

CHELSEA AND WESTMINSTER HEALTH CHARITY

STRATEGIC PLAN 2007-2012

1. INTRODUCTION

- 1.1 The purpose of this strategic plan is to set a course for The Chelsea and Westminster Health Charity (the Charity) for the next five years.
- 1.2 The plan lays out a number of strategic aims, describes the key activities that have already been undertaken to achieve them and charts a path for the future. It is intended to create a framework to guide the Charity's activities for the next five years. It identifies the major themes, stages of development and key activities. It outlines the key success factors that will show us whether and how we are making a difference and where we can improve.
- 1.3 The plan lays out the Charity's future programme of work within the context of the strategic aims and values of the Charity.

2. BACKGROUND

- 2.1 Originally established when the charitable funds of the Westminster and Roehampton Hospitals were transferred to the new Chelsea and Westminster Hospital in 1993, an NHS Charity, The Chelsea and Westminster Healthcare NHS Charity, was registered with the Charity Commissioners in 1998 and the funds were administered by a charitable funds committee of the Chelsea and Westminster Hospital. St. Stephen's Hospital, the Westminster Children's Hospital, West London Hospital and St. Mary Abbott's Hospital also closed and most of their special funds were added to the total.
- 2.2 Today the Charity manages around £23 million worth of assets including special funds, property and artwork. In addition the Trustees currently hold the charitable funds of the Kensington and Chelsea Primary Care Trust and the North West London Strategic Health Authority.
- 2.3 Over the last couple of years the organisation has undergone major transformation. This has included the establishment of an independent Board of Trustees, a change of name, the appointment of its own staff and a move into its own office.
- 2.4 In 2006, the Chelsea and Westminster Hospital NHS Trust became a Foundation Trust, giving it greater freedom, and the Charity as a result became a Section 22 Charity.

3. THE EXTERNAL ENVIRONMENT

- 3.1 The Charity operates in a crowded charity market both for health and in West London. As well as the other NHS charities such as the Hammersmith, St Mary's, Royal Marsden and Royal Brompton, and the hospital charities including the League of Friends, significant locally based national charities include the headquarters of Leonard Cheshire, Cancer Research UK, Scope, RNIB, Breast Cancer Care and the British Red Cross. There are also countless local branches of other national charities and local charities including the Royal Hospitals, Chelsea.
- 3.2 However, the Charity has considerable strengths including its relevance to the prosperous local community, its pre-eminent art collection and the added value it provides. Moreover, the opportunities open to it include the fact that the Trust is now a Foundation Trust.
- 3.3 Opportunities open to the Charity include the potential for making the Arts a significant focus for not only its grant giving but its fundraising. Its Art collection is pre-eminent in the NHS world and can continue to be so if efforts are made to keep it up to date. This will also help to keep the hospital building, no longer one of the most up to date, looking modern and dynamic.

4. OUR PURPOSE

4.1 The agreed purpose of the Charity was refined in 2006 and is now:

"to attract funds, receive, invest, disburse and administer efficiently all current and future charitable assets for the improvement of healthcare and for the benefit of patients and staff at the Chelsea and Westminster Hospital and the community served by the Hospital. The Charity supports the strategic aims of the Hospital and its partners, including research projects".

5. OUR VALUES

5.1 Encouraging excellence

We seek out the best and support those who are able to make a disproportionate difference.

5.2 Supporting innovation

We use the advantages of our independence and financial security to try radically new things.

5.3 Sustainability

We seek to create sustainable improvements.

The Charity supports and respects its historical connections and seeks to support innovative initiatives that aim to modernise healthcare, in particular by researching new and improved solutions, speeding up treatment, delivering care as near to home as appropriate and by making the hospital environment a pleasant experience for patients, visitors and staff and one conducive to healing.

5.4 Investing ethically

The Charity investment policy forbids direct investment in tobacco companies.

6. OUR STRATEGIC AIMS

6.1 It was agreed at the strategic planning meeting in the summer of 2006 that the Charity would focus on innovation and excellence.

6.2 It was further agreed that as a registered charity it was important that the Charity should not replace exchequer funding but should provide added value.

6.3 In addition, it was agreed that the Charity should seek to work in partnership with the Foundation Trust.

6.4 On this basis, the strategic aims of the Charity have been identified as:

- To be recognised throughout the Trust and the local community as a supportive and effective organisation.
- To ensure that our grant giving provides added value, encourages innovation and excellence and makes a real difference.
- To increase significantly the level of charitable funds available to support the Foundation Trust.
- To make the Arts a key focus of our fundraising and communications activities.

These strategic objectives will be reviewed and updated annually as part of the strategic planning process.

7. OPERATING OBJECTIVES

- To grow the income from investments.
- To cut the cost of administration to 10% of total expenditure over 5 years.
- To cut the cost of fundraising to 20% of funds raised over 5 years.

8. KEY STRATEGIC OBJECTIVES FOR 2007-2012

- To raise at least £5million. If a major capital appeal is launched, to raise an additional £25 million.
- To have made a major contribution to the work of the Foundation Trust, matching grant making to the strategic priorities of the FT.
- To have helped achieve an improvement in the health of the people of Chelsea and Westminster.

9. BUSINESS PLAN FOR 2007-8

9.1 The revised SORP 2005 makes it clear that a charity's Accounts cannot alone "...portray what the charity has done (its outputs) or achieved (its outcomes), or what difference it has made (its impact)". The Annual Report "...should be a coherent document that meets the requirements of law and regulation and provides a fair review of the Charity's structure, aims, objectives, activities and performance. It will explain what the charity is trying to do and how it is going about it". To this end it is helpful for the trustees to adopt a Business Plan for 2007-8 against which it will then be in a position to review the success or otherwise of its activities at the end of the year while at the same time using it as a basis to build on in preparing its Business Plans for future years.

10. KEY TASKS FOR 2007-8

10.1 Finance

- To set up an effective independent Finance function.
- To decide which functions should remain with the FT in the short and medium terms (including IT support) and negotiate waiving of Service Level Agreement.
- To produce a procedures manual.
- To appoint new Auditors.
- To rationalise the Special Funds and issue operating instructions for them.
- To simplify procedures including giving a long-term loan to the FT for staff transport loans.
- To review the Investment Managers with a beauty parade.

10.2 Grants

- To set up an effective Grants Committee with representation from the FT (see Grants Strategy, Appendix 1).
- To achieve an effective grant making working relationship with the FT.
- To move to strategic grant making, which supports the development plans of the FT.
- To hand over to the FT decision-making on block grants for staff training, development and retention within charitable guidelines.
- To rationalise the Special Funds.
- To simplify the grant making process.
- To ensure reports back from grantees are received.
- To draft application forms and guidance.

10.3 Fundraising

- To establish a fundraising steering group (see Fundraising Strategy, Appendix 2).
- To agree funding needs with the Trust.
- To develop a fundraising case.
- To research potential donors
- To develop a detailed fundraising strategy.
- To build fundraising database.
- To cultivate personal contacts.
- To set up a Fundraising Subcommittee and appoint a Chair.
- To plan joint fundraising events.

10.4 **Communications**

- To work closely with the FT Communications Department.
- To work in partnership with the FT on the Open Day.
- To produce an Annual Review, which is effectively aimed at all the Charity's stakeholders including potential funders.
- To produce leaflets and exhibition materials.
- To set up a separate Website with signposting to and from the Hospital website.
- To issue media releases and develop relationships with journalists.
- To make the Charity known to FT patients, staff, members and partners.
- To improve awareness of the Charity and its fundraising need in the local community.
- To develop relationships with the FT senior management team, fund advisers, other senior professional staff, other hospital charities and NHS Charities.

10.5 **Management**

- To set up IT systems and software appropriate to the finance and fundraising need.
- To identify key risks and take steps to manage them.
- To issue a staff handbook.
- To issue a Trustee induction pack.
- To review Lawyers once current legal matters are resolved.

10.6 **Property**

- To complete lease negotiations for Units E-F.
- To appoint a property management company.
- To develop a property strategy.
- To absorb the Property Committee into the Finance Committee once current legal issues have been resolved.

10.7 **Arts**

- To agree ownership of the art collection and start to update it.
- To agree an art acquisition and disposal policy.
- To establish an Arts Committee reporting to the Trustees and chaired initially by James Scott (see Arts Strategy, Appendix 3).
- To establish an arts consultative committee reporting to the Arts Committee and chaired by Alex Minton.
- To establish an art selection panel.
- To decide how best to utilise the arts for fundraising.
- To achieve sponsorship of concerts and purchases of works of art.
- To hold weekly concerts in the Hospital.

11. RECOMMENDATION

11.1 The Trustees are invited to agree the strategic objectives, approve the key tasks and agree the Budget.

DY 1 Mar 2007
Rev 24 Jan 2008