



## HEATHROW COMMUNITY TRUST

### Strategic Objectives and Priorities 2020 – 2022

#### Key Targets for 2020 -

Strategic Aim	Impact Measurements
<p>Improving the voluntary and community sector's ability to support local communities and increasing the support available to the sector.</p>	<ul style="list-style-type: none"> <li>• Recruit and train 25 HCT Advocates.</li> <li>• 1,600 volunteer hours p.a. from Heathrow employees to directly support the operation of the Trust (worth £34,000)[same as 2019]</li> <li>• Initiate Trustee recruitment programme for local charities (target 5 Trustees).[new]</li> <li>• Increase recycling of unwanted materials from Team Heathrow to local charities (target 10 case studies).[4 cases in 2019]</li> <li>• £50,000 donations received from Team Heathrow companies</li> <li>• £50,000 donations received from HAL colleague fundraising [£30k in 2019]</li> </ul>
<p>Supporting sustainable development and sustainable use of resources in community buildings; increasing community awareness of sustainability; increasing the availability and accessibility of community green spaces; increasing the amount of materials reused or recycled in the area.</p>	<ul style="list-style-type: none"> <li>• Audit HCT programme against funder Commitment on Climate change and report to Board</li> <li>• £240,000 new grants for Environmental &amp; Sustainability projects awarded [same as 2019]</li> <li>• 4,000 m<sup>2</sup> Land Maintained or Improved [3,395 in 2019]</li> </ul>
<p>Bringing communities together, reducing isolation and social exclusion, and increasing community cohesion and understanding between communities.</p>	<ul style="list-style-type: none"> <li>• £240,000 new grants for Communities Together (Small and Large) awarded [same as 2019]</li> <li>• 700 over 65s improved quality of life or wellbeing</li> <li>• 25,000 volunteering Hours Carried Out [to deliver projects][30,026 in 2019, 17,179 in 2018]</li> </ul>
<p>Creating opportunities for young people up to age 25 to increase their resilience, raise their aspirations, improve their life opportunities, or break</p>	<ul style="list-style-type: none"> <li>• £240,000 new grants for Projects for Young People awarded [same as 2019]</li> <li>• 15,000 Children and young people with increased awareness about their future, or</li> </ul>



down barriers to employment through skills development.	having developed a new skill. [13,014 in 2019, 15,454 in 2018]
Providing support to the employees of Heathrow Airport Ltd in their charitable work and volunteering initiatives in the area neighbouring the airport, and across the United Kingdom.	<ul style="list-style-type: none"> <li>• £50,000 HAPi grants awarded [same as 2019]</li> <li>• £20,000 Matched Funding Awarded [same as 2019]</li> <li>• 50 volunteer hours for HCT-funded projects by HAL colleagues [0 in 2019 – depends on roll out of HAL monitoring system]</li> </ul>

**Our Vision**

Our vision is of happy, healthy local communities where everyone has the opportunity to live a rewarding and fulfilled life, and the value of giving something back to your community is recognised.

**Our Mission**

Our mission is to enable significant positive change in the lives of people in the communities neighbouring Heathrow Airport, and the wider community in the UK. We do this through funding voluntary and community organisations, working in partnership with others, and by supporting employees of Heathrow Airport Ltd to give back to their communities.

**Our Values**

1. Our beneficiaries come first
2. We are open and transparent
3. We work with integrity
4. We value and respect others
5. Everyone has the right to be safe
6. We continuously improve

**Our Charitable Objects**

The objects of the CIO are to advance such charitable purposes (according to the law of England and Wales) as the trustees see fit from time to time for the benefit of the general public and in particular but not exclusively for the public benefit predominately of people living and working in the local community around Heathrow Airport and the neighbouring boroughs (the ‘Local Community’) and other parts of the UK, through the making of grants, awards, donations and the provision of other financial and non-financial support to:

- (a) protect and promote the physical and natural environment, including but not limited to the conservation and protection of wildlife, the promotion of biological diversity, the support of climate change mitigation initiatives and raising awareness of such issues in the Local Community;



- (b) provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship or social circumstances or for the public at large with the object of improving their conditions of life
- (c) help young people up to 25 years of age in the Local Community through the funding of programmes designed to raise aspirations and improve life opportunities, including but not limited to the provision of skills and vocational training, apprenticeship schemes and other programmes;
- (d) provide support to address financial hardship in the Local Community; develop the capacity and skills of members of the Local Community so that they are better able to identify and help meet their own needs and to participate fully in society.

### **Where we work**

We work in the Boroughs where Heathrow employees live, and in the local Boroughs of Ealing, Hillingdon, Hounslow, Richmond, Runnymede, Slough, South Bucks, Spelthorne and Windsor & Maidenhead.

### **Our aim**

To be an organisation which promotes social change by using all our assets and those of our donor organisations – our financial donations, our knowledge, people and networks, our grant making, programmes and partnerships.

We aim to make a difference by leveraging support and resources and enabling colleagues to support the communities neighbouring Heathrow Airport and those in which they live.

### **Our core principles**

Heathrow Community Trust

- Is an independent foundation
- Values and works in partnership with others
- Listens and learns from its partners and the people in its local communities; and
- Promotes and champions effective ways of tackling disadvantage and improving sustainability.

### **Our Priorities**

The key priorities of our 2020-22 strategic plan are:

**Improving the voluntary and community sector's ability to support local communities and increasing the support available to the sector.**



Recognising that the local voluntary and community sector faces significant challenges, we aim to support strengthening the voluntary sector by prioritising funding for local, smaller, organisations, helping successful organisations to develop and increase financial sustainability and long-term operation, and improve impact measurement, through supporting Heathrow colleagues in skills-based volunteering, but also by seeking out ways to leverage our own grant making by working with other funders.

**Environment and Sustainability** Improving the quality of life in our local communities by supporting sustainable development and sustainable use of resources in community buildings; increasing community awareness of sustainability; increasing the availability and accessibility of community green spaces, wooded areas, areas of natural beauty or biological areas of importance; increasing the amount of materials reused or recycled in the area.

**Communities Together** Improving the quality of life in our local communities by bringing communities together, reducing isolation and social exclusion, and increasing community cohesion and understanding between communities.

**Young People** helping our local communities by creating opportunities for young people up to age 25 to increase their resilience, raise their aspirations, improve their life opportunities, or break down barriers to employment through skills development.

**Heathrow Colleagues** providing support to the employees of Heathrow Airport Ltd in their charitable work and volunteering initiatives in the area neighbouring the airport, and across the United Kingdom.

### **Context**

The population of the boroughs neighbouring Heathrow Airport is living longer, increasing in diversity and is constantly changing. National Government priorities, reductions in local government funding and welfare benefit reforms are having a major impact, and the area is undergoing a number of major developments.

**We will apply our assets to ensuring we provide good support for our applicants (in monetary and volunteer support), improving our own operations, and to our priorities to effect social change:**

#### **1. Through our grant programmes**

- ensuring open, transparent funding criteria, clarity of review process and helpful, supportive feedback.
- Providing volunteer skills-based support to applicants.
- Carrying out regular analysis of needs in our local communities and ensuring our programmes are focussed on those needs.
- Consider how we can best support key organisations to increase resilience and sustainable growth in the community and voluntary sector.
- Support innovative and proactive work to identify gaps and develop new solutions if appropriate.

#### **2. By partnering with others to prevent problems and achieve long term change**



We can better improve quality of life in local communities through collaborative working and learning from others.

We will:

- Ensure our strategy is aligned to specific Heathrow 2.0 and Community engagement objectives
- Work together with our major donor, Heathrow Airport Ltd, to support greater community impact in Heathrow's supply chain and wider airport community.
- Take an active role in developing effective local partnerships with other airport businesses and other funders to identify need, bring more resources into our area of benefit and address key local needs.
- Work closely with residents, community and voluntary organisations to better understand local needs
- Use our knowledge, partnerships and networks and those of our donor companies to strengthen and increase opportunities for local communities.

### **3. By Maximising our Assets**

Heathrow Community Trust has a wide range of assets which we will harness to further our aims.

We will:

- Ensure that we award grant funding from our donations in the most effective way, to deliver the greatest impact
- Ensure that the Trust's choice of suppliers aligns with our aims, including payment of the London Living Wage
- Enable Heathrow colleagues to give something back by supporting fundraising, providing grants to organisations for which colleagues volunteer, facilitating skills-based volunteering to support our local community and voluntary sector, and facilitating offers of other resources such as unwanted furniture to our local community.
- Aiding publicity by using our resources to publicize projects and organizations that we fund and disseminate learning from the work we have supported.

### **4. By improving our effectiveness**

Heathrow Community Trust is a small organisation which aims to be a high-impact, high visibility Trust which is a model for how other Corporate community trusts could operate.

We will:

- strive for best practice in our grant making and welcome feedback from grantees and applicants so we can improve our programmes, policies and processes.
- Evaluate and monitor the effectiveness of our programmes using qualitative and quantitative data, to build evidence of what works.
- Listen and learn from voluntary and community organisations we support and our partnerships to improve our effectiveness.
- Promote our programmes, partnerships and non-financial support through better use of communications and social media so that our influence, leverage and knowledge increases.



- Ensure that our programmes and procedures are as open and transparent as possible.
- Invest in staff and Trustee training and development opportunities.
- Consistently review how we manage the fund and ensure supplier relationship operating effectively.