

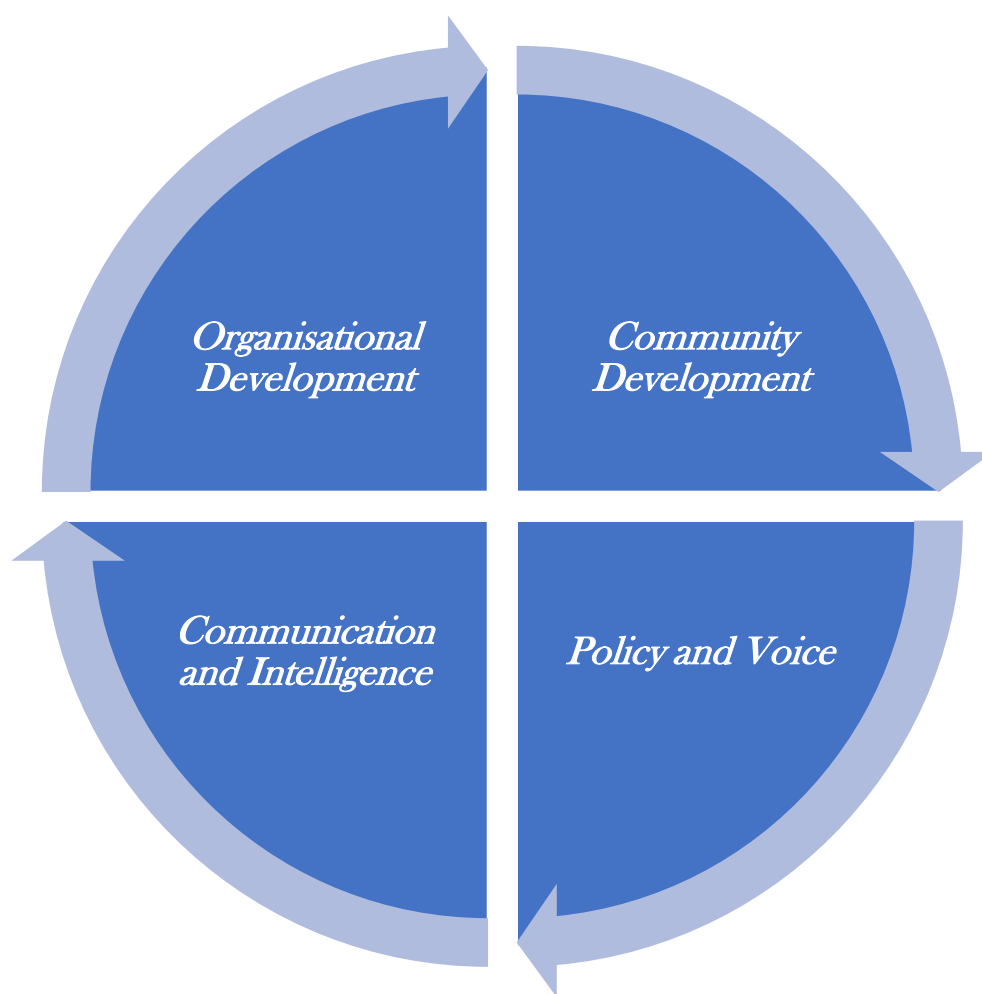


## KENSINGTON & CHELSEA SOCIAL COUNCIL

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# STRATEGIC PLAN

April 2018 – March 2021



## Introduction

Kensington and Chelsea Social Council (KCSC) has been in existence since 2002, following a merger between Notting Hill CVS and Chelsea Social Council. Prior to this the Social Council had existed since the late 1960s, set up to be a voice of the community and enable social action following the race riots in 1958. Much of the community that know the history of the Social Council, and for those that still understand the reason for its existence, believe the Social Council to be an organisation that works for the local community. During 2017/18, we re-affirmed our value-base and recognition that it is our values which drive decisions as to what we do and how we do it. KCSC's reputation and success as an organisation amongst stakeholders should be built on and measured by this.

Since the Grenfell Tower fire, feedback from stakeholders has called on KCSC to strengthen its role as a central co-ordinator that brings voluntary and community organisations together to become a greater source of intelligence, and to increase its engagement role between the community and decision makers.

Our journey during 2017 has been a challenging one but it has enabled us to come to terms with who we are as an organisation and what role we can play in helping to determine the future of social action and social justice in the borough.

### **Our new vision and mission**

#### **Our Vision**

- **A strong and thriving community for all**

#### **Our Mission**

- **Working to strengthen and promote local voluntary and community organisations and the communities they work with**

#### **Our Values**

- **Social justice** - *our guiding principle*
- **Equality, inclusion and diversity** - *our services reach out to all*
- **Empowering communities** - *enabling the VCS and residents*
- **Collaborative working** - *key to our success*
- **Respect and dignity** - *how we treat each other and our stakeholders*
- **Integrity** - *in the way we work*

#### **Drivers**

- **Influence**
- **Challenge**
- **Lead**

## **Where we are heading**

We recognise, from the challenges we face, the opportunities which arise for KCSC. Our work to continue to provide dedicated support for, particularly, small and medium sized organisations must become more focussed on achieving measurable outcomes. These organisations are the core fabric of social action and civil society, yet they face daily struggles to remain in existence; our support needs to be more holistic to ensure that they get what they need to function effectively. Greater support for collaborations between small and medium sized organisations, as well as with larger organisations, will also be an important part of our approach to help build resilience in the sector.

As we seek to adapt to a changing environment, we need leaders that understand what that change means for their organisation as well as for the sector. We will want to continue to support local leaders to navigate a challenging environment and to seize the growing opportunities that are open to the voluntary sector, including our place around decision-making tables.

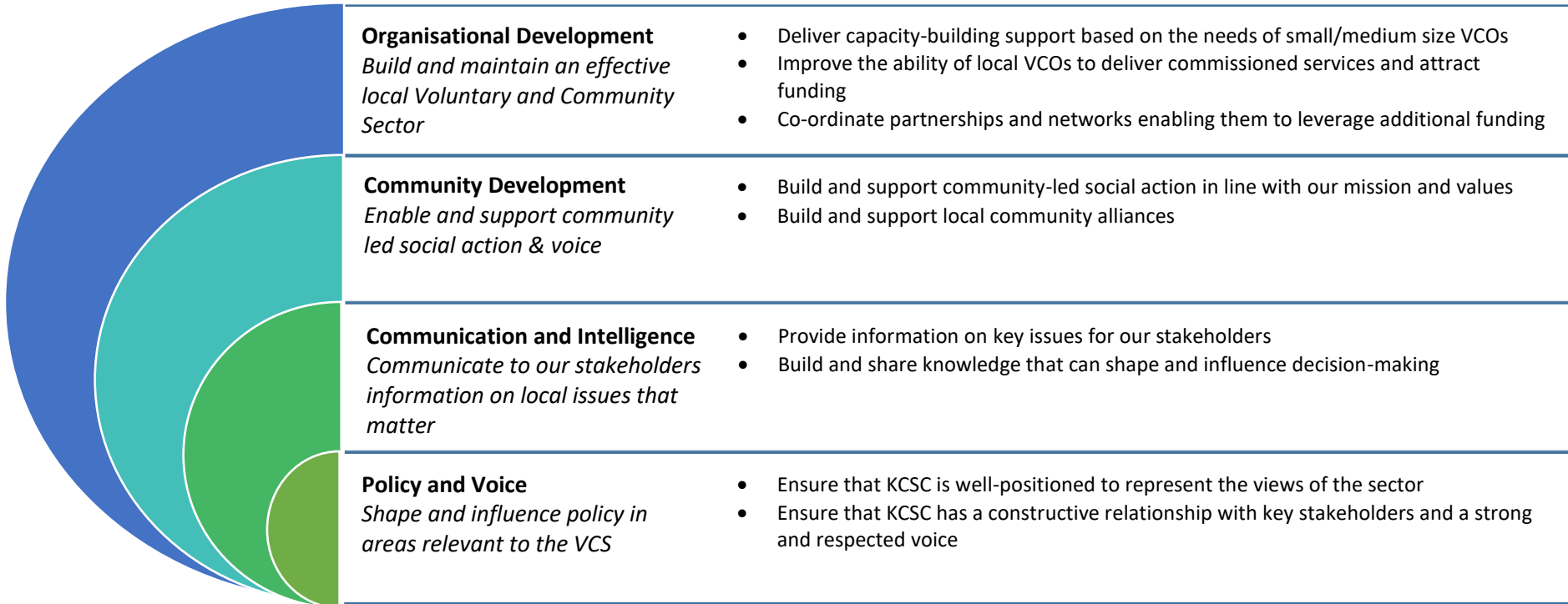
As the health and wellbeing agenda continues to dominate the headlines on an overstretched NHS, KCSC will want to ensure that the voice and services of the local voluntary sector are an essential part of local solutions. This will potentially lead us into delivering larger contracts aimed at keeping residents well, whilst promoting self-help. There are concerns that with this comes an increased risk for the sector; however, KCSC has a role to play in helping to minimise risk faced by voluntary sector providers. We are in a position to act as a lead agency in managing larger contracts in partnership with the voluntary sector. Considerable dedication, resources and skills will be required to take us to the next stage of development in preparing for future contracts.

Whilst KCSC has already embarked upon working with local residents and the voluntary and community sector since the Grenfell Tower fire, we will need to commit longer-term to this area of work. We know that the healing of the community and re-establishing/building trust locally will take time, but we are committed to playing a key role in understanding the needs of the community and using this to inform our work now and into the future. This engagement work will take us into new territory which has not been our 'business as usual' - i.e. direct work with local residents, therefore increasing our role in community development. Wherever this new journey leads we will ensure this work fits within our vision, mission and values.

Stakeholders have told us that they look to KCSC to be an organisation which informs and keep them up to date with intelligence. We therefore have an opportunity to shape and improve the way we deliver on this. Following the Grenfell Tower fire, we have carried out both an internal and external review on how KCSC can and should respond. We have now incorporated this into our future vision for KCSC and updated our strategic aims as a result.

## Our Strategic Aims and Objectives

Looking at both the challenges and opportunities for KCSC, the following strategic aims and outcomes will drive our work over the next three years.



## How we will deliver our Aims and Objectives



### ORGANISATIONAL DEVELOPMENT

- Conduct Organisational Assessments
- Provide fundraising, governance and compliance advice and support
- Provide online tools and financial resources to build capacity
- Provide online and face-to-face training
- Facilitate sector Forums and networking events
- Proactively facilitate partnerships
- Manage grants and contracts on behalf of the VCS
- Evaluate and showcase the work of the sector



### COMMUNITY DEVELOPMENT

- Strengthen civic participation through training and upskilling
- Support the raising of local voices for influence
- Create and/or support opportunities for closer working between grassroots community groups/local actors and statutory and voluntary sector e.g facilitated meetings
- Optimise the Grenfell Network Group to help co-ordinate and improve local services for North Kensington
- Support the development of local community-led initiatives



## COMMUNICATION & INTELLIGENCE

- Share information through our e-communications on developments that affect the community of Kensington and Chelsea
- Provide honest and critical analysis of local decision making
- Analyse data that will build our intelligence of our voluntary sector members and the needs of those they work with
- Deliver a fit for purpose directory of voluntary and community sector services for stakeholders



## POLICY & VOICE

- Conduct research on local policy issues that will help inform our future direction
- Facilitate meetings and events with decision makers
- Support/improve local VCS representation at a strategic level
- Be a lead representative at the request of the VCS and on its behalf

### **The outcomes we seek to achieve**

- VCO's have strong leadership and effective governance, with the ability to forward-plan, raise funds, and with the skills to run effectively.
- VCOs are able to respond to environmental changes, and work in partnership with the VCS and statutory sector to become sustainable into the future.
- Local services effectively meet the needs of our diverse communities.
- Residents' voices are heard as part of local decision-making processes.
- KCSC is better-positioned as a primary source of expert and reliable information and support.
- Local policy decisions are positively influenced for the voluntary sector and the communities it serves

### **Where we will make internal changes/improvements**

- A skills based workforce that meets the diverse needs of organisations of differing forms and levels.
- A strong senior management team that strives for continuous improvement
- Effective digital communications that provide information, tools and links to resources