

UNITED in Hammersmith & Fulham

June 2017

Dear Applicant

Thank you for expressing an interest in the role of Chair of UNITED in Hammersmith & Fulham. I am delighted to provide you with some more information:

- 1) The draft proposition for UNITED
- 2) The proposal for start-up funding
- 3) The role description and specification for the role of Chair.

Hammersmith United Charities and its sister charity in Fulham, Doctor Edwards and Bishop King's Fulham Charity, have agreed to jointly establish a new charity, UNITED in Hammersmith and Fulham, which will be able to fund charitable activity across the whole of the Borough of Hammersmith and Fulham.

UNITED will also be able to raise funds externally, and has already raised start-up funding from the London Borough of Hammersmith and Fulham and the City Bridge Trust, which will enable it to become operational in 2017-18. The joint ambition for United is to achieve a material uplift in the grant funding available to local charitable organisations compared to what the charities could achieve on their own.

The charities have embarked upon this initiative as they approach their 400th Anniversaries in 2018, which they hope to mark with a number of other initiatives that will enhance the lives of Hammersmith & Fulham people and leave a legacy for future generations. Hammersmith & Fulham as an area is undergoing significant change as major new building projects take shape, around Wood Lane in the north of the Borough, in Earls Court and on Fulham riverside, and plans are made for the Old Oak area where Crossrail and HS2 will meet.

As set out in the draft proposition, UNITED in Hammersmith & Fulham is a campaign to bring people together, and thus UNITED in Hammersmith & Fulham is materially different to the two existing charities. We are in the process of registering the company; its Board will initially be comprised of 6 trustees, with 3 nominated by each charity.

The charities are now seeking an external Chair to provide leadership for the new Board and support the trustees in turning the vision for UNITED into a reality. The Chair will be a great ambassador and champion for UNITED and the activities it will support, someone who could open doors and recruit support from the business community.

UNITED in Hammersmith & Fulham

The Chair will have a visible presence both within the new organisation and with external stakeholders and be able to use their networks and connections to UNITED's advantage.

We do hope that you will be as excited as we are about this opportunity to be involved at the start of this ambitious new charity that will bring huge benefits to the people of Hammersmith and Fulham. We would welcome your application to be UNITED's first Chair.

Details on how to apply can be found at the end of this Information Pack but if you have any questions about the role or the organisation, or would like to have an informal discussion, do speak to our recruitment consultants, who will be pleased to help you. Jocelyn Ridley can be contacted by email, jocridley@jmrc.co.uk or by phone, 07976 395688.

We look forward to hearing from you.

Mike Smith

Chair Hammersmith United Charities

Mr Allen Russell Smith

Chair Dr Edwards and Bishop King's Fulham Charity

UNITED IN HAMMERSMITH & FULHAM

RESPONSIBILITIES OF THE UNITED DIRECTORS AND

ROLE OF THE CHAIR

Responsibilities of Directors

a) Culture shaping

The overwhelming priority for the board of UNITED in its first year is to find its own identity and to learn to speak with its own voice. It is absolutely NOT a kind of joint sub-committee of Hammersmith United Charities and Dr Edwards and Bishop Kings but at the same time it will be very aware of its origins. The board has to find a way through the different traditions of the two founding organisations to a new organisational culture. This is likely to require facilitation, listening, imagination and a willingness to introduce a degree of distance from the parent bodies.

b) Mission building

Although staff are doing a lot of work with the branding agency, copywriters, video makers and others, the founding board members will need to develop and articulate the mission for UNITED. This will include “commissioning” (from the staff) appropriate research/briefings on need/activities/organisations locally to ensure that the board can confidently project and explain the purpose and plan for United.

c) Governance development

The board, working with staff, will need to develop its own approach to governance. What kind of meetings? What style of reports? What level of detail? What decisions does it need to make and what does it simply need reported? This will all lay the foundations for a later operational phase.

Role of Chair

Overall purpose of the role

The Chair and Trustees have overall responsibility for the direction, management and control of UNITED through involvement with strategy formulation and monitoring, risk management and internal controls. The Chair’s role is to support UNITED in delivering its charitable objectives by providing leadership and direction to the board of Trustees and enabling them to fulfil their responsibilities for the overall governance and strategic direction of the charity.

The Chair will be a great ambassador and champion for UNITED and the activities it will support. The Chair will be a supporter of local community services, who could lever in support from the business community and who will have a visible presence both within the new organisation and with external stakeholders.

UNITED IN HAMMERSMITH & FULHAM

RESPONSIBILITIES OF THE UNITED DIRECTORS AND

ROLE OF THE CHAIR

Chair - Role Description

- Provide leadership and vision to the Board members/Trustees, overseeing UNITED's finances and proper accounting
- Ensure the Vision, Values and Mission are regularly reviewed in order that they reflect a current, consistent and realistic long term sense of purpose and identity for UNITED
- To ensure the development of, and maintain strong, effective relationship with key stakeholders.
- Ensure the Board is aware of the regulatory frameworks in which UNITED operates and adopts working practices which seek to achieve the required high standards.
- Give sufficient time to the role of Chair to ensure good governance of the organisation with regard to its overall direction, effectiveness, supervision and accountability.
- Ensure the efficient conduct of the Board's business, that Board members are given a reasonable opportunity to express their views before any important decision is taken, and that decisions are clear, timely, recorded, and communicated to others as necessary.
- Ensure that plans are implemented to fill vacancies on the Board and to maintain a mix of skills and knowledge amongst its membership to facilitate good governance, and also ensure that Board membership is open to all sections of the communities in which UNITED works.
- Act at all times in the interests of UNITED and promote and represent the organisation to outside bodies and the public
- Review regularly all decisions taken to check that they are in line with the long term purpose of UNITED

UNITED IN HAMMERSMITH & FULHAM RESPONSIBILITIES OF THE UNITED DIRECTORS AND ROLE OF THE CHAIR

Person Specification

- Substantial experience in roles which require an organisation-wide strategic perspective, with prior experience of chairing a Board/Board membership within the third sector.
- Ability and willingness to represent UNITED externally in order to promote the reputation of the organisation positively, and to open doors and use networks and connections to the benefit of UNITED and the communities it serves.
- Ability to communicate effectively, both orally and in writing, with a wide range of people
- High level of leadership skills in order to lead and motivate a new board consisting of Trustees from two different charities with different backgrounds and experiences, ensuring that all present have the opportunity to contribute in a positive way
- An understanding of the voluntary sector and an interest in the sector in which UNITED operates and with strong motivation to contribute to it
- A commitment to UNITED's values and ethos, personal integrity, diplomacy and sound judgement.

Time commitment over the first year

It is envisaged that there will be informal meetings to help the Board get to know each other. There will be a maximum of three board meetings (of which one might be more of a workshop). There will be no sub committees at this stage.

In addition attendance at business meetings, community events, and the Chair would be available on an ad hoc basis for decisions, advice and enquiries.