



Since 1618
**HAMMERSMITH
UNITED
CHARITIES**

*Celebrating
400 years
of support in
Hammersmith*

Business Plan 2018 / 2019

Supporting the community since 1618

Contents

Introduction	1
Strategic aims	3
Our 5 key Objectives for 2018/2019	4
1. Sustain and develop what we do	5
2. Maximise returns from the charity's assets, leverage additional resources, and develop longterm financial plans	7
3. Continue to raise our profile and deliver 400th anniversary plans	9
4. Develop links and partnerships with Housing Associations	11
5. Develop local giving, collaboration and partnerships that meet identified need	12
Statement of purpose	14

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Introduction

In 1618, Dr Thomas Edwards made a gift of £20 for the immediate benefit of the poor of Fulham and left £100 to buy land for their longer-term benefit.

In 2018, we celebrate the 400th anniversary of that gift – from which was to come so much more. Two years later – in 1620 – Bishop King left another £20 for the poor of Fulham to be bestowed upon them in “bread, beef and money”. The parish overseers of the poor asked Bishop King’s widow if they could add this bequest to the earlier one and established the principle of bringing together generous gifts to the parish which has enabled trustees over four centuries to make more effective use of these gifts, continuing to relieve need in our local area. We explain some of that tradition and the story of how Dr Edwards and Bishop Kings’ Fulham Charity subsequently gave rise to Hammersmith United Charities too in the history section of our website.

The Charity’s 400th anniversary year celebrations are all about enabling connections between different people, different communities, and different generations.

We want to celebrate the diversity of our Area of Benefit and its rich cultural heritage which makes it so distinctive and so vibrant. To do that, we are holding a series of “enigma lunches”. Each one will shine a spotlight on one of the specific communities within our Area. At these lunches we will relaunch a publication first made in the 1980s recounting the memories of migrants to Hammersmith from that area.

We will also bring that community together with others to see what spontaneous conversation we might achieve; and we will use the arts to get the conversation going.

Our second objective is to celebrate talent and enthusiasm wherever it might lie. Under the banner of the Festival of Joy, we will focus this year as much on the positives in the Area of Benefit as on the issues and needs. We are supporting the borough's first disability arts festival in partnership with Hammersmith and Fulham Arts fest and Turtlekey arts and the Lyric as well as many other local organisations including sponsors Stanhope.

We are also commissioning a new piece of dance from DanceWest to be performed by an older peoples' dance company which will be shared at our main celebratory event on 6 July. We will focus on the joy of our gardens with a special "gardeners' question time" event and we will bring joy to all local groups with an additional £50k in the grants budget.

And after 400 years, there has to be a big new idea. The charity and Dr Edwards and Bishop Kings Fulham Charity will launch UNITED in Hammersmith & Fulham - 21st century philanthropy in the spirit of Dr Edwards and Bishop King and intended to make a deep and long an impact as their far-sighted gifts did.

This plan for our 400th year sets out the charity's overall strategic aims, and detailed objectives for 2018/19 not only for celebration, but for continuing to develop the charity, so that we maximise the benefit to Hammersmith people of the opportunity to celebrate 400 years of history.



Strategic aims

The charity has 5 strategic aims (and principles) initially agreed in 2014, and which are still appropriate for 2018/19:

1. Develop a range of relevant, inclusive, innovative community-based responses to the specific 21st century needs of the Area of Benefit, built on the experience and successes of the charity's extensive history.
2. Embed the charity's reputation as THE leader in relief in need and housing for older people across the borough.
3. Ensure the forthcoming 400th celebrations provide a platform generating new partnerships, new projects, new resources and new profile.
4. Enable the development of more high quality affordable housing for older people unilaterally and in partnership.
5. Consolidate and enhance our financial position to enable us to maximise our investment in our community and attract external funds (including additional legacies).

Underpinning principles

- Sustain what we are good at whilst being open to change.
- Maximise the return on our investments; manage financial resources prudently and operate with a balanced budget.
- Ensure the work of the Charity is embedded in its community and actively responsive to it.

Our 5 key Objectives for 2018/2019

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 a changing world.

Plans for 2018/2019	Timetable	Owner	Resources and Comments
Health & Safety			
1.1 Undertake 5-year fixed wiring test at Sycamore House & John Betts House	Q2 - 3	Rita	£16.5k
1.2 Undertake further improvements to water safety at John Betts House & Sycamore House	Q2 - 3	Rita	£10.8k
1.3 Carry out fire safety works at Sycamore House & Jon Betts House	Q2 - 3	Rita	£4k
Service delivery			
1.4 Implement a non-resident Scheme Manager post at John Betts House	Q1 - 2	Rita & Cathy	Interim cover by Sycamore House Scheme Manager & United Response, pending recruitment
1.5 Make better use of Flat 1 John Betts House as an office base for all staff to enhance connections with residents	Q2 - 4	Mgt Team	Upgrade IT facilities at JBH & SH - £3k
1.6 Carry out 12-month review of changes to property management arrangements for the day to day repairs service, which as of April 2017 have been delegated to the Scheme Managers.	Q1 - 2	Rita	Commission Paul Gooden Associates, who undertook the property management review. Explore improved administrative support to Scheme Managers
1.7 Implement new out of hours property on call arrangements	Q1	Rita	Agree contract with Neon

Plans for 2018/2019	Timetable	Owner	Resources and Comments
Governance and staffing			
1.8 Complete review of Committee terms of reference	Q1 – 3	Tim	Committees to make final comments for October Board
1.9 Induct 4 new Board members	Q1 – Q3	Tim	Finalise Committee memberships
1.10 Establish Grants Advisory committee (first meeting to be held in June) and develop its role	Q1 – 4	Melanie	Offer places to applicants from the Community Trustee recruitment campaign
1.11 Implement General Data Protection Regulations in line with statutory requirements	Q1 – Q4	Nora/Rita	Complete key tasks by 25 May, with an Action Plan in place for full compliance
1.12 Plan for the tendering of the annual audit function	Q3 – 4	Robert	Shortlist to be agreed at November Finance & Audit Committee
1.13 Develop staff retention policy	Q2	Tim	For approval by Governance and HR Committee
Leadership			
1.14 Recruit new Chief Executive & Clerk to the Trustees in light of the planned retirement of the current postholder	Q1 – 3	Mike & recruitment panel	Plan transition and handover once decision is made
1.15 Plan for the succession of the role of Chair	Q3 – 4	Mike & the Board	Chair's term of office ends in May 2019



2. Maximise returns from the charity's assets, leverage external funds, and develop longer term financial plans

So that sufficient resources are available and accessible by the next generation of people in need.

Plans for 2018/2019	Timetable	Owner	Resources and Comments
Capital programme			
2.1 Invest in the refurbishment of 2 flats in line with the capital programme	Q1 – 4	Rita	£63.5k
2.2 Invest in the creation of 2 wet rooms for residents with disabilities	Q1 – 4	Rita	£20k
2.3 Further develop long term capital programmes for John Betts House and Sycamore House	Q2 – 3	Robert/Rita	Build on Intergenerational Housing financial model

Maximise returns

2.4 Implement revised Investment Policy	Q1 – Q2	Robert / Tim	Revised monitoring format to June Finance and Investment Committee
2.5 Re-let Glenthorne Mews investment property at an increased rent	Q2	Rita	
2.6 Let former John Betts House Scheme Manager's flat	Q2	Rita	Additional £9k per annum income
2.7 Implement new housing criteria to widen the opportunity for more local older people to apply for sheltered housing flats	Q1	Rita	Local residency reduced from 10 to 5 years
2.8 Carry out research on demand, review capital criteria and the needs of older owner occupiers	Q2	Rita	Report to July Housing Committee

Leverage resources

2.9 Continue to leverage new external funds including grants, corporate sponsorship, legacies and donations	Q1– 4	Mgt team	£100k secured over past 2 years
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Financial planning

2.10 Further develop the 25-year financial model to underpin Intergenerational Housing Scheme investment decisions	Q2 – 3	Robert	
2.11 Sustain £400k grants programme beyond anniversary year	Q4	Robert/ Tim	

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

So that we build on the Big Conversation and broaden the charity's reach in furtherance of our aims.

Plans for 2018/2019	Timetable	Owner	Resources and Comments
Raise our profile			
3.1 Plan for the Grand Party on Friday 6 July at St Paul's Centre	Q 1 – 2	Mgt team Nora & Gaia	See separate plan
3.2 Plan for the series of Enigma lunches hosted by diverse communities	Q1 – 4	Melanie/ Carolyn	
3.3 Build on the new relationships forged by the enigma lunches – for example:	Q1 – 4	Mgt Team	Put Ethnic Communities Oral History Project publications on UNITED website
			<ul style="list-style-type: none"> a wider ranging relationship with Somali organisations based on capacity building and knowledge transfer between Hammersmith and Somalia; a new emphasis on cultural exchange between different communities within the Area of Benefit; more dialogue between groups to foster understanding and build new projects; enhanced involvement of residents in the wider community partnership work of the charity

Plans for 2018/2019	Timetable	Owner	Resources and Comments
3.4 Continue to foster ambition for our beneficiaries by continuing to support initiatives such as the Bolder not Older dance company	Q1 – 4	Mgt team	Building on the DanceWest commission premiering at Grand Party
3.5 Plan for and evaluate the Disability Arts Festival - JOY 2018	Q1 – 4	Melanie	Part funded by Stanhope and the Arts Council
3.6 Promote Residents' Art Exhibition as part of H&F Arts Festival	Q1	Gaia/Nora & residents	
3.7 Promote a Film Installation which reflects local people and their relationship with the arts	Q2	Carolyn	At St Pauls, for the week prior to the Grand Party. Funding by the Awards for All.
3.8 Promote public display of Moving Portraits - local people with their own art work	Q2	Carolyn	To be displayed at Westfield and Lyric Square, funded by Awards for All.
3.9 Promote Open Garden Squares Weekend	Q1	Jackie & residents	
3.10 Plan and prepare for the charity's own version of Gardeners Question Time as a ticketed event	Q1 – 2	Jackie & Garden Committees	Panel comprising: Christine Walkden, BBC Radio 4 GQT, The One Show; Lucy Hart - Head Gardener of Fulham Palace; Geraldine King- Head Gardener & Estate manager of Chiswick House & Gardens
3.11 Build on the enhanced communication profile established as part of the 400th anniversary, using the website, Twitter, Facebook, Next Door, and other social media	Q1 – 4	Nora / Gaia	Consider 'cross selling' between the charity and UNITED to ensure visual and other material is being intelligently used to maximise reach

4. Develop links and partnerships with Housing Associations

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

Plans for 2018/2019	Timetable	Owner	Resources and Comments
Intergenerational Housing Scheme			
4.1 Continue work on planning application for the Intergenerational Housing Scheme	Q1 – 2	Rita/ Tim with SBHG	Risk borne by Shepherds Bush Housing Group
4.2 Enter dialogue with LBH&F, after the elections, about key decisions to move the Intergenerational Housing Scheme forward	Q1	Tim/Rita with SBHG	
4.3 Contribute to consultation with residents and use opportunities to promote the charity	Q1 – 2	Rita	Small project group led by LBH&F
4.4 Enter dialogue with LBH&F about procurement arrangements	Q1 – 2	Tim/ SBHG	
4.5 Promote Architecture Collaboration - an outdoor installation of a swing designed to get people sitting, and talking together about age	Q2	Carolyn	A collaboration with Levitt Bernstein architects of the Intergenerational Housing Scheme, and Petit Miracles. Installation to pop up in various locations (such as Lyric Square and Westfield – tbc)

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

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

Plans for 2017/2018	Timetable	Owner	Resources and Comments
5.1 Support UNITED in Hammersmith & Fulham to prepare for launch: secure 4 launch partners; finalise website and marketing materials; and hold first events in time for launch at Grand Party	Q1 – Q2	Tim/ Melanie (with Marzena)	Separate UNITED budget; and 400th anniversary budget
5.2 Position Hammersmith as an area of innovation and development through leading and supporting initiatives such as the Womens Community Leadership course	Q1 – 4	Mgt team	Funded by our partners: Imperial College London, LBH&F; and Lyric theatre
5.3 Continue to provide leadership to the Old Oak Partnership with the aim of being one of 10 partnerships nationally awarded funding under the Place Based Social Action programme. Strengthen links with Great Places (OPDC)	Q1 – 3	Melanie	£5k initial Department of Digital, Culture Media and Sports/Big Lottery funding
5.4 Undertake a programme of research and development around loneliness and community cohesion in the light of the new developments within the Area of Benefit - Autumn conference and pilot activities in collaboration with the "Cares Family"	Q1 – 4	Melanie	Building on work undertaken by our French intern

Plans for 2017/2018	Timetable	Owner	Resources and Comments
5.5 Work with Local Trust and other stakeholders to renew the Big Local programme	Q1 – 4	Melanie with Sam & Ben	Review at June Board, in light of report by Local Trust
5.6 Extend the Solutions for an Ageing Society programme to a wider target group, following the end of the 2-year programme, drawing on the evaluation of the programme by UnLtd and Esmee Fairbairn	Q2 – 4	Melanie	Utilise a significant local donation from business explore alignment with/ funding opportunities from other local businesses
5.7 Develop project-based MA programme as follow on from collaborative PhD - establish the charity as action research hub for the local community	Q1 – 4	Melanie	Building upon and learning from the partnership with London South Bank University and work with Imperial College London
5.8 Evaluate devolved giving programme with a view to further developing it	Q3 – 4	Melanie	





Statement of purpose

“Hammersmith United Charities invests in the people and communities in the 8 northern wards of Hammersmith & Fulham to tackle poverty, deprivation and disadvantage, building on our legacies, wisdom, learning and experience gained over 400 years.

We support local people to build their confidence and resourcefulness, develop their own talents and skills, connect people together and strengthen relationships and neighbourliness within and across diverse communities.

We achieve these aims by:

- managing vibrant sheltered housing communities for older people
- creating safe, beautiful outdoor environments, managed by the Charity’s community horticulturalist with the residents, for people to share and enjoy as neighbours
- funding a community-based grants programme
- match-funding the Wormholt & White City Big Local with the Lottery, and
- by working with local people, organisations and businesses to make Hammersmith a great place.”