



**KENSINGTON AND CHELSEA SOCIAL
COUNCIL
STRATEGIC PLAN
SUMMARY**

2021 - 2024

Welcome to our new Strategic Plan

KCSC is the Royal Borough of Kensington and Chelsea's recognised voluntary sector 'infrastructure' organisation. We deliver infrastructure support through a wide variety of organisational and community development activities, facilitating voluntary sector and community participation, representing the sector's views at a strategic level and working with key stakeholders including statutory bodies.

In March 2020, KCSC like charities all over the country found itself in lockdown due to the pandemic, and all the usual ways of working suddenly had to change. What KCSC witnessed during 2020 was the amazing way in which voluntary and community organisations worked together with each other, with residents, with the NHS and the Council and with the private sector to support many of the residents who were impacted by the pandemic in so many ways.

We have been in existence for 60 years and in November 2020 we celebrated our 60 year anniversary with our stakeholders even whilst we were all facing such adversity. Having made it through 2020, KCSC's current 3 year strategic plan came to an end in March 2021. We have now had the opportunity to look again at our organisation and to review why we exist, who we are, what we want to do and achieve over the next 3 years.

The past 3 years

Over the past 3 years KCSC has continued to build its expertise and reputation in supporting the voluntary and community sector. Since 2017 we expanded our work into community development and we have been successful in securing funding since then which has put us in a stronger position to lead new organisation and community development activities.

We are now delivering programmes which seek to harness relationships between residents and the voluntary and community sector, challenging structural barriers and supporting the development of inclusive practices within the sector. Our community development work has brought us much closer to the ground in terms of understanding the needs of the community, particularly within North Kensington. It has enabled us to work with residents to get involved in the Council's governance review and to help shape the Charter for Public Participation.

KCSC's role within health and care provision in the borough continues to be important. We have gained valuable expertise in the development and contract-management of health and wellbeing programmes on behalf of the voluntary and community sector. We have also gained detailed knowledge over the years about local health system developments and have built a good reputation for KCSC and good relationships with our NHS colleagues as a result.

All of the above has been considered as part of a Theory of Change process which was undertaken with the Trustees and staff of KCSC. The process enabled us to look again, in-depth, at what we are seeking to achieve and how we will do this. We now have a Theory of Change map which states our ultimate impact and all of the outcomes to be achieved and core areas of work to be delivered over the next 3 years. The full map can be viewed on page 11.

The operating environment

KCSC is operating in an environment where the future of the voluntary and community sector (VCS) is less predictable. This is primarily because the economic stability of the UK will be challenged severely as it grapples with a debt of over £2 trillion to date, post-Covid. What this will mean for the future of Britain and for society as a whole is yet to be understood and so the challenge the VCS faces is one of financial uncertainty whilst knowing that demand for our services will continue to grow.

KCSC has previously operated in a local environment where there have been significant levels of investment into North Kensington from both local, regional and national Government sources due to Grenfell. The pandemic has also seen plenty of short-term funding for the VCS both regionally and nationally. This however does not resolve the longer term outlook and the economic challenges that the sector will face in the future.

There will be a need to ensure that the local VCS is as prepared as it can be and that means collaborating much more together across the VCS and with the other sectors. It will mean seeking to build resilient organisations that are able to flex their services to adapt to the needs of communities. It will also mean being as close to the ground as possible, working closely with people who have lived experience and are therefore fully able to understand what services need to be developed.

The pandemic has brought to the fore the wide gap between those who are socially, technologically and economically advantaged and those who are not. It has also highlighted health inequalities between different communities, although these are not new issues. How the sector reaches and works with communities most in need coming out of the pandemic will be the expectation of funders and this expectation is set to increase.

Across health and social care there is a desire within the statutory sector to address health inequalities and this is being prioritised at a strategic level. This will determine the funding available to and the future role of the voluntary and community sector, working with the NHS and the Council at both the local and North West London level.

KCSC's future role

KCSC's role as an organisation that develops, facilitates, advocates and represents remains vital. This has not changed over the years, but we now have the addition of community development within KCSC's offer for both organisations and individuals. However, internally, the difference is that we will make sure the services we provide align more strategically across organisation and community development. In doing so we hope that this will provide us with greater opportunities and expertise to help the sector be in a stronger position to respond to future complex challenges that communities will face.

Fundamental to the change that is needed and critical to KCSC's future role is to ensure that we work with our stakeholders to increase the skills, resources and capacity of the voluntary and community sector, alongside residents, so that they are the problem solvers, and we are simply the facilitators.

Funders are regaining an understanding of the importance and value of infrastructure organisations like KCSC, recognising the role we play in supporting voluntary and community organisations. However, demand is growing for a sector which delivers in a more joined up and collaborative way, putting residents at the centre of service co-design as well as delivering what is needed to drive change and improve lives. This is where the future lies and KCSC will play its part in enabling this to happen.

Our Vision

Residents of Kensington and Chelsea have improved lives

Our Mission

Working to strengthen and promote local voluntary and community organisations; Supporting communities to be the drivers of change

Our Values

- Social justice
- Listening and learning
- Collaborative working
- Respect and dignity
- Integrity

Our Position

- Influencer
- Challenger
- Leader
- Knowledgeable

Strategic Aims and Objectives

Theory of Change map

The Theory of Change map on page 11 shows all of the short, medium and long term outcomes KCSC is seeking to achieve over the next 3 years, and the ultimate impact of our work – **‘Residents of Kensington and Chelsea have improved lives’**. The map shows our ‘outputs’ or areas of work (labelled A–F), which will deliver these outcomes, and these are also reflected within our strategic aims and objectives below.

The map shows that some of the outcomes achieved by different areas of work are the same. For example, an outcome (no. 15 on the map) of KCSC’s community development work is that ‘Social action in RBKC is more effective’. This outcome is also achieved through our organisational development work, in a different way – by supporting residents in the set-up of new organisations which better enable them to undertake effective social action. Hence, different work areas can have the same outcome and this will be seen in the information about our different work areas in the section below.

Aims and Objectives

In the section below, our core areas of work are listed alongside their Strategic Aim and accompanying Strategic Objectives, and the medium-term outcomes that will be achieved. The outcomes are numbered (12 – 21) and colour-coded for easy cross-reference between work-areas, and with the Theory of Change map.

Organisational Development

Strategic Aim 1: Build and sustain an effective, resilient, and representative local voluntary and community sector

Strategic Objectives:

- Support well run and sustainable voluntary and community organisations, with good infrastructure, delivering good work
- Support and improve the skills, thinking and approaches of staff and volunteers
- Create a well networked and well informed sector which works collaboratively

What we will deliver:

We will meet this aim and deliver on our objectives through providing advice and guidance, external events, training, signposting and an online resource bank. We will run forums and network meetings that inform and engage organisations. We will develop partnerships and consortia and provide professional development for trustees, managers and leaders. We will represent the organisational development needs of the sector at a strategic level.

The KCSC organisational outcomes we are working towards achieving in the medium term are:

12. Local VCOs and Community groups are more effective in meeting the changing needs of residents

13. More VCO services are co-designed with residents

14. Local VCOs and Community groups are more sustainable and resilient

15. Social action in RBKC is more effective

16. RBKC residents, VCS and Community groups are more involved in the design and planning of local services

17. Statutory organisations change policies and practice to be more representative of local need

18. Collaboration between VCS and Statutory organisations is increased

Community Development

Strategic Aim 2: Enable and support community led social action and voice

Strategic Objectives

- Build and support community-led social action
- Build and harness local community voice and alliances

What we will deliver:

We will meet this aim and deliver on our objectives through delivering Power and Participation training and working with local organisations and resident groups to strengthen social action and voice on local issues. We will upskill the community in the utilisation of the Council's Charter for Public Participation and work with the Council to support its implementation. We will broker relationships, mediate and mentor within communities.

The KCSC organisational outcomes we are working towards achieving in the medium term are:

12. Local VCOs and Community groups are more effective in meeting the changing needs of residents	
15. Social action in RBKC is more effective	
16. RBKC residents, VCS and Community groups are more involved in the design and planning of local services	
17. Statutory organisations change policies and practice to be more representative of local need	

Voice and Influence

Strategic Aim 3: Shape and influence policy in areas relevant to the Voluntary and Community Sector

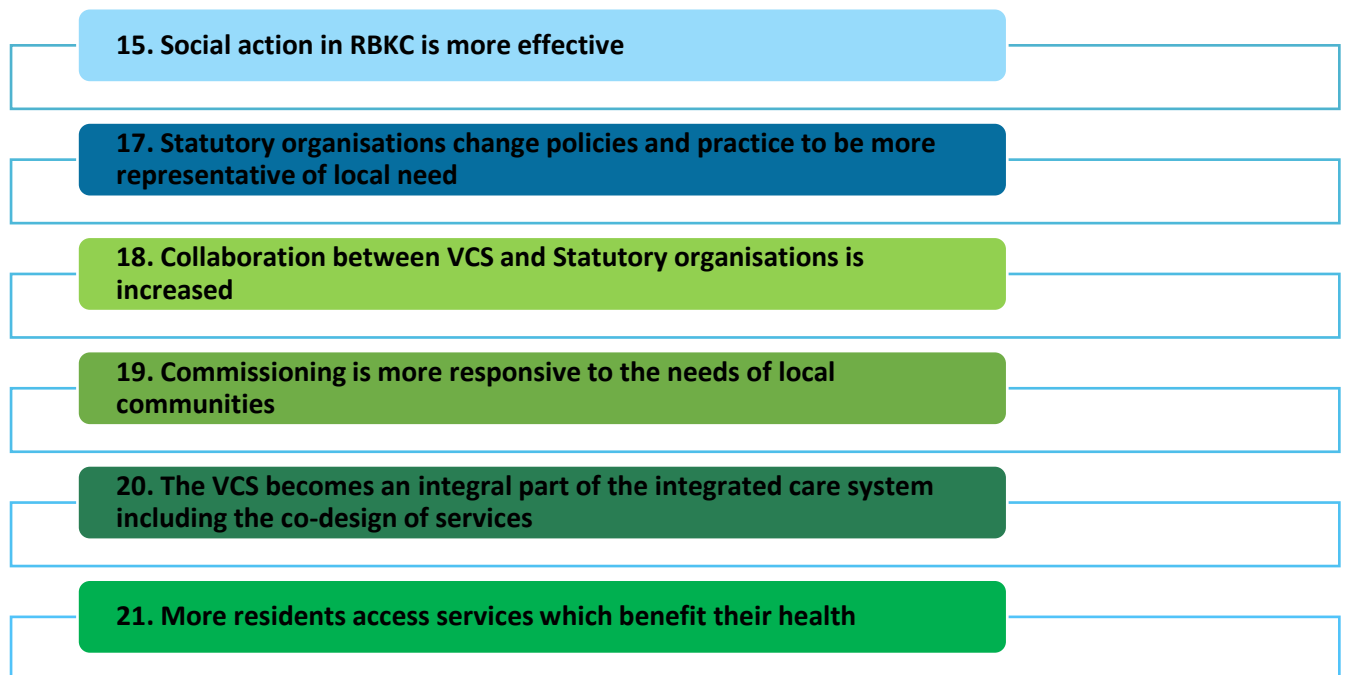
Strategic Objectives

- Build and share knowledge that can shape and influence decision making
- Represent as well as advocate for local participation at a strategic decision making level with decision makers

What we will deliver:

We will meet this aim and deliver our objectives by holding VCS thematic and issue-based meetings. We will also: develop VCS responses to policy and practice changes; lobby on issues that matter to residents and the VCS and coordinate VCS and resident involvement within statutory sector partnerships and workstreams.

The Outcomes we are working towards achieving in the medium term are:



Health and Wellbeing

Strategic Aim 4: Support local voluntary and community organisations to deliver appropriate and effective health and wellbeing services

Strategic Objectives

- Co-ordinate Voluntary and Community Sector and statutory sector clinical and social care relationships
- Build and sustain the Voluntary and Community Sector's, and communities', voice and role in the design and delivery of health and wellbeing services

What we will deliver:

We will meet this aim and deliver on our objectives through working with clinicians on developing and co-ordinating wellbeing pathways that are inclusive of the VCS services. We will also co-ordinate referral pathways to the VCS. We will raise awareness of the value of the VCS with health professionals. We will support the co-ordination of the sector to prepare for contracts and grants opportunities, and manage, or support the management of, VCS contracts and grants when appropriate. We will inform, upskill, involve and represent the VCS in relation to strategic developments.

The KCSC organisational outcomes we are working towards achieving in the medium term are:

12. Local VCOs and Community groups are more effective at meeting the changing needs of residents

13. More VCO services are co-designed with residents

14. Local VCOs and Community groups are more sustainable and resilient

15. Social action in RBKC is more effective

16. RBKC residents, VCS and Community groups are more involved in the design and planning of local services

17. Statutory organisations change policies and practice to be more representative of local need

18. Collaboration between VCS and Statutory organisations increases

19. Commissioning is more responsive to the needs of local communities

20. The VCS becomes an integral part of the integrated care system including the co-design of local services

21. More residents access services which benefit their health

Central Support

Strategic Aim 5: Communicate in a timely, appropriate and effective way to KCSC's stakeholders through a range of media and provide administrative support to ensure that every area of KCSC functions efficiently. that ensures KCSC's stakeholder engagement activities are responsive and accessible

Strategic Objectives

- Increase the number and frequency of users of the website
- Increase readership of ebulletins
- Set up and maintain effective systems for producing and collecting content which informs our stakeholders
- Achieve good satisfaction from stakeholders attending events.

Through delivering its strategic aim, Central Support will enable KCSC to meet all of the outcomes.

Kensington and Chelsea Social Council theory of change



Abbreviations
RBKC: Royal Borough of Kensington and Chelsea
VCO: voluntary and community organisation
VCS: voluntary and community sector

Long-term outcomes
 Medium-term outcomes
 Short-term outcomes

