April 2022. Our updated governance structure is based on 3 layers of protection that help us to make sure we are able to achieve our charitable purpose and deliver benefits for the families we support.

There are 2 pillars to our governance structure: line management and project management. These pillars enable the information that we need to make decisions to flow between the layers of protection so that we can respond to issues and opportunities effectively. The Project Management Framework is a mechanism for developing new ideas in response to need and transitioning these into sustainable areas of work. We have introduced 4 working groups containing a mixture of trustees, expert friends (volunteers), and staff members as appropriate to the scope of the group. This helps our team work together consistently to achieve our charitable purpose and will enable us to delve into delivering our new business plan with the confidence that we have the right infrastructure in place to keep everyone and everything safe.

A visual of JIGSAW Thornbury’s current governance structure can be seen below.



The charity works closely with similar charities, schools, local authorities, community health services and local government. We also access support from other charities for training, advice and pro-bono input including NVCO, Small Charities Coalition, Foundation for Social Improvement, CVS, VOSCAR, CITA and ACAS.

The Trustees confirm that they referred to the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives for the year. This review was done as part of a wider strategic review process that started in February 2020 and involved gaining feedback and input from staff, volunteers, and beneficiaries. We have since written and launched a 5 year strategy and business plan starting in April 2022, based on the outcomes of this review.

It is important that we understand what families who have children and young people with additional needs or disabilities require from our services. We carry out an annual survey to gain insight into this and get input from families as to how we can develop our services further. Understanding the needs of the families we support enables us to respond appropriately and to make sure that resources are directed where they are most needed. We also gather feedback from our activities and training to ensure that we are getting it right at the time of delivery. We use Charity Suite as our membership database, which gives us information on the number of families registered with us and attending different services. We defined objectives as part of our business planning process and an improved monitoring plan which was launched in April 2022.

Objectives and activities

Our charitable purpose, updated on 18th October 2021, is:

For the public benefit, the relief and education, of all children and young people with additional needs or disabilities, aged 0-25 years, and their families by the provision of therapeutic, educational, and stimulating activities, training, and services.

JIGSAW Thornbury is a charity that works with children and young people aged 0-25 with additional needs or disabilities, and their families. Everyone can join in, with or without a diagnosis. We provide friendship, support, compassion and fun, along with innovative services that empower the whole family to connect, fit in and thrive.

Everything we do is driven by the passion of our staff and volunteers.

As well as being life changing for the children, young people and families we support, our services are invaluable for the wider community too. We enhance inclusion by raising awareness to help everyone understand the challenges that those with additional needs or disabilities face and to celebrate the unique strengths and qualities they bring.

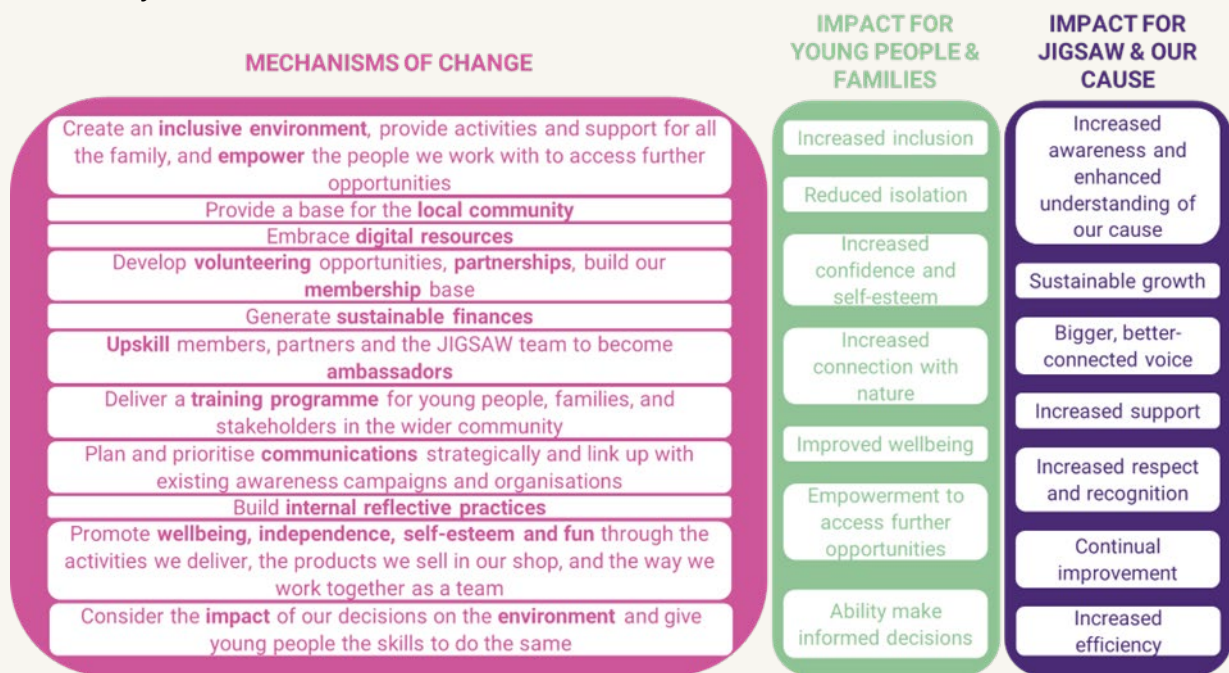
JIGSAW stands for Joining In, Growing Support, Awareness, and Wellbeing. These strategic areas come together to create an impact that each strand alone could not. It is the combination of building skills and knowledge for our service users and the community together that achieves our impact. Our vision is that children and young people with additional needs or disabilities and their families are empowered to connect, fit in, and thrive as themselves. We will achieve this through growing support for our cause, focusing on wellbeing, raising awareness with our users and

in the community through events and training, and facilitating everyone joining in together.

It is not just about what we do, but also how we do it. Our impact starts with our core value of celebrating uniqueness, and it is the innovative, compassionate, community-focused, empowering ways in which we work that make what we achieve impactful and makes us who we are. The main areas of impact we achieve are:

- Increased inclusion
- Reduced isolation
- Increased confidence
- Improved wellbeing
- Informed decisions about accessing or providing support and reasonable adjustments (Increased understanding)
- Access to further opportunities for our users and for people and organisations that we interact with
- Enhanced understanding of our cause
- Increased respect and recognition for us, our users, and our cause
- A bigger, better-connected voice for our cause

A diagram showing the main mechanisms of change by which the impact JIGSAW Thornbury has is achieved is included below.



We aim to support the whole family through 3 service delivery areas: Family Wellbeing and Support Services, Training and Awareness Services, and Children and Young People Services. Our operations, fundraising, and people functions enable and celebrate the impact we create.

The services available for members between April 2021 and March 2022 were:

- 1:1 support
- Parent/ carer weekly support group

- Creative wellbeing weekly support group
- Woodland wellbeing for parents
- Family forest fun
- Wellbeing breakfasts and afternoon teas
- Afterschool and holiday activities
- Youth club
- Young volunteers scheme
- Project 5 mental health resilience programme (online and face-to-face)
- Training and awareness events for parents

Achievements and performance

During the period of April 2021 – March 2022, our focus was re-building services and connections post-lockdown. Our venue where we ran the majority of services from was condemned during the pandemic, so our first priority was finding a new home. We were excited to move into our new venue in July 2021. This is situated in the heart of Thornbury surrounded by shops and cafes, which gives us new opportunities to engage more closely with the local community.

We celebrated this new location by hosting a Fun Palaces event with the community of Thornbury. Fun Palaces is a national and international campaign for culture at the heart of communities and celebrating the genius in everyone. The impact is achieved through the power of local people and organisations coming together to lead an event that celebrates their community. Local organisations, groups, and individuals are invited to share their skills and passions with their neighbours by leading



activities at the event. There were 12 activities on the day led by people from our team and other local groups. These included crafting, inclusive sports, nature-based activities, therapy dog, hand massage, and youth-led rainbow science and paper airplanes. This was our grand opening and the first time that the local community were invited to visit our new space to connect. We developed some good relationships and raised awareness for our cause, which has had a lasting impact.

“My son also helped, ran an activity and had lots of fun taking part. It made me feel really proud to see him engaging and thriving”
Fun Palace Maker

“Felt involved in the team effort and created more awareness of JIGSAW’s role in our community”

Fun Palace Maker

We were able to re-start delivering face-to-face services in line with covid guidelines from June 2021. Our first activities during the half term school holidays in the first week of June were held with activity providers at other sites, such as multi sports at Thornbury Leisure Centre, due to not having a base of our own at the time. During the summer holidays of 2021, we ran a total of 14 activities. This enabled us to re-engage with families face-to-face and increase the amount we delivered quickly, whilst we moved into our new home.

These activities were:

- Swimming x 3
- Horse riding x 6
- Mojo active outdoor adventure activities
- Trip to Old Down Country Park
- Street dance taster sessions (1x primary and 1x secondary school age group)
- Multi sports



We ran 4 different afterschool activity options during different terms throughout the year: Inclusive music sessions; Street dance; Musical theatre; Table top cricket.

We have a JIGSAW Thornbury staff member and often volunteers at all the groups and activities we run. This helps to make the activities more accessible where families might not have the confidence or the right support to access them on their own..

“The JIGSAW family goes above and beyond to make parents feel special and included. It’s a safe space to be yourself with no judgement, tears or laughter.”

Parent member

We started to deliver our core services face-to-face from our new home in the heart of Thornbury from September 2021. These include our weekly support group, weekly creative wellbeing group, and youth club.

In September 2021, we recruited a new Lending Library Coordinator. We have a catalogue of over 500 items, ranging from toys to disability and sensory aids to information books. Specialist items are expensive and often you cannot know whether they will work for your child until you try them, so this service allows families

to learn and test far more than they otherwise could. Prior to our move, we were only able to lend items once a month at a local hall, but our new venue allows us to act as a hub to 'click and collect' year-round. Our Lending Library Coordinator has been working through the items we have, reviewing them and uploading them onto a new online database, which we have designed to fit our needs in partnership with a web developer. This has meant that items were not available for families to loan during the period this report covers, however we have built the foundation for a bigger impact in the future.

Our Young Volunteer Scheme is a group for ages 6 – 16 years to enable young people to build skills and confidence and give something back to JIGSAW Thornbury and their community, through awareness and fundraising events. The group is for both members with any additional needs or disabilities and any siblings that may or may not have a need themselves. This group was paused over covid, however stayed connected with young people completing fundraising challenges for JIGSAW Thornbury. In September 2021, we recruited a new Children and Young Persons Worker to lead our Young Volunteers and Youth Club sessions. The biggest achievement for the young volunteers during the year was completing their first aid training.

Our training and awareness events continue to prove popular, delivering events both face to face and online. Demand for another follow-up on children's early mental health, awareness and intervention is being planned as our next conference in March 2024. During the period this report covers, we delivered training and awareness sessions for families on the following topics:

- Communication Puzzle: A toolkit for communication
- Executive functioning skills
- Sensory awareness
- Pathological Demand Avoidance (PDA)

We were able to re-introduce our Project 5 mental health and resilience programme face-to-face in our new venue, after moving it online during lockdown. Project 5 was produced with the support of various professionals and is based on positive psychology and Minds '5 Ways to Wellbeing'. It is delivered over a number of sessions, with a resource journal for reference as the course progresses. The journal can be used as a stand-alone tool, and we are seeking support to publish a new version with a local publishing company. We have delivered the programme to school age years 5-10 and run an adapted version for parents and their child to attend together.



During the pilot Project 5 sessions, 61% saw their General Anxiety Disorder (GAD) score decrease with improvements in 2 or more areas. When we introduced parent

and child sessions, 91% of children saw their GAD score decrease/ improve in 2 or more areas.

"I think some of the tools offered in this course could be shared with teachers and included in PSHE lessons. All children should have access to these calming and mental well-being strategies." Project 5 parent

"It was a very safe space to learn and discuss issues with anxiety." Project 5 parent

"I remembered to use the breathing techniques when I got angry and people were winding me up and it really helped". Project 5 child

At the end of March 2022, we took baseline data ready to monitor our new business plan objectives. At this time, we had 365 families registered as members. This included 640 children and young people (aged 0-25), of which 77 were aged 0-20 and 10 were aged 21-25.

Financial review

The financial year of 2021-22 saw an increase in spend compared to the previous year as we started to deliver more services and take on more staff coming out of lockdown. We also moved into our new venue, which has a higher rent than our previous premises with a higher potential for raising awareness and funds due to the central location. Our cash funds at year end remain within similar to the previous year.



We saw a drop in fundraising income and donations during the 21/22 period. Grants made up 85% of our funds, which is similar to the previous year (83%). Our goal is to reduce our reliance on grants over the next 5 years by increasing other fundraising activities, although they will still be a vital source of funding enabling us to deliver services.

We were pleased to be supported by local groups, including being a charity of choice for the Thornbury Rotary Walkathon. Our own team got involved too by taking on 3 different walking challenges.

JIGSAW Thornbury holds a reserve fund to ensure the continuation of the services it provides if the income from grants and support in kind were to fail. The policy is to maintain a financial reserve of at least 3 months' average outgoings, including wages and running costs. This reserve is reviewed regularly by the management team and trustees and any actions resulting from the review will be minuted and followed up at successive meetings.

Chair's summary

This year has been one whereby JIGSAW Thornbury has achieved so much in the aftermath of the pandemic restrictions being increasingly lifted. It has re-established contacts; settled into new space; been absorbed into the centre of town; seen 3 new trustees settle in and become involved in the development of governance, risk, GDPR, Safeguarding and other practical and structural policies and most importantly, has increased membership, services to them and has met its Purpose. There is an excitement and sense of dynamism in all the teams (staff, volunteers and trustees) evident throughout a year of change and a confidence that goals can be met and that JIGSAW Thornbury will continue to meet its Purpose. The trustees are proud to be a part of JIGSAW Thornbury and are proud of what the CEO, staff and volunteers have achieved.

Written by Annie Holland

CEO summary

The team have worked hard this year to ensure we are meeting the needs of the families we support coming out of lockdown. This has led to an extremely successful return to face-to-face operations. It has been a joy to watch our families becoming familiar with JIGSAW Thornbury's new home, with some attending multiple groups per week and making connections with other families to meet up outside of services. I am extremely proud of the impact we have through a variety of services. This wouldn't be possible without the passion and expertise of each and every one of our team members. We are entering the financial year of 2022-23 with a clear strategy and a robust governance framework. This is a shift in our ways of working which will lay the foundation for future success and resilience. It does mean another year of change for our team, however we are on the path to stability and hopefully future growth to deliver impact for even more families. Thank you to everyone who has played a part in making this year a success. Our own team including the fabulous volunteers, the families we work with, our partners, funders and supporters – you are all such a vital part of JIGSAW.

Written by Hattie Clayton

Team reflections

As a team, we are proud of how successful new services have been and how well we have been able to re-stabilise existing services in a new venue post-lockdown. It has been wonderful seeing the families engaging in different ways, forming connections with each other, and feeling at home at JIGSAW. We have some families who had not previously engaged much now attending multiple groups each week and making plans with other members outside of our sessions.

We are also proud of the improvements made to our infrastructure and how we have become more responsive to data. This includes getting policies and procedures updated and created to enable us to work together as one team to deliver our charitable purpose.

The team also reflected on the huge amount of personal growth and development that individuals have undergone over the last year. We have grown in confidence, developed leadership skills, recognised strengths and acknowledged personal limitations, which all help us to support and empower each other as well as our family members.

Below is a word cloud of areas the staff team are proud of from the first year of being in our new home, created in September 2022.

