



Strategic Plan 2018- 2021.

1. Introduction

The British Gas Energy Trust (BGET), which incorporates the Scottish Gas Energy Trust, is an independent Charitable Trust established in 2004 and funded solely by British Gas. Since the launch of the Trust in 2004 in excess of £103 million has been spent helping over 157,000 people manage their energy costs.

The Trust contributes to the relief of poverty; with a particular focus on fuel poverty by helping those who are struggling to pay for their consumption of gas and electricity get back on their feet and remain debt free going forward.

The Trust funds voluntary organisations to provide money and fuel debt advice services. Assistance is provided to individuals and families in the form of grants to clear energy debts and purchase energy efficient white goods. In exceptional cases help with other priority costs such as boiler repairs and replacements, insolvency fees and funeral costs is available.

The British Gas Energy Trust is governed by an independent Board of Trustees with a wealth of relevant experience from within the money advice, energy, charitable and financial sectors.

2. Mission Statement

The British Gas Energy Trust exists for:

- (i) the relief of poverty particularly among those who are unable to meet or pay charges for the supply of energy provided to premises used or occupied by them and
- (ii) the prevention and relief of poverty by educating the public in relation to debt awareness and prevention.

3. Aims

- (i) To deliver a grants programme aimed at reducing energy debt for individuals and families experiencing poverty and hardship.
- (ii) To increase and improve free and impartial independent fuel debt and money advice services and education in England, Wales and Scotland via the Charity's Organisational Grant Programme.
- (iii) To reduce the potential for people to get into debt through the funding of debt prevention work.
- (iv) To fund innovative and holistic programmes that balance energy efficiency measures with wider welfare benefits take up and other interventions to improve the physical and mental health and well-being of vulnerable people.
- (v) To ensure the maximum amount of funds available for giving through the effective and efficient management of the charity.

The Trust currently meets its aims by delivering two grant making programmes:

Organisational Grants Programme

Grants are awarded to increase specialist fuel debt advice, providing one-to-one assistance including:

- Resolving energy debt problems and negotiating with energy suppliers.
- Completing applications to the British Gas Energy Trust and other grant giving schemes.
- Referrals to other grant making trusts or schemes or alternative specialist advice agencies for resolution of other debt issues.
- A range of other energy related advice such as: • Energy efficiency advice. • How to read energy meters. • Setting up payment plans and monthly direct debits.
- Offering innovative and holistic programmes that balance energy efficiency measures with wider welfare benefits take up and other interventions to improve the physical and mental health and well-being of vulnerable people

It is estimated that for every £1 given to advice organisations by British Gas Energy Trust around £5.50 in wider social impacts is generated.

Individuals and Families Grants Programme

Grants are awarded to British Gas and non-British Gas customers in greatest priority need to clear gas and electricity debts. In exceptional circumstances the Trust can also help with other essential household costs and items (these are known as Further Assistance Payments (FAPs)).

The Trust encourages applicants to seek money advice at all stages of the application process to increase their chance of a successful application and of becoming financially sustainable. This includes budgeting advice, negotiating affordable payment plans with existing creditors and referral to other organisations that may be able to further improve the applicant's situation.

Applicants also benefit from the Trust administrator's, Charis Grants 'Shared Programme of Giving' providing holistic help and enhancing the advantage of their awards. An applicant only has to complete one application form to be considered for help from any of the following Trusts and Funds - the Anglian Water Assistance Fund, EDF Energy Trust, npower Energy Fund, E.ON Energy Fund and Lets Talk Energy Fund.

The Trust also encourages applicants to communicate with their utility suppliers to enable them to best manage their bills going forward, and to avoid falling back into debt.

It is estimated that for every £1 given to individuals and families by British Gas Energy Trust around £1.90 in wider social impacts is generated.

4. Strategic Objectives 2018/21

- **Strategic Objective One - Maximise the impact and effectiveness of the Trusts Grants Programmes and increase the percentage of funds donated to charitable partners and social enterprises.**
- **Strategic Objective Two - Continue to support British Gas and non-British Gas customers. We will aim to allocate 30% of the award to non-British Gas customers through the Individuals and Families Grants Programme.**
- **Strategic Objective Three - Review how the Trust evaluates performance of funded partner organisations with a focus on assessing outcomes, value and impact of activities. Recognising that organisations have specific skills that drive unique impacts and value.**
- **Strategic Objective Four – To identify opportunities for innovation and growth.**
- **Strategic Objective Five - Ensure Governance arrangements are effective and fit-for-purpose.**

From 2018 there will be a change in emphasis regarding the funding profile of the Trust. There will be an increase in the proportion of funding to support our Organisational Grants Programme to charitable partners and social enterprises and a reduction in grants to individuals applying for awards under our Individuals and Families Grants Programme.

This recognises the increased Social Return on Investment achieved through funding charitable partners.

A recent impact report by Oxford Economics of “The Economic and Social Impact of British Gas Energy Trust” estimated that for every £1 given to advice organisations by British Gas Energy Trust around £5.50 in wider social impacts is generated whereas for every £1 given under the individuals and families grants programme £1.90 in wider social impacts is generated.

As an independent Charitable Trust, the Board of Trustees has confirmed its intention to continue to support both British Gas and non-British Gas customers.

The Trust recognises that the increase in funding to organisations provides a real opportunity for it to further support innovation by working with a broader range of community based organisations, offering different models of advice (including debt, energy efficiency and welfare benefits), education and one to one assistance.

During 2018 the Trust will invite a range of organisations to submit applications for funding. Organisations will need to demonstrate that their proposals align with the Trusts aims. The Trust is keen to support Organisations able to demonstrate that their programmes provide innovative approaches and best value in securing tangible outcomes and real impact for the most vulnerable clients.

The Trust will closely monitor and evaluate its Organisational Grants Programme to ensure that funded organisations are meeting all agreed performance expectations.

From 2018-2021 British Gas has committed to provide funding to the Trust of £6m a year. The Trust will explore the potential to secure additional funding from new sources to enable it maximise the impact of its programmes.

The Board of Trustees will provide good governance and leadership following the principles of the Charity Governance Code 2017. The seven principles which make up the Code are:

- Organisational purpose The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.
- Leadership Every charity is led by an effective board that provides strategic leadership in line with the charity's aims and values.
- Integrity The board acts with integrity, adopting values and creating a culture which helps achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly
- Decision-making, risk and control The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.
- Board effectiveness The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.
- Diversity The board's approach to diversity supports its effectiveness, leadership and decision-making.
- Openness and accountability. The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

The Trust will also implement the recommendations of the 2017 Governance Review and will seek Charity Commission approval to register as a Charitable Incorporated Organisation.

5. British Gas Energy Trust - Delivery Plan 2018-2019

Strategic Objective One - Maximise the impact and effectiveness of the Trusts Grants Programmes and increase the percentage of funds donated to charitable partners and social enterprises.

Objectives	Outcomes	2018/19
1.1 To work towards a phased approach to allocating 65/35% of grants to organisations and individuals. In year one aim to allocate approximately 65% of grant funding to the Organisational Grants Programme and 35% for Individuals and Families Grants Programme thereby maximising social impact.	<p>Board approval to 2018/19 budget secured in March 2018.</p> <p>Against the strategic aim of allocating 65% of grants to organisations and 35% to individuals, effect a phased approach achieving 65/35% allocation in year one.</p> <p>Assess the impact on funding organisations ability to assist individuals in respect of the lower proportion of funding of the Individuals and Families Grants Programme.</p>	<p>Q1</p> <p>Q1-4</p>
1.2 Invite a broader range of organisations to submit tenders for the Organisational Grants Programme. The tender process will be designed to incorporate the findings contained in The Healthy Homes Project Evaluation Report and will target organisations working across the areas identified in the mapping exercise (see Strategic Objective 2).	<p>Confirm application criteria (Q4 2017/8).</p> <p>Confirm maximum grant duration and grant levels and the criteria against which bids will be assessed.</p> <p>Confirm eligibility criteria and approve the pool of organisations being invited to tender and commence tender exercise.</p> <p>Tender selection process completed and Board approval secured to funding each organisation.</p> <p>Revise funding agreements to include enhanced monitoring and comprehensive KPIs.</p> <p>Funding commencement.</p>	<p>Q1</p> <p>Q1</p> <p>Q2</p> <p>Q2</p> <p>Q3</p>
1.3 Review arrangements in place to support pre-payment meter customers	Review existing arrangement in respect of emergency utility credit payments pilot scheme and produce recommendations and costings for consideration by the Board of Trustees.	Q3

<p>1.4 To agree levels of shared funding for the provision of white goods.</p>	<p>Board approval of all budget items secured in March 2018.</p> <p>Establish the level of contribution from all existing partner charities and the scope for extending the number of charities involved in the scheme.</p> <p>Monitor monthly expenditure reports.</p>	<p>Q1</p> <p>Q1-4</p>
<p>1.5 Review the effectiveness of E Learning vouchers in securing outcomes in terms their recipients securing education, employment and training (EET).</p>	<p>Charis to provide a report on EET outcomes – February 2018.</p> <p>Monitoring to be introduced to confirm the extent of EET outcomes achieved.</p> <p>Expenditure to be itemised separately in the 2018/19 budget.</p>	<p>Q1-4</p> <p>Q1-4</p>
<p>1.6 Review FAP expenditure and agree maximum award values in respect of each FAP expenditure category.</p>	<p>Board approval of all budget items secured in March 2018.</p> <p>Report on the impact of each FAP expenditure category award.</p> <p>Review maximum award limits for all FAP expenditure categories including white goods for Board approval.</p> <p>Amend website and application process to reflect agreed limits.</p>	<p>Q1</p> <p>Q1</p> <p>Q1</p>
<p>1.7 Ensure that the availability of grants for individuals and families and application criteria is widely promoted.</p>	<p>Ensure all funded organisations promote the Trust on their websites and in wider publicity and at community and other events.</p> <p>Review promotion of grants as part of wider quarterly monitoring reporting and annual visits.</p>	<p>Q1-3</p> <p>Q2-4</p>
<p>1.8 Improve the customer journey by reviewing the application process, evidence gathering speed of turnaround and a new client portal.</p>	<p>New application process in place February 2018.</p> <p>Agree performance reporting criteria.</p> <p>Review monthly performance reports and address any shortfalls in performance.</p> <p>New reporting to Board to include performance and actions taken to address any shortfalls and success rates.</p>	<p>Q1</p> <p>Q1-4</p> <p>Q1-4</p>

<p>1.9 Increase the success rate of applications for grants (individuals/families).</p>	<p>Plan to manage the impact of lower proportion of funding to individuals and families programme.</p> <p>Review gateway criteria to control scheme entry and target help effectively.</p> <p>Revise the website and application documentation; inform advice and other agencies of changes to gateway criteria and availability of funding.</p> <p>New reporting to Board to include success rates.</p>	<p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Q1-4</p>
<p>1.10 Review the contract with Charis in respect of: (i)the impact on lower grant funding for individuals and families (ii)the increase in funding for organisations. (iii) The delivery of the wider objectives outlined in the 3 year Strategy.</p>	<p>Agree Charis involvement and lead areas in respect of 2018/19 delivery plan.</p> <p>Agree with Charis the provision of a dedicated role to support the CEO in delivering the strategic objectives.</p> <p>Determine cost implications of new approach – Charis to provide a proposal for BGET consideration and approval.</p>	<p>Q1</p> <p>Q1</p> <p>Q1</p>

Strategic Objective Two - Continue to support British Gas and non-British Gas customers. We will aim to allocate 30% of the award to non-British Gas customers through the Individuals and Families Grants Programme.

Objectives	Outcomes	2018/19
2.1 Work closely with British Gas to secure timely approval of 2018/19 WHD funding.	Application to OFGEM to be submitted in August 2018.	Q2
2.2 Review the Trustee Audit process.	Establish the effectiveness of current system of Trustee Audits and recommend any improvements required.	Q1
2.3 Undertake a mapping exercise.	Work with British Gas to map geographical locations (on a borough by Borough level) of applications received against areas of high multiple deprivation.	Q1
2.4 Promote the Individuals and Families Grants Programme across areas of high multiple deprivation.	Develop a plan to publicise the availability of grants to individuals and families in areas of high multiple deprivation. Identify local agencies and partnerships to promote locally.	Q2-4

Strategic Objective Three - Review how the Trust evaluates performance of funded partner organisations with a focus on assessing outcomes, value and impact of activities. Recognising that organisations have specific skills that drive unique impacts and value

Objectives	Outcomes	2018/19
3.1 Review KPIs to ensure they measure success rates of applications and wider outcomes and impact.	New KPIs to be developed and reported to each Board of Trustees meeting.	Q1
	New core and scheme specific KPIs to be included in all new funding agreements (effective from October 2018). Funding agreements to specify the Trusts approach to addressing poor performance.	Q2
3.2 Review quarterly monitoring reporting and ensure it is robust.	Assess the current method of monitoring and evaluation, build a clear and robust model that isn't overly complicated but allows the Trust to receive clear information that is auditable.	Q2
	New reporting to Board to include analysis of performance and actions required to ensure KPIs are met.	Q2-4
	Devise a rolling programme of quarterly meetings for Trustees and funded organisations that provides for at least 1 meeting each year with every organisation funded by the Trust.	Q2-4
3.3 Introduce annual monitoring compliance visits to each funded organisation.	Programme of annual monitoring visits, monitoring team membership and monitoring process to be established.	Q3
	Monitoring findings to be reported to each meeting of Trustees.	Q4
3.4 Identify opportunities for Trustees to meet funded organisations.	Introduce a programme of Board meetings and Sub Committee meetings to be held at funded organisations.	Q3
	A Trustee representative to be included in each monitoring team.	Q3

Strategic Objective Four – Identify opportunities for innovation and growth

Objectives	Outcomes	2018/19
4.1 Explore the potential for the diversification of income streams.	Identify new potential funding sources including, match funding, manufacturers, joint initiatives with other trusts and foundations. Produce a proposal for consideration by Board of Trustees.	Q3
	2019/20 Budget to reflect likely levels of new funding available to the Trust.	Q4
	Funding applications in respect of 2 new funding routes.	Q4
4.2 Review the Trusts name to evaluate whether it would be advantageous to accessing wider funding opportunities.	Trustees to determine the scope of the review.	Q4
	Review to be designed and delivered in accordance with Trustees decision above.	Q4
4.3 Review branding opportunities.	Trustees to determine the scope of the review.	Q4
	Review to be designed and delivered in accordance with Trustees decision above.	Q4
4.4 To work with other UK trust funds and organisations to encourage good practice and consistency for the public good.	To ensure that the Trust pursues opportunities to meet with other trust funds and organisations on a regular basis.	Q1-4
	To report the impact of joint working initiatives undertaken securing at least 2 new opportunities.	Q4

Strategic Objective Five - Ensure Governance arrangements are effective and fit-for-purpose

Objectives	Outcomes	2018/19
5.1 Investigate whether the Trust should become a Charitable Incorporate Organisation (CIO).	Trustees to determine whether to seek approval 2017/18 and the terms on which they wish to establish a CIO.	Q1
	Application and supporting documentation to be approved by Trusts legal advisors and submitted to Charity Commission for approval.	Q1
	CIO status achieved and transfer of assets and liabilities undertaken, bank accounts opened, all relevant changes made to Trust materials etc.	Q2
5.2 The Board to operate at the right strategic level.	2018/21 Strategic Plan approved by Trustees in March 2018.	
	Review agenda and documentation provided to Trustees.	Q1
	Ensure that reports cover all key areas of the Trusts work, are comprehensive and clear, with the right level of detail required to support Trustee decision making.	Q1-4
	The Board of Trustees to consider and approve the financial and non-financial delegated authorities recommended by the Finance, Audit and Risk Sub Committee.	Q2
5.3 Appoint a part time CEO to manage the relationship with Charis and British Gas..	Appointed Q4 2017/18.	
	Regular monthly meeting established with both British Gas and Charis to review delivery of the strategy, financial performance other and related matters.	Q1-4
5.4 Appoint an independent Board secretary.	Independent Board Secretary to be appointed on agreed terms in place for all 2018/19 Board meetings.	Q1
5.5 Strengthen the Board membership (recruiting 2 new Trustees in Year 1).	Review existing Board recruitment approach and ensure recruitment pack is updated.	Q1
	Contact Common Purpose, recruitment agencies etc. to establish costs and timeframe.	Q1
	Confirm recruitment process, budget, key dates, and selection panel membership.	Q1

	Selection process completed and Trustees appointed.	Q1
5.6 Undertake a skills audit, and include an extensive induction for new trustees, and further training for all Trustees as required.	Skills audit undertaken for all Trustees.	Q2
	Induction programme to be designed and provided to 2 new Trustee appointments.	Q1
	Establish an ongoing Trustee development programme to meet needs identified in the skills audit and to provide wider learning and development opportunities.	Q3
	Introduce an annual Trustee Appraisal Process.	Q4
5.7 Review and tender audit and legal advice providers.	Audit programme in place for 2018 Rawlinson's undertaking the annual audit in May/ June 2018.	
	Tender process commences.	Q2
	Successful auditors approved by Board of Trustees on 19 September 2018.	Q2
	Auditors for 2018/19 appointed.	Q3
	Legal services	
	Determine whether a tender process required based on likely volumes.	Q1
Undertake process agreed upon and appoint Legal Advisors to be approved by Board of Trustees on 27 September 2018.	Q2	
5.8 Establish a Finance Audit and Risk Sub Committee.	Develop clear terms of reference for Board approval.	Q1
	Secure membership, including external advisers if required.	Q1
	Finance, Audit and Risk Sub Committee to meet quarterly in advance of each Board of Trustees meeting.	Q1-4
	Treasurer to report to each Board meeting decisions and actions required.	Q1-4
5.9 Review approach to Risk Assessment and management of risk ensuring processes align	Review the Risk Assessment Policy and produce a new Risk Register to reflect relevant risks.	Q1
	The Risk Register will be reviewed by each meeting of the newly created Finance, Audit and Risk Sub Committee.	Q1-4

to the objectives of the organisation.		
5.10 Develop a Reserves Policy.	Finance, Audit and Risk Sub Committee to develop a Reserves Policy that complies with the Charity Commission Guidance “Charity reserves: building resilience (CC19)” Board of Trustees to approve the Reserves Policy.	Q2 Q2
5.11 Review and develop clear financial and non-financial delegated authorities.	Finance, Audit and Risk Sub Committee to recommend to the Board of Trustees financial and non-financial delegated authorities, for their approval.	Q2