



PROVIDING A BRIDGE FROM HOMELESSNESS

Business Plan April 2018 – April 2021

VERSION REVIEW LOG

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The Bridge Trust
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Reg. Charity No. 1050291
Reg. Company No. 3111576

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Our Vision

We work to alleviate homelessness by giving people the opportunity to have a home.

Our Mission

Founded on Christian principles, we provide single, homeless adults with the best accommodation, support and related services that will empower them to move on into independent living.

Our Strategy

Homelessness Support

- 1. Provide homeless people with support initiatives that give them confidence, knowledge, skills and experience to change their lives, facilitating them gaining their own accommodation and sustaining independence**

We will do this by:

- a) Providing support for homeless people that meets whatever level of need they may have, within the given resources available to the Trust*
- b) Encouraging our residents to help us develop and improve our services*
- c) Facilitating opportunities for our residents to move-on from the Trust*
- d) Implementing actions to prevent re-occurrence of homelessness after move-on*

Accommodation

- 2. Offer safe and secure homes as a foundation upon which homeless people can rebuild their lives and prepare themselves for independent living**

We will do this by:

- a) Having an Application process that supports people through easy and fair access to our accommodation*
- b) Providing the right type of accommodation that best suits the varying needs of our residents and allows us to provide the support that is required*
- c) Providing good quality and appropriate living environments that promote value and pride in our residents*
- d) Ensuring that our accommodation complies with all relevant housing and health & safety laws and regulations*

Operations

- 3. Have an effective organisational structure and staff, policies and procedures in place that enable us to fulfil the mission of the Trust**

We will do this by:

- a) Providing appropriate HR services and reward packages that attract, retain and motivate good quality staff*
- b) Providing staff with appropriate training and development initiatives, appraisals and supervision that give staff the required knowledge, skills and support to perform their functions to the required standards*
- c) Providing staff with a working environment and equipment that facilitates efficiency, effectiveness and pride in their work*
- d) Having external accreditation which recognises the quality of the Trust's work*

Fundraising, Marketing and Public Relations

4. Devote the appropriate level of resources to fundraising activities that will meet our current and anticipated, future income needs.

We will do this by:

- a) Taking the necessary actions to obtain new supporters and to retain the engagement of existing supporters*
- b) Engaging the support of the local community and maintaining a high profile with local borough authorities, other agencies, KCC and the general public*
- c) Seek out low risk income generating investments that help support the charitable work of the Trust*

Finance

5. Maintain strong financial management, policies and procedures that support the long-term future of the Trust.

We will do this by:

- a) Aspiring to produce annual surpluses that contribute to maintaining between 3 and 6 months liquid reserves and to meet any demands for additional, agreed expenditure*
- b) Investing surplus funds in line with an Investment Policy as agreed by the Board*
- c) Complying with all the requirements of the prevailing Charity Statement of Recommended Practice and the Companies Act*
- d) Maintaining strong internal financial control procedures*

Governance

6. Have a Board which will ensure that the strategic direction of the Trust meets its agreed Vision, Mission and Strategic Aims.

We will do this by:

- a) Recruiting and where necessary training members of the Board to bring a variety of relevant knowledge, skills and experience to benefit the Trust*
- b) Meeting with sufficient regularity that allows for timely and productive input into the Trust's strategic decision making process*
- c) Providing appropriate mechanisms between operational management and the Board which promote information flow between them*
- d) Agreeing rolling 3-year business plans and annual budgets that direct the operational activities that support the Trust's strategies*
- e) Aspiring to spend 70% or more of our income on our charitable activities*

1. Introduction

This Business Plan covers the 3 year period beginning 1st April 2018. It details the business objectives and discusses the context in which these objectives have been formed.

Alongside the new objectives is a summary of how we have performed against our last objectives; many of which will be carried forward to this new plan. The Objectives in this plan support the Strategic Aims of the Trust, although in an ever-changing world, our Strategy and even our Mission are always under review and may also need to change in the future if we are to remain relevant to our clients. In addition to the main Business Objectives are Key Performance Indicators that drive those objectives and against which success will be measured.

Between 2008 and 2014 we saw a period of growth, with liquid reserves reaching £291,000, despite also increasing our charitable expenditure. During 2015/16 we saw reserves drop to £150,000 as we strived to cope with the forced loss of one of our main income streams – our used furniture warehouse. We recovered this position with an injection of cash from the sale of one of our freehold properties, significant cost reductions and by winning a major 2 year grant. However, we still face an underlying deficit of around £35,000.

Without further action therefore, until addressed this will ultimately impact on the services we can provide. In addition to this, in September 2018 we face the prospect of losing some or all of our statutory income from our Kent County Council contracts. These circumstances have prompted a re-think of how the Trust can generate enough income in the future and therefore it has been decided to launch a new enterprise in 2018/19 to earn additional income to support our charitable work.

The aim of the Trust continues to be to provide single homeless people with good quality accommodation and support which prepares them to successfully move-on to independence, and we continue to seek ways to sustain and improve these in context with our resources and the changing operating environment.

Progress against this Business plan will be monitored in line with the Board's Governance Strategy, via committees chaired by a member of the Board. In addition, reports on Fundraising and any new enterprise will continue to be made to the Board for review each quarter.

An annual budget supports the Business Plan and is formulated mainly on foreseeable expenditure and historically sustainable income and not on "one-off" or unexpected gifts. This approach ensures that the Trust will continue to manage its costs appropriately and be prudent with its expenditure. The budget will not include the launch of a new enterprise as this will be costed separately when launched.

2. Executive Summary

Any Business Plan can only take into account what we actually know, and educated guesses as to what may affect our work and our clients in the future. The main assumptions used to form this Plan are:

- Current statutory funding via existing support contracts will cease at the end of September 2018 and we may or may not receive this funding from an alternative source, but if we do it will be a reduction on current funding levels
- We will seek to partner with a local business to obtain a property to partly replace the accommodation we sold in 2017, thereby increasing our capacity to 24
- Government reforms will continue and give rise to further cuts and pressure on vulnerable homeless people, resulting in a continuing demand for our services

- The Trust will seek to increase its income, and therefore its surplus through the launch of a new “Property Guardian” scheme.

Finance

In 2015 we suffered a major setback to our income generating capacity with the loss of our used furniture warehouse due to redevelopment of the site. We failed to make this work at an alternative site and since then we have also lost money running our 2 charity shops which we have therefore now also been closed. We re-assigned the lease of the warehouse to remove any costs associated with that, and we will continue to seek to re-assign or sub-let the 2 shops during 2018/19.

Cost reduction initiatives have been implemented across all operations and since 2015 we have successfully reduced running costs by around £110,000, mainly but not exclusively through closing our retail operations. We have succeeded in securing some large grants to cover some of our core costs as well as specific projects but this has masked the underlying deficit of around £35,000, hence the need to look elsewhere to save more costs or generate additional income from launching a new, income-generating enterprise.

Accommodation

Having to sell one of our houses in 2016 reduced our capacity to house homeless people from 27 to 23 bed spaces and one of those rooms is deemed unsuitable for anything other than very short-term, emergency use, so our realistic capacity is only 22 supported bed spaces. This has taken us back to the level we were at in 2008 and we have also lost the £11,000 to £12,000p.a surplus which the house generated for us. However, we have entered into discussions with a local business who we hope will have a 2 bedroom flat that we can use, either free of charge or at a peppercorn rent level, for additional supported accommodation.

After several years of use since their last major refurbishment, the accommodation will need a large investment in the next year to a) bring it up to regulatory standards (e.g Health & Safety/Fire regs) and b) to continue to provide a quality environment commensurate to encouraging people’s wellbeing.

Support

Given the lack of resources we have to work with to support our clients and the additional time it takes for support workers to give effective support to an increasingly complex client base, new support initiatives are restricted. However, we will implement what we can, of a Psychologically Informed Environment approach to our work with difficult to manage homeless people.

Support Contracts

We have been informed that KCC’s new commissioning structure means that we will lose our KCC support contracts, worth £122,000pa, in September 2018, although whether this will ultimately be postponed again, we do not know. At the time of this Business Plan we do not know whether we will be included or will have won any new contracts from elsewhere.

If we lose the £122,000 support income, the Trust will not be able to survive long-term, although current levels of Reserves would allow us to continue for approximately 3 more years. Without income from another source our only realistic option to survive long-term would be to combine our operation with another, larger provider.

We do know that KCC plan to commission only one or very few providers covering Kent but we hope to be able to contract our service to one of those providers. There are many unknowns but it is likely that we would lose control of our referral process and have to fit-in with a common referral protocol. Worst case scenario is that we may not even be allowed to have a say in who we accommodate. In addition it is likely that we would need to change our service to also accept any ex-offenders or anyone else with high needs who were referred to us. This may result in a major change to the service we currently provide. However, at present we do not actually know

whether we would win any contract or if we did, who that might be with or what service we would be told to provide. It is also likely that we will be forced to either provide the same or less service for less money or provide more service for the same money. If this were the case the Trust could decide not to proceed with a contract at all.

Young Person's support contracts which were previously 16 to 25 year olds are now expected to be for 16 and 17 year olds only. We provide services for adults from 18 year olds upwards. We have yet to see how this impact the commissioning market but it may present an opportunity with more adult places being commissioned and we need to be open to this eventuality. This situation may become clearer during the Spring and Summer of 2018.

External Pressures

This revised plan acknowledges that the previous economic recession has ended, but assumes that levels of central and local government spending will remain lower than before, for at least the life of this plan. We do not know if further welfare and housing reforms will be introduced by central government, over and above those already in the public domain, but it is safe to say that continuing demands will be made on local authorities to reduce their budgets, which inevitably will continue to impact on front-line services such as ours.

The Objectives detailed in section 5 represent the operational tasks that the Trust has planned for the next 3 years, as allocated to the main operational departments. However, the priority work areas that will need to be addressed are as follows:

- Understand and prepare for the new tendering process for any new/replacement support contracts, whether directly from KCC or sub-contracted from another, large provider
- Identify, research and launch a new enterprise that will generate a sufficient surplus to fill the current gap in the Trust's finances or seek to join our services with another provider to reduce our cost base

Unless the above is addressed we will be unable to continue to deliver our current level of support and accommodation to homeless people. Support initiatives for the life of this plan will therefore remain largely unchanged, with any changes only arising from new national or local government initiatives. However, we will seek to do some major upgrades to the condition of our accommodation and the quality of our Support, which will require an appropriate budget.

Operational changes will be restricted to reviewing how we can work more effectively and/or efficiently using more technology and less manual/ paper-based systems, which may also help reduce costs in the longer-term by presenting opportunities to reduce office space/overheads.

3. The Operating Environment

Efforts have been made to analyse both our local and national environments to identify gaps in service provision, opportunities for growth, possible economies and threats and pressures that will affect the future funding and work of the Bridge Trust.

The main conclusion is that having enhanced our support year-on-year, we have been, and will continue to allow higher-needs residents to access our service. Although this has the result of maintaining occupancy levels, it potentially has a negative affect as a) we may expect to have less successful outcomes, b) higher levels of arrears and bad debts and c) having to support people for longer, meaning less people moving on into independence.

3.1 The Economy, Welfare and Benefit Reforms

3.1.1 The Economy

The effects of austerity measures will remain with us for at least the next 3 years. We therefore continue to consider this as a background to the work we are doing now and plan to do in the foreseeable future. We predict that we will continue to see the same demand for our service and we will continue to support residents with increased needs, but with more pressure on our lower amount of accommodation and funds.

3.1.2 Welfare and Related Reforms

Following the Welfare Reform Act implemented in 2015 welfare and related reforms continue to either directly impact our clients or have an indirect effect on their lifestyle and future. We continue to remain vigilant in identifying these and planning our responses accordingly. The following identifies those changes we already know about which will impact on our service and clients:

- Housing Associations continue to be under financial pressure from capped rent levels.
Impact: This has forced HA's to adopt policies more akin to commercial operations as opposed to social ones. The resulting "Affordability Test" for prospective tenants is one of these, of which our residents are already falling foul, leaving them with little alternative to becoming homeless again if they don't have enough income. (i.e more than just JSA)
- From April 2020 there will be a new funding model with no enhanced housing benefit but a ring-fenced top-up fund distributed by the county councils. How this works and what level of funding will be distributed is unknown. However, ominously the government has said it will ensure funding continues "at current levels". This implies that funding levels are frozen at 2016/17 levels and there be no inflationary uplifts.
Impact: Unknown as dependent on how this new funding model works
- From April 2019, LHA will be paid directly into Universal Credit and NOT direct to landlords.
Impact: Higher levels of arrears and bad debts.
- From November 2017 the benefit cap for a single person was reduced to £258p.w.
Impact: This should give private renters enough, depending on how much rent they pay. If they are paying more than around £750pm in rent then they could find themselves not managing.
- Supported Accommodation will be exempt from the LHA Shared Accommodation rate, even if it IS shared accommodation.
Impact: Good news for us as the LHA shared accommodation rate is a lower rate than the single room rate.
- The Government has withdrawn Housing Benefit entitlement from some 18-21 year olds newly claiming Universal Credit.* The default position is that it is not available, unless they can prove "special circumstances". This comes in conjunction with the new "youth obligation" for this age group where claiming JSA will be much tougher and temporary.
Impact: Depending on the definition of "special circumstances" this could mean we will no longer be in a position to accept referrals from many 18 to 21 year olds.

**Universal Credit will be implemented in Sevenoaks in May 2018 and for Tonbridge and TW in November 2018.*
- Back-dated Housing Benefit claims will no longer be available if they are over a month old; a reduction from the previous 6 months.

Impact: Many residents get in trouble by not claiming HB when they should and we sometimes don't get to know about this for a few weeks. If we can't get this sorted out within a month then we will have more arrears/bad debts.

In addition to the above, important legislation in the form of the Homelessness Reduction Act comes into effect from April 2018. This dictates the local authorities give an extended duty of care to non-statutory homeless (non-priority need) people, through advice and joint planning. This may help to alleviate homelessness and therefore prevent more people from needing homelessness services like ours. However, it remains to be seen whether this will be the case.

3.2 Homelessness Accommodation in West Kent

The Bridge Trust, Look Ahead (Colebrook Road), YMCA, Richmond Fellowship and Porchlight are the only dedicated homelessness accommodation providers in west Kent. All of us rely on a supply of social housing for move-on, as the private rental sector is not generally available to our client type. The YMCA have significantly increased their accommodation over the past 3 to 4 years with additional supported units and are currently building 9 move-on units (collaborating with the Tunbridge Wells Quakers).

3.2.1 Move-on / Availability and Affordability of Social Housing

This issue is already impacting our clients in a material way, as local authorities have a higher demand for social housing. In response to this, all the L.A's have revised their respective Housing Allocations Policies to allow them to a) offer private lets to homeless people and, b) following advice from the Ministry of Housing, to tighten-up their local area connection policies (e.g 6 month residency in Tunbridge Wells is now a minimum of 3 years). In addition, one LHA is now not allowing anyone with previous LHA arrears, to access social housing.

The implication of this is twofold. Firstly the councils need to apply their policies more rigidly than before to refuse housing applications – particularly on the “no local area connection” rule. This means that we are cautious in who we accept into our accommodation – turning away some who we may previously have taken as there will be nowhere to move them on. Secondly it means that the policy allowing L.A's more discretion to refuse homeless people entry onto their housing lists, forces referral to the limited (and decreasing) west Kent private rental sector.

Both T&MBC and TWBC have always worked well with the Trust's residents and allowed them to be given more consideration than non-supported accommodation applicants, as long as they are supported by a landlord's recommendation from us. Talks with both have given us some assurance that their good will towards The Bridge Trust will continue, but there are no guarantees that this wouldn't change if financial pressures on their own budgets increases and we must be wary of this.

The low supply of social/affordable housing is well documented and further government policy announcements such as Section 106 discounted starter homes instead of affordable housing, lowering social housing rents by 1% per year for 4 years, have not improved the situation. LHA affordability tests will also ultimately reduce the supply of move-on opportunities for our residents.

3.2.3 Reduction in Availability of Private Tenancies

Reductions in the Local Housing Allowance rate that landlords are allowed to charge, from a 50th percentile of the market rates to 30th and the cessation of direct payments has meant that fewer landlords take “DSS” tenants. Extra taxation on buy-to-let landlords could also be pushing more private landlords out of the rental market.

3.3 Funding

3.3.1 Kent County Council Support Contracts

Our current 3 Support contracts contribute around 27% of our total funding, so are critical to the future of the Trust. We now know that our contracts will cease in September 2018 as discussed above.

We work on the assumption that we are unlikely to receive a contract direct from KCC and we must prepare accordingly for this and do what we can to be “market ready” to respond to any other contractual tenders that may present themselves. In any event, we must expect that any contract KCC put out for tender is likely to pay a very low level of remuneration, which is only sustainable by the larger, £multi-million agencies. Indeed, the changes to public service commissioning following the Social Value Act which came into force in 2013, local authorities have been driving for maximum value for every pound they spend which, despite their assertion that contracts will still be assessed on 30% quality (it used to be 70% quality), it means in practice that they will pay less for the same or more service provision. For smaller providers like us it would mean compromising our service or subsidising it ourselves even more than we currently do. KCC will likely favour contracts with larger suppliers, squeezing smaller suppliers like ourselves out of the picture, or forcing sub-contract or consortium agreements into the arena. However, if commissioning opportunities are identified they must continue to be reviewed for possible tender, and any approaches by larger providers to work with them will be pursued.

3.3.3 Competition for Funds

Porchlight continue to fundraise specifically in Tonbridge due to their established presence in the town with the Young Persons at Risk scheme. The YMCA also continue their efforts with fundraising, which have increased further due to them becoming independent from YMCA England. Their new furniture warehouse in Tonbridge also heightens awareness of them with the public.

In addition, we face further competition from non-homelessness charities, such as Tree of Hope (now relocated from Tunbridge Wells to Tonbridge) and ellenor, both being popular children’s charities in west Kent, plus an expansion of Mid-Kent Hospice and Heart of Kent Hospice. Hospice in the Weald is perceived as being the biggest competitor for funds in west Kent.

Although the Trust supports the work of the Tunbridge Wells Winter Shelter, this initiative also diverts money away from us, with high publicity and funds from both the Tunbridge Wells churches and TWBC being donated to that project.

It is acknowledged that the Bridge Trust is a small organisation, and in some respects this limits the level of funding we are able to attract and therefore the work we are able to do and we have always had to cut our cloth accordingly. This is likely to have an enhanced impact on us in the coming year, but especially if we cannot increase our income to cover our on-going operational losses either by reducing costs further or by increasing our income. If we fail to do either, it is likely that our service will only continue in collaboration with a larger provider.

4. Review of 2017/2020 Objectives

Rather than examine new initiatives in isolation it is better to place them where possible, into the context of work already done by the Trust. Detailed below are the past year's objectives, including where they are carried forward to *this* Business Plan (section 5).

Support Services
Accommodation
1. Improve our residents' living conditions <i>In Progress:</i> Refurbished some common areas and bedrooms, including new flooring. We will continue throughout the coming year, decorating communal areas and bedrooms as they become available and improving outside areas.
Support
2. Implement more and better initiatives to promote residents' wellbeing <i>In Progress:</i> Researched and started to implement a Psychologically Informed Environment approach to supporting those with complex issues
3. Implement more and better employment support <i>Completed:</i> More emphasis and communication with residents on focusing on employment before move-on
4. Improve support for those with mental health issues <i>In Progress:</i> Training taken place. More planned.
5. Improve our response for those we cannot support <i>Completed:</i> New procedures and documentation designed and implemented
6. Review and where appropriate replace manual processes with electronic ones <i>In Progress:</i> Now moved to paperless invoice processing. More to do.
7. Measure the Value of the Trust's Contribution to the Community <i>Not Completed:</i> High cost and other priorities stopped this taking place
8. Implement alternative ways of raising income for the Trust <i>In Progress:</i> Property Guardian scheme defined and agreed. Still researching suitable properties
9. Review the Trust's use of assets and accommodation to ensure the Trust is best placed to support homeless people and is optimised for sustainability <i>Completed:</i> Decision made to continue as supported accommodation until such times as external influences require change
10. Facilitate a more healthy working life-style for the Trust's staff <i>In Progress:</i> Subscribed to the Kent Healthy Business scheme. Assessment due in Spring 2018
Finance and Administration
11. Progress towards achieving the PQASSO quality mark for the Trust to demonstrate that we are a proficient, professional and quality organisation. <i>In Progress:</i> All areas examined and full Action Plan produced with 70% implemented.
12. Prepare for new stakeholder pensions legislation. <i>Completed:</i> Now has a regulated pension plan with 2 staff remaining in the scheme
Fundraising
13. Produce In Memoriam and Legacy Giving materials. <i>Not Completed:</i> Legacy leaflet produced and distributed, In Memorium in progress
14. Increase the reach of our social media <i>Completed:</i> Enhanced reach and engagement achieved and more Christian-based tweets/posts being made

Retail Outlets
15. Review and make changes to the retail operations to ensure losses are reduced or eliminated <i>In Progress:</i> Warehouse closed and lease re-assigned. Both shops closed and being advertised for re-assignment or sub-letting

5. 2018/2021 Objectives

5.1 Support Services			
5.1.1 Accommodation	(A)ctions / (O)utcomes / (M)easurements	Deadline	
<p>1. Ensure our accommodation supports a Psychologically Informed approach to physical environments (b/f)</p> <p><i>Rationale: Creating the right physical environment will increase residents' wellbeing, and our ability to make their journey toward independence quicker and more successful.</i></p>	<p>A: Redecorate all bedrooms and common areas where necessary</p> <p>O: All identified bedrooms redecorated to a good standard, using colour schemes chosen by residents that align to psychological wellbeing</p> <p>M: Positive reports from residents, recorded in House Forum minutes</p>	31/12/2018	£5,480
	<p>A: Replace carpets with wood-effect laminate flooring</p> <p>O: All old flooring replaced with new</p> <p>M: Positive reports from residents, recorded in House Forum minutes</p>	30/09/2018	£11,300
	<p>A: Improve the outside spaces of our accommodation</p> <p>O: NFH side garden, Strang House front garden and Grosvenor rear garden landscaped. Barden bin shelter built</p> <p>M: Initial input and positive feedback from residents, recorded in House Forum minutes</p>	30/09/2018	£9,200
	<p>A: Replace all furniture in common areas where needed</p> <p>O: A higher standard of shared facilities and increased wellbeing</p> <p>M: Initial input and positive reports from</p>	31/03/2019	£5,300

<p>6. Prepare to tender for and work with new KCC or other provider Support Contracts <i>Rationale: Without any Support contracts the Trust will not continue to provide support. We therefore need to be ready to implement new structures, working practices and other changes that may be required in order to win and fulfil the specification of any new contract.</i></p>	<p>A: Undertake the tender process in March/April and if a contract is won, make changes according to the requirements in that contract O: New Support Contract M: Contract awarded</p>	<p>30/06/2018</p>	
<p>7. Find a way of eliminating the Trust's underlying deficit (new) <i>Rationale: The Trust's loss of its furniture warehouse leaves a hole in the budget which needs to be filled if we are to continue to provide the same or better levels of service.</i></p>	<p>A: Identify and obtain the use of an empty property O: Property refurbished and let M: Increased surplus by at least £30,000</p> <p>A: Research opportunities to merge our services with another organisation O: Proposals presented to the Board M: Reduced budgeted costs by at least £30,000</p>	<p>31/03/2019 31/03/2019</p>	
<p>8. Facilitate a more healthy working life-style for the Trust's staff (b/f) <i>Rationale: A more health-aware workforce and health-friendly working environment will encourage better work and reduce potential absence.</i></p>	<p>A: Implement initiatives in line with the Kent Healthy Business Award framework O: More healthy work force M: Receipt of the Kent Healthy Business Award and reduced sickness figures.</p>	<p>31/08/2018</p>	
2.3 Fundraising			
<p>9. Produce In Memoriam marketing materials (new) <i>Rationale: We need to fill the gap in our marketing materials to try and promote these types of giving.</i></p>	<p>A: Materials designed and printed O: Leaflets distributed to funeral and other appropriate agencies M: No. of gifts and legacies received</p>	<p>31/05/2018</p>	<p>£200</p>
<p>10. Continue to raise income by organising participation in events. <i>Rationale: Events are a way of raising both awareness (via social and traditional media) and additional income for the Trust's charitable activities.</i></p>	<p>A: Organise 3 x Bridge Trust fundraising events O: Increased media coverage and No. of people attending M: No. of new supporters and surplus</p>	<p>31/03/2019</p>	

	<p>achieved</p> <p>A: Engage support for external, sponsored events</p> <p>O: Increased media coverage and No. of people participating</p> <p>M: Sponsorship income received</p>	31/03/2019	

6. 2018/2021 Key Performance Indicators

In order to drive the charity's work forward, management needs to identify, track and take decisions upon the key areas of the Trust's activities, across the organisation. The Trust's KPI's have been established for several years and their Targets are derived from past performance, augmented by future plans and expectations.

Our Clients	Annual Target
No. of Residents during the month	35
No. Supported after Move-on	12
Resident in Employment	50%
Residents Attended External Training	20%
Residents Attended Internal Training	50%
Resident Volunteering	20%
No. Resident Complaints	0
No. of Applications	96
No. Interviewed	48
Conversion Rate - % Applicants Interviewed	50%
No. of Acceptances	24
Conversion Rate - % Interviewees Accepted	50%
No. Advice Clients (non-applicants)	120
Total no. of all Clients Supported	215
% of Voids	10%
No. of Planned Move-ons	N/A
No. of Unplanned Departures/Evictions	0

Our Money	Annual Budget
Support Income (Contracts)	£116,320
Accommodation Income (Rent and Service Charges)	£130,876
Trading Income (Retail and/or Social Enterprise)	£0
Fundraising Income (Charitable and Interest)	£183,625
Total Income	£435,821
Support Expenditure	£145,199
Accommodation Expenditure	£107,991
Charitable % (% income spent on charitable cause)	70%
Trading Expenditure (Retail and/or Social Enterprise)	£24,282
Administration and Fundraising Expenditure	£147,947
Total Expenditure	£425,419
Surplus/Deficit	£10,402
Total Res./ Ave. Months Op Costs	6

Our Support	Annual Target
No. Press Articles Published	12
No. Visits to Website	10,000
New Visitors	80%
Returning Visitors	20%
No. Facebook Posts	156
No. Facebook Reached	25,000
No. Twitter Followers	750
No New Followers	120
No. Tweets	350
No. Twitter Reached	85,000
No. Engagements	2,200
No. Events Held	12
Events Income	11,000
Total no. Supporters on M/L	N/A
Total no. of Individuals on M/L	N/A
Total no. of Others on M/L	N/A
Net Increase/Decrease in No. Supporters	N/A
No. Donations Received	N/A
Value of Donations Received	84,000
No. Grant Applications Made	50
Value of Grants Received	35,000

Our Staff	Annual Target
No. of all Staff Including Volunteers	10
No. of Paid Staff	10
No. of Volunteers	5
Full Time Equivalent of Volunteers	0.25
No. Staff Sick Days	30
No. Staff Training Days	12