



Mission Housing

Strategic Business Plan

2017 – 2020

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Introduction

Since the merger and creation of Mission Housing in June 2014, the business and operations of the association have developed well and enabled more properties to be acquired and new key Christian workers housed in suitable, affordable accommodation. Mission Housing is passionate about improving the range of housing solutions available to such workers by providing support, advice and funding solutions which would not otherwise be available to them. Mission Housing will support individuals, families and churches to generate gifts, donations and loans so enable them to acquire good quality, affordable housing, in the right location for their ministry.

The hard work and dedication of the small staff team and board, plus professional service providers and funders, have enabled Mission Housing to operate sustainably and to continue to do so for the foreseeable future. This provides a platform for moderate growth of the association using the re-defined funding models and existing structures.

The new business plan to 2020 will enable the association to utilise all its resources more effectively, and help provide more affordable housing solutions to key Christian workers who need such support.

Vision, Mission and Values

It's the Board Affirmation on which the values of Mission Housing are based. *"Our Lord and Saviour Jesus Christ, God manifest in the flesh, as revealed in the Bible, is the sole and absolute authority in all matters pertaining to faith and practice. Together we will seek the guidance of the Holy Spirit in prayer and reflection to interpret this teaching so that collectively we discern and achieve God's Mission and our purpose through the governance of this organisation".*

Vision **To see God's Kingdom grow in London**

Mission **Our mission is to assist key Christian workers to carry out God's mission and ministry, in areas of need and opportunity, by providing a range of housing solutions and services.**

Values **Mission Housing lives by the Kingdom values of generosity, compassion and welcome.**

- we seek guidance in prayer for our decisions
- we exercise faith as we implement our actions
- we value good housing for our beneficiaries
- we commit to high standards for all stakeholders and efficient use of resources
- we work to see transformation in individuals and communities

Objectives - What do we want to achieve by the end of 2020?

1. GROWTH –

To house more key Christian workers in appropriate good quality, affordable accommodation

We want to increase the number of beneficiaries supported to 120. We currently have about 70 individuals who benefit from our services and meet the selection criteria. We plan to achieve this growth by: -

- Purchasing further properties for rent or shared ownership
- Managing and renting out more homes, not owned by Mission Housing
- Developing new partnerships with Christian organisations that wish to house their own key workers

2. FINANCES –

To attract and retain sufficient new funding to adequately finance our ambitions

We want to increase the level of unrestricted funding through: -

- i. Raising non-equity based loans to 25% of the total loan capital
- ii. Seeking new sources of funding from high net worth individuals, Christian charitable trusts and churches
- iii. Attracting at least 50 new regular donors, averaging over £25/month each
- iv. Searching for institutional funds for investment into missional housing

We plan to introduce a new Reserves policy to ensure all loan maturities can be guaranteed.

3. PARTNERSHIPS –

To partner with other organisations to help house their Christian workers, and fill the gaps in London and elsewhere that lack an effective Christian presence

We want to provide advice, guidance and consultancy services to Christian organisations, helping them to house their own key workers affordably. We plan to arrange at least 1 new partnership each year, in line with our Mission, where we will charge for our services to cover our costs.

4. GOVERNANCE AND STAFFING –

To be an independent, sustainable mission organisation

We want to improve governance practices following de-registration from the HCA by: -

- i. Ensuring compliance with the adopted Governance Code
- ii. Adopting the Landlords Charter from the Ethical Landlords Association
- iii. Reviewing the legal status of Mission Housing and the Inasmuch Trust
- iv. Establishing a new constitution
- v. Reviewing registration with the Financial Conduct Authority (FCA)
- vi. Refreshing the Board regularly, introducing new members, filling the skills gaps
- vii. Offering good external training and support to staff and Board members

Outline strategies

1 – Fundraising

A key aspect for the intended growth of the organisation is to successfully operate a significant fundraising strategy. A strategy will be developed to help us achieve a large increase in new funding, both to help us purchase more properties, as well as to help subsidise our core operating costs. Each of the following areas will be incorporated into the strategy so that Mission Housing can operate as an effective and significant fundraiser, to help exceed our objectives.

- **Gifts and donations**
 - major donors
 - regular donors
 - legacies

- **Loan funding - unrestricted**
 - More fixed rate loans/bonds and mortgages.
 - Consideration of providing withdrawable shares for members

- **Search for institutional funding**
 - Investment in housing
 - Communications with these groups

- **Through the Board**
 - friendships with donors and applicants
 - hospitality to applicants, beneficiaries and funders

- **Through applicants**
 - their own contacts
 - their referees, and
 - their church network

2 – Communications

- **Applicants and beneficiaries**

Good, effective communication is based on having good relationships with all parties. The most important objective for Mission Housing is to help house more key Christian workers in affordable accommodation in London. Therefore, a priority will be given to developing more effective channels of communication for applicants and beneficiaries, through a range of methods, including potential use of the latest technology, such as the Salesforce CRM Management system.

Regular communications with all stakeholders will include: -

- Rent changes, maintenance matters and re-valuations
- Personal visits
- Event notifications
- Promotion of fundraising
- Website/publicity stories

- **Funders**

Whilst for funders, we will work to develop: -

- Individual communication plans
- Better understanding of the motivation of each funder
- Get them 'to love' Mission Housing more

- **Board members and Staff**

Internal communications will also be improved over the period of the plan for the Board and staff. Activities will include: -

- Planned meetings (+AGM and Away Day)
- Regular email updates
- Interviews with applicants
- Promotion of Mission Housing's impact - to be up to date with stories
- Equipping Board members to be key ambassadors of Mission Housing for: -
 - Projects that need funding
 - Ways that support can be provided

3 – Who to support (how we prioritise the use of our resources)

In the early part of the implementation of the business plan, we want to develop a much clearer assessment of the people and the ministries we choose to support, which will enable us to prioritise the use of our limited resources. This will help us to refine our application process to help us understand where the greatest need lies, from the combination of missional, housing and financial need. Consideration will be given to operating a 'programme' type of approach, often used by charitable foundations, in order to attract particular kinds of applications. For example, we may have a 2 year programme for specific areas of London which fall in the lowest quartile of the Indices of Deprivation, combined with evidence of the lack of an active Christian presence. We will also consider some sort of 'scoring' system, to guide our initial assessment of each application, which could help the Board and staff be more objective in their approach.

As we consider our approach to this area, to enhance how we prioritise applications, we will fully consider the following 'groups' within our review and assessment: -

- Frontline workers
 - At the 'coalface'
 - Ministers
 - Youth workers
 - Carers
- Tentmakers
 - Volunteers in mission
 - Music and arts
 - Administrative and church support
- Church planters
- Intentional living

Fundamentally, we want to support people who believe in repentance, forgiveness and transformation and demonstrate their active faith in Jesus Christ through the talents and gifts given to them by the Holy Spirit.

4 – Board and Staff Development

Following de-registration from the HCA, and the constraints of their regulations, we will focus on the benefits of independence by allowing us to consider: -

- A new legal status and constitution
- Our registration with the FCA
- Adoption of appropriate charters and best practice that fit with our values and objectives
- Basis of faith – to consider whether this would help to direct us towards who we want to attract and support, as mentioned previously, to help us prioritise our activities.

Throughout the period of the plan, we want to continue to improve the governance of the organisation. We will actively consider: -

- A set of more robust responsibilities for Board members
- Regular refreshing of the Board, to assist with appropriate succession planning
- Targeted training for specific Board roles and staff tasks

Financial projections and our Key Performance Indicators

We have a strong financial base following a strong performance since the merger in 2014.

The four year financial projections for 2017 - 2020 are based on a range of assumptions. The reports overleaf, for the Cashflow and Income and Expenditure, show the growth of the association through the achievement of the financial targets, set out in the Objectives and Outline Strategies.

By the end of 2020, the association expects to have: -

- Supported over 50 new beneficiaries, increasing the total to 120,
- Purchased or become managing agents at least 25 new properties,
- Acquired new non-equity based loans, representing over 25% of total loan capital held,
- Received a range of large gifts, grants and loans from new individuals, charities and churches,
- Attracted at least 50 new regular donors, with average donations of more than £25/mth,
- Established 4 new partnerships with Christian organisations, helping them to house their own key workers,
- De-registered from the Homes and Communities Agency,
- Established a new constitution,
- Adopted new and improved governance practices,
- Introduced several new Board members, filling skills gaps and providing smooth succession.

Jim Gilbourne – May 2017



Business Plan

Cashflow projections

	2017	2018	2019	2020
INCOME	£	£	£	£
Rent	319,761	331,031	359,402	387,215
Donations	43,250	60,000	115,000	170,000
Fees	16,401	22,000	24,200	26,620
Loans attracted	1,758,000	1,775,000	1,775,000	1,600,000
Disposals	278,500	550,000	550,000	550,000
TOTAL INCOME	2,417,929	2,740,049	2,825,621	2,735,855
EXPENDITURE				
Operational Expenditure	301,900	338,838	353,884	369,486
Purchases	2,463,716	2,025,000	2,025,000	1,800,000
Other, e.g. repayment of loans		407,499	157,397	218,261
TOTAL EXPENDITURE	2,765,616	2,771,337	2,536,280	2,387,747
ANNUAL CASH SURPLUS	-347,687	-31,288	289,340	348,108
Projected Bank Balances (£625,000 b/fwd at 31 Dec 2016)	277,313	246,025	535,365	883,473
Income & Expenditure projections				
	2017	2018	2019	2020
	(as per budget)			
INCOME	£	£	£	£
Rents received	319,761	331,031	359,402	387,215
Donations	43,250	60,000	115,000	170,000
Fees earned	16,401	22,000	24,200	26,620
TOTAL INCOME	379,412	413,031	498,602	583,835
EXPENDITURE				
Maintenance	51,707	55,508	59,423	63,456
Loans and services charges	52,239	54,931	57,704	60,560
Staff costs	91,538	105,269	110,532	116,059
Overheads	71,000	73,130	75,324	77,584
Professional Fees				
- Development	32,000	20,000	20,000	20,000
- Operational	29,000	30,000	30,900	31,827
TOTAL EXPENDITURE	327,484	338,838	353,884	369,486
Operating surplus	51,928	74,193	144,718	214,349

