

Report to:	STOCKPORT HOMES MEMBER COMMITTEE		
Date of Meeting:	15 February 2021 Stockport Homes Member Committee		
Title of Report:	FOUNDATIONS: PROGRESS UPDATE		
Report of:	ASSISTANT CHIEF EXECUTIVE		
Confidentiality	Non Confidential		
Purpose of Report:	To update the Members Committee on the progress of Foundations Stockport and its future direction		
Type of Report	Consultation		
Recommendation(s):	That the Members Committee note the progress of Foundations Stockport to date and future growth plans		
Risk Implications of the recommendations	Risk Number	Risk Description	Risk Mitigation
	2	A strong reputation and clear 'brand' identity isn't developed and maintained	Roles and services transferred into Foundations clearly align with the aims of the charitable arm and will add strength to the development of a brand and reputation
	4	Foundations Board Members are ineffective in their role to oversee, challenge and question operations and / or seeks to make decisions that are not in line with Group parameters or the long-term aims and interests of Foundations	The growth of Foundations including the potential transfer of roles and services will be on an incremental basis and over time, ensuring Board members responsibility grows in line with their experience and knowledge of governing the charitable arm.

Council Impact Assessment (CIA)	Does a CIA need to be completed? Yes	If so, has one been completed? Yes	
Comments of The Stockport Homes Monitoring Group	<p>The Stockport Homes Monitoring Group discussed the Foundations Progress Report. The discussion covered:</p> <ul style="list-style-type: none"> • Customers were impressed with the provision of household items and toiletries for Brinnington pantry customers, alongside their weekly food shop, highlighting how this would help a large number of customers. • The customers believed that the achievements of Foundations during the pandemic were tremendous. • The customers discussed the Motiv8 programme, delivered across Stockport and Rochdale, and commented that it demonstrated the commitment of Stockport Homes and Foundations to improving the lives of people across Greater Manchester. • The customers welcomed the collaborative approach between Stockport Homes and the Wellspring to support rough sleepers. • Customers highlighted the holistic approach of Stockport Homes and Foundations to tackling homelessness that they hoped would have a significant impact on the homeless. • In particular, customers acknowledged the achievements of The Rough Sleeper Initiative and successful bid to the Move On Fund, allowing tailored support for those with complex needs. • Customers concluded that the report was very encouraging and clearly demonstrated scope to build even more inclusive, supportive services. 		
Content of Report signed-off by Director	<p>Simon Welch, Business Transformation & Major Projects Lead</p> <p>Sandra Coleing, Assistant Chief Executive</p> <p>03/02/2021</p>		
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1. INTRODUCTION

- 1.1 Foundations Stockport, was established in December 2018 as SHG's Charitable Community Benefit Society, with four broad key aims:
- Supporting people into employment, relieving poverty, relieving food poverty and developing digital skills;
 - 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 disadvantage such as people with disabilities, from BAME communities and those with complex needs;
 - Working to reduce demand on statutory services and supporting the development of the third sector, ensuring additional resources and services are secured.
- 1.2 The aims of the charitable arm are to seek to address a wide range of disadvantages experienced by people living within the Borough of Stockport and to work in partnership with other third sector organisations in the Borough, harnessing the collective knowledge, experience and skills of such organisations to secure additional resources and services, helping to reduce demand on stretched statutory services.
- 1.3 As well as being able to bid for new funding streams and tender opportunities as they arise, Foundations has been able to build on a number of existing Social Inclusion projects established within the Stockport Homes Group, which clearly align with the aims, and these have been transferred into Foundations.
- 1.4 The combination of developing new projects and services and taking on responsibility for appropriate, existing SHG services has led to Foundations Stockport employing 23 staff directly and delivery of the following services:

Homelessness

- GM Housing First
- Rough Sleeper Initiative
- Move-On scheme

Social Inclusion

- Your Local Pantry (food poverty and social inclusion)
- Fabulous Foundations (young people)
- Furniture Recycling (furniture provision and social inclusion)

Employment

- Motiv8
- Apprenticeships

This has significantly contributed to establishing a track record for Foundations and helping to shape its identity and opportunities for future growth.

2. 2019/20 ACHIEVEMENTS

2.1 Foundations Stockport completed its first Annual Report and Statutory Accounts for the year ending 31st March 2020.

2.2 A wide range of outcomes and successes were achieved throughout the first full year of operation including:

- Supporting over 370 people with complex needs to move towards education, training and employment via the Motiv8 programme delivered across Stockport and Rochdale
- Motiv8 participants achieved over 920 individual outcomes relating to Health & Well-Being, Finance and Employability and Self-confidence and Self-development
- The conversion of nine entry level roles to create apprenticeships in a wide range of service areas including Anti-Social Behaviour, Carecall & Concierge, Customer Access, Customer Engagement, Customer Finance, Employment Support, Housing Services, Independent Living and Temporary Accommodation. A large-scale recruitment campaign was undertaken to reach the widest possible pool of candidates and promote inclusivity with guaranteed interviews provided for Care Leavers
- The Furniture Recycling Project collected furniture from 362 households and delivered to 473 households in need with 781 individual pieces of furniture provided. A total of 33.6 tonnes was diverted away from landfill
- Since April 2019, Your Local Pantry (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 value¹ 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. Five pantry volunteers have gone on to paid employment; two of these being an apprenticeship role within Stockport Homes
- Between April 2019 and March 2020, 244 children attended Fabulous Foundations holiday clubs. As well as helping to tackle 'holiday hunger' by providing breakfast and lunch for up to 30 young people a day during school holidays, the clubs also provide a wide range of activities to support young

¹ Social value based on HACT's Social Value calculator 2018

people's skills development, confidence, and provide a safe and fun environment to support parents over the school holidays

- Fabulous Foundations generated £89,670 of social value this year as a result of volunteering alone, with seven new youth volunteers joining the project and a total of 942 hours of volunteer time committed
- The Holiday Kitchen summer food programme provided a structured learning environment for parents and children. This is an interactive project supporting some of the most vulnerable and marginalised families in Stockport with 296 families attending in Summer 2019
- Commissioned by the Greater Manchester Combined Authority (GMCA) the GM Housing First service supported seven homeless people during the year. All cases are characterised by a range of complex needs including entrenched rough sleeping, offending behaviour, substance misuse and mental and physical health issues resulting in chaotic and challenging behaviours. Of the seven people supported by the project: six have secured accommodation, all seven are addressing their substance misuse issues, six have developed living skills and six have been supported to access health services
- Supporting local schools, 141 pupils have benefitted from Foundations Mental Toughness programme across 12 schools in Stockport. The sessions seek to improve young people's attendance, resilience and overall wellbeing and are delivered to individuals identified by the schools as most likely to benefit due to a lack of confidence, attendance or behavioral issues
- Although only delivered since November 2019, two Foundations Rough Sleeper Initiative (RSI) outreach workers worked with 32 rough sleepers across Stockport and Trafford. Most of the people engaging with these workers have been homeless for significant periods of time, refused many previous offers of accommodation and have complex needs. During this time eight people have been supported to take up offers of housing, and more importantly ensure the support is in place to make placements sustainable
- Foundations has worked closely with Sector 3² to develop a more consistent joined up voice of the third sector. It aims to improve the resilience and sustainability of third sector organisations by bringing them together to share resources, expertise, and voice
- A number of partnerships have been developed over the course of the year to explore funding opportunities and bid for tenders. This has included a partnership with Stockport MIND and Mastercall to bid for the Mental Health Safe Haven. Although this bid was, unsuccessful strong relationships have been established and a commitment to work together in the future on other opportunities. Work has also been undertaken with NACRO and

² Sector 3 is a network of third sector organisations set up in 2017 in Stockport to improve the resilience and sustainability of sector organisations by bringing them together to share resources, expertise and voice.

Humankind³ to evaluate opportunities to bid under the Tampon Tax Fund. Although not pursued, good relationships have been developed and work will continue to look for other potential opportunities to work in partnership

- During 2019/20 Foundations utilised over £180K of external funding, £121K of on-going Motiv8 funding and £60K of new funding for GM Housing First and RSI monies

3. 2020/21 PROGRESS SO FAR

- 3.1 During 2020/21 Foundations Stockport, like all organisations, has had to adapt to the challenges created by the Covid-19 Pandemic, ensuring services continue to be delivered and new demand is met where possible, whilst still planning and preparing for the future.
- 3.2 During March 2020, YLP significantly adapted its offer in response to the Covid-19 crisis to meet the needs of both existing customers and other vulnerable Stockport residents self-isolating and unable to leave their home or access food. A delivery service was established for Stockport residents, with customers receiving a food parcel within 24 hours of referral from either Stockport Homes' staff or Stockport Council's emergency Covid response helpline.
- 3.3 During this period, YLP provided 4,576 food parcels. This included processing 1,277 emergency referrals from both the Council's Coronavirus helpline and Stockport Homes' staff and delivering 2,792 food parcels to people at home within 24 hours of referral. Of these, 433 food parcels were provided to a cohort of 28 vulnerable care leavers and to around 20 young carers being supported by local charity 'Signpost for Carers'.
- 3.4 YLP have also supported school holiday provision by providing 538 free packed lunches were provided during August 2020 and have created a new Family Membership scheme for eligible pantry customers offering a larger pre-packed bag of 20 items for £5 each week.
- 3.5 In May 2020, YLP became food partners with Cracking Good Food (CGF), a social enterprise which aims to empower communities to access and cook affordable food from scratch. CGF have donated 100 ready meals a week to YLP since June and in September 2020 they took up a kitchen residency at the Wimbourne Close sheltered housing scheme in Cheadle. Longer term, the enterprise aims to work in partnership to develop initiatives which benefit local residents through developing cooking skills and knowledge of a healthy diet whilst contributing to the continued growth of the enterprise.
- 3.6 In September 2020, a mobile pantry for residents aged over 55 in the Cheadle area was launched in partnership with the Older Person's Services team at Stockport Homes. Initially running as a pilot to gauge demand, the project will

³ Humankind is a national charity delivering a range of specialist services include substance use, clinical, employment training and education, housing services, housing support and health, young people and families services.

deliver a food pack to older people living in or near to the sheltered housing schemes in Cheadle, with plans for a wider roll out if successful.

- 3.7 A £6,335 grant from Charities Aid Foundation was secured to fund the lease of a second refrigerated vehicle to assist with additional stock collections and deliveries. An additional £2,000 grant from Big Local Brinnington has funded the provision of 141 packs of household items and toiletries for Brinnington pantry customers alongside their weekly food shop. An additional £400 donation from local food charity and pantry food partner 'Neighbourly' contributed to the purchase of additional stock.
- 3.8 The Rough Sleeper Initiative (RSI) Outreach workers, supported by SHG's Housing Options Team, played a key role in the accommodation and support of rough sleepers as part of GMCA's 'Everyone In' campaign with Officers working within the GM hotels initially and then supporting the return of people back to the Borough. Additional monies have also been secured from the RSI to employ a new 'Navigator' role. Their role is to work with the most entrenched rough sleepers with very complex needs, building relationships and helping them access the services they need to make positive life changes. The officer will also complete a piece of work which engages with people who have previously been rough sleeping to look at how the service can best operate, asking what worked for them and what interventions they really needed and worked most effectively.
- 3.9 A successful bid has been submitted by Stockport Homes to Homes England's Move-On Fund, which provides funding to increase the availability of affordable move-on housing for rent for people affected by homelessness and / or domestic abuse, with funding for six properties secured. Revenue funding for a part-time Officer to support those accommodated is also provided and is employed via Foundations.
- 3.10 Foundations supported the delivery of holiday provision across the Borough working in partnership with Stockport Family, Life Leisure and community groups to offer a range of online and face-to-face delivery at a safe distance. Programmes were upscaled to provide activities and resources to vulnerable households, including those eligible for Free School Meals. This included distributing family activity packs and a range of affordable food options across the Borough.
- 3.11 Supporting offender rehabilitation services, a successful application has been made to the Ministry of Justice (MOJ) Dynamic Framework for the following workstreams in Greater Manchester and Cheshire East and West:
- Accommodation
 - Education, Training and Employment (ETE)
 - Finance, Benefits and Debt
 - Lifestyle and Associates
- 3.12 The application was made by Stockport Homes Group due to the financial requirements of the framework, though it is envisaged that Foundations will be utilised for delivery. Call-off competitions will be advertised throughout the 10-

year period of the framework with options to be a prime delivery partner or part of a supply chain on individual contracts. Expressions Of Interest have also been completed for supply chain opportunities with large providers working in offender services such as G4S, MTC and Maximus.

3.13 Foundations Board committed to the use of Gift Aid to develop a specialist role working with Offenders. Recruitment for the role is currently underway, with the postholder working within the Housing Options Team.

3.14 A number of funding bids are currently being explored and are at various stages in terms of planning and application. These include:

- Kickstart Funding which provides quality work placements for young people aged 18 to 24 who are on Universal Credit. Nine areas of SHL have been identified as appropriate for placements with the young people employed through Foundations or Three Sixty as appropriate.
- The development of a Social Supermarket bid to the National Lottery Reaching Communities fund linked to the Mottram Street Pantry
- A bid to the Clothworkers Foundation for an additional van for the Furniture Recycling Scheme Furniture to meet increase demand following the change to the Stockport Local Assistance Scheme
- The possibility of a second Building Better Opportunities which currently funds the Motiv8 service

4. FUTURE GROWTH AND DEVELOPMENT OF FOUNDATIONS

4.1 Foundations Stockport has now established itself as SHG's charitable subsidiary that supports customers and reduces poverty and inequalities. It is now timely to evaluate the potential to grow the subsidiary further and to look at what roles and services currently sited within SHG could be provided more appropriately by the charitable arm.

4.2 Roles and services within SHG that support customers have been reviewed and the proposal is to transfer individual roles from service areas that fit well with the aims of Foundations, as and when they become vacant. Consideration has been given to the capacity and ability of Foundations to govern the proposed service delivery areas. It is recognised that Foundations itself is still relatively new and needs to grow and mature. This proposal, therefore, is initially limited to the employment of roles, with an aspiration that responsibility for the services would transfer in time when Foundations has developed further.

4.3 In effect this would mean that Stockport Homes would be buying staffing resources from Foundations, with an aspiration that responsibility for the actual services would transfer over time as Foundations matures. It is anticipated that this would be encapsulated in a Service Level Agreement and would further the ongoing development of this arm of the Group whilst enabling improved competition within the 'market' and additional flexibilities, such as around terms and conditions, to be explored.

4.4 A review of existing roles and teams has recently been undertaken to assess alignment with Foundations and to understand the potential numbers in scope. For some areas this could mean that all roles within a team could be considered for transfer and in others, only certain individual roles which are more readily aligned with Foundations' purpose.

A range of roles have been identified in the following teams, all of which deliver activities and services which align with Foundations aims, they include some roles within:

- **Customer Engagement & Inclusion** – including roles delivering the food and furniture offer as well as youth work.
- **Independent Living** – including roles delivering Housing Support and support to older people to live independently.
- **Employment Support Team** – aligning with the Motiv8 delivery
- **The Prevention Alliance (TPA)** - with roles that help people live independently.
- **Temporary Accommodation** – this complements the delivery of other Foundations services relating to Homelessness such as those funded by the GM Housing First programme, the Rough Sleeper Initiative and the Move-On Fund and provides support for people to live independently.
- **Carecall**– supporting independent living.
- **Money Advice Team** – aligning with Foundations aim of relieving poverty.
- A number of roles associated with helping people live independently such as the Tenancy Ready service and Positive Engagement Officers would sit well within Foundations, as would the Gateway and Refugee Officer in line with the aim of “targeted work with people who may experience disadvantage such as people from BAME communities”.

4.4 Turnover data has been examined to understand the average movement in teams over a period of time, although this varies it equates to between 10 and 15 roles per annum. It is therefore likely that within most teams any movement to Foundations would be incremental and over a number of years.

4.5 In addition to the teams listed above roles which substantially exist to support the work of Foundations will be considered for transfer when they become vacant. This would include infrastructure support roles, for example an Access & Support Administrative Officer, HR Business Partner and Management Accountant. This would become more relevant as Foundations grows and more staff are employed by Foundations and so require a greater proportion of the infrastructure worker's time.

4.6 It is recognised that whilst this offers an opportunity it may also pose risks in terms of creating concern amongst staff. This need not be the case as this is about specific vacant roles and not the movement of existing staff. Some people will see movement to Foundations terms and conditions as less

favourable and therefore not apply for roles cited there, reducing their development opportunities. Conversely, it has been observed in The Prevention Alliance (TPA) that staff have left SHL employment for the same role within a TPA partner organisation where it was offered with a higher base salary but lower pension. This demonstrates that such decisions are personal and specific to an individual's life circumstances.

5. FINANCIAL IMPLICATIONS

- 5.1 The financial arrangements between Stockport Homes and Foundations for the proposed transfer of roles, are proposed to be in line with the roles that have already transferred previously. Stockport Homes will purchase the staffing resources of the transferred roles from Foundations at cost, which will result in a cost saving within Stockport Homes, and offsetting income and expenditure within Foundations.
- 5.2 In addition to being the most appropriate positioning of services providing support to customers within the Group structure, moving staff from SHL to Foundations would potentially offer a cost saving, primarily linked to the fact that an alternative pension can be offered. For example, a Scale 5 role, could achieve a saving of up to £3766 per annum.
- 5.4 Based on an estimated turnover of 15 staff (see 4.4 earlier) at an average of the top of Scale 5, savings of £56,490 per annum could be realised. If a higher salary was offered, for example of £1000, the estimated savings achieved would still be in the region of £41K.
- 5.5 SHG is committed to providing a competitive and sustainable offer in all Group companies and so there is potential to reinvest savings to enhance the offer with, for example, a higher pension contribution above the norm for the charitable sector or alternative terms and conditions, such as performance incentives. Regardless, the savings which could be achieved would still be significant even if a higher employer contribution was agreed in respect of pension schemes, or indeed if a higher salary was offered. Whilst recognising that saving for retirement is of critical importance and SHG are strategically committed to providing quality pension schemes to all employees, experience from the TPA as cited above, has demonstrated that a higher salary, rather than a better pension scheme, is valued more by some employees and attracts quality candidates. SHG remains being committed to being a Best Employer in all its subsidiaries
- 5.6 Whilst it is clear the transfer of these posts will create future financial efficiencies, Stockport Homes always want to remain an employer of choice, and therefore any new package would need to be responsible and attractive to the market. Further work will be undertaken to benchmark the market and develop appropriate Terms & Conditions.

6. COUNCIL IMPACT ASSESSMENT

- 6.1 A Council Impact Assessment has been completed. Its conclusion is outlined below:

There is no adverse financial impact, the changes proposed in the report would actually result in a cost saving for SHG which will ensure the sustainability of the services. Any savings will be reinvested into other areas of the business.

There is no legal impact.

Any reputational impact in terms of the perception of others and governance issues will be mitigated by careful communications where appropriate to explain the rationale and benefits of the approach and ensuring robust governance processes are built upon.

7. CONCLUSION

- 7.1 Foundations Stockport has made significant progress during its short life, developing new projects and services as well as taking on responsibility for appropriate existing SHG services. It has proved itself to be flexible and responsive during the Covid-19 pandemic, becoming a key part of the response to food need in the borough and supporting the GMCA to deliver the 'Everyone In' initiative, as well as maintaining existing service provision.
- 7.2 SHG is committed to the growth and development of Foundations Stockport, with the charitable arm being the most appropriate vehicle to employ staff dedicated to activities aligned with the charitable arm's Aims.
- 7.3 Supporting the council and building on the achievements so far, Foundations Stockport will continue to identify and explore opportunities which benefit the people of Stockport and work with third sector partners to ensure an aligned and complementary approach.

8. RECOMMENDATION

- 8.1 That the Members Committee note the progress of Foundations Stockport to date and comment on its future direction and growth plans