



# For stronger communities

Business Plan 2020 – 2024



# Contents

Building better futures together .....	3
How we help people to change their lives .....	4
Priority areas.....	6
Our income and how we use it.....	7
Core objectives and measuring impacts .....	8
Aspiring to grow.....	10
Governance and accountability.....	11
Appendix .....	12

# Building better futures together

As the charitable arm of Torus, the North West's largest affordable homes provider, Torus Foundation partners with communities to build better futures together.

Everything we do strives to help people transform their lives by opening doors. On a broader, community-wide basis, we work to tackle significant social and economic issues, address deprivation, promote inclusion and support sustainable, thriving, cohesive communities.

The Foundation has this two-fold mandate – to provide essential services that directly support people across Liverpool, St Helens and Warrington to break down barriers and, by taking on a vital anchor institution role across communities, to act as a compelling, positive force for change and sustainable economic stability.

Torus believes that a great home is the bedrock on which people – many of whom face multiple barriers – can build life chances and go on to unlock their full potential. Torus Foundation exists to help all those who engage with us to achieve these outcomes, whether that's a move into employment, opportunities to boost skills and confidence, gaining financial resilience or building a healthier lifestyle.

This Business Plan was created during the unprecedented Coronavirus Pandemic. It sets out the platform upon which Torus Foundation teams will support communities at this time of urgent recovery planning; yet it also takes a longer-term view beyond the current pandemic, providing the continuity and support infrastructure that the people we work with really need.

The ultimate objective of better connected, independent and more sustainable neighbourhoods has a stronger rationale than ever before, and is reflected in our mission statement 'for stronger communities'.



# How we help people to change their lives

Torus Foundation delivers a range of flexible, accountable and effective social impact projects, which generate locality-responsive outcomes across the communities we serve. The people we support often face multiple barriers to success, while the geographies we work in continue to face substantial societal challenges.

Following the amalgamation of Torus and LMH Group in April 2019, Torus Foundation expanded to include colleagues from Torus. Teams at both organisations had delivered targeted social investment activities to support tenants and communities for more than 10 years, however. Despite our youth, Torus Foundation is staffed by experienced people, who specialise in tailoring services to meet local needs.

A tailored approach ensures we react to and meet changing need. On average, we manage a portfolio of projects and look to provide positive, practical support for thousands of people every year across five primary focuses. These are shown in Priority Areas on page 6.

## Inspired by place, people and partnership

Every project we develop and manage begins with a clear understanding of local context. We start by gaining essential insight and by reaching out to customers, communities and partners. This makes sure we use available resources wisely – and empower people and places. It also means that project delivery can change over time based on the feedback and ideas we receive.

Projects are:

1. **Iterative** - launched and then refined and reshaped as needed to maximise impact
2. **Co-operative** – built on the principle of voluntary, trust-based engagement
3. **Co-designed** – developed collaboratively with people and places, based on listening, engaging and responding to need. We will always look to co-design in partnership with local authorities, sector innovators and community interest groups, and seek to maximise external funding streams wherever possible.

By improving the wellbeing, skills and quality of life of people living in our neighbourhoods, our teams contribute to reducing the burden on emergency services, healthcare and local authorities. This principle lies at the heart of our ‘social entrepreneur’ model and means as well as supporting people, our activities impact positively on the economy.

By blending self-help with hands-on support, Torus Foundation is developing communities where people can live, learn and earn.



People



Place



Partnership



### Co-designing services

Designing interventions in collaboration with service users and by focusing on:



**Involvement**

Can we deliver in partnerships to extend our reach?



**Innovation**

How can we evolve to deliver sector-leading services?



**Investment**

Can we unlock external funds to increase impacts?



Inspiring and empowering community change, focusing on:



**Young People**



**Employment**



**Digital**



**Money**



**Health**

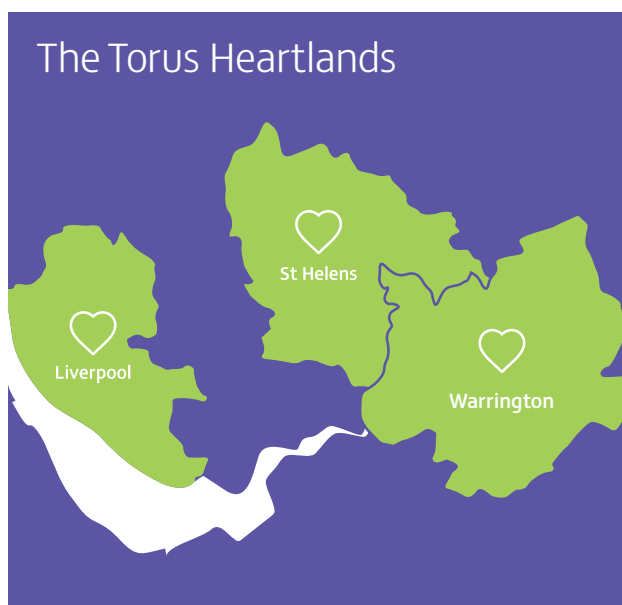
### Measuring impacts

Using recognised social impact analysis tools and feedback from people, places and partners to understand - and continue to evolve the way we work

**For stronger communities**

# Priority areas

Torus Foundation concentrates its activities in areas where Torus owns or manages social and affordable rent properties. Every project strives to improve the quality of life and wellbeing of customers, supporting all members of the household with a particular emphasis on people who are younger, older or vulnerable.



Neighbourhoods in each area have very different challenges and strategic priorities. Such differences mean that, although we strive for geographical equality in terms of impacts and outcomes, project delivery inevitably varies community by community.

Our five focuses provide a clear framework for delivery. Each is underpinned by a rationale, which is constantly reviewed to ensure that projects remain relevant and continue to create a positive impact. There is a significant interdependent relationship between the five focuses and many of the people we support benefit from multiple projects.



Providing a safe environment and activities for **young people**



Supporting people into **jobs and training** opportunities



Helping people to **get online**



Assisting people with **money and benefits**

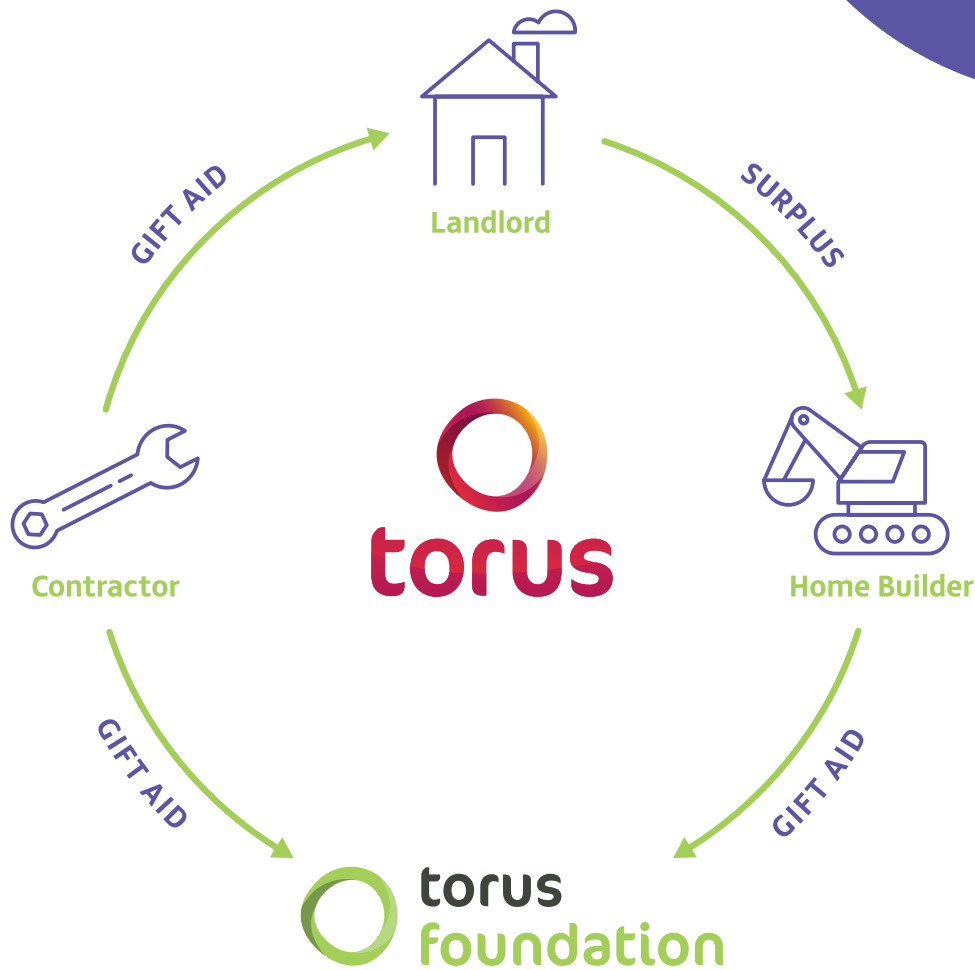


Providing **health and wellbeing** activities

## Power in partnerships

As a strategic partner to St Helens, Warrington and Liverpool, we work closely with local and devolved authorities to support the delivery of spatial and community-based change. At Torus Foundation, we see ourselves as a locality-focused anchor institution and a key part of broader matrixed and collaborative networks of delivery.

# Our income and how we use it



Each year, profits generated by Torus through such activities as commercial contracting and construction are donated via Gift Aid to the Foundation, for reinvestment into initiatives that bring people together and change lives. This ‘social entrepreneur’ business model provides a platform from which we grow sustainable social projects.

From our Gift Aid base, the Foundation’s Business Development function strives to increase and diversify our income streams through fundraising and a range of commercial activities. We take a broad-based approach to fundraising, to insulate our activities against

ongoing national and regional economic challenges, and maximise the Foundation’s capacity to make an even bigger difference.

Priorities for fundraising activities are established on an annual basis and reviewed regularly throughout the year. Fundraising methods comprise:

- Grant fundraising
- Corporate fundraising
- Major giving
- In kind donations

# Core objectives and measuring impacts

The charity's objectives are fundamental to achieving Torus Foundation's vision 'for stronger communities'.

Each objective is supported by a series of goals, projects and performance measures to ensure the charity fulfils its ambitions over the next five years:

Objective	Outcome
To improve skills and access to sustainable employment pathways	Customers are closer to the job market with increased self-esteem and confidence. Customers have completed vocational training. Customers are supported into employment. Customers on zero hour/ low skilled jobs are supported into better jobs.
To provide IT training to reduce the number of digitally excluded households	Increased services providing digital access. Customers and communities become digitally included.
To tackle health inequalities by delivering tailored health and wellbeing projects	Increased provision of health and wellbeing services. Customers develop positive behaviours that support healthy lives. Customers gain increased confidence. Customers develop new social networks.
To help people to maximise income and stimulate economically active neighbourhoods	Customers helped to manage their finances. Customers supported out of debt. Customers receive support around welfare benefits. Customers receive direct financial gains through advice services.
To inspire and empower young people to reach their full potential	Young people take part in activities to help them feel safe, happy, healthy, resilient, talented and that they belong.



## Measuring social impact

Robust, externally verified project evaluation activities based on recognised social value insight mechanisms enable Torus Foundation to convert social outcomes into monetary values, based on how much they increase an individual's wellbeing.

The approach works through the analysis of large national data sets to isolate the effect of a particular factor on individual wellbeing. Examples of social value outcomes include: increasing a customer's confidence level and attending a social club. These outcomes are important, but are not commonly expressed or measured in the same way that financial value is.

Social value calculations provide a deeper understanding of the value of each project for individuals and the collective project impact, enabling informed decisions on the continuation of projects based around impact and outcomes for individuals.

Projects will often require multiple interventions to have a genuine long-term impact; for this reason, Torus Foundation only measures the social value of projects that have delivered a sustained intervention.

Impact measurement at Torus Foundation extends beyond social value. We have developed a robust Theory of Change to guide and evaluate outcomes across our Youth Offer, and utilise other recognised evaluation tools for particular projects including WEMWBs, participation surveys and outcome evaluation tools.

All results are published in our annual Social Impact Report.



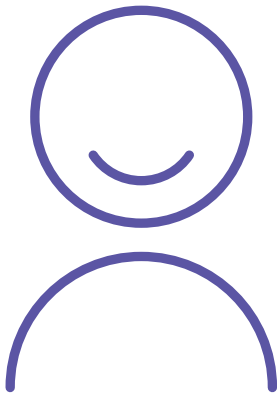
# Aspiring to grow

We have four primary growth ambitions to achieve during the lifetime of this Business Plan:



## Maximising social value through supply chains

Working closely with Torus Group's procurement team to ensure we generate maximum social value from our supply chain, giving us the resources to do even more.



## Influencing the regional and national policy agenda

Utilising our in-depth experience across key service areas, as well as our knowledge of community needs, to drive the social impact debate forward in such areas as specialist provision for older and vulnerable people, and youth provision.



## Increasing Income

Complementing the Gift Aid we receive from Torus through increased fundraising activities, including grants, corporate fundraising and major giving. Additionally, increasing commercial activities delivered through the charity. This will bolster our financial resilience, helping to change more lives.



## Diversification

Broadening our support services across communities by establishing key partnerships with local and regional commissioning organisations, and other partners, including a move into more commercial and commissioned service delivery.

# Governance and accountability

As a charitable body with a clearly defined mandate to change lives and work ‘for stronger communities’, Torus Foundation must make sure every penny we receive is spent wisely on initiatives that make the biggest difference.

A Board of Trustees oversees the Foundation’s activities. This consists of a maximum of 12 Trustees, with Torus Group acting as the sole nominating body, and cannot be altered unless Torus Group (as sole corporate member) agrees.

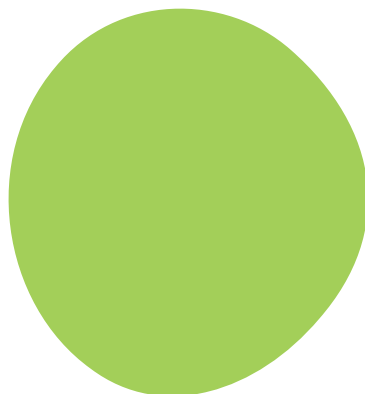
Composition of the Board of Trustees will inevitably change over time as Trustees come to the end of their terms. When this happens, new members will be recruited from multiple backgrounds and fields of expertise to ensure the overall make-up of the Board remains diverse with a good balance of skills and knowledge. Membership may include leaders from:

- Torus
- Key external partner organisations
- Knowledge specialists
- Local authorities

Core Board strengths include Community Regeneration, Neighbourhood Management, Health & Wellbeing, Young People, Equalities, Legal and Finance.

In addition to the main Board of Trustees, specific local Torus Foundation services have a second tier of governance in place. For example, the Foundation’s FireFit Hub facility in South Liverpool has a Youth Board to represent the voices of young people.

Torus Group has an Intra Group Agreement in place with each Group member, which clearly sets out the responsibilities of each party to deliver the Torus vision of ‘growing stronger communities’.



# Appendix

## Torus Foundation Objects

The Objects of the Charity, which are for the public benefit, are specifically restricted to the following:

- 1.1.1 to further or benefit the residents of Merseyside and its surrounding areas, without distinction of sex, sexual orientation, gender reassignment, pregnancy or maternity, race, disability, marriage or civil partnership status or of political, religious or other beliefs by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents;
- 1.1.2 the promotion of public health, including (but without prejudice to the generality of the foregoing) through the provision of facilities for healthy exercise and sport for the benefit of the public;
- 1.1.3 to act as a resource for the residents of Merseyside and its surrounding areas by providing or facilitating the provision of advice and assistance and organising programmes of physical, educational and other activities as a means of:
  - a. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
  - b. advancing education;
  - c. relieving unemployment;
- 1.1.4 to relieve elderly people resident in Merseyside and its surrounding areas who are in need, by providing services or facilities calculated to relieve the needs of such persons;
- 1.1.5 to build the capacity of charities and other organisations carrying out charitable activities and provide them with the necessary support, information and services to enable them to pursue or contribute to any charitable purpose;
- 1.1.6 such other charitable purposes according to the law of England and Wales that the Trustees in their absolute discretion shall determine from time to time.”



The Observatory  
1 Old Haymarket  
Liverpool  
L1 6RA

call: **0300 123 5809**  
email: [info@torusfoundation.org.uk](mailto:info@torusfoundation.org.uk)  
web: [www.torusfoundation.org.uk](http://www.torusfoundation.org.uk)  
twitter: [@torusfoundation](https://twitter.com/torusfoundation)