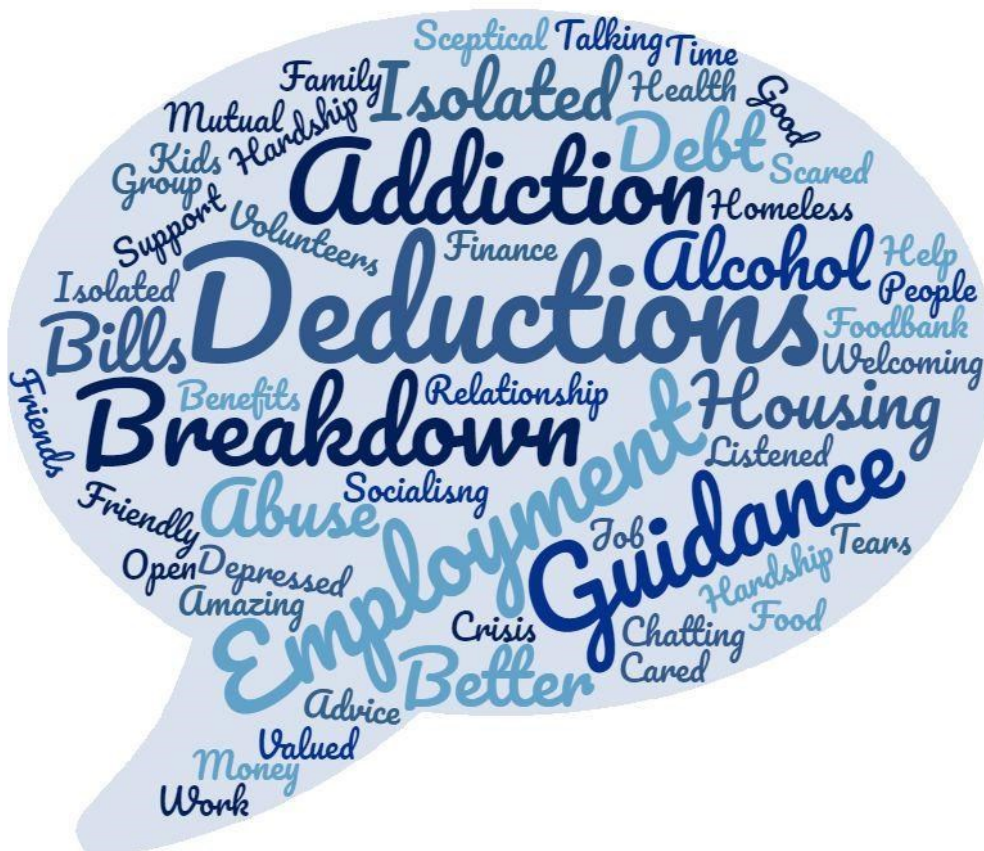




Helping those in hardship

ANNUAL REPORT AND ACCOUNTS
1st APRIL 2019 - 31st MARCH 2020



The Word cloud above and client quotations throughout the report are from the "Beyond the Food Bank" Evaluation February 2020

START UP STIRLING
ANNUAL REPORT AND ACCOUNTS

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**START UP STIRLING
CHARITY INFORMATION**

CHARITY NUMBER SC035477

REGISTERED ADDRESS 16B WHITEHOUSE ROAD
SPRINGKERSE INDUSTRIAL ESTATE
STIRLING
FK7 7SP

BANKERS COOPERATIVE BANK

START UP STIRLING BOARD OF TRUSTEES

The following persons served as Trustees of the charity during the period 1st April 2019 to 31st March 2020.

Persons noted as a 'Current Trustee' are members of the Board of Trustees at the reporting date. Those persons noted as a 'Past Trustee' served as a member of the Board of Trustees during the reporting period but resigned prior to the reporting date (31st March 2020).

Current Trustee	Official Role	Appointed	Resigned
A Birch	Convenor (from 26 th April 2019)	19 th Nov 2018	
G Morton	Convenor (30 th Nov 2018 to 25 th April 2019)	3 rd May 2018	
N Reed	Treasurer (from 20 th Nov 2018) Secretary (from 7 th Feb 2019)	19 th Nov 2018	
S Sankey		6 th Mar 2014	
J Bull		6 th Feb 2019	
E Ferguson		10 th Jul 2019	
R Traynor		10 th Jul 2019	
C Cassie		7 th Sep 2019	
J Barnes		6 th Nov 2019	

Past Trustee	Official Role	Appointed	Resigned
C Moffat		28 th Oct 2016	8 th May 2019

MESSAGE FROM OUR CONVENOR

In this last year we have marked twenty-five years since Start Up Stirling was founded in 1994. During that time, we have continually supported those suffering deprivation in our local area. In response to social need, the things we do have changed over the years, but unfortunately the ill effects of deprivation continue in society. At the end of the year we have all found ourselves having to respond to further profound social change with the coming of the Covid-19 pandemic. Only the beginning of that change is reflected in this report. By the time we are writing next year's report there will be much to say about it, but we cannot yet see how things will develop, or what the state of society in Stirling District and Scotland will be by March 2021.

One of the effects of the pandemic has been the impossibility of holding face-to-face meetings of public organisations such as ours. We would usually expect to present this report to an A.G.M. where the membership could question the Board and hold us to account. The Board debated whether we could hold a "virtual" A.G.M., connecting the membership electronically. We concluded that no electronic meeting could allow appropriate interaction with a group as large as our membership. We therefore concluded that we should postpone the A.G.M. until it is safe and legal to hold it with achievable precautions against infection. In making this decision we know we are at odds with the directions of our constitution, but we are having to act in circumstances not envisaged when the constitution was drawn up. This highlights the potential benefit of reviewing our constitution, which had already been discussed by the Board. We will not do this without wide consultation and realistically the A.G.M. of 2021 is the earliest I anticipate that being possible.

In marking our 25th Anniversary, we were honoured to be named by the Provost of Stirling, Christine Simpson as her "Charity of the Year" for 2019-20. Provost Simpson hosted a civic reception for Start Up Stirling in August 2019 which was attended by volunteers and others associated with the charity from all periods of its history.

As in any organisation, people come and go as their lives and circumstances change. Of our staff, Ian Morris left us to take up a post with Barnado's, and we welcomed Glenda McWatt as General Manager. On the Board, we were strengthened by the arrival of Justin Barnes, Christine Cassie, Elise Ferguson and Rory Traynor. With the coming of Covid-19, 49 of our more elderly or vulnerable volunteers have been stood down, we look forward to welcoming them back once it is safe for them; also with the emergency we are very grateful that new volunteers came forward, have been trained, and are helping us in supporting those who rely on us.

There are many problems facing us as we go forward, most notably all the changes needed in response to the pandemic. There are also many things for which we are thankful, and many people and organisations to whom we are profoundly grateful. As always though, it is to our staff, to all our volunteers and to those who support us by donations of money and food that I wish to express particular thanks. Without their faithful support we would not be able to continue as we are in giving support to those who need it.

Anthony Birch
Convenor

ABOUT US - AIMS & OBJECTIVES

Start Up Stirling has the following objectives:

To relieve poverty, suffering and distress by providing or assisting in the provision of household goods, crisis food and friendship with the object of improving the condition of life for the inhabitants of Stirling District generally but in particular those who have need of such support by virtue of their youth, age, ethnicity, infirmity, disability, special needs, poverty, homelessness, domestic abuse, unemployment or social and economic conditions.

To undertake such other charitable activities as may be helpful to the aforesaid persons.

OUR SERVICES – WHAT WE DO AND HOW IT HELPS THOSE IN HARDSHIP

Start Up Stirling provides a portfolio of key services to individuals and families experiencing hardship in Stirling District. The organisation has been operating in the area since 1994, when a group of local churches came together to collect goods to provide to young people who had been homeless and were entering their first home of their own. Our assistance to local people has developed from that time in response to the feedback we receive from those accessing our services and the changing needs in society.

I couldn't work through my illness, I was falling behind with my bills, and I didn't have enough to live on.'

At present, we provide three main services, all of which in differing ways assist in alleviating the effects of deprivation.

Start Up Stirling - Home Starter Packs

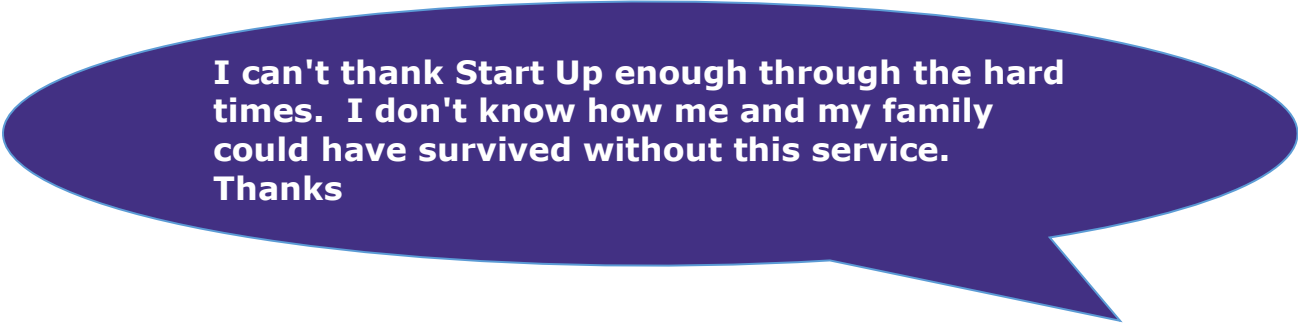
Starter Packs are provided to people commencing new tenancies, following homelessness, a crisis or significant change to their personal situation. For many people who have been homeless, it can be daunting to take on a new tenancy. A house can seem very empty, and the cost of purchasing the things you need to turn it into a home can be beyond the reach of many. By providing the basics we are able to take away some of these concerns, help people settle in, and allow them to focus on the challenges they have rather than trying to cope without the practical basics many of us take for granted.

A Standard Starter Pack includes crockery and cutlery, pots and pans, cooking utensils, towels, and cleaning products, plus basic kitchen cupboard items, such as tea, coffee, sugar, salt and pepper. Supplementary assistance packs are also available and provided in response to the results of a client needs assessment. Supplementary items may include duvet, pillows and bed linen and small household appliances like a kettle, toaster or iron as required. 159 starter packs for new households were issued during the year, only a small increase on the previous year's 156. We now focus more on essential items, including bedding, and less on small appliances, which is shown in the statistical section.

We also provide Emergency Packs to people who are homeless or in temporary accommodation. The availability of these additional items is intended to ensure that clients can eat and care for themselves whether or not they have access to cooking facilities. Those receiving starter packs or food parcels can also receive a gender-specific toiletry pack. Additionally, feminine hygiene products are available to any client that requires them.

Home Starter Packs and related assistance packages are distributed with the support of Stirling Council Homelessness Partnership Team. Personal hygiene packs are also distributed by the Salvation Army based at Drip Road Stirling. The substantial increase in the number of toiletry packs we distributed in 2019/20 over the previous year 2018/19 demonstrates the increase in those who are homeless and needing access to these packs.

The assistance provided varies between clients in part based on their need but also depends on the availability of supplementary items. The following quote summarises the personal impact of the support provided:



I can't thank Start Up enough through the hard times. I don't know how me and my family could have survived without this service. Thanks

Start Up Stirling - Crisis Food Banks

In 2012, with recognition of the extent of local food poverty, the first foodbank opened and in the last year we have operated two foodbanks, in different town centre locations, as well as a mobile delivery service for those unable to access the food banks. From mid-March 2020, with the restrictions arising from the Covid-19 Pandemic, the mobile delivery service was expanded to cover all foodbank clients and the fixed site services suspended. Much of what follows therefore describes what we have done in the recent past rather than the present service. It is as yet entirely unclear what form of service will be appropriate in the medium-term or far future.

With very few exceptions we require our foodbank clients to be referred to the service by some other agency. We are in contact with many agencies who are able at need to refer, but most referrals come to us either from Stirling Council agencies or the Citizens' Advice Bureau - Stirling (CAB). Following an initial referral notification our staff and volunteers liaise with the client to arrange for a suitable package of assistance to be provided.

During the year we operated weekly food banks in:

- Stirling, City Centre (St Columba's church)
- Stirling, Raploch (St Mark's church)

The services were operated weekly and run by volunteers, supported by the staff team. Our foodbanks have always been about much more than the food we provide and have always included and encouraged a friendly social environment. 'Listening volunteers' are part of the team who can support clients if they wish, in a community café setting over a cup of tea or coffee and a biscuit.



I felt very comfortable from the beginning at the foodbank, the volunteers were so welcoming and friendly, it was nothing like I imagined it would be.'

We collaborate with other local organisations to provide support to those experiencing hardship in our local community and trained volunteers can, when appropriate, offer information that can signpost clients to other services in the area who will be able to provide tailored help or advice for particular problems. An advisor from Citizens' Advice Bureau also attended each food bank, providing support and advice to our clients as required.

Around 29% of referrals have been for those unable to attend the Food Banks personally, whether because they live outside Stirling city or because of other difficulties, such as poor mobility or ill health. During the year we generally operated three home delivery runs each week to support these clients.

'I felt OK that I had to accept this help, but my partner worried about the neighbours knowing and she felt ashamed.'

Our aim is to deliver in every food pack a set of staple items, dried and tinned foods, to support an individual or family for 3–4 days. In addition, with the support of the local community and supermarkets we are able to supplement the core pack contents with fresh fruit, vegetables, meat and bakery items. We purchase fresh fruit, vegetables and meat products for each client using funds raised through community donations.

Referrals to our Crisis Food Support remained steady with only a 1% increase on the previous year until the onset of the Covid-19 pandemic. With the pandemic we have seen a sharp rise in referrals, but very little of that effect falls in this year's reporting time-frame.

'It felt good that everyone was in the same situation. That was important to me, I never felt that I would need to use a foodbank. This encouraged me to engage with the group, and I thought it would be a good way of helping others.'

Start Up Stirling - Beyond the Food Bank – Support Service

In recognition of the difficulties many recipients of food bank support face when trying to get back on their feet after encountering hardship, since January 2017 Start Up Stirling has been providing a further level of support. Evidence from the proportion of repeat referral clients attending our food banks justifies the value of extra assistance.

The 'Beyond the Food Bank' service offered lunch and a space where support was offered to some of our more vulnerable clients who would welcome and benefit more from a 1-1 approach to improve their own personal circumstances. This support service aimed to provide the time, place and space for people to explore how to improve their individual situation through access to a range of services including advice on money matters, fuel poverty, addiction and social isolation. However, of equal benefit to many is the peer support and social contact the group also provides, helping to reduce their social isolation.



The first contact with the support group was really good. I loved being with the other people, and everyone was friendly, approachable and helpful.

The support service was operating in both Stirling Town Centre and Callander, supplemented by home visits to clients. At times 25-30 clients were receiving weekly support in a number of ways and the service was delivered by 2 employed members of staff plus dedicated volunteers. After one member of staff left, and as future funding was uncertain, it was found necessary to reorganise the service to enable it to continue safely and effectively for clients, staff and volunteers. In October 2019, the Stirling Town Centre group, previously held at the Cowane Centre, was relocated to St Mark's Church so that it could operate alongside the Food Bank. As well as saving costs this also facilitated better integration of the Support Service and Food Bank services. At the same time the Callander service was suspended because it was not possible to run both Stirling and Callander groups safely with only one support staff member. The plan was to restart in January 2020, when the new General Manager would be in post to support the existing support worker. However, the severe illness and subsequent death of the support worker concerned prevented resumption of that service before the Covid-19 lockdown was implemented. Volunteer input maintained the group monthly in the early part of the year, with additional ongoing support also being provided by weekly telephone calls.

Also in October 2019, Start Up Stirling, in collaboration with CAB-Stirling, were successful in a funding application to deliver a new service, 'Tackling Rural Isolation' (TRI), predominantly in the rural North & West areas of Stirling District. Start Up Stirling will provide crisis food support and the practical and emotional element of the Client Support Service; CAB will provide support and advice on fuel/energy and finance. Transition funding was obtained to move the Client Support Service operation into the new Tackling Rural Isolation service from April 2020 onwards.

We are currently recruiting for an additional staff member to work in the TRI project and anticipate being operational again around September 2020. An independent evaluation of the Client Support Service was carried out in February 2020 and findings from that evaluation will help to redesign the service going forward for relaunch, taking on board feedback from clients and volunteers. We have already put in place an updated training programme for all client facing volunteers as mentioned below and are very much looking forward to relaunching later this year.

SERVICE SUPPORT FUNCTIONS

Warehouse

The warehouse unit at Springkerse Industrial Estate continues to work effectively. During 2019/20, further improvements have been made to the layout on the lower floor area, allowing for a greater working flow efficiency between the stock holding areas and the stock picking and packing areas. In addition, on the mezzanine floor area, grant funds have allowed us to buy additional racking and we have reorganised the storage of dried goods, cereals in particular.

Improved liaison with the foodbank and on volunteer deployment has ensured that the warehouse has been supported appropriately in all areas of rota management, including food delivery to foodbanks, home delivery and donation station pick up. The stock control process has been updated with a more user-friendly system in place which makes low stock and stock order priority clearer and regular updating much easier. This continues to support the notices and stock replenishment calls which we put out on social media and at donation stations to request particular items in low stock. The warehouse now has a team of trained volunteer team leaders who provide back up support to the Warehouse Manager and who can be called upon for contingency cover when the Manager is absent.



Staff from the foodbank helped me by ensuring food continued until I received PIP.

Staffing

In the course of the year the Project Coordinator left to take up a new post. A new General Manager joined us in January 2020. From the early part of 2020, two staff members were on long term sick leave. From January 2020 staff contracts all now reflect Start Up Stirling's new business operating days/hours between Tuesday – Friday and the business operations are running effectively within the new timeframes.

Although occurring after the end of the reporting year, it is appropriate as this report is being prepared, to mention with sorrow the death of Mary McBride, Client Support Worker, who died on 22nd May 2020. She will be much missed by her family, but also by staff, volunteers and clients in Start Up Stirling with whom she worked, first as a volunteer and then as a member of staff for several years.

Volunteering

Volunteering remains an essential and significant part of Start Up Stirling's operating model across all activity areas: the warehouse, driving, within food banks and the support service and in fundraising activities. During 2019/20 we operated with 109 active volunteers. In addition to our regular volunteers, during the year we also benefited greatly from the support of many local businesses, particularly during the very busy Christmas period and this included SEPA, Zero Waste Scotland, HSBC and Stirling Castle.

Without the support of a diverse range of volunteers we would not be able to operate and run as efficiently and effectively as we do. Our need for substantial volunteer support means we also have a wide-ranging and varying selection of volunteering role opportunities for all ages. We have successfully integrated volunteers with additional support needs from a variety of organisations including Forth Valley College as well as young volunteers working towards awards such as Duke of Edinburgh.

With the continued support of our dedicated Volunteer & Training Coordinator, we have been able to provide all volunteers with an ongoing programme of training and support to ensure the volunteering experience with Start Up Stirling is a positive one. This training covered the following areas:

- Quarterly update training in the Warehouse on health and safety matters and food hygiene.
- Volunteers were offered the opportunity to attend certified courses on food hygiene and first aid which enhances their skill set.
- Volunteer drivers have received training, so that they are able to provide the much-needed social contact to the clients, as well as food delivery.
- The Trustees attended training sessions delivered by Stirling Voluntary Enterprise on their roles and responsibilities
- Welfare and mental health training were delivered to all client facing volunteers
- 4 induction and information sessions were held for the 46 new volunteers who joined the Charity during the 2019/2020 year

The recent evaluation exercise undertaken demonstrated how highly valued the volunteers are with many quotes similar to the following being expressed:

Volunteers were really easy to talk to. They listened to us and other group members. It felt much easier to sound off and talk about my problems with strangers than with family or friends.



Fundraising Activity

Following the new appointment of a fundraising coordinator in February 2019, the year was a busy one for community fundraising. The wide variety of events which Start Up staff and volunteers were invited to and participated in demonstrated the compassion that people living in the community have for those experiencing food hardship in their neighbourhood. We are grateful to all those organisations, clubs and groups that invited us to come along and tell them about the work of Start Up Stirling. This type of support has been invaluable to us and has ensured we have been able to continue to raise awareness of our work to a wider audience.

Some notable events that we took part in included the Stirling Classic Car Club event where we were one of their chosen charities, Lush retail staff in Stirling who dedicated one weekend to making and selling bath bombs which raised funds for fresh food for us. Stirling University Staff Teams in a very competitive evening played rounders and chose Start Up to receive their donations. Holy Piranha and Beyond Youth donated the ticket sales from their gig at Mediteranea. Our ceilidh in September was also very popular and the event was match funded by Barclays Bank. During the same weekend, some of our intrepid volunteers ventured out to raise funds at the Edinburgh Kiltwalk too.



Christmas was very busy, with the Reverse Advent Calendar returning and a new one designed for group collection proving to be popular. Supermarkets who help us throughout the year were also especially supportive at Christmas and provided staff as volunteers, food drives and funding support at this busy time. Both Stirling McDonald's restaurants held fundraising events and collections in store throughout December.

To every church, workforce, school, and community group that supported us and held their own fundraising events on our behalf, whether singing carols, helping to bag pack or holding our collections tins, we are truly thankful and grateful for the immense support we received and continue to receive.

25TH ANNIVERSARY

2019 marked our 25th anniversary. The Provost of Stirling, Christine Simpson, marked this by holding a civic reception on 18th August at council chambers in recognition of the work we have done in the last 25 years supporting those in the community experiencing hardship and in need. At this event Provost Simpson announced that she was naming us as her “Charity of the Year” for 2019-20.



COVID-19 UPDATE

The Covid-19 Pandemic has profoundly altered the way Start Up Stirling has been working. Before isolation measures were enforced we were bringing people together at the food banks in church halls and 45% of our volunteers were over 70 or with health problems putting them at particular risk. We managed in the course of a week in March 2020 to change the foodbank to a delivery only service with appropriate social distancing to protect staff, volunteers and clients.

In making these changes we have been greatly supported by Stirling Council who have found us overflow storage space allowing our teams to work with appropriate distancing, allotted us vehicle and driver support for food deliveries and supported us in purchasing of essential stock items. Other local charities, Let's Make it Better and Dial a Journey have also helped us with secondment of staff and vehicle capacity. The emergency prompted new volunteers to come forward, and they have been trained and assimilated into our working teams.

As expected, since the epidemic struck, referrals to the foodbank have risen. An upswing in referral numbers and food volume issued was seen in March, which has only a minor effect in the year's statistics reported below but has continued since the end of the reporting year.

With the emergency, various government and private funding streams have become available to help the social response. These are helping us to sustain the cost burden which response to the emergency imposes.

SUMMARY SERVICE PERFORMANCE INFORMATION

HOME STARTER PACKS.

Summary data of packs and support items issued:

HOME STARTER PACKS	2018/19	2019/20	% Change
Starter Packs	156	159	2%
Kettle	105	120	14%
S-Duvet	147	121	-18%
D-Duvet	105	123	17%
Pillows	357	367	3%
Toaster	74	11	-85%
Microwave	27	10	-63%
Emergency	278	284	2%
Welcome	158	230	46%
Toiletry-M	268	360	34%
Toiletry-F	155	292	88%

CRISIS FOOD BANK

People Supported and Food Issued

CRISIS FOOD BANK	2018/19	2019/20	% Change
Meals*	108,500	100,212	-8%
Food Packs	5,407	4,261	-21%
Referrals	1,327	1,342	1%
Adults	1,611	1,627	1%
Children	809	896	11%
Total	2,420	2,523	4%

*The formula used to calculate meals provided is as follows:

Meals = Individuals supported X Weeks supported X 3 meals per day X 4 days a week

Example, a single client who is supported for one week = 12 meals.

Our referral numbers have remained steady with only a small increase on the previous year. At the beginning of the year the duration of support given was altered by introducing a review at three weeks rather than continuing unreviewed for six weeks. This has resulted in a decrease in the number of food packs distributed and meals attributed as some people have been able to move on more quickly, thus receiving fewer food packs.

Most of our Crisis Food Bank clients (71%) attended the food banks located in the church halls in Stirling. 29% of our clients were supported via delivery. Deliveries are carried out mainly using our own volunteers complemented at the end of the year by partner support agencies. In this last year we delivered to 396 households.

Referrals

CRISIS FOOD BANK – REFERRAL VOLUME BY LOCALITY

	2018/19	2019/20	% Change
Stirling Total	1,120	987	-12%
FK7	597	469	-21%*
FK8	417	422	1%
FK9	106	96	-9%
Dunblane	46	42	-9%
Callander	51	36	-29%
Villages - West	45	47	4%
Villages - East	11	162	1373*%
N/A	54	68	26%
Grand Total	1,327	1,342	1%

*The large increase in 2019/20 reporting from Villages-East is attributed to a more detailed area/postcode recording in this year. In the previous year, these postcodes were mainly counted with the Stirling FK7 numbers.

CRISIS FOOD BANK – REFERRAL LOCALITY SHARE

	2018/19	2019/20
Stirling Total	84.40%	73.55%
FK7	45.00%	34.95%
FK8	31.40%	31.45%
FK9	8.00%	7.15%
Dunblane	3.50%	3.13%
Callander	3.80%	2.68%
Villages - West	3.40%	3.50%
Villages - East	0.80%	12.07%
N/A	4.10%	5.07%
Grand Total	100.00%	100.00%

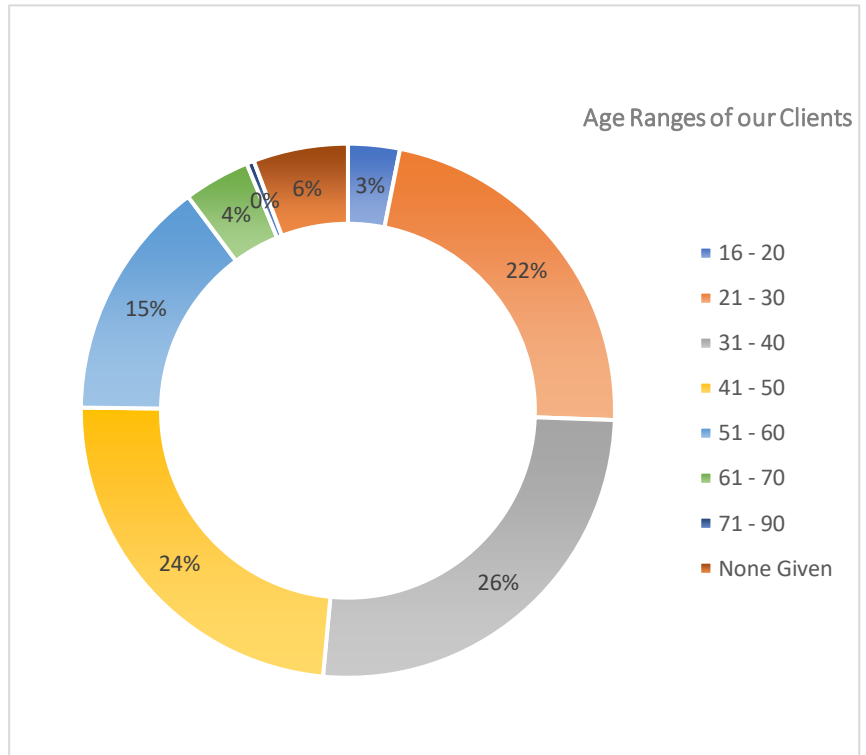
Detail of Location

Going forward into 2020/21 we have started recording our clients' locations prospectively in more detail. Applying this retrospectively where possible to the 2019/20 time period we can assign most activity to specific locations.

Location	Clients	%
Aberfoyle	10	1%
Alloa	2	0%
Balfron	20	1%
Bannockburn	158	12%
Bridge of Allan	8	1%
Buchlyvie	6	0%
Callander	40	3%
Cambusbarron	19	1%
Causewayhead	5	0%
Cornton	80	6%
Cowie	48	4%
Crianlarich	2	0%
Croftamie	1	0%
Doune	9	1%
Drymen	7	1%
Dunblane	44	3%
Fallin	49	4%
Fintry	1	0%
Gargunnock	8	1%
Killlearn	1	0%
Killin	4	0%
Kippen	21	2%
Locheearnhead	3	0%
None Given/No Fixed Abode	46	3%
Plean	66	5%
Raploch	164	12%
Riverside	1	0%
St Ninians	76	6%
Stirling	435	32%
Strathblane	2	0%
Strathyre	1	0%
Thornhill	4	0%
Tyndrum	1	0%
Grand Total	1342	100%

Age range of those supported – from those available

Age	Clients
16 – 20	42
21 – 30	301
31 – 40	348
41 – 50	318
51 – 60	196
61 – 70	54
71 – 90	6
None Given	77



Referral Source

We receive referrals to the Crisis Food Banks from a range of statutory bodies, community organisations and other charities. During the year our main sources of client referrals were the Citizen's Advice Bureau, who provided 26% of our client referrals (36% in 2018/19) and Stirling Council who accounted for 37% of referrals (37% in 2018/19). Clients referred to us by the council come via various arms of the local authority's housing, social services, education and criminal justice departments, which are collectively recorded under Stirling Council.

CRISIS FOOD BANK – REFERRAL SOURCES			
Referrer	2018/19	2019/20	% Change
Charity Partner	708	684	-3%
Citizens Advice	483	354	-27%
Stirling Women's Aid	54	63	17%
Scottish Welfare Fund	91	118	30%
Salvation Army	29	68	134%
Barnardo's	11	10	-9%
Homestart	14	27	93%
Start Up	10	21	110%
Council on Disability	11	13	18%
Cornton Action Partnership	2		-100%
Stirling Carers Centre	1	1	0%
Shakti Women's Aid	1		-100%
Cultenhove Opportunities	1		-100%
BEMIS		1	
Stirling Baptist Church		8	
Public Sector	619	658	6%
Stirling Council	495	503	2%
Forth Housing	49	35	-29%
Rural Housing	22	21	-5%
Paragon Housing Association	1		
Unknown	3		
NHS	35	55	57%
Schools	14	44	214%
Grand Total	1327	1342	1%

Food Journey – Donated Food and Supermarket Waste Recycling

We actively encourage community food donations from across the Stirling District area and have a wide array of relationships with donors large and small. Many people bring their donations to our warehouse unit at 16B Whitehouse Road, but most donations reach us via our network of donation stations in local supermarkets, schools, churches and other locations. In 2019/20 we have seen an increase in donations from local businesses, public sector and groups and associations, as we have consistently worked to raise awareness with support from the Fundraising and Community Engagement role. In addition, we have continued to utilise social media to promote donations.

COMMUNITY FOOD DONATIONS

DONATION SOURCE	2017/18 Kg	2018/19 Kg	2019/20 Kg	LAST 3 YEARS Kg
Supermarkets	25,280	29,493	32,790	87,563
Churches	16,996	17,206	13,936	48,138
Schools	6,364	6,104	6,787	19,255
Start Up Events	5,249	973	-	6,222
Businesses	5,783	3,579	5,577	14,939
Individual Giving	4,394	5,487	4,839	14,720
Groups/Associations	3,329	2,716	3,191	9,236
Public Sector	1,804	3,508	4,414	9,726
External Events	521	9	-	530
TOTAL	69,721	69,075	71,553	210,329

In addition to the food and other goods donated through our community networks we also have food waste recycling partnerships with a number of the major supermarkets. These partnerships allow us to receive a range of bakery, fresh produce and damaged but usable tinned and other goods. In the last year we received an estimated¹ total of over 12,800 kilograms of recycled food (2018/19 17,700kgs).

SUPERMARKET FOOD RECYCLING

DONATION SOURCE	2017/18 No. crates	2018/19 No. crates	2019/20 No. crates	Last 3 years No. crates
Sainsbury	368	504	452	1,324
Lidl	-	798	402	1,200
M&S	351	271	212	834
Tesco	108	161	95	364
Other	8	27	125	160
Poundstretcher	-	11	2	13
Waitrose	5	-	-	5
Morrisons	-	2	-	2
TOTAL	840	1,774	1,288	3,902
Estimated Weight in Kg	8,400	17,740	12,880	39,020

¹ Food waste received in varying crates sizes and not subject to individual weighing. Sample of crates weighed to determine 'typical' per crate weight of 10 kg.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Start Up Stirling was incorporated as a Scottish Charitable Incorporated Organisation on 6th March 2014. All historical charitable activities undertaken in the name of Start Up Stirling were at this time subsumed into the new organisation. The charity's structure and governance operate in accordance with the arrangements set out in its governing document, namely the Start Up SCIO Constitution version 3.

The charity's activities are overseen by a Board of Trustees. This group is formed from the membership of the charity. All registered members are eligible to stand for and be elected to the Board. Trustee nomination and election normally takes place at the charity's annual general meeting. The Board of Trustees may at their discretion co-opt additional individual members onto the Board.

Management of the charity's operations is delegated to designated members of staff in accordance with a Board approved Scheme of Delegation. Staff are supported by volunteers in the delivery of the charity's various services. In certain areas the Board have introduced functional working groups involving staff, volunteers and trustees. The working group approach is used primarily in the areas of warehousing and logistics, fundraising and administrative support.

The management of risk is an important responsibility of the Board of Trustees. Policies and procedures have been established in a number of key areas of potential risk, notably food safety, hygiene and lifting and handling. In addition, the charity maintains PVG accreditation for key staff and volunteers involved in client related activities or when serving as trustees.

RESERVES & RESERVES POLICY

Reserves are held to ensure that Start Up Stirling can continue to deliver services to the charity's beneficiaries. The charity delivers a range of services and carries out a number of projects that involve the employment of staff and also certain longer-term contractual commitments, specifically premises rental for the charity's main warehouse operating unit.

The Board of Trustees have examined the requirement for unrestricted reserves and determined a policy of holding reserves equivalent to the lesser of; three months staff costs plus the balance of contractually committed rent on the warehouse operating unit, or three months total operating costs.

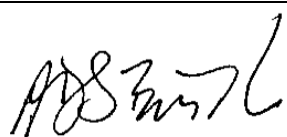

The total reserves of the charity at 31st March 2020 were as follows:

	2018/19	2019/20	*Required Reserves
	£	£	£
Restricted Funds	6,145	7,475	n/a
Unrestricted Funds	90,761	107,443	55,927
TOTAL	96,906	114,918	55,927

Refer to Note 10 for a movement analysis of reserves.

*Required reserves reflects three months total operating costs.

Approved by the trustees on 8th July 2020.

Signature		Signature	
Name	Dr Anthony Birch	Name	Elise Ferguson
Role	Convenor	Role	Treasurer

WHERE OUR INCOME COMES FROM

Fundraising – the principal fundraising activity of the charity is an annual festive appeal. This year we ran a Festive Friends activity that raised over £38,000 during the 2019/20 Christmas and New Year period. Other events and activities helped to boost our overall fundraising total to £51,012 for the year, £33,509 in 2018/19

Community donations – a wide variety of individuals and groups make regular and one-off donations to the charity via our website, using online payment services offered by the likes of Facebook and by calling into our unit at 16B Whitehouse Road, Stirling. A significant proportion of the monies received come from local churches and faith bodies, community groups and schools. During the year we benefited from £87,368 in donations (£69,091 in 2018/19). The charity supplements the value of donations through use of the UK Government's 'Gift Aid' scheme, this added a further £9,919 to the charity's income (£7,629 in 2018/19).

Grants and Statutory funding – we have a number of established relationships with public sector and other grant awarding bodies who provide financial support to a number of specific aspects of the charity's operations. During 2019/20 the charity received income of £75,609 in relation to grants and statutory funding (£85,239 in 2018/19).

In 2019/20 vital funding for our **Support Service** of £33,679 was received from the Scottish Government's Fair Food Transformation Fund (FFTF) and Investing in Communities Fund (ICF). In addition, Stirling Council continued to provide key financial support of £15,000 to our **Home Starter Pack** service. The details of the grant and statutory income received, and the associated level of expenditure is shown in Notes 4 and 5 of the Annual Accounts.

HOW WE SPEND THE MONEY

Home Starter Packs – this service involves the purchasing of various household items, bedding and packaging. A dedicated team of volunteers working out of our warehouse unit undertake the sorting and packaging of the support packs which are distributed to clients with the assistance of Stirling Council Homelessness Partnership.

Crisis Food Bank – our main gateway service is coordinated by Support Worker members of staff who liaise with referral organisations to organise a series of face to face food bank sessions in the Stirling area. These sessions are run by members of our volunteer supporter team. In addition to staffing costs, we incur expenditure on premises rental and related services, purchasing fresh produce, meat and dairy food items. We receive, sort and store donated food and other items in our warehouse unit that is overseen by our Warehouse Manager.

Crisis Food Home Delivery – our services are available across the entire Stirling Council catchment area. We operate our own transport in the form of two vans that are driven by a team of volunteer drivers who deliver food and other goods to clients who are unable to attend our face to face food banks. The vehicles are also used to collect food waste donations from local supermarkets and pick-up community food donations from across the area.

Beyond the Food Bank – this additional support service is organised by Support Worker members of staff who liaise with individual clients. These sessions are run by members of our volunteer supporter team. In addition to staffing costs, we incur expenditure on the rental of external facilities and catering for community meals and other similar events.

General management, Fundraising, Volunteer Coordination and Other Support – a key part of sustaining the charity’s activities is our engagement with donors and supporters, including a group of around one-hundred and ten local volunteers. We employ a General Manager, a Fundraising Manager and a Volunteer & Training Coordinator on a part-time basis to coordinate a variety of initiatives aimed at maintaining and developing the flow of funds, food and other donations to the charity. We also employ an Office Administrator to support the operations of the charity.

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF START UP STIRLING.

I report on the accounts of the charity for the year ended 31st March 2020 which are set out on pages 30 to 37.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the 2006 Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination is carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement

In the course of my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations
 - to prepare accounts which accord with the accounting records and comply with Regulation 8 of the 2006 Accounts Regulations have not been met, or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Name:	Christine Cameron
Relevant Professional qualification:	C. T. A.
Address:	34 Anchorscross, Dunblane, FK15 9JW
Date:	26/06/2020

START UP STIRLING
STATEMENT OF FINANCIAL ACTIVITIES
INCORPORATING INCOME & EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31st MARCH 2020



		UNRESTRICTED FUNDS	RESTRICTED FUNDS	2019/20 TOTAL	2018/19 TOTAL
	Notes	£	£	£	£
INCOME FROM					
Donations		87,128	240	87,368	69,091
Grants & Statutory		-	75,609	75,609	85,239
Fundraising Activity		50,392	620	51,012	33,509
Other		9,919	-	9,919	7,629
TOTAL		147,439	76,469	223,908	195,468
EXPENDITURE ON					
Staff & Staff Related		70,378	44,794	115,172	156,611
Premises		32,241	10,756	42,996	38,939
Food Purchases		7,980	7,065	15,045	24,992
Fundraising Supplies		1,491	-	1,491	641
Starter Packs		1,342	4,028	5,370	10,494
Depreciation		6,837	-	6,837	9,270
Miscellaneous		700	3,788	4,488	9,085
Office Supplies		4,239	538	4,777	5,655
Insurance		3,525	-	3,525	2,376
Professional Fees		-	3,000	3,000	450
Transport		3,195	-	3,195	2,655
TOTAL		131,927	73,969	205,896	261,168
NET INCOME		15,512	2,500	18,012	(65,700)
Transfers		1,170	(1,170)	-	-
Movement in Funds		16,682	1,330	18,012	(65,700)
TOTAL FUNDS B\FWD		90,761	6,145	96,906	162,606
TOTAL FUNDS C\FWD		107,443	7,475	114,918	96,906

None of the charity's activities were discontinued during the above financial years. There were no recognised gains or losses from the disposal of assets for the above financial years.

START UP STIRLING
STATEMENT OF FINANCIAL POSITION
INCORPORATING BALANCE SHEET
AS AT 31st MARCH 2020

	Notes	£	2019/20 £	2018/19 £
FIXED ASSETS				
Tangible Assets	3		8,966	15,803
CURRENT ASSETS				
Prepayments	8	1,328		1,413
Debtors	8	-		-
Cash		122,257		91,658
		<u>123,585</u>		<u>93,071</u>
CURRENT LIABILITIES				
Income Rec'd on Account	9	12,475		6,145
Creditors	9	5,158		5,823
		<u>17,633</u>		<u>11,968</u>
NET CURRENT ASSETS			105,952	81,103
NET ASSETS			114,918	96,906
FUNDS				
Restricted Funds	10	7,475		6,145
Unrestricted Funds	10	107,443		90,761
TOTAL FUNDS			114,918	96,906

Approved by the trustees on 8th July 2020.

Signature		Signature	
Name	Dr Anthony Birch	Name	Elise Ferguson
Role	Convenor	Role	Treasurer

START UP STIRLING
STATEMENT OF CASH FLOWS
AS AT 31st MARCH 2020

	Notes	2019/20 £	2018/19 £
OPERATING ACTIVITIES			
Cash Flow from Operations		18,012	(65,700)
Adjusted for:			
Depreciation	3	6,837	9,270
Movement in Debtors	8	85	(1,413)
Movement in Creditors	9	5,665	9,651
Cash generated from Operations		30,599	(48,192)
INVESTING ACTIVITIES			
Payments to acquire fixed assets		-	-
Cash generated from Investing		-	-
NET CASH GENERATED			
Cash generated from Operations		30,599	(48,192)
Cash generated from Investing		-	-
Net Cash Generated		30,599	(48,192)
Cash & Cash equivalents at 1 st April		91,658	139,850
Cash & Cash equivalents at 31 st March		122,257	91,658

**START UP STIRLING
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31st MARCH 2020**

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared under the historic cost convention and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effect from 1st January 2015. The Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102), the Companies Act (2006), the Charities and Trustees Investment (Scotland) Act (2005) and the Charities Accounts (Scotland) Regulations (2006) as amended.

Going Concern

The Board of Trustees are of the opinion that the charity can continue to meet its obligations as they fall due for the foreseeable future and have therefore prepared the financial statements on a going concern basis.

Income received on account

Income received from a third party is deferred and carried on the balance sheet as a liability where the entitlement for use is not met. Refer to Note 9 for details of the income received in advance.

Expenditure

All expenditure is accounted for on an accrual basis and is recognised in the period in which it is incurred. Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services in pursuit of its charitable purposes. Reported expenditure includes costs attributed to such charitable activities and also costs of an indirect nature necessary to support the delivery of these services.

Fund accounting

Funds held by the charity are either in an unrestricted general fund that is used in pursuit of the organisation's overall charitable purposes, or in a restricted fund. Restrictions applied to the use of funds may be stipulated by donors at the point that monies are made available to the charity. The charity's Board of Trustees may at their discretion decide to set aside funds for a specific charitable purpose and thereby designate restrictions on the use of funds.

Fixed assets

Tangible fixed assets are measured at historic cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided on all tangible fixed assets and charged to the Income & Expenditure account on a straight-line basis. Refer to Note 3 for details of the charity's tangible fixed assets and related depreciation charges.

Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand. In the Statement of Cash Flows, cash and cash equivalents are shown net of any bank overdrafts, where applicable. Bank overdrafts are reported as borrowing liabilities on the Statement of Financial Position.

Debtors and prepayments

The organisation is a registered charity and does not carry out any trading activities. Consequently, reported debtors and prepayments relate to the proportion of any goods or services paid for by the charity where an element remains to be consumed in a future period.

Creditors

Short-term creditors are measured at transaction price, normally the invoice price. Reported creditors include employer social security and tax liabilities. Loans and other financial liabilities are initially recognised at transaction price net of any transaction costs and consequently measured at amortised cost determined using the effective interest method.

Taxation

The organisation is a registered charity and does not carry out any trading or other taxable activities. Consequently, no provision is made for Corporation Tax. Other taxes, including VAT, are recognised as an expense in the period to which they relate. The charity claims Gift Aid tax relief on eligible donations in accordance with applicable HMRC regulations.

Pensions

Employer pension contributions to a NEST money purchase plan are reported as operating costs and recognised as an expense in the period to which they relate.

NOTE 2 – CRITICAL ACCOUNTING JUDGEMENTS

Estimates and judgements in relation to the charity's financial position form part of a continual and ongoing process of financial management. Where accounting judgements are made these are based on historical experience and other relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

NOTE 3 – FIXED ASSETS

TANGIBLE FIXED ASSETS	MOTOR VEHICLES	PLANT & MACHINERY	TOTAL
	£	£	£
COST			
As at 1 st April 2019	28,574	10,637	39,211
Additions	0	0	0
As at 31 st March 2020	28,574	10,637	39,211
DEPRECIATION			
As at 1 st April 2019	19,154	4,254	23,408
Charge for the year	4,710	2,127	6,837
As at 31 st March 2020	23,864	6,381	30,425
NET BOOK VALUE			
As at 1 st April 2019	9,420	6,383	15,803
As at 31 st March 2020	4,710	4,256	8,966

NOTE 4 – GRANT & STATUTORY INCOME

	UNRESTRICTED FUNDS	RESTRICTED FUNDS	2019/20 TOTAL	2018/19 TOTAL
	£	£	£	£
Stirling Council	-	18,680	18,680	22,400
Scottish Gov't	-	33,679	-	41,500
Robertson Trust	-	11,250	11,250	8,000
Volunteer Action	-	10,000	10,000	7,500
FISCAF	2,000	-	2,000	2,500
Callander Dev Trust	-	-	-	3,339
TOTAL	2,000	73,609	75,609	85,239

NOTE 5 – ANALYSIS OF EXPENDITURE ATTRIBUTED TO GRANTS & STATUTORY INCOME

	UNRESTRICTED FUNDS	RESTRICTED FUNDS	2019/20 TOTAL	2018/19 TOTAL
	£	£	£	£
Stirling Council	-	18,601	18,601	23,069
Scottish Gov't	-	31,436	31,436	45,852
Robertson Trust	-	13,644	13,644	14,515
Volunteer Action	-	10,047	10,047	7,724
FISCAF	2,000	-	2,000	2,906
Callander Dev Trust	-	-	-	3,262
TOTAL	2,000	73,728	75,728	97,328

NOTE 6 – NET INCOME

Stated after charging:	2019/20	2018/19
	£	£
Depreciation of owned assets	6,837	9,270
Operating lease rentals – land & buildings	30,000	30,000

NOTE 7 – STAFF COSTS

	2019/20	2018/19
	£	£
Staff Salaries	90,511	115,392
Social Security	14,790	27,170
Pensions	7,690	8,142
Other	2,181	5,906
TOTAL	115,172	156,611
Average number of employees	6.4	7.5

NOTE 8 – DEBTORS & PREPAYMENTS

	2019/20	2018/19
	£	£
Insurance	1,328	1,413
TOTAL	1,328	1,413

NOTE 9 – CREDITORS & INCOME RECEIVED ON ACCOUNT

INCOME RECEIVED ON ACCOUNT	2019/20 £	2018/19 £
Robertson Trust	6,750	5,000
Foundation Scotland	5,000	-
Sons of the Rock	325	565
Woodward Trust	400	400
Stirling Council	-	180
SUB TOTAL	12,475	6,145

CREDITORS	2019/20 £	2018/19 £
Tax & Social Security	1,933	1,721
Pensions	-	666
Rent & Premises Related	-	3,110
Travel Expenses	-	226
Transport	-	100
Professional Fees	3,000	-
Miscellaneous	225	-
SUB TOTAL	5,158	5,823
TOTAL	17,633	11,968

NOTE 10 – MOVEMENT IN FUNDS

	2018/19 Opening Position £	2019/20 Incoming resources £	2019/20 Outgoing resources £	2019/20 Closing Position £
Restricted Funds	6,145	77,799	(76,469)	7,475
Unrestricted Funds	90,761	152,439	(135,757)	107,443
TOTAL	96,906	230,238	(212,226)	114,918