



Foundations Business Plan



1. Executive Summary

- 1.1 This Business Plan will set a framework for Foundations operations over the next five years. Current service delivery will be documented alongside ambitions to grow and develop the charitable subsidiary whilst establishing a clear identity and brand.
- 1.2 Foundations Stockport completes the Stockport Homes Group structure, enabling the Group to collaborate and compete meaningfully in the voluntary and charitable sector by exercising flexibility and agility. It offers the potential to benefit from opportunities to secure funding and tenders which were previously unavailable to the Group, either due to the restrictions placed on who could bid, or because the Group could not compete from a financial perspective, with other providers. In the next five years Foundations Stockport will establish a place for itself within the wider voluntary and charitable sector whilst retaining its intrinsic place within the Stockport Homes group structure.
- 1.3 Opportunities and projections for the growth of Foundations are susceptible to external factors such as the availability of funding and the changing requirements of Commissioners. This Business Plan seeks to be flexible and agile to the changing landscape whilst remaining ambitious in delivering a range of services and outcomes which will benefit some of the most disadvantaged households and communities in Stockport, Greater Manchester and beyond.

2. Our Journey

2.1 In September 2017, Stockport Homes Board approved the establishment of a charitable subsidiary of Stockport Homes with Stockport Council approval subsequently secured in August 2018.

2.2 The Aims of Foundations Stockport are:

- Social Inclusion; supporting people into employment, relieving poverty, relieving food poverty and developing digital skills
- Independent living; supporting customers in local communities and delivering support services to help people live independently
- Empowering communities to develop networks of support including targeted work with people who may experience more disadvantage including people with disabilities, from BME communities and those with complex needs



- Working in partnership to reduce demand on statutory services
- To support the development of the third sector, ensuring additional resources and services are secured

2.3 Foundations Stockport was established as a Charitable Community Benefit Society (CBS) on 10th December 2018. A CBS is an ‘exempt charity’ regulated by the Financial Conduct Authority (FCA). This is a common model in the housing sector and provides the benefits of a charity but enables the charity to remain a subsidiary of Stockport Homes, keeping ownership and governance within Stockport Homes and the Council.¹

2.4 Foundations is governed by a Board consisting of five members, with Independent Board Members i.e. those who are not also Members of Stockport Homes Board, always in the majority. This ensures the required balance of influence and independence.

2.5 All Board members bring a range of skills and experience to Foundations and a clear commitment and passion to utilise Foundations as a vehicle to bring additional resources into the Borough to support people to achieve positive outcomes in their lives. To this end the Board have established some clear priorities for Officers to pursue including support to offenders, employment pathways and support and support to those affected by homelessness, whilst ensuring Foundations remains agile and able to respond to unexpected, ad hoc opportunities as they present themselves.

3. Local and Regional Context

3.1 Key strategic drivers

Foundations Stockport seeks to be strategically relevant to Stockport and part of a system-wide approach, to ensure the people of the Borough achieve positive outcomes in all areas of their lives.

Of particular importance are the Greater Manchester Our People, Our Place Strategy which has been co-authored by all ten local authorities and details the ambitions for the future of the city-region and it's 2.8 million residents in respect of health,

¹ A charity regulated by the Charities Commission would have to be a separate organisation to Stockport Homes and Stockport Council



wellbeing, work and jobs, housing, transport, skills, training and economic growth. At a local level Stockport Council's Borough Plan² sets out the long-term vision for reducing inequalities, and its Investing in Growth Strategy which prioritises spending on a range of projects. This includes local transport networks, developing new housing, ensuring Stockport is a key business location, creating new jobs and ensuring all people, (including those identified as more likely to experience poorer outcomes such as Looked After Children (LAC) and those with Special Educational Needs Development (SEND)), have the right skills and networks to access opportunities. Stockport Council are currently developing a new Borough Plan with relevant partners, including SHG, the relevance and application of which for Foundations will be kept under review as it progresses.

Other key strategies and initiatives within the Borough which the work of Foundations will need to align with include:

- Stockport's Joint Health and Well-being Strategy – sets out the needs and priorities for health and well-being in the Borough and seeks to reduce physical and mental health inequalities
- Stockport Council Ageing Well Strategy – promotes healthy, positive ageing providing support to remain active, retain independence, purpose and well-being
- Stockport Council Prevention and Early Help Strategy – improves outcomes for children, young people and families by intervening early and tackling causes not symptoms
- Stockport Council Start Well and School Readiness Strategy – supports development from pre-birth to five years and help get children ready and prepared for school
- Stockport Council Digital Strategy and the Digiknow partnership
- Borough wide Place based work – focusing on the local needs of each areas and the development of bespoke responses dictated by local circumstances and issues
- One Stockport campaign and the Build Back Better recovery plan in response to the Covid-19 pandemic

In addition to the above, key strategies within SHG which are particularly relevant to the strategic direction of Foundations include:

² Owston, P; "Investing in Stockport – Stockport's Borough plan 2015-20", SMBC August 2015



- Inclusive Growth Strategy
- Homelessness Strategy
- Age Friendly Strategy
- Customer Voice and Influence Strategy
- Equality & Diversity Strategy
- Customer Access Strategy

Concurrently, the direction and priorities of Foundations must also consider and ensure alignment with what customers need and want.

4. Service delivery and Financial context

Foundations Stockport currently delivers a range of services which although diverse are linked by a number of cross cutting themes which deliver the aims of the charitable arm. These themes include:

- Employment
- Social Inclusion and Addressing Poverty
- Homelessness
- Youth provision

Services are delivered through a number of projects listed below and are funded through a variety of income streams. Some are fully funded from external income streams, some are fully funded by Stockport Homes and some are funded through a mixture of both external and internal funding, with the internal funding to date provided by Gift Aid.

Whilst Foundations was established to access a wider remit of grants and income and enable more flexible terms and conditions to be utilised, the addition of Foundations to the group structure brings opportunities, including creating further efficiencies from the surpluses created within SHG via the use of Gift Aid. Using Gift Aid will continue to support the charitable activities of Foundations, whilst maximising the financial efficiency opportunities that the Group structure offers.

It is important to note that the aim of Foundations is not to build up funds. The purpose of Foundations is to deliver its charitable aims, delivering more services to customers and communities who need some form of support to improve their lives and wellbeing. The current projects within Foundations do not result in significant surpluses, though it is critical that Foundations receives sufficient income to sustain its services. Therefore, the aspirations for future financial growth is to make a sufficient surplus to continue to support services whilst reducing the reliance on financial support from within SHG.



To date Foundations has benefitted from Gift Aid payments from within SHG which have been used to fund various services previously provided by Stockport Homes . Therefore, in order to sustain these services, any funds carried forward as a result of Gift Aid will firstly be utilised in supporting the continuation of these existing services. As Gift Aid cannot be guaranteed, formalised funding arrangements for these projects and services will be put in place during the period of this business plan to provide future financial stability.

4.1 Employment

4.1.1 Motiv8

The Motiv8 service is funded by the Big Lottery and European Social Fund and works with those most removed from the labour market to make progress in their lives and move towards education, training and employment. The contract is delivered across Greater Manchester with four other housing providers.

The Motiv8 service transferred into Foundations on the 1st November 2019 and due to the success of the service an additional £4.3m funding across Greater Manchester has been received enabling the programme to continue until early 2022. Whilst Stockport Homes is the recipient of the grant from the Big Lottery and European Social Fund, the service is delivered by Foundations and is fully funded by charging Stockport Homes.

Initial Funding Award for GM	£9.7 million
Additional Funding Award for GM	£4.3 million
Number of people supported by Foundations in 2019/20	374

During 2019/20, 261 people have been successfully supported and closed during this period and 113 people continue to receive support. Participants in the programme achieved over 920 individual outcomes relating to Health & Well-being, Finance and Employability and Self-confidence and Self-development. 59 participants moved into educational and training provision, 21 participants commenced job searching and an additional 12 participants secured employment. In addition, 16 participants undertook volunteering activities.

Between April 2020 and December 2020, 221 people have been successfully supported and their cases closed and 135 people continue to receive support. Participants in the programme achieved over 720 individual outcomes relating to Health & Well-being, Finance and Employability and Self-confidence and Self-development. 29 participants moved into educational and training provision, 30 participants commenced job searching and an additional 5 participants secured employment. In addition, 19 participants undertook volunteering activities.



4.1.2 Apprenticeships

The apprenticeships programme provides people with an opportunity to work whilst obtaining an appropriate qualification over an 18 month / two-year period which will then enable the post holder to progress further in their employment. The apprenticeship programme is fully funded by charging Stockport Homes for the cost of the service.

To date 11 entry level roles have been converted to apprenticeships and transferred to Foundations in a wide range of service delivery areas including Anti-Social Behaviour, Carecall & Concierge, Customer Access, Customer Engagement, Customer Finance, Employment Support, Housing Services, Independent Living and Temporary Accommodation. A dedicated member of staff leads on apprentices ensuring a smooth on boarding for new employees. In addition, a mentor is provided to each apprentice within his or her service area. All apprentices will work towards a Level 2 or 3 Apprenticeship in Housing Management.

4.2 Social Inclusion & Addressing Poverty

4.2.1 Your Local Pantry (YLP)

YLP is a network of community food stores, and part of a national franchise managed by Church Action on Poverty (CAP), set up to help reduce grocery costs for Stockport residents who are struggling financially. Pantry members pay a weekly £3.50 membership fee, which entitles them to a weekly shop of up to 10 items often to an equivalent value of £15 to £20. A group of up to 34 community volunteers manage the day-to-day running of each Pantry.

YLP is funded through a mixture of both external and internal funding, where the internal funding has been provided to date by Gift Aid. The majority of funding, covering the operational costs of YLP, is internal, with external income from membership fees covering the costs of the provision of food.

Members accessing YLP	544
Number of visits to the Pantry during 2019/20	9,232
Savings to Members during 2019/20	£106,168
Volunteer hours committed to YLP during 2019/20	4,314

Since April 2019, YLP has attracted 514 new members providing affordable groceries to an average membership of 544 households. 9,232 visits have been made across the five pantries, offering potential savings for members of £575 per household per year with total savings across the membership amounting to £106,168 in 2019/20.



During 2019/20, the pantries generated £93,652 of social value³ as a result of volunteering alone with 4,314 hours of volunteer time being committed. During the last 12 months, 31 volunteers have been supported through a comprehensive induction programme including training in manual handling and Food Hygiene Level 2, with five pantry volunteers going on to paid employment.

Between April 2020 and December 2020, YLP attracted 325 new members with an average active membership of 400 households. Between the period April to June 2020, three of the five YLP stores were temporarily closed during the initial Covid-19 response period, during which YLP scaled-up its operations to offer an emergency home delivery service providing 4,576 food parcels to households across the borough.

Between April to December 2020 there were 5091 visits to the pantries, with the potential savings across the membership on food costs totaling £58,546. 15 new volunteers have been recruited and trained during the period April to December 2020, with two volunteers moving into employment. Volunteers have given 1770 hours of time to the pantries amounting to £38,409 in social value⁴

4.2.2 Furniture Recycling Project

The Furniture Recycling project collects donated furniture and recycles it for provision to households who are experiencing furniture poverty. The project helps alleviate financial hardship through the provision of low or no cost furniture, diverting low-income households away from high cost credit, and thereby supporting Stockport's most vulnerable households with essential items fundamental to setting up home initially and sustaining a tenancy. From an environmental perspective recycling of furniture also prevents it from ending up in landfill.

The Furniture Recycling project is funded through a mixture of both external and internal funding, where the internal funding has been provided to date by Gift Aid. The majority of funding is internal, with external income, received through the sales and an SLA agreed with Equity Housing Group (now Great Places) to provide recycled furniture packages to their customers, supporting the service.

Number of households provided with furniture during 2019/20	473
Furniture and white goods diverted from landfill during 2019/20	33.6 tonnes

³ Social value based on HACT's Social Value calculator 2018

⁴ This figure does not include staff hours volunteered during the Covid-19 lockdown



During 2019/20 The Furniture Recycling Project completed 473 deliveries to customers in need and collected from 362 households and void properties, diverting 33.6 tonnes of furniture and white goods from landfill.

Between April and December 2020, the Furniture Recycling Project collected furniture from 312 households and delivered to 359 households in need with 975 individual items (32.52 tonnes) of furniture and white goods provided. The amount of furniture diverted from landfill to date is the equivalent amount diverted for the whole of 19/20.

In the nine months between April and December 2020, the Furniture Recycling project saw a significant increase in demand due in part to Stockport Council's Local Assistance Scheme (SLAS) being replaced by a new Support Fund. All Stockport Homes customers who would previously have had at least some household items provided by SLAS are now referred directly to Foundations for assistance. These cases are often complex, with households often requiring many items rather than the two or three seen previously.

4.3 Homelessness

4.3.1 GM Housing First

Commissioned and funded by the Greater Manchester Combined Authority (GMCA) the GM Housing First service will support between 300-400 households across GM during a three-year contract.

Total funding for GM	£8 million
Number of rough sleepers accommodated and supported	10

Housing First is a relatively new approach to meeting housing need and homelessness in the UK. It marks a move away from a traditional staircase approach⁵ to homelessness and is instead based upon the premise that housing is the priority requirement that must be met, which then provides a stable base from which recovery and progress can be made.

⁵ A staircase approach refers to more traditional approaches to housing and supporting homeless people whereby a person is moved to, (sometimes several different types), of temporary accommodation and having to demonstrate they are 'tenancy ready' before moving into a permanent home



The success of Housing First is based on access to a home, dedicated, tenacious support, workers with small caseloads who therefore have the time and energy to dedicate to their cases and wider stakeholder engagement.

Since 2019, 10 rough sleepers have been accommodated in Stockport through the programme, all long-term rough sleepers with multiple and complex issues. All tenancies have been sustained, with intensive support provided even through lockdown periods. A further four people have been accepted and agreed to take up interim accommodation awaiting tenancies in their preferred areas.

4.3.2 Rough Sleeper Initiative

In partnership with Stockport Council and five other Greater Manchester local authorities, Foundations Stockport successfully secured a grant from the Government's Rough Sleeping Initiative. The Boroughs of Stockport and Trafford have been grouped together due to their geographical proximity and a similar rough sleeping profile, with two outreach workers based across the localities. The posts seek to both have a practical impact upon levels of rough sleeping over the year and help develop rehousing pathways and new ways of working as a legacy.

Number of rough sleepers supported to access the 'Everyone In' initiative 12

Number of rough sleepers supported from April to December 2020 45

During 2020/21 additional funding was received for an additional 'navigator' role to work intensively with the most entrenched rough sleepers. In post from November 2020, they have started to build relationships and support rough sleepers from being on the streets through to being settled in accommodation and addressing underlying issues such as mental health and substance misuses difficulties.

The RSI Team played a key role during the first Covid-19 lockdown period in early 2020, identifying and accommodating 12 rough sleepers under a national 'everyone in' directive from the Government. From April to December 2020 they supported a total of 45 people who were rough sleeping or at risk of rough sleeping into accommodation, responding to 93 reports from the public and partner agencies.

4.3.3 Move-On

Funding was secured from Homes England's Move-On Fund, to increase the availability of affordable move-on housing for rent for people affected by homelessness and / or domestic abuse. Capital funding to acquire and refurbish 6 x one bed roomed self-contained properties was secured by Stockport Homes,



alongside revenue funding to provide support to people accommodated under the scheme to be delivered by Foundations. All six customers supported by the service have a wide range of support needs including mental health issues, alcohol and substance misuse issues and autism.

Capital Funding for purchase and refurbishment of properties	£348,000
Revenue Funding for provision of support	£20,500

4.4 Youth Provision

Foundations deliver a wide variety of youth activities including Fabulous Foundations school-based holiday clubs, Mental Toughness sessions and detached youth work. The youth provision services and projects described below have been fully funded through Gift Aid to date.

The holiday clubs tackle ‘holiday hunger’ by providing breakfast and lunch for up to 30 young people a day during school holidays. The activities provided support young people’s skills development, confidence, and support parents who struggle with finances and/or childcare over the school holidays. Between April 2019 and March 2020, 244 young people attended Fabulous Foundations holiday clubs at two schools.

Number of children attending Fabulous Foundations holiday clubs in 2019/20	244
Number of children benefitting from Mental Resilience programme in 2019/20	141
Number of families attending Holiday Kitchen	296

Mental Toughness sessions are provided across primary and secondary schools in Stockport to improve young people’s attendance, resilience and overall wellbeing. These young people may be lacking in confidence, have attendance or behavioural issues or find themselves struggling in classes of 30 or more children. Between April 2019 and March 2020, 141 individual young people have benefitted from the programme across 12 schools in Stockport.

In addition, a summer food initiative called Holiday Kitchen provides a structured learning environment for parents and young people. This is an interactive project supporting some of the most vulnerable and marginalised families in Stockport in partnership with Start Well centres. In summer 2019, 296 families attended.



Throughout 2020, a new partnership approach was developed to support young people in the holidays during the Covid-19 restrictions. This included delivering craft and activity bags as well as food provision to vulnerable/disadvantaged families via the Your Local Pantry network and various community groups. The approach was co-ordinated by Foundations, with input from a number of statutory and community representatives.

5. Growth & The Future

5.1 Future plans for existing services

In the two years since its creation Foundations Stockport has established a solid base on which to grow and diversify, backed by the security of a group structure. A SWOT analysis is included at Appendix 1 which has been considered in the development of this Business Plan.

Employment

5.1.1 Motiv8

Motiv8 has proven to be a highly successful programme supporting some of the most complex individuals in the community. As a partnership project under Athena it is clear evidence of the power of collaborative working with other housing providers to deliver across the whole of Greater Manchester. The current programme is due to come to an end in December 2021 although it may be extended for a short-time by utilising on-going underspend. Discussions are underway with funders about the potential of additional funding to deliver a second programme, this will be pursued by Officers in order to sustain the quality outcomes achieved by the programme.

Based on the Motiv8 project forecasting to end in 2021/22, the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Motiv8	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (SH Charge)	309	-	-	-	-
Resources expended	309	-	-	-	-
Net incoming (outgoing) resources	0	-	-	-	-

5.1.2 Apprenticeships

Stockport Homes Group has a clear commitment to increasing the number and impact of Apprenticeships across both the parent company and the subsidiaries. All Managers are required to consider the use of an Apprenticeship for appropriate entry level roles whenever they become vacant leading to the increase in the number of apprenticeships within Foundations to eleven. This approach will continue to be promoted throughout the group. Work is also underway to explore the potential to



offer 'higher' apprenticeships for roles evaluated as Scale 6 and above, which can be utilised where roles require candidates to have more experience.

Based on the continuation of the Apprenticeships programme and an increase of two apprenticeships per the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Apprenticeships	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (SH Charge)	235	273	311	349	387
Resources expended	235	273	311	349	387
Net incoming (outgoing) resources	0	0	0	0	0

Social Inclusion and Addressing Poverty

5.1.3 Your Local Pantry

During 2021 the Foundations pantry network will be expanded, with plans for a new pantry provision in Offerton. A Lottery funding bid is in development to relocate the Mottram Street pantry to larger premises in the neighbourhood, alongside other provisions such as a 'working wardrobe' initiative. The mobile pantry pilot in Cheadle will be evaluated and either made permanent or moved to another area. A community run pantry is under discussion for the Cherry Tree area, which would be run under the Foundations model but operated day to day by local people. A comprehensive learning package around cookery and healthy eating will be delivered to promote better mental and physical health and make more of household budgets. Links with reactive food poverty schemes such as food banks will be strengthened to encourage self-help as a long-term solution once the immediate need has been met.

Based on the future plans for YLP described above the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Your Local Pantry	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (Gift Aid/SHL Support)	72	72	72	72	72
Incoming resources (External)	38	40	40	40	40
Resources expended	102	104	104	104	104
Net incoming (outgoing) resources	8	8	8	8	8

5.1.4 Furniture Recycling Project

The furniture business plan will be delivered, which includes a number of initiatives to ensure resources are directed as those most in need through a greater emphasis



on self-help where appropriate. Initiatives to manage increasing demand and generate income include:

- securing funding for a second van and recruiting an apprentice
- implementing a tiered pricing system based on ability to pay
- securing a second premises to allow sale of goods to the public
- more effective triage and greater promotion of self-help options such as Stockport Credit Union, online preloved options
- closer working with prospective tenants to secure household items in advance of their move to permanent accommodation

Based on the future plans for the Furniture Recycling project described above the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Furniture Recycling	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (Gift Aid/SHL Support)	78	75	72	70	69
Incoming resources (External)	27	30	33	35	36
Resources expended	105	105	105	105	105
Net incoming (outgoing) resources	0	0	0	0	0

Homelessness

5.1.5 GM Housing First

Alongside maximizing referrals and placements for Stockport residents, a key objective of the pilot is the development of an evidence base which will demonstrate the value of a Housing First approach and help to inform and influence future funding and decisions. To help develop this, a goal for 2021/22 is to ensure partner agencies are fully engaged with Housing First and understand that it needs their combined commitment for it to work effectively, rather than being a stand-alone support service. Foundations will also work closely with Great Places as the lead for the contract to ensure Stockport participants are well represented within the research process and their experiences form part of the evidence being collated.

Based on the GM Housing First project forecasting to end in 2021/22 the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Housing First	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (External)	72	-	-	-	-
Resources expended	72	-	-	-	-
Net incoming (outgoing) resources	0	-	-	-	-



5.1.6 RSI

With RSI funding confirmed for 2021/22, the existing outreach work will continue with the addition of the 'Navigator' role who came into post during November 2020. This will enable an increased focus on the most entrenched rough sleepers with complex and multiple needs, working closely with a wider Borough wide ambition to support the most excluded in society.

Based on the continuation of the RSI the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Rough Sleepers Initiative	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (External)	105	105	105	105	105
Resources expended	105	105	105	105	105
Net incoming (outgoing) resources	0	0	0	0	0

5.1.7 Move-On

The Move-On Fund has now been extended until March 2022. Further funding will be sought to purchase up to another six properties, focussing primarily on buy-backs. Subsequently the Rough Sleeper Accommodation Programme is expected to provide a similar opportunity to bid for both capital and revenue funding to accommodate or relieve rough sleeping. This will be pursued with Development colleagues.

Based on the Move-On project forecasting to end in 2021/22 the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Move On	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (External)	10	-	-	-	-
Resources expended	10	-	-	-	-
Net incoming (outgoing) resources	0	-	-	-	-

5.1.8 Offender Engagement

Linked to the recruitment of an Offender Outreach Worker, the ambition is to create a combined and holistic 'offer', that will address homelessness and housing issues while ensuring wrap around services are in place. The aim is to reduce re-offending through providing a sound accommodation base for people to develop positive lifestyles and address underlying factors leading to criminal or anti-social behaviour.

Based on the continuation of the Offender Engagement the table below illustrates the forecasted incoming resources and resources expended over the business plan:



Offender Engagement	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (Gift Aid/Support)	30	30	30	30	30
Resources expended	30	30	30	30	30
Net incoming (outgoing) resources	0	0	0	0	0

Youth provision

5.1.9 Mental Toughness

The Mental Toughness sessions have been reviewed to allow future sessions to be better tailored to needs, including extending the range and number of modules delivered to achieve clearer outcomes. These are currently on hold due to the Covid-19 restrictions and will be delivered as soon as the schools can open up again, with an aim to deliver to eight groups of children in 2021 across both primary and secondary schools, increasing to 12 groups of children in subsequent years.

5.1.10 Fabulous Foundations

Fabulous Foundations and Hungry 4 Fun (formerly Holiday Kitchen) are currently on hold due to the pandemic restrictions, but the Government's Holiday Activity & Food (HAF) initiative has provided £0.9m to Stockport Council for 12 months of holiday interventions from January 2021. Foundations will pay an integral part in the delivery of the HAF as Fabulous Foundations and Hungry 4 Fun are key programmes that support the aims and activities of this initiative and target the Free School Meal families that are central to the HAF programme.

Based on the continuation of Fabulous Foundations the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Fabulous Foundations	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (Gift Aid/Support)	15	15	15	15	15
Resources expended	15	15	15	15	15
Net incoming (outgoing) resources	0	0	0	0	0

5.1.11 Youth Diversion

A Youth Diversionary Officer role supports young people aged under 25 who are at risk of offending and / or failing in their tenancies. Each young person benefits from a tailored action plan and smart goals to promote positive behaviours, self-esteem and help achieve their potential. The role also works in identified anti-social behaviour hot spot areas to redirect young people towards more positive activities. This is co-ordinated through a multi-agency approach including the Youth Offending Service to make the best use of knowledge to target resources. A hate crime module called 'Heartstone' developed for key schools to support the reduction of anti-social



behaviour will be delivered by the worker as soon as school closures are lifted. The aim of the Heartstone programme is to train teachers and social workers to allow this to continue in schools and be rolled out across Stockport. This detached youth worker funding has initially been identified for two years and if successful, will be continued from the funding that SHG ASB team receive from the Community Safety budget.

Based on the continuation of Youth Diversion service the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Youth Diversion	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (SH Charge)	29	29	29	29	29
Resources expended	29	29	29	29	29
Net incoming (outgoing) resources	0	0	0	0	0

5.2 Transfer of existing roles and services

A key area of growth for Foundations over the next five years relates to the potential to transfer existing Stockport Homes roles, which align clearly with Foundations aims, to the subsidiary as they become vacant.

These are typically roles and services within SHG that support customers directly, with a proposal agreed internally to transfer individual roles as and when they become vacant. A total of nine services and up to 125 roles have been identified as appropriate for delivery within Foundations across a range of teams including:

- Customer Engagement and Inclusion
- Independent Living
- Employment Support
- The Prevention Alliance
- Temporary Accommodation
- Carecall & Concierge
- Money Advice Team
- Tenancy Ready Team
- Positive Engagement Service

Turnover data has been examined to understand the average movement in teams over a period of time. It is estimated that turnover is likely to be approximately 10-15 roles per year and it is recognised that turnover is likely to reduce in the coming years due to the impact of the pandemic on the employment market. Therefore, any movement to Foundations would be incremental and over a number of years.

In addition to being the most appropriate positioning of services within the Group structure, moving staff from SHL to Foundations would offer a sustainable and



financially efficient way of delivering those services, ensuring Foundations Stockport can operate in a competitive market whilst remaining an employer of choice.

Based on the future plans for the transfer of roles described above the table below illustrates the forecasted incoming resources and resources expended over the business plan:

Transfer of existing roles	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (SH Charge)	229	458	687	916	1,145
Resources expended	229	458	687	916	1,145
Net incoming (outgoing) resources	0	0	0	0	0

5.3 External funding and tender opportunities

Foundations Board have endorsed an approach to securing external funding which includes both planned and reactive bids. Particularly as a result of the pandemic, funders have changed the focus and range of support available and it is vital Foundations is agile enough to take advantage of these opportunities as well as developing planned projects.

The outcome of external bids for furniture and pantry resources will be known by the first quarter of 2021/22, with a youth employment submission to the Lottery Growing Great Ideas Fund to be known by April 2021. A bid to the National Lottery Reaching Communities for Mottram Street Social Supermarket is currently being developed for submission.

A clear Board focus on securing resources to support offenders has already resulted in an Offender Officer being recruited, and further opportunities around this cohort will be proactively identified with Foundations continuing to explore opportunities offered by acceptance on the Dynamic Framework for the Ministry of Justice and expected commissions around the Bail Accommodation Support Services (BASS) and the Greater Manchester Prison Project.

Opportunities relating to Skills and Employment Support are likely to increase as part of the response to the economic impact of the Covid-19 pandemic, with Foundations perfectly placed to respond to these as they arise. A bid to access funding from the Kickstart scheme, which provides quality work placements to young people aged 18 to 24 who are on Universal Credit, has been made submitted in partnership with other Greater Manchester Housing Providers (GMHP). In addition, an application has recently been submitted to the GMCA Flexible Procurement Service (FPS) for the delivery of education, work and skills provision with the first contracts expected to be procured during March 2021. A range of opportunities are expected from spot purchase to three- or four-year contracts.



Another particular emphasis will be put on delivering Foundations' aim around supporting groups who may face more disadvantage, such as BAME and those with complex needs and of encouraging and supporting mutual aid activities. This has also been identified as a priority in SHG's Social Investment and Customer Voice & Influence Strategies, demonstrating an organisation wide commitment to ensuring all customer voices are heard and appropriate resources accessed to reduce disadvantage and enhance life chances.

Aspirational growth through external funding and tender opportunities is illustrated in the table below:

New Business	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (External)	-	100	100	100	100
Resources expended	-	91	91	91	91
Net incoming (outgoing) resources	-	9	9	9	9

5.4 Development of the Foundations brand

Foundations brand will be embedded both internally and externally, gaining recognition for the projects delivered across the Borough. There is an established marketing plan which is reported to Foundations Board on an annual basis. As Foundations grows, the narrative around the core values will continue to be developed to appeal to service users and commissioners.

5.5 Risk

Foundations Board has defined its risk appetite for Diversification and Growth as 'Open' with a clear eagerness to grow and develop the business into a high performing organisation but in a manageable way. The overarching risk appetite for Diversification, New Business and Change for SHG is 'Hungry' with a clear objective to grow the business and generate other income sources to deliver more.

In addition, SHG defines its risk appetite in terms of Finance and Income Collection and People and Organisational Development as 'Open' with a willingness to use its finances in an innovative manner to maximise the return on assets and continually ensuring structures are fit for purpose to deliver excellent services, including the utilisation of subsidiary companies where appropriate. This Business Plan aligns with the risk appetites identified.

Opportunities for Foundations will be evaluated in a consistent and robust manner before a formal interest in an opportunity or tender is registered, this will include consideration of a range of factors such as value, location, commissioner / funder, capacity, strategic relevance and requirements of the contract. This will ensure neither Foundations nor SHG is exposed to unnecessary risk.



6. Financial overview and forecast

This section summarises the financial outcomes expected as a result of the services and project delivery detailed throughout this business plan.

The table below illustrates the forecasted incoming resources and resources expended that Foundations will strive to achieve over the coming years based on current service delivery and growth ambitions:

Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26
Incoming resources (Existing projects - External/Internal Charge)	825	477	518	558	597
Incoming resources (Existing projects - Gift Aid/SHL Support)	205	202	199	197	196
Incoming resources (New projects)	229	558	787	1,016	1,245
	1,259	1,237	1,504	1,771	2,038
Resources expended (Existing projects)	1,022	671	709	747	785
Resources expended (New projects)	229	549	778	1,007	1,236
	1,251	1,220	1,487	1,754	2,021
Net incoming (outgoing) resources	8	17	17	17	17

The financial projections summarised in the table above shows a financially sustainable position across the life of this business plan. In line with the growth aspirations outlined in section 5, growth in both income and expenditure can be seen across the 5 years of the business plan, with income forecast to grow to £2,038,000 in 2025/26.

As detailed in Section 5 a number of changes to services are expected over the course of this business plan, including the GM Housing First, Motiv8 and Move-On projects which are forecast to end in 2021/22.

The growth relating to new services and projects is mainly made up of the transfer of existing Stockport Homes roles, with the number of roles transferring across to Foundations increasing year on year, and growth from external funding and tender opportunities, however, this is subject to change based on the availability of opportunities and the accessibility of funding. The estimated growth will be reviewed annually with assumptions about future growth reforecast in line with actual performance.

The existing projects which were previously delivered within Stockport Homes, and are currently funded through a mixture of both external and internal funding, where the internal funding has been provided to date by Gift Aid, would require support



from within SHG totalling £999,000 over the life of the business plan. These arrangements will be formalised to ensure the sustainability of these services.

7. Conclusion

The Business Plan outlines Foundations services and ambitions to grow in ways which will ultimately support the growth and overall aims of Stockport Homes Group. The Plan presents a medium-term vision for the charitable arm and has been developed in the context of Foundations strengths and progress achieved so far alongside a consideration of future opportunities and challenges and the external economic and political environment in which it operates.



Appendix 1 - SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Excellent reputation and track record as part of SHG• Strong governance structure• Stability and experience as part of SHG wider group structure• Increasing number of Foundations employees• Won several tenders and bids so building up a good track record under Foundations e.g. Motiv8, RSI, Moving On, pantry equipment etc• Substantial Gift Aid received for 2020/21• Ability to offer flexible terms and conditions in order to compete in the market• Sunday Times Best Companies employer, currently No 1 in the not for profit sector	<ul style="list-style-type: none">• Exempt charity so can never have a registered charity number making Foundations ineligible for certain funding. Acceptance is increasing over time but a slow process.• Broadly unknown brand in charitable and housing sectors• Unknown/lack of reputation with funders• Unknown/lack of track record with potential commissioners• Different t&c to SH employees, need to communicate the reasons for and benefits of this more positively and be clear with funders which organisation they are dealing with
Opportunities	Threats
<ul style="list-style-type: none">• Build on improvements to website to develop reputation and make aims/outcomes clearer• Increasing number of posts/teams within Foundations will increase visibility• Significant increase in demand for all services under Foundations as a result of pandemic, and associated increase in external grant funding available• Potential for Gift Aid to increase substantially, enabling more core social investment services to be financed by this route• Highlighting Foundations brand in future award applications	<ul style="list-style-type: none">• Increasing annual turnover may exclude Foundations from certain external grant funding in future• Lack of clarity over purpose due to broad aims could lead to confusion for external partners• Gift Aid levels not guaranteed, requiring Foundations to be subsidised by other SHG finances
