EAST NORTHANTS COMMUNITY SERVICES

Strategic & Business Plan 2019-21

"I was broken and depressed, they got me to engage, helped with housing and now I am my own man, have my own place and are more confident"

Prepared by: East Northants Community Services with support from

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Executive Summary:

Mission Statement

Our mission is to enable disadvantaged people to live independent and fulfilled lives.

East Northants Community Services (ENCS) was formed in 2005 and registered as a Charitable Incorporated Organisation (Charity No: 1154210) in October 2013. Based in Rushden, East Northamptonshire, the organisation supports those experiencing poverty and associated issues, such as homelessness and addiction. ENCS is governed by a board of five trustees and has 12 staff members (9.1 FTE).

The last published accounts (year ending December 31st 2017) show an income of £268K, an expenditure of £257k and reserves of £69.5k of which £8.0k is unrestricted. The management accounts for 2018 show an income of £297k, expenditure of £288k with reserves growing to £78.7k (£9.9k unrestricted). The main income source is housing benefit supplemented by grants, donations and contributions from service users.

Services include:

- A four bed night shelter, The Sanctuary, which provided 104 individuals with a total of 1213 bed nights in 2018, 50% of these individuals were supported into housing.
- A substance abuse rehabilitation programme that includes a six month residential phase (Recovery House) and a 12 month aftercare phase including move-on accommodation. The residential phase has a 71% success rate and in 2018 it supported 20 individuals.
- A Food Bank that distributed a total of 785 food parcels in 2018.
- A Drop-in Café, Cornerfield Café, open two mornings a week to provide a low cost breakfast and an opportunity to socialise.

All ENCS services are delivered in a manner consistent with our values. This means we listen carefully, show acceptance and stand alongside service users in their struggles. This relational approach enables trust to develop so service users feel secure and more able to engage with specialised support from other agencies.

The need for East Northants Community Services' work is high. Government statistics show a 31% increase in rough sleeping between 2015 and 2018 in England; in East Northamptonshire District there was a 133%* increase over the same period. The occupancy level of the night shelter confirms increasing demand. It has risen slowly over 2018 with four of the last six months at occupancy levels of over 90%.

* Note: this is indicative rather than statistically significant as it relates to one authority only and numbers are therefore low.

The experience of the night shelter is also that service users are presenting with increasingly complex issues. It seems that issues often 'compound up' and that this can lead to service users becoming trapped or even entering a downward spiral.

Whilst overall drug use (including casual use) has been static for several years there remains a strong demand for rehabilitation services, the average waiting list for Recovery House over 2018 was eight people. Statistics show increases in the number of adults saying that they have taken a Class A drug in the last year, and that Class A drug use among 16 to 24 year olds has slowly increased since 2011/12**.**

Some people are experiencing growing poverty and the proportion of children and pensioners in relative low income is higher than it was five years ago. Statistics by local authority area, published by End Child Poverty, indicate that in the period July to September 2017, 18.5% of children in East Northants are living in poverty after housing costs are considered. The experience of ENCS confirms this. In 2018 there was a 20% increase in the numbers of families seeking food parcels and a 120% increase in the overall numbers of new foodbank clients.

ENCS is well placed to grow and develop its services to meet growing demand. Services are unique in the geographical area served, support models are proven and delivering positive outcomes for service users, and ENCS has a strong local network of organisations that can assist our work. Weaker areas that could limit our growth aspirations include the capacity of current premises, low unrestricted reserves and an over-reliance on statutory funding via the welfare benefits system.

In this context East Northants Community Services have set four strategic goals for this Business Plan:

1. **To help more people overcome immediate challenges of homelessness, addiction, food poverty and isolation.**
2. **To empower more people to make positive life choices leading to improved health and wellbeing, housing, employability and active participation in the community.**
3. **To ensure ENCS have adequate financial resources and operates in a financially sustainable manner.**
4. **To build organisational capacity for future growth.**

The outcomes, indicators, current and development activities for each of ENCS's goals can be found on page 25-26.

In summary the plan for the next three years is to:

- Increase the capacity of the existing residential rehabilitation facility from 6 to 8 people.
- Create a support group for those waiting for admission into the residential phase of rehabilitation.
- Relocate the Night Shelter, Foodbank and Café to larger, more suitable premises.
- Increase beds in the Night Shelter beds from 4 to 10 including 4 longer term spaces.
- Provide Day Centre services incorporating the foodbank and café with extended opening hours.
- Provide a wider range of life skills training.
- Provide volunteer roles for service users within ENCS.

To enable these development the financial sustainability and capacity of ENCS will be developed by:

- A focus on securing core and development funding from grants and major donors delivered initially by existing trustees and staff.
- The appointment of a dedicated part-time fundraising role.
- The improvement of monitoring and outcome evaluation processes (vital to increases competitiveness of funding applications and to support requests to major donors).
- The appointment of additional trustees to fill skills gaps and increase capacity.
- Improving the management and training of volunteers, and recruiting additional volunteers to build capacity.
- Improving external communications to raise profile.
- Recruiting and developing individual donors including committed giving.

Three year financial forecasts have been prepared for two scenarios:

‘Budget’ - assumes a slow increase in grant and donated income. Services continue to be delivered from existing premises limiting the development work that can be completed.

‘Target’ – assumes larger increases in grant and donated income and a move to new premises in late 2020. This enables the delivery of all development plans and the appointment of the part-time fundraising role.

Both forecasts show a shift away from the reliance on statutory benefits, this falls from 75% (2017) to 61% (budget forecast) and 59% (target forecast). Small surpluses are forecast year on year* resulting in a slow growth in reserves. Unrestricted reserves are unlikely to reach policy levels over the period of the business plan but ENCS will be able to accelerate their growth in following years as income continues to diversify and grow.

*except 2020 target forecast which indicates a small loss due to costs involved with the move of premises.

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1. Vision and Mission Statements

Vision Statement:

Our vision statement describes the future we desire for those we serve. The vision is idealistic and East Northants Community Services recognise that we are only one organisation of many who are working towards this aim. Our vision is for:

A community where vulnerable and deprived people thrive.

Mission Statement:

The East Northants Community Services mission statement describes our contribution to making our vision a reality. It seeks to give a sense of overall purpose and a broad outline of how we achieve it.

Our mission is to enable disadvantaged people to live independent and fulfilled lives.

We support individuals to overcome the immediate challenges of homelessness, addiction, food poverty and isolation; then we empower them to make positive life choices that lead to improved health, housing, employment and active participation in the local community.

Our approach is to accompany service users in their journey, providing supportive relationships where they can feel safe, be inspired, and rebuild their self-confidence and life.

2. **Value Statements:**

Our values underpin all we do and how we behave as an organisation and as individuals. The staff team, volunteer team and the trustees seek to model these values and behaviours to those we work with, those we seek to influence, and wider society.

East Northants Community Services value....	**So....**
Support	We accompany and stand alongside our clients through their difficulties, helping them bring about positive change. We connect our clients to a wider support network that will help bring lasting positive change.
Acceptance	We tolerate difference and encourage diversity within ENCS and our clients, we treat anyone, from any background, with the same dignity and respect we would expect to be shown to ourselves. We give consideration to the views of other people and behave in such a way that supports and encourages them on their own journeys.
Compassion	We listen carefully to our clients and take time to understand their pain and struggles. We always seek to take the appropriate action, even when this is hard.
Honesty	We encourage all to be truthful however difficult the situation is. As an organisation we will do what we say, expect to be held to account, and learn from our mistakes.
Hope	We believe all can achieve independence and success however difficult their circumstances have been. We seek to inspire our clients that they can, and will, move on to a better future. We celebrate success, keep conversations positive and always look for the best in a situation.

3. About East Northants Community Services

East Northants Faith Group (ENFG) uses the working name of 'East Northants Community Services' (ENCS). Activities began in 2005 and ENFG registered as a Charitable Incorporated Organisation (Charity No: 1154210) in October 2013. The charitable objectives include representing the faith sector, and coordinating and delivering community impacting activities. During 2019 the organisation plans to change the CIO name to the working name and change charitable objectives to reflect a purely service delivery focus.

The organisation rents offices and space from a church complex in Rushden. It also has three residential properties; one serves as a rehabilitation unit and the others are used for move-on accommodation.

3.1 Governance, Management and Staffing

The CIO has the 'Foundation' model where the only voting members are the trustees. There must be a minimum of 3 trustees and there is no maximum limit; in February 2019 there were 5 trustees. Trustees are elected for a term of five years; retiring trustees can stand for re-election and a maximum of three terms can be served before a break of 12 months must be taken.

The Board meets monthly with the Operations Manager in attendance. Day to day management of the organisation is delegated by the Board of Trustees to the Operations Manager who is supported by 12 staff members (February 2019) providing a total of 9.1 full time equivalents. Staff are supported by 45 regular volunteers. Brief biographical details of Board Members and the Operations Manager are included as Appendix 1.

3.2 Financial Situation.

The last published accounts for year ending December 31st 2017 (December 31st 2016) show an income of £268K (£219k) and an expenditure of £257k (£180k). Total reserves are £69.5k (£58.8k) of which £8.0k (£5.4k) are unrestricted. The accounts are independently examined by Northamptonshire CVS. Management figures for 2018 indicate income of £297k, expenditure of £288k and reserves growing to £78.7k (£9.9k unrestricted).

The main income source is housing benefit (£180k plus £21k other welfare benefits in 2018), grants (£47k), donations (£36k) and client contributions for utilities and café purchases (£14k). Major expenditure items are salaries (£129k in 2018) and rent (£62k).

3.3 Services & Support

Services are focused on helping those experiencing poverty and associated issues, such as homelessness and addiction, within East Northamptonshire. Services are based in Rushden and include:

A night shelter (The Sanctuary)
Overseen by a dedicated staff member the night shelter has four beds, is open from 18:30 to 09:00 and operates 365 days of the year. Referrals are received from the Police, Probation Services, Drug & Alcohol services, the local authority as well as friends, families and self-referral. In 2018 the shelter provided 1,213 bed nights and supported 104 individuals. While service users are at the shelter, ENCS aim to uncover the cause of their homelessness and support them to engage with statutory and voluntary sector agencies that can help them address the issues they face. The shelter also directly provides access to counselling and debt management support.

A substance abuse rehabilitation programme (Recovery House)
This is a six month residential programme that is based on the 12 step Alcoholics and Narcotics Anonymous model. The service is free to clients and delivered by 6 staff (2 full-time) and 15 volunteers. Referrals are received from local addiction support organisations and through other ENCS services; the service focuses on engaging those that are determined to break their addiction. The residential rehabilitation facility (Recovery House) accommodates 6 males and there are two 'move-on' houses (accommodating a further 7 males) where those completing the residential programme can stay for up to 12 months. In 2018 the rehabilitation programme supported 24 individuals and achieved a 98% occupancy level.

A Food Bank
This service is principally run by volunteers and in 2018 a total of 785 food parcels were distributed. Service users are engaged and a route out of their situation identified with them. An initial food parcel is always provided but subsequent parcels are conditional on engaging with the support recommended; this may include attending a personal finance course or contacting addiction services etc.

A Drop-in Café (Cornerfield Café)
The community café is open two mornings/week and provides a low cost breakfast and an opportunity to socialise. Volunteers engage service users and where possible give guidance to help them to improve their situation. A paid professional counsellor is available and takes referrals from the café, food bank and night shelter.

The ENCS services are interconnected: for instance, as demonstrated in the two case studies (pages 10 & 11), clients might access the rehabilitation programme through the night shelter and those exiting the night shelter may continue to receive support via the café.

All ENCS services are delivered in a manner consistent with our values, this means we listen carefully, show acceptance and stand alongside service users in their struggles. This relational approach enables trust to develop so clients feel secure and more able to engage with support from other agencies.

3.4 Outcomes

Rehabilitation Programme:

The residential rehabilitation programme is achieving a 71% success rate over the last two years. In 2017, 10 of the 14 who left in the year successfully completed the programme and in 2018, 10 of the 14 leaving the programme also successfully completed it. This compares favourably with results from the National Drug Treatment Monitoring System which indicates that overall, 48% of those entering a treatment programme in 2017/18 successfully completed it. https://www.gov.uk/government/publications/substance-misuse-treatment-for-adults-statistics-2017-to-2018/alcohol-and-drug-treatment-for-adults-statistics-summary-2017-to-2018

Those that complete the residential programme move into the aftercare phase. Outcomes achieved by the 16 individuals in this phase during 2018 include:

- 11 worked as a volunteer.
- 9 gained employment and 6 began education or training.
- 10 moved on into safe accommodation.
- 11 are safely managing their addiction.
- 11 are accessing all necessary health support agencies.

The impact on those completing the programme is captured by the comments service users make on graduating:

"I was unreliable, dishonest, untrustworthy and was slowly killing myself. My confidence and self-worth are growing and the best thing is I now have my beautiful daughters back in my life"

"I am so grateful for the opportunity I was given to be a resident of Recovery House and it turns out it is the best thing I have ever done. I have now moved out of the dry house and living back with my parents, back in work and saving to buy my own house."

"I had lost everything due to my alcohol use: my wife, my children and my job. I had exhausted options for recovery and then I was advised of an opportunity at Recovery House. I detoxed and entered treatment the next day. Now I'm working full time at S2S, the local addiction service, have completed an NVQ3 qualification, and my relationship with my children has been rebuilt."

Graduation Ceremony at Recovery House 2019

Rehabilitation Service – Case History

When I came to recovery house I would describe myself as very unmanageable and consumed with loneliness, destruction to myself and others, crime, and prison sentences. I felt this was a way of life that seemed very normal to myself whilst knowing it was definitely not the normal life people live in this world. My addiction caused countless relationships to break down with family members and partners through the years, also having contact with my son taken away from me by an ex-partner for obvious reasons. My active addiction was a long drawn out torturous process that spanned 23 years from the age of 15 and I had resigned myself to the fact I was probably going to die a heroin addict. My health had seriously deteriorated due to IV drug use, I really thought there was no hope of me ever finding a different way of life.

After being homeless for years I managed to secure a place at the sanctuary homeless shelter in Rushden with the help of a friend who had been through Recovery House themselves previously. Seeing that this friend of mine had changed their life inspired me into thinking that this could also work for me. I had been in other treatment centres that I failed to complete but had never engaged with the 12 steps before or a 12 step treatment centre. I arranged an assessment and was very lucky to secure a bed very shortly after.

The next 5 months of my life began to improve dramatically. After my initial withdrawal detox period I felt a part of the house, immediately welcomed and made comfortable by the staff and other residents. When starting to engage in the group's, step work, and meetings as part of the rehab treatment I began to grow as a person in ways I had not really experienced before. I was challenged at times with my thinking and behaviours by the staff which only helped me further in the growing process. For the first time in a long time I felt part of something, part of a family and also started to recognise and understand my behaviours and feelings that led to my drug use. I started to have hope for a future free from drugs.

I have been in the aftercare phase of the project now for over a month and am living back in the community. Today my life is very different to the one I was accustomed to before walking through the door of Recovery House, I have nothing but gratitude for everyone involved in this project and owe this place my life, because today I have one.

Night Shelter:

Monitoring demonstrates that 50% of those that stay at the night shelter are helped into housing (including supported housing). Comments from those that have stayed at the shelter include:

"I arrived in a bit of a mess but now I have got a place to live and are happier"

"I was depressed with nowhere to turn, at rock bottom. People at the shelter got me in contact with the right people that I needed – I realised that I needed rehab and am leaving to go to rehab."

"I was broken and depressed, they got me to engage, helped with housing and now I am my own man, have my own place and are more confident"

The Sanctuary Night Shelter Case Study

AB has alcohol addiction and mental health issues and first visited the shelter in 2015 having been evicted from his home due to rent arrears and hoarding of general waste. He stayed at the shelter for the full 3 months and although accommodation was found for him, he chose not to take this and left the shelter to rough sleep. AB continued to use the café, showers, toilets at ENCS but his drinking became very severe and his behaviour so difficult he had to be banned. Sadly this cycle was repeated several times over the last three years.

Eventually AB became very unwell drinking heavily, not eating and feeling suicidal. In December 2018 he recognised how close to dying he was. He approached ENCS and was readmitted to the shelter. AB chose to detox from alcohol by himself and with support from ENCS staff he succeeded. He has now been supported to make and attend appointments to address his stomach, eyesight and hearing issues. A place in a nearby hostel has been secured for him and he has started volunteering at an animal shelter. He continues to abstain from alcohol and says if he could live at the night shelter he would!

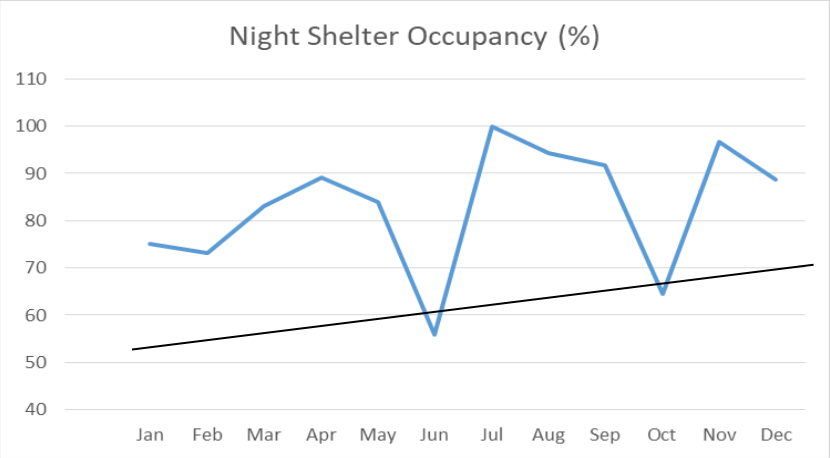
4. The Need for East Northants Community Services

The need for East Northants Community Services' work is evident from published statistics and the ongoing demand ENCS experience.

Homelessness

Government statistics show a 31% increase in rough sleeping between 2015 and 2018 in England. Returns towards these statistics made by East Northamptonshire District Council show a 133% increase over the same period. Note: this is indicative rather than statistically significant as it relates to one authority only and numbers are therefore low.

Local Authorities also report on the outcomes of homelessness where they have a duty to prevent or relieve homelessness. In East Northamptonshire the total number of homelessness cases reported increased 127% over the last five years, from 160 to 363. It is widely recognised these statistics show only a proportion of those that are homeless; many people are regarded as 'hidden homeless' surviving, for instance, by couch surfing with friends. CRISIS research in 2012 indicated that 62% of single homeless people are hidden and may not show up in official figures.
https://www.gov.uk/government/statistics/rough-sleeping-in-england-autumn-2018
https://www.gov.uk/government/statistical-data-sets/live-tables-on-homelessness#discontinued-tables – Table 792



The occupancy levels at the night shelter over 2018 show a gradual increase, consistent with an increasing number of people that are homeless.

The ENCS experience is also that those requiring support have increasingly complex needs often including mental health and addiction issues.

Drug use and Addiction

Whilst drug use (includes casual use) has been static for several years there are some trends regarding class A drugs (generally more harmful and more addictive) that are significant and re-inforce the ongoing need for rehabilitation services. Government statistics show:

Around 1 in 29 (3.5%) of adults aged 16 to 59 had taken a Class A drug in the last year, equivalent to around 1.1 million people. This has increased 3% compared with the previous year and a decade ago (2007/08).

Class A drug use among 16 to 24 year olds has been increasing since 2011/12: While not statistically significant from year to year, there is an upward trend apparent in the use of Class A drugs, particularly among 16 to 24 year olds. In 2017/18 it was estimated that 8.4% of young people had used a class A drug; whilst this represented no significant change from the 2016/17 estimate, there is an increase from the 2011/12 estimate of 6.2%.
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729249/drug-misuse-2018-hosb1418.pdf

NHS statistics demonstrate that within Northamptonshire there has been a 34% increase in patients with primary diagnosis of poisoning by illicit drugs over a three year period: from 286 cases in 16/17 to 213 in 2013/14. https://digital.nhs.uk/data-and-information/publications/statistical/statistics-on-drug-misuse/2018

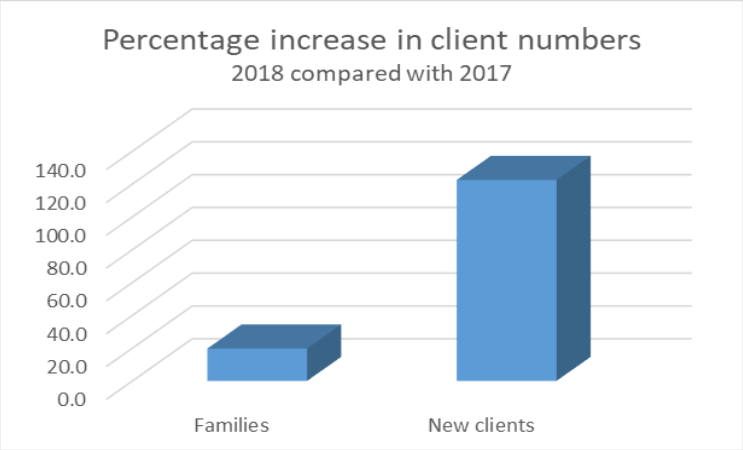
Recovery House experiences a constant demand for its services and had an average waiting list over 2018 of 8 people. Where people cannot be accommodated immediately they have to make weekly contact to confirm their continued wish to engage with the service. This period of waiting is difficult for clients but has the benefit of testing their resolve to seriously engage with the service.

Poverty

Overall levels of low income have been fairly steady over the past few years but this varies between population groups. The proportion of children and pensioners in relative low income is higher than it was five years ago and projections published by the Institute for Fiscal Studies indicate that the share of children in relative low income will increase sharply between 2015/16 and 2021/22, assuming no change in government policy. https://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN07096

End child poverty http://www.endchildpoverty.org.uk/poverty-in-your-area-2018/ provide statistics by local Authority area. In the period July to September 2017 this indicates 11.45% of children in East Northants are living in poverty before housing costs rising to 18.5% after housing costs are considered.

Instances of extreme poverty are often related to issues with welfare benefits including sanctioning and the transition to Universal Benefit. The report 'Impact of benefit sanctioning on food insecurity', in Oct 2016, by the University of Oxford stated there is a a strong, dynamic relationship between the number of sanctions applied in local authorities and the number of adults receiving emergency food parcels; as the quarterly rate of sanctioning rose in local authorities, the rate of adult food bank users also rose: https://www.trusselltrust.org/what-we-do/research-advocacy/ . Research by the Trussell Trust has found that universal credit delays create a gap with no income and repayments for loans and debts (often taken to 'bridge the gap') are driving some people to severe financial need. This is particularly acute for families with dependent children and disabled people. https://s3-eu-west-1.amazonaws.com/trusselltrust-documents/Trussell-Trust-Left-Behind-2018.pdf



The experience of ENCS is that demand for food parcels is increasing. Compared with the previous year, 2018 saw a 20% increase in the numbers of families seeking help and a 120% increase in the overall numbers of new clients (each family member is registered as an individual client).

5.Situational Analysis

OPPORTUNITIES FOR EAST NORTHANTS COMMUNITY SERVICES

- **Expand existing and develop new services:**
  Increasing inequality and the move to universal benefit are creating greater demand for services as more families face additional financial challenges and poverty. Brexit is creating another layer of uncertainty and has the potential to further increase financial pressure in the short-term This creates the need and opportunity for ENCS to expand its current services (night shelter, drug/ alcohol rehabilitation, food bank) and broaden its services to meet new/changing needs.

  Night Shelter clients are increasingly presenting with more complex needs including addiction and mental health issues. They often get caught in a trap; mental health services won't support them because there is an addiction issue and it is difficult to get them to engage with addiction services because of their underlying mental health issue. Generally the maximum 3 months support at the night shelter is not enough to develop client's trust and self-confidence far enough for them to be able to engage with other services; neither is it long enough for ENCS staff to advocate on their behalf with mental health/addiction or other services to ensure they receive the treatment and support they are entitled to. There is the need/opportunity to increase the capacity of the night shelter to enable longer stays and to provide support during the day.

- **Local Government Reorganisation.**
  Northamptonshire County Council declared effective bankruptcy in February 2018 and following intervention from national government the council is expected to transition into two unitary authorities in 2020/21. The new unitary council for North Northamptonshire will include the existing East Northamptonshire area and this will create an opportunity to develop services beyond the current borough council area. In the intervening period the existing authority is expected to significantly cut costs to balance the budget, ENCS can offer additional value in this situation by levering in other funding (eg Big Lottery, trust funds, individual donations) and developing economies of scale from geographical expansion and/or partnership.

- **Employability programmes.**
  Many funders expect to see individuals being 'moved on' through the work that they fund and this fits ENCS's approach of empowerment. This creates opportunities to develop specific programmes such as an employability project working in partnership with local businesses.

- **Focusing on being a 'local' charity.**
  Reduction in public trust towards large national charities provides an opportunity for ENCS to capitalise on its local focus. Businesses and individuals can more easily identify the differences their support has made in smaller local charities than larger national organisations.

- **Other Funding Models.**
  There are opportunities to reduce the reliance on housing benefit by developing other funding streams. This includes a wide range of trusts and foundations whose criteria fit the work of ENCS, developing donations from individuals and organisations in the ENCS network, and exploring developing social enterprise potentially linked to an employability programme.

- **Social Media and Technology.**
  Social media and mobile technologies create opportunities to mobilise support quickly for fundraising activity (eg crowd funding and developing relationships with individual donors), to raise ENCS's profile (through marketing and communications), and to improve aftercare of service users by more easily staying in contact. New technology can be used to improve the collection and analysis of output and outcome data whilst 'Big data' improves access to wider data sets to evidence effectiveness of selected interventions – eg The Centre for Homelessness Impact.

- **Developing Volunteer Support**
  The ageing population, emphasis on work:life balance, and the higher profile of social issues (eg homelessness) is creating an opportunity to grow the volunteer base.

THREATS TO EAST NORTHANTS COMMUNITY SERVICES

- **Reduction in Statutory Funding**
  The continued pressure on government spending and cuts to Local Authority funding are likely to mean reductions in funds from LA sources. This includes potential reductions or 'capping' to the additional supported element of Housing Benefit (the dominant income strand for ENCS). Furthermore Brexit will reduce European funding, a significant proportion of which has been directed into addressing issues such as employability.

- **Commissioning**
  The vast majority of government funding is now distributed by contracts. Generally these are increasing in size and becoming regional in scope. This is a threat to small, local, specialised providers as larger national providers tender for the work and are often not interested in using existing local providers as sub-contractors.

- **Competition for Trust Funding and Individual Donations**
  The reduction in statutory funding is increasing the competition for grants from trust funds and donations from individuals/organisations. This threatens the success of fundraising which requires additional investment in order to maintain competitiveness.

- **Being overwhelmed by need**
  The increasing need for services, possible closure of other services due to funding difficulties, inappropriate referrals from overstretched statutory services together with reduced funding may lead to demand exceeding the capacity of services resulting in staff and volunteer burnout. There also appears to be an increase in the complexity of need (including criminality and addiction) that service users present with. As well as contributing to the potential overwhelming of services these additional needs increase the risk of a serious incident further adding to the ongoing pressures on staff and volunteers.

- **Social Media and Technology**
  Use of new technology creates opportunities but will require additional time and funds to purchase hard/software (which becomes outdated very quickly), integrate into existing systems, keep social media up to date and to train users. Some staff, volunteers and service users may be resistant and/or unable to embrace such change regardless of any wider benefits.

- **Regulation**
  Additional regulation around data protection and fundraising etc increases the risk of noncompliance, damage to reputation and takes up valuable resource to keep policies and systems up to date.

STRENGTHS OF EAST NORTHANTS COMMUNITY SERVICES

- The staff and trustees share a common value base and are passionate and committed to the mission of East Northants Community Services.

- The staff have specialised knowledge, skills and experience of working with disadvantaged people including those that are homeless and/or experiencing addiction.

- East Northants Community Services have an extensive network with which they enjoy excellent working relationships enabling effective signposting and additional support for service users.

- East Northants Community Services is unique within its area; this strengthens funding applications.

- East Northants Community Services delivers a broad range of support and its services are well respected within the locality.

- East Northants Community Services delivers positive outcomes. 50% of night shelter users were assisted into accommodation and 67%, of participants in the residential rehabilitation service successfully compete the programme, (see section 3.3).

- There is a sizeable bank of volunteers (45) and a proportion of volunteers are previous service users who give valuable peer level support to service users.

- East Northants Community Services have excellent financial management processes including use of the SAGE Professional accounting package, support from an accountant and clear financial controls/cash handling policies and procedures.

WEAKNESSES OF EAST NORTHANTS COMMUNITY SERVICES

- Premises for the night shelter and café are too small and in a poor state of repair. Night Shelter bed spaces are limited.
- The rehabilitation unit is at capacity.
- There is no space to develop a day care service.
- The services are overly reliant on one income source, Housing Benefit, and the supported element of this is under threat of reduction.
- Reserves are below policy levels and unrestricted reserves are low
- Staff are stretched and often working at full capacity.
- Volunteer management could be improved, there are no regular meeting, a poor uptake of training by volunteers and there are few young volunteers.
- Whilst outcome data is collected on exiting some services (particularly the rehabilitation service) there is little analysis of the data and no clear presentation of the outcomes achieved.
- The trustee board is small and this impacts on its diversity, skills and capacity. This improved in autumn 2018 with the addition of 3 new trustees to bring the total to 5.
- External communications are weak; social media and the web-site are generally not up to date.
- There are no quality or service standards and this may limit some funding applications.

COMPETITOR AND COLLABORATOR ANALYSIS

Generally there is a delicate balance between competition and collaboration for organisations in the voluntary sector. Groups often work together yet also compete for funds or even service users, this section highlights existing collaboration and possible threats from competition.

Organisation & scope	Opportunities	Threats
Change Grow Live (CGL), a national provider of addiction services that provides the commissioned **S2S** (substance to solutions) service in Northants.	Have good working relationship. S2S visit night shelter fortnightly to support clients with addiction by providing referral to detox and rehabilitation. S2S refer to ENCS recovery service.	Are commissioned to deliver housing and benefit advice so little point ENCS seeking funding for this despite fact our clients do ask ENCS for help in these areas.
Bridge Substance Misuse Project. Northamptonshire based, offering peer mentoring, opportunities to take part in social and sporting activities and assistance with education and employment.	Very good relationship, ENCS's biggest collaborator. Our clients can access activities whilst in our rehabilitation service and on 'moving on'.	Might compete for funding.
Local Housing Associations including local council, Amicus (veterans), Genesis, Spire Homes, Midland Heart etc.	Opportunity to increase links with housing to assist move-on from ENCS services.	
Emmaus (Village Carlton, Bedford). Provide a home and work within a community setting.	Good working relationship and provide furnishings, sleeping bags etc. Have taken our clients on occasions.	Might compete for local trusts though based in Bedfordshire rather than Northamptonshire if trust is county specific.
Hostels: Midland Heart, Genesis and Mayday Trust.	We refer to the local hostels from the night shelter.	Offer less support than ENCS so some people can go backwards. Also funded by housing benefit.
Probation Services	Good working relationship. Work together to support people on release and to tackle persistent offenders.	GDPR considerations are threatening the exchange of personal data and potentially undermining support.
Salvation Army (Shop)	Pass on clothing and furniture	
Local Churches	Sources of volunteers and donations	
Local Businesses		

6. Funding Strategy

The National Council for Voluntary Sector Organisations (NCVO) describe 3 components to sustainable funding:

- Planning – knowing what funds are required for and when
- Matching the right type of funding to the need
- Ensuring adequate resource is available to deliver the fundraising activity

Matching: Funding Streams and fit to the work of East Northants Community Services

There are four main funding/income streams available to the voluntary and community sector. The table below highlights the streams and ways in which ENCS currently receive and/or could potentially receive income.

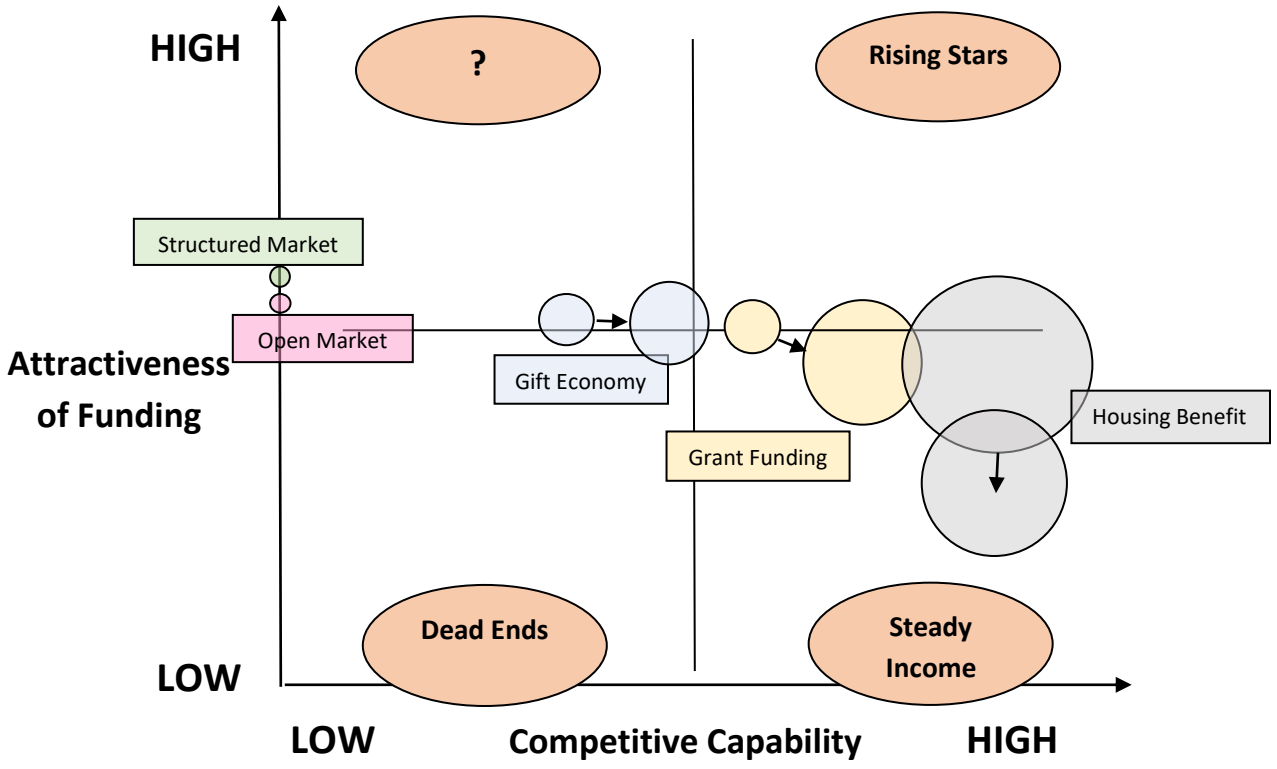
Income strand and definition	East Northants Community Services - current position and potential
OPEN MARKET The trading of goods and services. Housing Benefit, contributions from other benefits (eg ESA) by clients are in effect open market with clients choosing to have their entitlements paid to ENCS.	Current situation: Some income from café and Repaint project (approx £1k). The main source of income is Housing Benefit and contributions from other benefits; this totalled £202k in 2017. Contributions to utilities approached £12k in 2017 Potential: Minimal opportunity to increase income from café as it is principally for service users. Income from housing benefit is threatened with a potential cap on the additional levels paid to supported housing type projects.
STRUCTURED MARKET Delivery of services and goods to terms set out in a contract, for payment. Legally binding.	Current Situation: No contracts or sub-contracts Potential: ENCS unlikely to be of sufficient size to lead on a tender and would need to be a sub-contractor of a larger lead agency. Lack of Care Quality Commission (CQC) registration reduces competitive capability.
GRANT FUNDING Funds tied to specific objectives….not normally legally binding to outcomes/outputs	Current Situation: Have received funding from a range of grant funders including Lloyds Bank Foundation, East Northants Council and a range of smaller trust funders. Total of £21k in 2017. Potential: There are other grant funders that would potentially support the work of the ENCS especially due to its uniqueness in the area. Some can be approached for 'Core' rather than project funding.

GIFT ECONOMY Money given by individuals (or organisations) to support a cause – may be broadly or narrowly defined	Current Situation: Donations received from individuals, local businesses and organisations alongside income from volunteer led community fundraising. Total of £28k in in 2017 including £19k from individual gifts. Potential: Opportunity to develop support from individuals, organisations and corporates and to convert one-off giving into regular donations. Potential networks into High Net-Worth Individuals (HNWI). Current capacity too limited to allow development of these sources.

Funding Matrix and overall strategies

This tool can be used to guide funding strategy; it plots the 'external attractiveness' of the funding (e.g. is it increasing/decreasing, easily accessible, under threat etc.) against an organisation's internal 'competitive capability' (e.g. experience and expertise) in securing the funding from that strand.

The matrix can be completed at a variety of levels; the funding matrix below represents the four main strands in the table above plus housing benefit. The size of the circles are broadly in proportion to the current level of funding received and the arrows show the likely/desired direction of travel.



The strategies suggested by the matrix depend on the quadrant in which funding strands are placed. Rising stars need investment, steady income needs selected investment whilst question marks need either high investment (to increase competitiveness moving them into a rising star) or to be left alone.

ENCS are very reliant on one form of income (Housing Benefit), the level of which is under threat. This is creating an urgent need to build other income streams; grant funding and the gift economy are the two funding strands where competitive capability can be increased to broaden the funding mix.

Of these two funding types, grants offers the fastest and highest returns but creates a step funding effect that can be difficult to manage. The gift economy takes much longer to develop but once a substantial number of donors are supporting, this income, primarily made up of a lot of smaller donations, is highly sustainable. Both funding streams have the capacity to increase overall sustainability; grants through multi-year commitments and individual donors through regular giving.

Given the urgent need to increase income due to the threat of reducing housing benefit the funding strategy of ENCS is:

- **Continue to maximise income from housing (and other) benefits whilst the opportunity remains.**
- **Invest time in grant fundraising adopting a highly targeted approach with highly competitive applications for core funding and development projects (eg expand night shelter/open day centre).**
- **Begin developing the income received from individual donors; in particular to focus on developing relationships with existing and previous donors, and those which are High Net-worth individuals (HNWI).**

<u>Resource for the Fundraising Activity:</u>

The options for increasing fundraising resource include:

- Securing specific support for increasing fundraising resource. This could include seeking additional support from Lloyds Bank Foundation Enhance programme or incorporating as part of a Reaching Communities Big Lottery Fund (BLF) grant: BLF welcome a capacity building strand within applications.
- Securing funding towards core costs (eg Henry Smith Charity) part of which could be allocated towards a fundraising role.
- Securing additional volunteer fundraising expertise.
- Developing the fundraising skills of existing trustees/staff/volunteers through training.

In the short-term existing trustees and staff will lead on fundraising effort as there are insufficient unrestricted reserves to allow for recruitment of a fundraising role or the purchase of external expertise.

7. Strategic Aims

Drawing on the mission statement, values, strengths, weaknesses, opportunities and threats the following four overarching aims have been adopted for the timescale of this plan. Two are focused directly on the mission and two on increasing the East Northants Community Service's capacity.

The East Northants Community Service's strategic aims are:

1. **To help more people overcome the immediate challenges of homelessness, addiction, food poverty and isolation.**
   Rationale: People can't move on when trapped in crisis situations such as homelessness and/or addiction. Our role is to support people overcome the immediate crisis they face and reach a stable point from which long-term change can be achieved.

2. **To empower more people to make positive life choices leading to improved health and wellbeing, housing, employability and active participation in the community.**
   Rationale: Our service users have experienced disadvantage and crisis which undermines their self-confidence and well-being. Our role is to stand alongside them, help them to become hopeful about their future, reflect and learn from their experiences, redevelop their self-confidence, gain new skills and move forward with their lives.

3. **To ensure ENCS have adequate financial resources and operates in a financially sustainable manner.**
   Rationale: East Northants Community Services can only fulfil its mission if it has adequate funding and the security of a financial sustainable model.

4. **To build organisational capacity for future growth.**
   Rationale: There is an increasing demand for East Northants Community Service's work. Meeting this as effectively and efficiently as possible requires increasing resources (eg staff, premises, IT etc) and continual improvement of governance and processes.

The outcomes, indicators, current and development activities for each of ENCS's goals are detailed in the next section.

5. Strategic Goals: Outcomes, Activities & Indicators

	To help more people overcome the immediate challenges of homelessness, addiction, food poverty and isolation.	To empower more people to make positive life choices leading to improved health and wellbeing, housing, employability and active participation in the community.	To ensure ENCS have adequate financial resources and operates in a financially sustainable manner	To build organisational capacity for future growth.
Outcomes	HOMELESSNESS: • Homeless people are housed • Homeless people are safer and not rough sleeping ADDICTION: • People motivated to address their addiction issue. • People better able to manage addiction and remain 'clean' FOOD POVERTY: • People have enough to eat ISOLATION: • People belong to networks and participate in the community OTHER: • Reduced crime and begging	Clients are: • Engaging with health professionals and services. • Engaging with exercise (gym/walking) and healthier eating • Retaining tenancies and/or moving into improved accommodation • Having increased social interactions and feel less isolated • Increasing in self-confidence & self-respect • Increasingly financially independent (ie appropriate welfare benefits/employment) • Improving their ability to manage money (and debt) • Improving their life skills • More resilient and more able to cope with difficult issues when they arise. • More hopeful about the future • Better able to manage relationships	• Enough resources to sustain and grow services to meet demand • A diverse income base including grants and donations from corporates and individuals. • Multi-year funding for key posts • Reserves in line with policy (3 to 6 months) • No one funder more than 50% of income • Generation of unrestricted surplus every year • Robust financial planning and management information • Efficient in controlling costs and minimising waste	• Expanded services to meet increasing demand • All premises are fit for purpose and of appropriate capacity • Increased management capacity and staffing • More volunteers and clear volunteer roles. • High retention levels of staff and volunteers • Consistent monitoring/collection of outcomes to increase competitive capability with funders • Excellent governance
Current Activities	HOMELESSNESS: • The Sanctuary night shelter ADDICTION: • Residential rehabilitation • Aftercare and move-on houses FOOD POVERTY: • Foodbank • Cafe ISOLATION: • Cafe • Support to engage with other social groups/activities OVERALL • Advice, support and signposting to specialist services	• Supporting/encouraging people to engage with medical professionals. • Counselling provision at night shelter • Promoting exercise (eg gyms & walking groups) • Providing healthy food (foodbank/café) • Listening and providing emotional support • Short-term housing • Providing housing advice/signposting • Offering a c/o address • Signposting to employability programmes • Offering volunteer opportunities and training, for clients, within ENCS • Providing opportunities to engage with others to develop personal networks • Offering life-skills courses eg Budgeting (CAP Money Course) • Supporting with debt management • Supporting with welfare benefit claims	• Input from Lloyds Bank Foundation on Strategic/Business planning • Housing Benefit via clients • Applications to grant funders • Ongoing reports to funders • Letters of thanks to donors • Gift Aid • Controlling costs	• Input from Lloyds Bank Foundation on governance development • Existing staff, volunteers, management and governance • Existing processes, procedures and resources • Rehabilitation unit and move-on houses fit for purpose. • Night Shelter, café and food bank premises require improvement

	To help more people overcome the immediate challenges of homelessness, addiction, food poverty and isolation.	To empower more people to make positive life choices leading to improved health and wellbeing, housing, employability and active participation in the community.	To ensure ENCS have adequate financial resources and operates in a financially sustainable manner	To build organisational capacity for future growth.

Development Activities	HOMELESSNESS:
	• Day Centre
	• Increased capacity of night shelter
	• Improved premises for night shelter
	• (Additional mental health support – aspirational, outside the timescale of this plan).
	ADDICTION:
	• Increased capacity (male provision).
	• Support group for those waiting for place at Recovery House.
	• (Women's rehabilitation provision -aspirational, outside the timescale of this plan).
	FOOD POVERTY
	• Improved premises for food bank including better storage
	• Open for more sessions
	ISOLATION:
	• Café open more
		• Provide existing support to more clients
		• Promote more healthy activities (eg walks)
		• Help clients develop relationships with Housing Associations.
		• Support to attend Job Club (eg Evolve, Job Centre) or own business development (Germinate training).
		• Develop more volunteer/paid roles at ENCS for clients including ambassador role visiting churches/schools etc
		• Provide more life skills courses, eg budgeting, communications
			• Develop fundraising resource; skill development through training and ideally a dedicated staff role.
			• Increase number and competitiveness of applications to grant funders
			• Increase unrestricted funds; Use FCR for project grants, apply for core cost grants and ensure fundraising from individual is u/r where possible.
			• Major donor campaign
			• Recruit new donors
			• Move donors to committed giving
			• Create/improve donor database
			• Improve external communications; develop a marketing/communications plan including:
			  • Proactive engagement with media
			  • Increased use of social media
				• Increase number of trustees bringing additional skills and capacity
				• Increase volunteer numbers
				• Improve volunteer management including clarifying volunteer policies, roles and supervision
				• Better trained volunteers (especially with respect to advice/support in café, and night shelter)
				• Improved premises for night shelter, foodbank, café and to provide day centre.
				• Integrate and improve monitoring and outcome measurement processes.

Potential Measures	HOMELESSNESS:
	• Number of unique individuals using, and total bed nights, at winter shelter.
	• Number shelter users moved into housing.
	ADDICTION:
	• Number admitted to residential recovery
	• Number completed 6 months of residential rehabilitation
	• Number remaining free of addiction until discharge from aftercare.
	FOOD POVERTY:
	• Number of unique individuals using food bank and number of food parcels provided
	COMMUNITY:
	• Clients reporting feeling less isolated and more confident (outcome star)
		• Numbers into employment, training or volunteering.
		• Soft outcome assessment (eg outcome star) including:
		  • Self-confidence
		  • Resilience
		  • Anxiety
		  • Family relationships
		  • Isolation
		  • Hope
		  • Engagement in local community
		  • Confidence to manage money
		• Case histories
		• Retention of tenancies
		• Debt reduction
		• Uptake of welfare benefit entitlement
		• Improved diet, increased exercise
		• Accessing health services
			• Income against business plan forecasts by funding strand
			• Number of donors on database
			• Largest proportion accounted for by one funder/source (Housing Benefit)
			• Unrestricted reserves levels
			• Google analytics of website and social media.
			• Level of media (print, radio and TV) coverage
				• Performance against Business Plan aims
				• Date for introduction of integrated monitoring and outcome measurement process
				• Annual use of governance self-assessment using recognised tool.
				• Staff and volunteer retention, staff feedback via appraisals.
				• Volunteer and client satisfaction levels

6. Financial Forecasts

Preparing financial forecasts is challenging in an environment where funding creates step changes in income levels. For this reason ENCS have developed 2 forecasts; 'budget' and 'target'. The key assumptions for the forecasts are:

Budget:

- Slow increase in donated and grant income following focused effort from existing staff/trustees.
- Two extra rooms at Recovery House available from December 2019.
- Pre-recovery group launches June 2020.
- Tailored life skills training starts June 2020.
- Volunteer training commences January 2021.

Note all service developments can be achieved with existing staff/volunteer resources.

Target:

- More rapid increase in donated income and grants following focused effort from existing staff/trustees and appointment of part-time fundraising role from January 2020.
- Two extra rooms at Recovery House available from June 2019.
- Pre-recovery group launches October 2019.
- Tailored life skills training starts October 2019.
- Volunteer training commences January 2020.
- Night Shelter moves to new premises December 2020 incurring some one-off charges including project manager and increase in rental costs.
- Move means increase in night shelter capacity and provision of day centre. Housing benefit income increases and staff costs increase to allow support during the day.
- Any purchase or significant refurbishment of premises requiring capital funding is excluded. If required a capital fundraising campaign would be developed.

Forecasts show a shift away from the reliance on statutory benefits: this falls from 75% in 2017 to 61% (Budget forecast) or 59% (target forecast).

Small surpluses are made enabling reserves to grow slowly though in the target forecast the surplus is limited by the costs involved with the move to new premises for the night shelter. Unrestricted reserves are likely to remain low, and below policy level at the end of the period covered by this business plan. However growth in income from individuals and grants should continue to grow beyond the timescale of the plan enabling growth in unrestricted reserves

Due to the scale of ENCS it is recognised that securing one or two significant grant funders will radically change the situation. For instance should a successful Big Lottery application be made this is likely to mean the target forecast is surpassed; ENCS has not included this in these forecasts preferring to take a more prudent approach.

BUDGET FORECAST					
	2017 Audited	**2018 Management Accts**	**2019 Forecast**	**2020 Forecast**	**2021 Forecast**
INCOME					
Grants	20750	47476	53200	63200	63200
Donations	28051	33539	36000	41000	48000
Welfare Benefits	201906	200822	201000	201000	201000
Other inc S. User contrib	17266	15303	15500	15500	15500
TOTAL INCOME	**267973**	**297140**	**305700**	**320700**	**327700**
EXPENDITURE					
Salaries	111626	129736	151704	154738	157833
Rent	77070	62055	62055	62055	62055
Utilities etc	20166	21992	21992	22500	23000
Food	16980	18191	19000	25000	25000
Repairs/renewals	6728	20454	11000	5000	5000
Office/admin	4452	6342	6500	6500	6500
Other	20245	29134	31000	33000	35000
TOTAL EXPENDITURE	**257267**	**287904**	**303251**	**308793**	**314388**
Surplus/Loss	**10706**	**9236**	**2449**	**11907**	**13312**
Total reserves b/f	58784	69490	78726	81175	93082
Reserves end year	69490	78726	81175	93082	106394

TARGET FORECAST					
	2017 Audited	**2018 Management Accts**	**2019 Forecast**	**2020 Forecast**	**2021 Forecast**
INCOME					
Grants	20750	47476	53200	78200	78200
Donations	28051	33539	37500	45000	60000
Welfare Benefits	201906	200822	201000	201000	221000
Other inc S. User contrib	17266	15303	15500	15500	15500
TOTAL INCOME	**267973**	**297140**	**307200**	**339700**	**374700**
EXPENDITURE					
Salaries	111626	129736	151704	166738	188072
Rent	77070	62055	62055	62055	82000
Utilities etc	20166	21992	21992	22500	24500
Food	16980	18191	22000	25000	27000
Repairs/renewals	6728	20454	11000	5000	5000
Office/admin	4452	6342	6500	6500	6500
Other	20245	29134	31000	35000	35000
Move expenses	0	0	0	20000	4500
TOTAL EXPENDITURE	**257267**	**287904**	**306251**	**342793**	**372572**
Surplus/Loss	**10706**	**9236**	**949**	**-3093**	**2128**
Total reserves b/f	58784	69490	78726	79675	76582
Reserves end year	69490	78726	79675	76582	78710

More detailed forecasts can be found in Appendix 3.

Appendices

Appendix 1 – Biographies of Trustees and Director

David Houghton (Treasurer)
Graduated in Electrical Engineering in 1970 and worked in the steel industry for 39 years in the UK and Spain. Initially David worked as a Systems Engineer and finally as the Managing Director of a small business. A member of St. Peters Catholic Church in Rushden. David is a Chartered Engineer who brings technical, analytical and business management skills to the board of Trustees.

Richard Massey
Richard is retired, having previously worked in the private and public sectors as a surveyor and latterly as a facilities manager. He has been involved in the charity sector for more than 30 years, having previously been a trustee of 3 other charities, 2 of which work directly with homeless and disadvantaged people.

Paul Needle
Was ordained as a Church of England Priest in 1970 in Bradford. He then moved into religious broadcasting with the BBC in Leeds. This led to a full time career in Commercial Radio as a journalist, news editor and radio presenter. For 10 years he was Director of Broadcast Journalism training at City University in London, before running his own media training consultancy. Latterly he worked for the BBC in Cambridge and Northampton as well as serving as a Vicar in local churches.

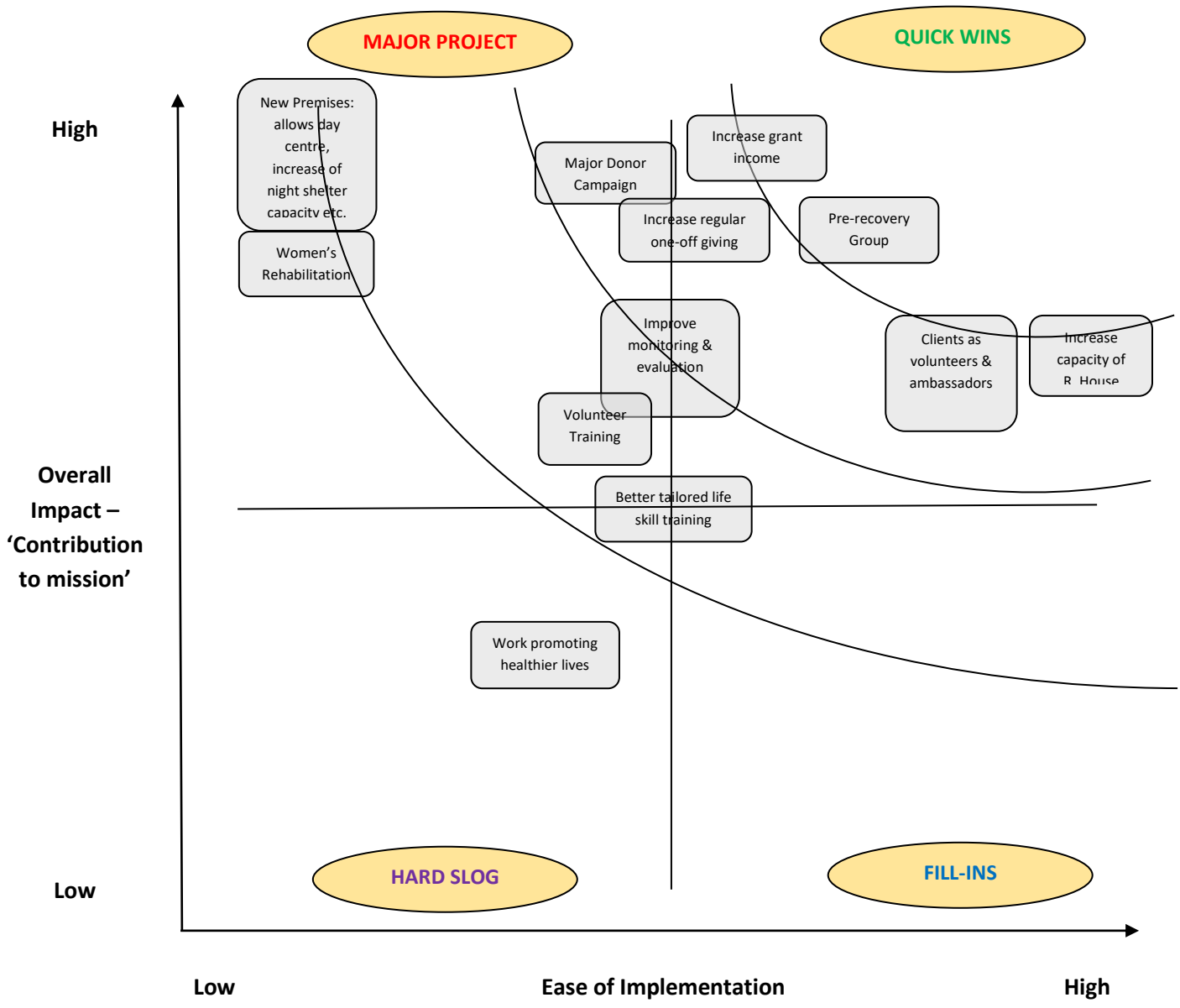
For 12 years he was Director of Communications for the Church of England's Diocese in Europe looking after printed and electronic media and advising on strategy. Allegedly retired he still acts as a media consultant and enjoys locum ministry around Europe and, where permitted, in Northamptonshire.

Andrew Presland (Chair/Secretary)
A member of Whitefriars Anglican Church in Rushden, and a civil servant by profession. Andrew was previously Treasurer of the Faith Group for several years, and is now its Secretary. He brings technical expertise as a statistician and local insight and knowledge from many years of involved community service in this area.

Martin Tanner
Martin has recent experience setting up a Foodbank, Debt Centre, Job Club and Release Group in Shropshire and working closely with the Trussell Trust and Christians Against Poverty. After working for 35 years as a Vicar (twenty of them in Northamptonshire), I am now retired and a member of St Mary's Church, Rushden.

Jo Burns - Operations Manager
Jo Burns was formerly a regional manager at a national children's education charity, Beanstalk. Jo has in depth knowledge and experience of working with volunteers and a passion for charity growth and development. Prior to working in the charity sector, Jo worked in sales and marketing with a focus on growing the digital elements. Alongside these, she has also volunteered at a local soup kitchen and an animal shelter.

Appendix 2 – Decision Making Matrix – Development Activities



Note 1: New premises facilitates and therefore encompasses a range of developments including:

- Day Centre
- Increasing capacity of night shelter
- Better premises and longer opening hours for the foodbank
- Better premises and longer opening hours for the cafe

Appendix 3 Financial Forecasts

BUDGET FORECAST						
	2017 Audited	**2018 Management Accts**	**2019 Forecast**	**2020 Forecast**	**2021 Forecast**	**Comment**
INCOME						
Grants						
Lloyds Bank Foundation	0	20705	20700	20700	20700	Assume Lloyds Bank Foundation grant extended
Other Trusts & Foundations	0	14021	25000	35000	35000	Assumed to include a multi year grant (eg Big Lottery, Henry Smith for £30k -
East Northants Council	20750	12750	7500	7500	7500	Assumes decreasing income from Local Authority
Donations						
Donations	28051	33539	36000	41000	48000	Increases reflect emphasis on major donor/corporates
Other						
Housing Benefit	178973	179747	180000	180000	180000	
Other Benefit	22933	21075	21000	21000	21000	
Client contributions (utilities/caf	12749	14477	14500	14500	14500	
Other	4517	826	1000	1000	1000	
TOTAL INCOME	**267973**	**297140**	**305700**	**320700**	**327700**	
EXPENDITURE						
Salaries	111626	129736	151704	154738	157833	2% increase/annum for inflation from 2020.
Rent/room hire	77070	62055	62055	62055	62055	
Utilities	16628	18538	18538	19000	19500	
Phone/internet/TV	3538	3454	3454	3500	3500	
Repairs/renewals, fixtures/fittin	6728	20454	11000	5000	5000	
Food for service users	16980	18191	19000	25000	25000	Increase in 2020 reflects two new rooms at Recovery House
Office/admin costs	4452	6342	6500	6500	6500	
Training & development	788	3998	5000	6000	8000	Additional life skills training and training for volunteers
Other	19457	25136	26000	27000	27000	
TOTAL EXPENDITURE	**257267**	**287904**	**303251**	**308793**	**314388**	
Surplus/Loss	10706	9236	2449	11907	13312	Allows the slow building of reserves
Bal bought forward	58784	69490	78726	81175	93082	
Total Funds	69490	78726	81175	93082	106394	
Unrestricted element	8042	9948				

TARGET FORECAST						
	2017 Audited	**2018 Management Accts**	**2019 Forecast**	**2020 Forecast**	**2021 Forecast**	**Comment**
INCOME						
Grants						
Lloyds Bank Foundation	0	20705	20700	20700	20700	Assume Lloyds Bank Foundation grant extended
Other Trusts & Foundations	0	14021	25000	50000	50000	Assumed to include a multi year grant (eg Big Lottery, Henry Smith for £30k -
East Northants Council	20750	12750	7500	7500	7500	Assumes decreasing income from Local Authority
Donations						
Donations	28051	33539	37500	45000	60000	Increases reflect emphasis on major donor/corporates and role starting Jan
Other						
Housing Benefit	178973	179747	180000	180000	200000	Four new Housing Benefit funded clients for extended night shelter in 2021
Other Benefit	22933	21075	21000	21000	21000	
Client contributions (utilities/caf	12749	14477	14500	14500	14500	
Other	4517	826	1000	1000	1000	
TOTAL INCOME	**267973**	**297140**	**307200**	**339700**	**374700**	
EXPENDITURE						
Salaries	111626	129736	151704	166738	188072	Includes 2% inflation and new FR support role (2020) and new support worker in day centre in 2021
Rent/room hire	77070	62055	62055	62055	82000	New night shelter and day centre in 2021 with additional rent. Assume any
Utilities	16628	18538	18538	19000	21000	Increase in 2021 for new night shelter/day centre premises
Phone/internet/TV	3538	3454	3454	3500	3500	
Repairs/renewals, fixtures/fittin	6728	20454	11000	5000	5000	
Food for service users	16980	18191	22000	25000	27000	Food for new Recovery House residents and larger night shelter.
Office/admin costs	4452	6342	6500	6500	6500	
Training & development	788	3998	5000	8000	8000	Additional life skills training and training for volunteers
Other	19457	25136	26000	27000	27000	
Move	0	0	0	20000	4500	One off costs to move to new premises, includes P/T Project manager for 14 months
TOTAL EXPENDITURE	**257267**	**287904**	**306251**	**342793**	**372572**	
Surplus/Loss	10706	9236	949	-3093	2128	Dips due to investments in service development, begins to build in year 3.
Bal bought forward	58784	69490	78726	79675	76582	
Total Funds	69490	78726	79675	76582	78710	
Unrestricted element	8042	9948				