



Since 1618

**HAMMERSMITH
UNITED
CHARITIES**

Forward to 400

Supporting the community since 1618

Content

Introduction	1
The Big Conversation	2
United in Hammersmith & Fulham	3
Intergenerational Housing Scheme	4
Objectives for 2017/2018	5
Timeline 400th Anniversary	6
1. Sustain and Develop what we do	8
2. Develop longer term financial plans and secure additional financial skills	10
3. Continue to raise our profile and develop 400th anniversary plans	11
4. Develop links and partnerships with Housing Associations	13
5. Develop local ginning, collaboration and partnerships that meet identified need	14

www.hamunitedcharities.com
Tel.: 020 8741 4326
e-mail: officeadmin@hamunitedcharities.com



Introduction

“Forward to 400”, our plan for 2017/18, takes the charity in to the first quarter of 2018, our 400th anniversary year.

Our plan has been informed and enriched by the **Big Conversation**, and the Big Idea underpinning the celebration of our 400th anniversary is simple:

Bringing people together; enhancing connections as neighbours and colleagues; building a sense of belonging, resulting in meaningful and sustainable outcomes.

We have ambitious plans, and have laid the foundations for two collaborative legacy projects - **UNITED in Hammersmith & Fulham**, and an **Intergenerational Housing Scheme** - which we hope will deliver tangible benefits for Hammersmith residents for many years to come.

Our 400th anniversary plan is taking shape, and you can see the results on page 6. Our detailed objectives on pages 8 -15 encompass sustaining what we currently do, to ensure we have firm foundations upon which development for the future can be built. These include a £500k investment in our two sheltered housing schemes to upgrade heating and plumbing systems to ensure our housing remains fit for the future.

You will find more about the Big Conversation, UNITED in Hammersmith & Fulham, and the Intergenerational Housing Scheme on the following pages. Finally, you will find details of the people behind the charity, its trustees and its staff on our website.

The Big Conversation



As part of the self-reflection in preparation for the 400th anniversary, Hammersmith United Charities has undertaken an exhaustive programme of consultation and community engagement known as the Big Conversation. The team met with existing grantees, Cabinet members, and senior council officers, leaders of statutory and voluntary organisations, businesses and developers. The dialogue aimed to inform the charity of the diversity of needs locally the range of perspectives on how those needs might be tackled and the charity's contribution to that process, the richness of community groups and their activities. It laid strong foundations for partnerships to be forged and to develop networks.

It was a two-way process. Despite being around for 399 years, Hammersmith United Charities was little known except for its main business, the running of alms-houses. Its grant making (only re-introduced in 2012) was less well-known. The Big Conversation has changed all that, introducing the work of this endowed charity to a wide cross-section of community and business leaders, ensuring that its work and aspirations for the future of widely communicated. It has meant that ideas for the development of a place based giving scheme have been widely tested on an informal basis. Some of the main themes of the "UNITED" campaign have emerged from the comments of those Big Conversation participants.

One exciting and engaging element of the consultation involved two graphically facilitated events. The first created a visual translation of what a range of people thought was important about the Borough community. The second represented an action plan for addressing issues and building on assets. The images on display in HUC's offices are a daily reminder to the team and to visitors of the issues, emotions, as well as hard information on what matters to the people of Hammersmith and Fulham.



Place based giving

At the heart of 'place-based giving' is local knowledge based on local need and wide ranging consultation is vital in ensuring effective giving targeted and local priorities and aspirations. Hammersmith United Charities (HUC) and its sister charity, Dr Edwards and Bishop Kings (DEBK) share a common heritage and we will both celebrate our 400th anniversaries in 2018. We became separate charities in 1863 to mirror local government boundary changes. With DEBK taking responsibility for Fulham and Hammersmith United Charities taking responsibility for Hammersmith. 150 years of separation has led to the two charities developing distinct identities and cultures.

The impending 400th anniversary has prompted both charities to undertake some selfreflection. Both want to reconnect their activities to local people beyond the residents of Hammersmith United Charities' sheltered accommodation and the beneficiaries of grants from both charities. Recognising that both exist because of the generosity of local residents in the 17th century, we are both keen to explore how that sense of locally based philanthropy and community connection could be rekindled in the 21st century. We both recognise that this new campaign would be stronger if we join forces, pool resources and recognise the modern identity with the borough of Hammersmith and Fulham. The new campaign organisation's name, "UNITED in Hammersmith and Fulham" calls for a renewed sense of solidarity at many levels.

Hammersmith and Fulham Council has confirmed that they will fund 3-year start-up funding and City Bridge Trust has invested for one year when it will review progress with possible 2 or 3 further years funding.



Intergenerational Housing Scheme

Together with Shepherds Bush Housing Group we are progressing plans for a new-build intergenerational housing scheme which will enable the Charity significantly to increase the scale of its housing provision at lower cost and risk than if we proceeded alone.

While the project is still at a very early stage, and construction would be unlikely to commence before 2019, we see a real prospect of delivering a step-change in our capacity to provide highquality accommodation for older people.

Objectives for 2017/ 2018

2018 Timeline - 400th Anniversary

“The BIG idea: Bring people together (young and old, rich and poor, existing residents and newcomers, divers communities, people with and without disabilities): enhance connections as neighbours and colleagues: and build a sense of belonging, resulting in meaningful and sustainable outcomes.”

Janurary - Februrary - March		April - May - June		July - August - September		October - November - December	
Key Events							
• UNITED in Hammersmith & Fulham launch		• Gardeners Question Time • Disability Arts Festival		• Grand Party • Residents Art Exhibition		• Intergenerational Housing Scheme launch	
Colaborative Events							
• Intergenerational Project (comemorative objects) with Design Education		• Open Gardens		• Dancing for Joy with Dance West		• Heritage Project with DEBK	
Smaller monthly Events							
• Enigma Event • Our Story Publication		• Enigma Event • Our Story Publication		• Enigma Event • Our Story Publication		• Enigma Event • Our Story Publication	
Notes							
• Enigma Events: An opportunity to celebrate the community, the social capital within it, its assets, creativity, vibrancy and diversity.		• Our Story Publication: the republication from the Ethnic Communities Oral History Project - a history months for each community.		• Dancing for Joy: A reflection of the memories of our residents of the dance halls and places of entertainment in the Hammersmith of their youth.		• Heritage Project with DEBK: An exploration of the History of the two charities, bringing it alive through the original philanthrophistsand setting them in context.	

1. Sustain and Develop what we do

So that we don't become complacent, and continue to challenge and adapt what we do, and how we do it, in light of a changing world.

Plans for 2017/2018	Timetable	Owner	Resources and Comments
Capital Programme			
1.1 Plan, appoint contractors, and implement programme of major works to the plumbing & heating systems at Sycamore House	Q2 – Q3	Rita	£186k. Paul Gooden Project Manager. GEM appointed and RHC Lanaway for building contract
1.2 Plan, appoint contractors, and implement programme of major works to the plumbing & heating systems at John Betts House	Q2 – Q3	Rita	£334k. Paul Gooden Project Manager. GEM appointed and RHC Lanaway for building contract
1.3 Refurbish one flat at Sycamore House	By Q4	Rita	£32k provision, depending on flat being void
1.4 Refurbish one flat at John Betts House	By Q3	Rita	£32k provision, depending on flat being void
1.5 Install one wet room at Sycamore House and one wet room at John Betts House	By Q4	Rita	£20k provision
Health & Safety			
1.6 Sycamore House loft partition works	Q4	Rita	£11k provision, to follow on from heating/ hot water systems upgrade
1.7 Implement fire safety recommendations and carry out works at Sycamore House and John Betts House	Q1 – Q2	Rita	£23k provision
1.8 Implement water safety risk assessment recommendations at Sycamore House and John Betts House	Q2 – Q4	Rita	£7.5k provision



Plans for 2017/2018	Timetable	Owner	Resources and Comments
Best Value			
1.9 Tender cleaning contracts at Sycamore House and John Betts House and manage transition to a new contractor	Q1	Rita	£3k savings (10% of contract value)
Systems Development			
1.10 Implement Breath HR administration software and train staff for self-servicing annual leave, sickness and TOIL	Q1	Nora	Free, via HR Services Partnership. Removes need for paper systems
Trustee Succession Planning & Staff Development			
1.11 Seek new nominees from Latymer Foundation and from the Bishop of Kensington to replace trustees nearing end of their term in office	Q1 – Q2	Mike/Tim	Consider roles for departing trustees
1.12 Recruit new Chair of Finance and Investment Committee and other trustees, appoint new Chair of Housing Committee, and induct new trustees	Q1 – Q4	Mike/Tim	Commission JMR Search & Selection

2. Develop longer term financial plans and secure additional financial skills

So that sufficient resources are accessible by the next generations of people in need.

Plans for 2017/2018	Timetable	Owner	Resources and Comments
Capital Programme			
2.1 Appoint financial consultant to support: the Finance function; the development of financial planning and finance systems; and receiving and accounting for fundraised monies for UNITED	Q1	Tim	50% saving on current external consultancy
2.2 Appoint new Chair of Finance and Investment Committee, and review current arrangements with the charity's investment advisers	Q2	Chair	Chair of Board to chair the Finance and Investment Committee in interim
2.2 Develop 25-year plan to enable assessment of long term costs and benefits of investment in new housing	Q1 - Q3	Robert	Build Intergenerational financial model
2.3 Further develop long term capital programmes for John Betts House and Sycamore House	Q3 – Q4	Robert	Build on Intergenerational financial model

3. Continue to raise our profile and develop 400th anniversary plans

So that we build on the Big Conversation and in furtherance of our aims.

Plans for 2017/2018	Timetable	Owner	Resources and Comments
Raise our profile			
3.1 Work with residents to promote Open Garden Squares Weekend through leaflet drop, social media, banners and through networks, to maximise the numbers of local people attending	17 June	Jackie/ Nora	£500: leaflets and distribution
3.2 Share emerging plans for 400th anniversary with key Big Conversation participants, and focus on UNITED in Hammersmith & Fulham	Q1- Q3	Tim/ Melanie/ Mike	Explore potential to be UNITED launch partners
3.2 Plan, and work with residents and Levitt Bernstein to create an exhibit to tie in with London Festival of Architecture on the 2017 theme of Memory. To be displayed at St Paul's Centre, and to enable the charity to raise its housing profile, in anticipation of developing the Intergenerational housing project	20 – 29 June	Carolyn	£600: filming, co-design and installation Levitt Bernstein architects (model making)

Plans for 2017/2018	Timetable	Owner	Resources and Comments
400th Anniversary			
3.3 Develop an intergenerational project linking residents and local children. Plan a programme with Design Education CIC for 2018 based on residents own ideas for celebrating the 400th anniversary	Q3	Cathy/ Jill/ Jackie	Design Education CIC to use their skills and links with local primary schools to run taster sessions
3.4 Continue iterative process of planning for 400th celebrations with the Development Group	Q1 – Q4	Nora/ management team	£10k provision
400th Branding			
3.5 Plan, sign off and implement new visual identity and 400th anniversary branding	Q1 - Q2	Nora/ management team	£2k plus pro bono support from Felton Works
3.6 Plan, sign off and implement new website, to include the legacy ask	Q1 - Q2	Nora/ management team	£8k plus pro bono support from Felton Works Commission Wendy Pigeon legacy consultant



4. Develop links and partnerships with Housing Associations

So that we secure more housing for local older people in need.

Plans for 2017/2018	Timetable	Owner	Resources and Comments
Intergenerational Housing Scheme			
4.1 Convene Major Projects Group	Q1	Tim	Reporting to the Board
4.2 Carry out due diligence on Shepherds Bush Housing Group	Q1	Robert	
4.3 Seek initial legal advice on draft Heads of Terms and sample Development Agreement. Secure arrangements for legal advice.	Q1 – Q3	Tim	Tender for legal advice to get best value
4.4 Make pre-planning application with SBHG	Q1	Levitt Bernstein	£32k budget provision
4.5 Develop 25-year financial model, finalise GLA bid and capital funding requirements	Q2 – Q3	Robert/ Tim	

5. Develop local giving, collaboration and partnerships that meet identified need

So we have more impact, secure new resources, extend our reach & influence.

Plans for 2017/2018	Timetable	Owner	Resources and Comments
UNITED in Hammersmith & Fulham			
5.1 Hold inaugural meeting of UNITED Board, submit company registration, and proceed to make application to become a charity. Agree a forward plan with the new UNITED Board	Q1	Melanie	Support Board to find its own identity and to learn to speak with its own voice
5.2 Agree job role and appoint external Chair with good networks and secure support from the business community	Q2	Directors of UNITED	Visible presence with external stakeholders
5.3 Scope prospective launch partners	Q1	Tim/Melanie	Seek funding and/or endorsement
5.4 Finalise visual identity and a leave behind brochure for prospective launch partners	Q2	Melanie	Design by Felton Works
5.5 Finalise UNITED website, including commissioning 2 minute films to be showcased, one a month	Q3	Melanie	Design by Felton Works

Plans for 2017/2018	Timetable	Owner	Resources and Comments
Partnership Development			
5.7 Solutions for an ageing society: Launch and promote opportunity for local entrepreneurs, working with 4 other national partners. Extend coverage to Fulham as part of the UNITED initiative	Q1 (launch)	Melanie	£25k funding from Unltd (matched by the charity)
5.8 Anchor organisations: Offer longer grants for key organisations to provide security for them, and to facilitate a more collaborative and developmental approach to their funding.	Q1	Melanie	Oversight by Grants Committee and review at end of first and second years
5.9 Advisory Group to support the Grants Committee: Identity people who could offer local intelligence and other perspectives, enabling the Charity to draw upon a diverse range of people to contribute their expertise	Q3	Melanie	Align with development of a trustee pathway for BAME trustees, under represented on Board
5.10 Devolved Giving: Pilot the use of small grants as a way of bringing different sections of the community together	Q3	Melanie	£5k. Oversight by Grants Committee and review
5.11 Women's Leadership Programme: Build on success of International to develop a leadership programme for local women working with key local organisations	Q3 – Q4	Melanie	Work with senior managers at Imperial College London and Lyric Theatre