

One Walsall Ltd.

Welcome to One Walsall's Annual Review of 2020

Introduction from Chair – Cllr Chris Towe

We all know how difficult the last 12 months have been for the sector, public services and especially for individuals and communities - we have all had to learn to live and work in different ways.

We believe the Voluntary and Community organisations in Walsall have risen to the challenge giving tremendous support to many of our residents, the like of which has never been seen before.

During the year we worked directly to support a high number of groups and organisations; engaged with and influenced a wide range of forums, strategies, and initiatives across Walsall and beyond. We continued to lead the way in terms of innovation supporting groups to galvanise and harness their resources and working with partners within and across sectors to address areas such as co-production and whole system approaches. We worked with our health and social care partners to recruit and place over 600 volunteers across Walsall as part of the vaccine roll out as well as volunteer community support vulnerable and at-risk groups.

We would like to place on record our thanks to One Walsall Members and Funders for their on-going support, and to colleagues whose work has contributed to the success of One Walsall during 2020/21, we would especially like to thank the Staff and Trustees, who adapted, worked smartly and efficiently, with good humour and patience, to enable One Walsall to continue providing high-quality services and support to the sector, **#nevermoreneeded.**

Objectives and activities

Purposes and aims.

Our aim is to support a strong and vibrant voluntary and community sector in Walsall, and to encourage and grow local social action, by supporting new and existing voluntary and community sector enterprises (VCSEs) to:

- develop, grow, and sustain their activities for the future.
- connect and collaborate with other VCSEs and partners across sectors.
- promote their impact and influence local decisions about the communities they serve.
- encourage and support residents to take up volunteering and other forms of community action.

The strategic objectives for the charity during the year have been:

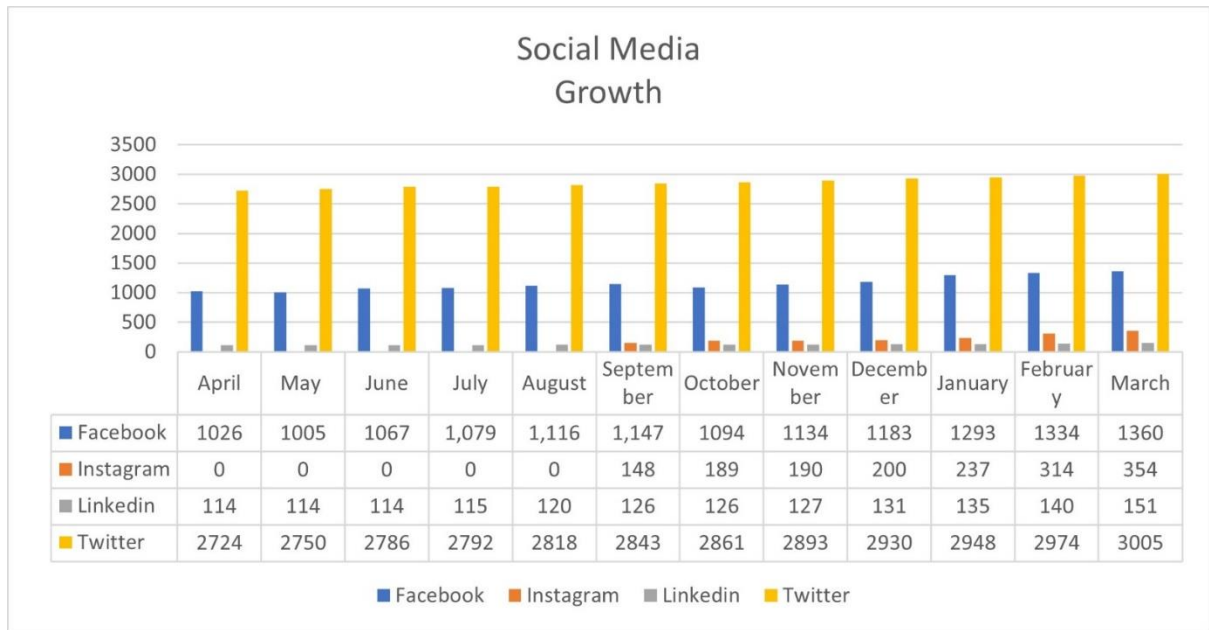
1. Improved quality of VCS service provision in Walsall and an increase in VCSEs working to deliver against local priorities.
2. Improved partnership working between a diverse range of VCSEs.
3. Increased levels of funding accessed by the VCS from sources originating outside of the Borough.
4. Increased representation of the VCS in a range of key partnership forums
5. Increase in residents' engagement in volunteering and other forms of social action.
6. Increased confidence, trust, and satisfaction in One Walsall from the VCS.

Performance against strategic objectives

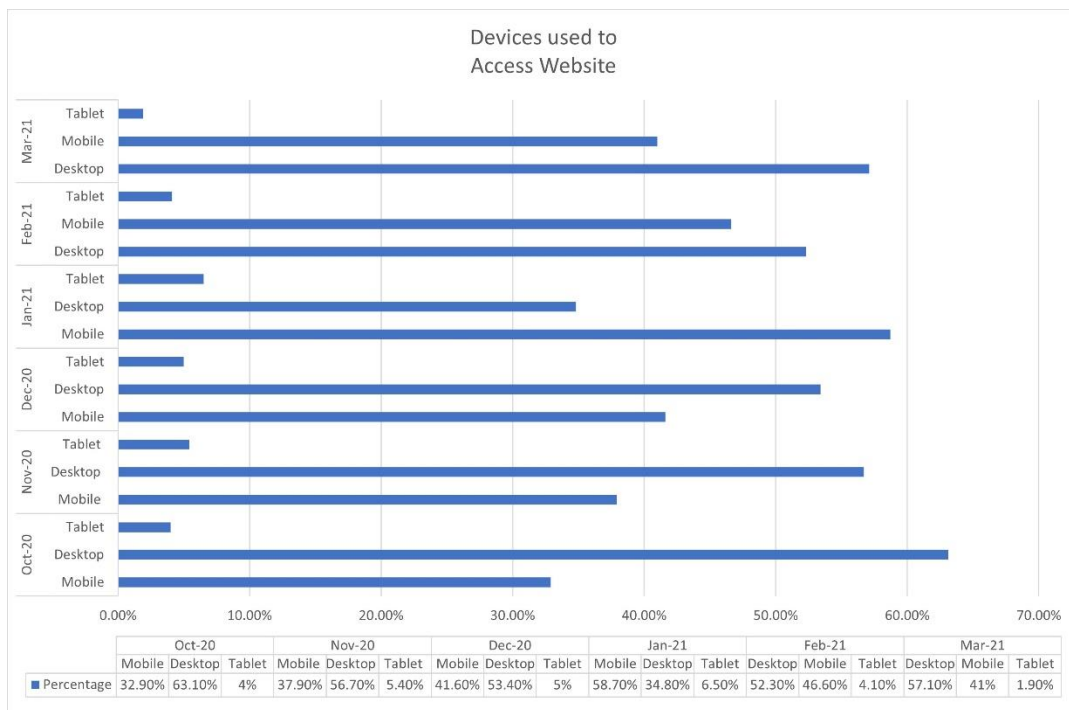
Much of our work during the last twelve months has centred around finding innovative and creative ways to continue to support the voluntary and community sector, empowering them to adapt their services to the changes brought about by the global pandemic.

During 2020-2021, One Walsall's communications' strategy became more important than ever. It was essential the sector was kept informed in a timely way regarding relevant information about the pandemic and the ever-changing lock-down rules, COVID testing and, towards the end of 2020, the vaccine rollout.

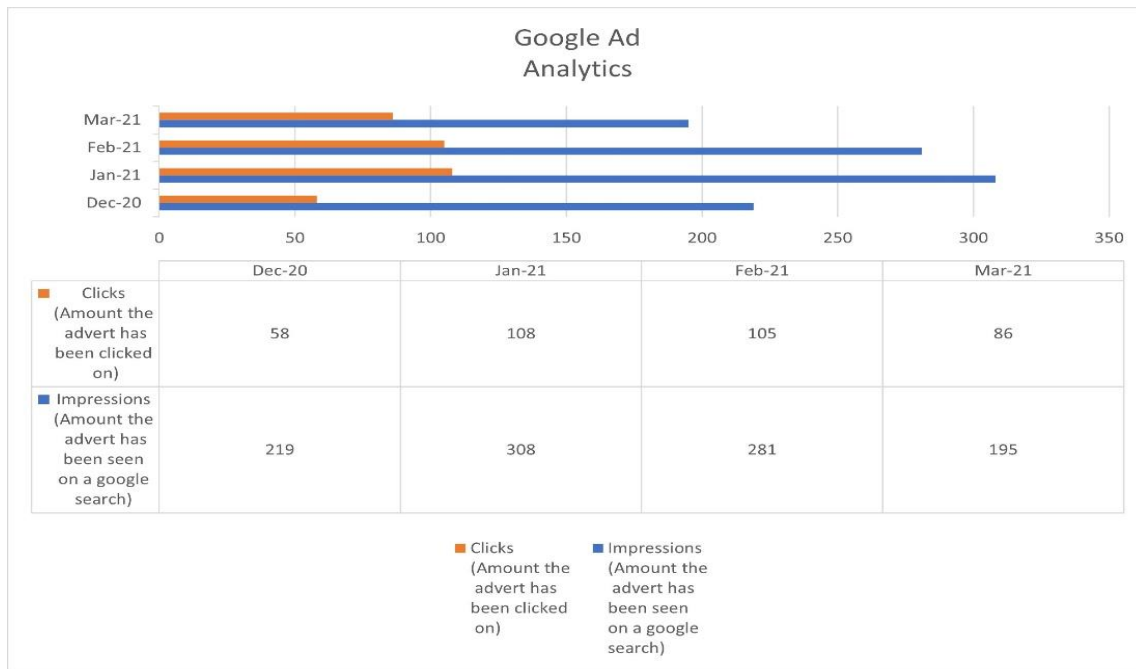
Our Communications' Officer, commenced in the midst of the pandemic in June 2020 and has taken our social media, newsletter and website content from strength to strength. Our end of year statistics, as detailed below, show there has been a steady increase in footfall across all our media platforms, which we will continue to develop during 2021-2022.



Website analytics



One Walsall signed up for Google Ads, which helps us monitor how many people search for us and for what reasons. This has again worked well and is keeping the organisation informed about the types of support individuals and organisations may be looking for which allows us to assess, identify and raise with key stakeholders the demand, need and gaps for Walsall residents.



Improved links have also been made with local media, to include local and Black Country newspapers together with West Midlands Radio stations. We continue to encourage people to leave comments on Google Reviews, especially after any specific support offered; following attendance at one of our many varied forums or training sessions, this allows us to review and reflect as well as monitor our own performance and impact.

1. Improved quality of VCS service provision in Walsall and an increase in VCSEs working to deliver against local priorities.

In spite of the pandemic and the staff team primarily working from home, One Walsall continued to deliver excellent support to the voluntary and community sector of Walsall Borough utilising a range of creative methods; **#nevermoreneeded**.

The first big change was the addition of a new full time funding officer (utilising our reserves). This has provided additional capacity allowing us to work with a wider range of organisations seeking funding advice.

We continued to roll out our One Walsall Development Tool (OWDT), supporting a further 19 organisations through the process during the pandemic. The tool is complimented by a range of training sessions that link directly with the 8 subject areas that form the areas of analysis for the tool namely:

- Planning
- Governance
- People management
- Safeguarding and managing Risk
- Communication and Information management
- Financial management
- Asset management

- Identifying and measuring Impact.

The feedback we have received around the tool and training has been very positive.

The case study below with one of our member organisations is typical of the responses we have received.

Having received ad hoc support from One Walsall in past, the group was approached directly for the opportunity to have an OWDT undertaken. The group was very responsive and the OWDT assessment meeting were very thorough and informative. The report was promptly disseminated to the rest of the board and project workers and the newly appointed project lead immediately took up the opportunity to attend training courses. Changes have already been implemented, based on the recommendations made and on additional internal discussions, which both the board and staff are involved with. The group is feeling more positive about the year ahead. Changes they have made as a result of our support include setting of clear yearly outcomes, development of a fundraising strategy, carrying out DBS checks. Actions to follow are development of the business plan, formal procedures for the recruitment and management of volunteers. Training attended includes planning, governance, measuring impact, community spaces. The organisation is keen to find new premises and following our recent Community Spaces forum have agreed that sharing space may be the better way forward and are keen to investigate these opportunities.

“Having shared your report with the Trustees and following a recent Trustees meeting I would like to convey our thanks to you once again for all the work you have done on our behalf. The agreed action of the Trustees is that we work on the three priority areas that you highlighted - Asset/Financial Management; Managing people; Communication & Information Management.”

Along with the role out of the Development Tool One Walsall, continues to offer bespoke support to our members. Over the past 12 months the most popular requested area of support was around communication and marketing, this was followed by finance and fundraising and governance.

In October we launched our new membership package and membership has grown steadily over the year. It now stands at 243, an increase of 34 over the year. Growing the membership is important, being a membership organisation, we look to our members to steer our direction of travel and to ensure that our services continue to be relevant to their needs. During the year we have seen a high number of new CICs apply for membership which is adding a new vibrancy to the not-for-profit sector in Walsall.

With the impact of the pandemic and the move to digital services we have worked with the Catalyst Programme to secure the support of digital specialists to help us with a digital support package which will target the sector and their service users. The package will be launched in the new financial year.

2. Improved partnership working between a diverse range of VCSEs.

2020 has understandably been a difficult year for formal partnership working, but a significant positive from the pandemic has been a willingness and flexibility amongst the sector to work in collaboration with each other – most of this has been in an informal manner and in response to local need. A key area for this partnership working has been within the mental health arena in which most organisations have, and continue to, experience considerable increases in referrals.

One Walsall supported Rethink to deliver an additional Mental Health Partnership Forum in February 2021 which brought the VCSE and statutory partners together. This will be followed up by a series of themed forums that again bring the sectors together during 2021.

During March 2021, One Walsall supported 5 local organisations to develop a consortium bid for the Windrush Day Grant programme. The bid not only aimed to celebrate Windrush Day itself but included an educational element in order to provide a lasting legacy for the Windrush generation. The bid was sadly unsuccessful; however, the consortium have agreed to continue to work together to ensure the day is celebrated across Walsall.

More broadly, we have faced huge challenges to our partnership work ambitions as organisations focused on their own survival and delivery during the COVID lockdown.

Whilst the lockdown has had a huge impact on those groups who do not have a digital presence with many having to cease service provision, several other organisations with a digital footprint were able to repurpose their delivery. One Walsall supported this transition by matching up available resources with those organisations in need of additional capacity.

3. Increased level of funding accessed by the VCS from sources outside of the borough.

The last year has seen a seismic change in the funding environment as funders responded to the COVID pandemic. The majority of the day-to-day funding streams closed with some funders looking only to protect existing investments during this period. Much of the funding that was available was primarily to support groups through the COVID period with very little if any funding directed towards new projects.

In spite of the difficult funding environment during a challenging year, One Walsall supported 75 groups with funding bids, securing **£809,494** from 25 successful applications, only a very slight reduction of 1.4% from the funding secured during 2019/2020 (a pre pandemic year).

4. Increased representation of the VCS in a range of key partnership forums

One Walsall continues to represent the sector on numerous strategic forums – to include the Walsall Together Partnership Board, Health and Wellbeing Board, Town Deal Board, Family Safeguarding Board and many more! Within these forums, One Walsall continue to raise the profile of the sector – in all its shapes and sizes – to ensure the work the sector delivered throughout the pandemic in response to community need is not forgotten and that support for the sector has never been more important.

Our Senior Management Team have supported a range of gold and silver command Incident Management Meetings hosted by key statutory partners since the first lockdown began in March 2020. We have been the central lead for collaboration between charitable organisations providing a range of vital support to residents.

The Health and Wellbeing Manager attended silver command health and care meetings and, as such, was able to offer targeted volunteering support solutions to partners, from supporting care homes in Easter 2020, support to local residents, GPs, and pharmacies in delivering food and medication, befriending and a proactive recruitment campaign prior to Christmas 2020 for volunteers to assist at vaccine sites.

Our Health and Wellbeing Manager continues to attend Integrated Care Partnership Meetings to shape the involvement of voluntary sector organisations as part of a strategy to improve population health and increase community resilience. As such, we remain a key driving partner for the Resilient Communities work of Walsall Together and the future development of a plan to integrate the VCS within it.

One Walsall have been supporting and driving key work behind a Walsall Mental Health Wellbeing Cell; initiated by Black Country Mental Health Trust. This focuses on three key priority areas including support for bereavement, financial debt advice and social connections.

During 2020, One Walsall's representation on key strategic forums increased due to the number of COVID related meetings that were established in response to the pandemic. The key boards One Walsall continues to represent the VCSE at include but are not exclusive:

- Walsall Health & Wellbeing Board
- Walsall Local Outbreak Board
- Walsall Together Partnership Board
- Family Safeguarding Board
- Walsall Town Deal
- Violence Leads Meeting (subgroup of the Safer Walsall Partnership Board)
- Healthier Futures Partnership Board (Black Country wide)
- IMT
- COVID 19 Response Partners

Through our 0-19 forum we brought a range of youth providers together to submit a bid to the Youth Endowment Fund.

The bid was unsuccessful but showed that there was a real willingness across the sector to work collaboratively when the opportunity arose. We hope to continue to nurture and develop such partnerships during 2021/22.

The Youth Investment Fund Project ended at the end of March 2021 but as a result of the experience of working in partnership (facilitated through One Walsall) two of the delivery partners have re-applied to the lottery for further funding as a partnership.

We hope that we can use the 0-19 forum to see the sector become a real strategic leader in the way support for young people 5-19 is developed and shaped over the next 12 months.

Through developing closer links with the police and VRU and using them as a catalyst to draw in harder to engage partners e.g., schools we want to see the VCS actively engaged at all levels and in a wide range of settings to maximise their impact and support for young people.

One Walsall redesigned its website to incorporate key COVID messages and focussed its social media content around the same. Our forums were delivered virtually which also supported the dissemination of messages and brought the sector together to discuss key elements of concern, such as funding, managing, and adapting service delivery during the pandemic. The VSCE Leader's Forum was understandably put on hold during 2020 but will be re-established during 2021.

One Walsall will continue to work with both commissioners and grant funding organisations to support the positive benefits of partnership working and encourage this message to be disseminated throughout the sector.

5. Increase in resident's engagement in volunteering and other forms of social action.

Volunteer Centre Restructure

A second Volunteer Co-Ordinator was appointed during January in order to take forward a revised new place-based volunteer offer. Each Co-Ordinator now covers a geographical locality, which mirrors our Development Offer and will be part of a more holistic and co-ordinated form of support for VCSE organisations moving forward. The team have been supporting requests around volunteering policy advice and best practice and are working closely with the Development Team to offer a seamless and holistic package of support.

A crucial step forward lies in the new KPIs expected of the VC staff, which will further enhance the monitoring we supply to our funders regarding:

- Total number volunteers placed into roles via OWVC.
- Case studies demonstrating individual volunteer stories and/or organisational experience of managing volunteers with support from OWVC.
- Case studies from Corporate Social Responsibility (CSR) opportunities with local businesses
- Demographic profiling of volunteers (age, sex, locality etc.)
- Overview of volunteer role profiles advertised/placed via the OWVC by theme (e.g. role types such as statutory roles, youth volunteering, health and wellbeing, environmental etc.
- Obtain feedback volunteers re their volunteering experience.
- Obtain organisation feedback re the volunteers allocated.
- Contact organisations re their volunteering situation within localities.
- Deliver training sessions .

As a result, the total number of volunteers registered with One Walsall between March 2020 – March 2021 was 1407; a significant increase compared to previous years, but this can be attributed to the pandemic and more individuals having the time and capacity to volunteer.

The team remain committed to ensuring volunteers remain engaged, with new opportunities in both VCSE and statutory sectors moving forward.

In addition to the pandemic volunteering opportunities, One Walsall supported 40 organisations with a diverse range of additional volunteering opportunities, particularly outdoor activities in line with social distancing measures, such as supporting community gardens, local sports groups and community litter pick initiatives.

Case Study - Walsall College LFT

Walsall College became a Lateral Flow Test site for two weeks between 8th and 19th March. With short notice (receiving the request on 4th March) and a requirement for 50 volunteers per week, our Volunteer Team were able to source, check and place a total of 27 volunteers covering 116 shifts on site.

The College were delighted with the support and have even offered volunteers vouchers for use at their restaurant when it is able to open again as a way of thanks.

'Your volunteers are fantastic, thank you so much'. – Lee Bate, Walsall College LFT Site Supervisor and Business Manager

'Thoroughly enjoyed the whole experience. Looking forward to the meal for two at the hub, as a very generous thank you for the volunteering'. – Volunteer

'Was very much felt like part of their team and not an outsider volunteering'. -Volunteer.



One of our Walsall College Volunteers

Case Study GP/Manor Feedback

- 'Thank you so much for your help for recruiting volunteers for me ... We have received compliments from many people saying they were very good... they were a vital part of our smooth running.'
- 'the volunteers that we had...from One Walsall were absolutely fantastic and contributed so much to the whole team effort- extremely impressed!'
- "We managed to vaccinate 1164 patients in 1.5 days, fantastic achievement and something we could not have done without the volunteers... They were all superb and my team are grateful, hope they enjoyed their experience."

6. Increased confidence, trust, and satisfaction in One Walsall from the VCS

During September 2020, One Walsall developed an updated State of the Sector questionnaire designed to capture the impact of COVID 19. Unfortunately, the response was lower than anticipated with comments suggesting the questionnaire was too long. Following this feedback, we revised the questionnaire and resent it out in November 2020 with responses being accepted up to the end of February 2021.

99 organisations completed the survey. Of these 99, just under 50% had a turnover of less than £10k and 75% a turnover of less than £100k. This is broadly representative of the sector in Walsall. Early findings indicate that the sector saw a clear increase in demand for services as a result of COVID. However, there is a clear lack of direction from organisations as to what the future in terms of funding will look like with a broad range of responses to this question. Analysis of the data is still being undertaken and a full report will be produced over the coming months and shared with the sector, key stakeholders, and partners.



Mossley Big Local Report

2020-2021

Like everyone Mossley Big Local had to adapt to the challenges of COVID 19. Partnership meetings were moved from face to face to online. Members who had never even heard of Zoom before the pandemic quickly embraced this new virtual communication world. Commissioned services were re-imagined enabling delivery to continue to many of our vulnerable service users online.

RAW: delivered art packs to their members who attended their weekly sessions. They also gave out crafts packs to Mossley residents.



Home Start Walsall: Offered telephone support, support with shopping and became creative on Facebook offering letterbox activities, storytelling, and a mobile library.

Walsall Link Line: offered telephone support to those residents who would have ordinarily attended their cafes. They also offered additional help with shopping, medicines, and doorstep visits.

Members were supported to lead on several activities including the Scarecrow Festival (October) 2020: and Christmas decorations project.



'My Home My Mossley' Radio Drama: Tales of Mossley radio drama came together after the exhibition was put together. It started just after lockdown,

My Home My Mossley Radio Drama

Mossley Big Local are proud to present the Tales of Mossley radio play 'My Home My Mossley'.

The two-part drama will be presented on Mossley Matters Facebook page on Friday 11th December and Friday 18th December at 6pm each evening. The two episodes are about 30 minutes long. It will also be available on YouTube at the same time. Look for My Home My Mossley.

The play, which tells stories of the life and times of people on the estate over the years, will be broadcast on Black Country Radio (102.5 FM, or on line) on Sunday 13th and Sunday 20th December between 4pm and 6pm. The show presented by Billy Spakemon, will feature interviews with the creators of the drama.

Mossley Big Local would like to thank Glen Buglass, Alex Vann, David Calcutt, Bruno Edwards, Sarah Roberts, Sophie Peake, Martin Hughes, Will Bickerton, Jocelyn Carter, Emma Wilson, Tom Painter, Jennifer Peake, Thomas Durbin, Ben Athersmith and Adrian Athersmith for contributing their time and bringing the drama to life. Thank you to Heritage Lottery for helping to fund the project and Black Country Radio for broadcasting the drama.

Mossley Big Local exists to improve the quality of people's lives on Mossley. This drama is a part of this process.

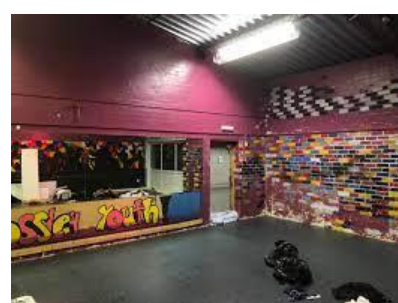
Logos: Tales of Mossley, Heritage Fund, One Walsall, Community Fund.

the main work was the stories of Mossley, getting residents involved in script writing. This was all undertaken via zoom and our Facebook page, Mossley Matters. It all came together well, there were some very heart-warming stories that came to light of how life was living in Mossley many years ago. November/ December was when the real work began such as recordings, music, signing and putting the finale together.



As part of the Green Spaces Strategy residents wanted to see more community arts in Mossley. We have teamed up with Planet Arts who will be completing consultations with the two schools, delivery partners and residents to find out what they want to see in Mossley.

Mossley Youth Club: Mossley Big Local highest achievement is the purchase of Mossley Youth Club. This will be owned by Mossley Big Local Limited, that forms part of Mossley Big Local legacy. We envisage MBL Ltd will continue after 2026, our time now is ensuring that the legal entity is strong enough to bring in new talent and skills to maintain and transform the building into Mossley Community Hub.



Palfrey Big Local:

One Palfrey Big Local

What our partners say about us...

"I just wanted to write to thank you (Arfan), and all at One Palfrey Big Local for helping to make our virtual work experience programme such a huge success last week.

I hope that we can continue to develop our partnership with your organisation and explore further ways that we can work together to support our local young people in the future.

Jackie Bradnick, Work Experience Coordinator.

Walsall College

"I have worked with One Palfrey Big Local for a number of years and I admire and support their absolute commitment to the people of Palfrey. We work well together and they are trusted partners"

Paul Gordon Director of Resilient Communities

Walsall Council

One Walsall has been proud to support One Palfrey Big Local during such a difficult year. The partnership members have shown dedication, flexibility and commitment to continue to meet during the last year to ensure that support can be provided to the residents of Palfrey.

As we move out of lockdown that partnership is putting together an exciting plan that will see investment in the area designed to make a positive difference to the lives of residence for many years to come.

Dave Bengel Development Team Manager

One Walsall
helping and supporting localities

"We are proud to work in partnership with One Palfrey Big Local. Our work together has enabled us to collaboratively offer support in the heart of our local community, and we have been able to understand and respond to those communities who have most been affected by COVID-19.

We envisage this to be a long lasting partnership that will continue to grow, and will develop further important interventions that can make a real difference to health inequalities for local residents.

Vicky Harris Employment and Recovery Programme Manager

NHS
Black Country Healthcare
NHS Foundation Trust

Partnership Working with One Palfrey Local has been of immense support to us and our clients.

They have been proactive in supporting us with publicity but have also referred clients and services to us. There is so much value in working together to ensure that we have the best services on hand for our clients

Hursheda Chauhan - Locality Manager

citizens advice
Sandwell & Walsall

A three way partnership to deliver Big Local



OPERATIONAL:

The OPBL Programme Delivery Officer (PDO) is responsible for providing support and facilitation to the partnership, coordinating projects, managing the grant schemes, promotion of OPBL and social media. The PDO works with partner organisations, residents and key stakeholders on delivering OPBL outcomes. The PDO also attracts additional funds and resources to complement the work of OPBL. The PDO is managed by the LTO with the work being directed by the OPBLP.

OPERATIONAL:

One Walsall, is the Local Trusted Organisation (LTO) chosen by the Big Local partnership to administer and account for the distribution of OPBL funding. Local Trust have a funding agreement with the LTO, and this is the document that is legally binding. One Walsall is contracted to manage the Programme Delivery Officer (PDO), enter into contracts on behalf of OPBL and provide support to the OPBLP.

STRATEGIC:

One Palfrey Big Partnership (OPBLP) is a 100% resident led partnership made up of up to 12 residents who live within the boundary of the OPBL area of benefit. OPBLP guides the overall direction of Big Local and makes decisions about how the funding will be used. The OPBLP is responsible for agreeing a shared vision based on the priorities of their community, then creating the Big Local plan, overseeing its delivery, collecting evidence to show how the plan is progressing, and reviewing the plan to make sure it is working. As custodians of the Big Local funds the partnership support, promote and champion the work of OPBL.

OVERSIGHT:

The Big Local Rep is a light touch support role provided by Local Trust to support the implementation of the Big Local plan. They are there as a critical friend, to provide information, advice, guidance and constructive challenge. Reps are also representatives of Local Trust and act as Local Trusts "eyes, ears and voice".

Our services and support:

- =Community activities for all ages
- =Half term & summer community activities/playscheme
- =Coffee mornings
- =Community Chest funding
- =Covid Grants
- =Covid support, food parcels, activity packs, signposting,
- =signage for businesses
- = 'Palfrey Pound' Business network
- =Social enterprise support and grants
- =Free learning, training and networking opportunities
- =Resident led action initiatives
- =Open days and fun days
- =Volunteering opportunities
- =Connecting professionals, residents and communities
- =Referring and signposting residents

"We focus on solutions, not problems"

Together we are making Palfrey a great place to live, work and visit.



Arfan Zaman - Programme Delivery Officer



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One Palfrey Big Local A partnership approach...

Our valued partners:



Organisations we are proud to have funded:



Black Country Moving:

This project had a delayed start due to the pandemic but is now well under way. The purpose of the programme is to get more people across the Black Country active and moving more. To support this ambition we are trialling approaches across eight priority ward areas to develop better understanding of residents' needs and implement a community campaign to get more people active. Within Walsall, these wards are Darlaston South and Birchills and Leamore. Our Active Lifestyles Community Connector, Angela Harvey, has been working tirelessly across these areas to engage with local community groups and residents to promote the benefits of physical activity.

A survey was developed to gauge people's barriers to becoming more active, from which we received over 900 responses. Activity programmes are starting to be delivered that not only deliver physical exercises but enable to residents to meet other people, make new friends and just have some fun!

The project will initially continue until March 2022 but, working closely with Active Black Country, we are hoping to gain funding which will enable this important programme of work to continue. Angela has been working closely with a range of people – to include public health, local councillors and community groups to ensure there is as much support and awareness of this project as possible.

Plans for the Future – Looking Forward

In the year ahead, One Walsall will continue to lead engagement with local partners and stakeholders; champion and showcase how our diverse Sector responds effectively to local needs and supports statutory partners meet their priorities; promote voluntary action and community participation in order to develop a more sustainable and vibrant Sector.

We aim to do this by:

- Working closely with partners to develop the renewed Integrated Care Partnership, both for the local Borough and the Black Country as a whole. We will remain an instrumental partner in the engagement of the VCS with health and care, as well as look to develop commissioning plans with commissioning partners to support and enhance the capacity of the sector to deliver as part of a whole system of care, that empowers residents to support themselves and have greater choice when it comes to their wellbeing.
- Continuing to roll out of the OWDT and associated training. We also expect to be able to collect some tangible evidence as to how the OWDT has been used in practice to support the growth and sustainability of organisations.
- Promoting and increasing our membership offer and use this as a tool to encourage access to our services.
- Developing our digital offer and support members to fully use its potential reach to promote their offer. We will also further investigate with members potential for blended delivery enabling access to potentially more and wider range of service users.
- Supporting funders to ensure that their funding allocations available to Walsall groups are fully utilised.
- Through the support being offered via OWDT, we hope to see the relationship develop more around a longer-term approach rather than a knee jerk approach when funding becomes available.
- Supporting the sector to identify funding opportunities and complete funding applications.
- Encouraging and enabling collaboration, cross sector partnerships and coproduction amongst the groups.
- Continuing to empower and Increase representation of the VCS on a range of key partnership forums.
- Through our renewed locality-based volunteering offer, we will continue to develop opportunities for residents to connect within their communities, including engagement of young people in peer led volunteering activities.
- We will also aim to support statutory partners to develop and sustain their newfound relationships with volunteers supporting the health and care system beyond the pandemic.
- Increasing the number of businesses engaging in CSR activities.

One Walsall would like to thank and congratulate the voluntary and community sector for its continued hard work during the past year during the pandemic.

#nevermoreneeded

We look forward to continue to supporting your work and our communities through 2021 and beyond.