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*(Community Mentoring & Alternative Provision – September 2025)*

### **Financial Viability**

Severn Mentoring operates as a strand of Forest Sports Education (FSE) — an established education and training provider with a proven record of financial stability, accountability and high-quality delivery across post-16 education and community sport.

Under this structure, all financial management, auditing and compliance are overseen by FSE, ensuring that Severn Mentoring benefits from the same robust systems, governance and sustainability.

Our financial model has been developed in alignment with the commissioning and funding mechanisms of Gloucestershire, Monmouthshire and Herefordshire local authorities, ensuring full compliance with local expectations for alternative provision and mentoring services. All programme costs are transparently structured to cover staffing, premises, operational resources and quality assurance, while maintaining affordability for commissioners and value for public investment.

### **Funding and Income Model**

Severn Mentoring's provision is primarily funded through commissioned placements, with pricing reflective of the intensity, duration and level of support required for each learner.

Our structure includes all planning, delivery, reporting and liaison with referring professionals, with transparent breakdowns provided to commissioners.

Where additional costs such as transport, activities or home-based sessions are required, these are clearly itemised and agreed in advance, ensuring that each placement remains fully transparent and cost-effective.

### **Operational Sustainability**

All delivery is underpinned by the financial and administrative infrastructure of Forest Sports Education, with budget planning, payroll and financial review managed through its established accounting systems.

Expenditure forecasts and contingency funds are built into the wider group plan to ensure continuity of service during periods of fluctuating referral numbers or term-time variation. Our operations are based at an established educational site, equipped for tuition, mentoring and small-group delivery, enabling efficient use of shared facilities across FSE and Severn Mentoring. This shared infrastructure ensures cost-effectiveness while maintaining a high standard of learning and wellbeing environments.

### **Not-for-Profit Ethos and Reinvestment**

Forest Sports Education and Severn Mentoring operate on a not-for-profit basis, with all surplus reinvested into facilities, staff development and learner opportunities. This reinvestment model ensures that every pound of public funding has a measurable and lasting impact — improving the quality of provision, supporting community engagement and strengthening the long-term sustainability of the service.

### **Accountability and Assurance**

All financial operations are managed through FSE's established accounting systems, subject to annual review and oversight by the management team. Commissioners and partner schools receive clear invoicing and placement breakdowns, including attendance, progress and outcomes reporting to demonstrate measurable value for money.

Costings are benchmarked against regional alternative provision and tutoring rates to ensure competitive pricing that sustains qualified, safeguarding-trained staff and continuous professional development across the delivery team.

### **Future Growth and Investment**

Our provision is modelled for carefully managed growth, beginning with a core capacity of up to five placements during the initial phase of operation. This allows Severn Mentoring to prioritise quality, consistency and positive outcomes while establishing strong partnerships and evidence of impact.

The initial operational team will consist of 2–5 qualified staff members, enabling flexible delivery across 1-to-1 and small-group settings while maintaining a strong focus on quality and individual outcomes. As the service becomes established, capacity will be expanded incrementally - supported by Forest Sports Education's existing workforce and student progression pathways, which provide a sustainable pipeline of trained and values-driven staff.

In Summary this structure provides commissioners with assurance that Severn Mentoring operates within an established, financially sound and accountable organisation, ensuring both immediate impact and long-term sustainability for the young people and communities we serve.



### **Severn Mentoring Mission Statement**

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At Severn Mentoring, we believe every young person deserves a bridge to a brighter future — one built on opportunity, belief and purpose.

We deliver a transformative alternative provision that blends mentoring, tuition and personal development to help learners overcome barriers, rediscover confidence, and make meaningful progress in both life and learning.

Every learner's journey is different, and so is our approach. We meet each individual where they are — offering understanding, consistency and structure — and guide them towards achievable goals that restore belief and inspire lasting change.

Our provision extends beyond community-based mentoring. Learners also access our dedicated educational setting, where they can receive tailored tuition, develop essential skills, and regain confidence in a supportive and structured learning environment. This bridge between mentoring and education helps prepare learners for reintegration into mainstream or further education — or for a positive next step that's right for them.

We're proud to work in partnership with local authorities, schools, and community organisations, drawing on strong links with local sports clubs and the outdoors to enrich each learner's experience. From one-to-one mentoring to group sessions and structured educational programmes, every pathway is designed to support academic progress, emotional wellbeing and personal growth.

At Severn Mentoring, success isn't defined by a single destination — it's defined by progress, confidence, and the courage to move forward.

Together, we help young people cross the bridge from potential to achievement.