

# Thrive and Survive

On 5 October, Patricia Wright, chief executive of NHS Kensington & Chelsea addressed an audience of 80 local health professionals, mostly from voluntary organisations. As a champion and health advocate for the people of Kensington & Chelsea, Patricia reiterated the importance of a thriving and stable voluntary and community sector. She and her colleagues also committed continued funds for voluntary sector health projects, as well as the return of a small grants fund to stimulate or test new ideas.

This message was crucially important at this time because local organisations will face pressures from all sides – increased demand from the community, yet the likelihood of shrinking resources. What the community needs most of all right now is a stable voluntary sector that can continue to offer the advice, guidance, education, practical care, skills development, befriending, counselling, peer support ... the things that help our communities to help themselves.

None of us can achieve this by sitting in our own offices. Despite the increased demands on our time, it is important that we make time for building external relationships that may create opportunities for partnership working or building our knowledge and skills. We must also look beyond the sector, perhaps to NHS organisations or even private companies as potential partners, whilst staying true to our core missions.

As opportunities open up for voluntary organisations to bid for more contracts, we must realise that this will require a new set of skills, and we can start building these skills now. We must be



Patricia Wright, chief executive of NHS Kensington & Chelsea at the Voluntary Sector Health Conference, 5 October 2010.

creative and be open to different ways of working. We should remember that although we face competition, in many ways we have a competitive advantage through our track record and our relationship with our communities, and together we can thrive and survive the challenges that lie ahead.

## In this issue...

Editorial	2
Feature: <i>TIME OUT</i> <i>So what should we focus on?</i>	3
Organisational Development: <i>Think outside the box!</i>	4/5
Health News	6
Partnerships & Forums	7
Spotlight On...	8

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### Kensington & Chelsea Social Council (KCSC)

works to support locally focused voluntary and community organisations serving local residents.

The views expressed in Link are not necessarily those of KCSC.

## A WORD FROM OUR CHIEF EXECUTIVE

**Is the outlook totally bleak, or are there opportunities?**

**Yes, we are facing the threat of drastic cuts in public spending, and as we go to press we await the spending review on 20 October which will shed more light.**



Mary Gardiner

and uncertainty, there needs to be a platform of stability and security for our communities.

In this LINK you will see how we are going about this. For example, some 50 local organisations have already

expressed interest and taken part in discussions about our new Community Health Consortium (see page 6), which we hope will become a contracting vehicle that can sub-contract work to local organisations. Other opportunities will arise from the big new policy directions such as personalisation (see page 4) and Big Society. And we will continue to give you the practical support you need with funding applications, particularly the NHS funding round (page 6), where we will help broker partnership bids as well as our usual checking and commenting on applications.

**Finally, you will have the opportunity to shape what we do.** Our AGM on 3 November will be an opportunity for you to help us plan our priorities for the next three years, as well as elect a board that will steer us in the right direction. Serving as a KCSC board member is an excellent development opportunity, so think about putting yourself forward.

I look forward to seeing you at one of our many events that we have planned for October, November and December.

## Kensington & Chelsea Social Council Annual General Meeting

3 November 2010, 10am - 3pm at London Lighthouse

How can the Social Council best support organisations in Kensington and Chelsea?

Join us and help plan our priorities for the next three years. We will also be electing a new board of trustees and the AGM will be addressed by former RBKC council leader Baroness Joan Hanham.

More info: [www.kcsc-conference-agm.eventbrite.com](http://www.kcsc-conference-agm.eventbrite.com)

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# TIME OUT?

**‘Time out’ is not a term we use often in the voluntary and community sector, particularly in relation to personal and organisational development. However it is an important and necessary part of ensuring that we remain current and well informed. With so many changes taking place in the role of communities and public sector services, now more than ever we should think about taking a step back, away from the day-to-day realities of service delivery, to consider some ‘bigger picture’ issues.**

## SO WHAT SHOULD WE FOCUS ON?

### Outcomes

Understanding outcomes and how to develop an ‘outcomes approach’ will help your organisation run more efficiently whilst increasing reach into communities.

### Attending conferences, seminars and meetings

There are many events that take place which can be difficult to attend but being clever about which event will benefit your learning the most can help you to prioritise. Events about the future of public services and/or the future of the voluntary and community sector may help you to understand the future position of your organisation and the services you provide. Events such as these can give you the opportunity to learn about national and local policy and impact, and provide access to networking.

### Governance

In these changing times good governance is more important than ever. Trustees need to be able to guide the organisation and inform its strategic direction. There are lots of opportunities for your trustees to get the support they need, either through training, mentoring or networking.

### The ‘localism’ agenda

This will mean that at a local level the voluntary and community sector can have a real role to play in engaging local communities in local issues, bring people together and create avenues by which their



KCSC members networking.

voices can be heard. Keeping up to date with the Big Society agenda and what it will mean for residents in Kensington & Chelsea will ensure your organisation is better prepared to inspire your users or clients to get involved in making a difference to their local area.

### Partnership working

In a time of higher need and shrinking resources, collaborating or sharing resources can bring economies of scale. Taking advantage of

networking opportunities and good advice will help you develop good sustainable partnerships.

So in summarising, whilst training and development might have a financial cost and may require time away from the organisation, the value of what is learnt and the opportunities that could be opened up are invaluable. The Social Council asks you to take advantage of all the support that exists, and where we can help – we will.

## RESOURCES

Outcomes: [www.ces-vol.org.uk](http://www.ces-vol.org.uk)

Governance: [www.ncvo-vol.org.uk/governanceandleadership](http://www.ncvo-vol.org.uk/governanceandleadership)

The Big Society and Localism Agenda: [www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk)

Partnership working: [www.ncvo-vol.org.uk/advice-support/collaborative-working](http://www.ncvo-vol.org.uk/advice-support/collaborative-working)

# Think outside the box!

**This is a well-worn cliché, but this page of LINK highlights some new or different ways of working that could be opportunities for your organisation.**

## Social Enterprise

This can mean different things. 'Social enterprise' is not a legal structure in itself, it is a way of describing a type of organisation that is somewhere between a company and a charity. Social enterprises are companies that can make a profit, although this profit is re-invested into the social, community or environmental objectives. A social enterprise can be anything from a single entrepreneur to a large company delivering an NHS urgent care centre or a 'meals-on-wheels' service.

If you an existing charity, and you have an idea to market something you do and sell it commercially, you may need to set up a separate company or trading arm, but you may not, depending on whether what you are proposing to do already sits within your charitable mission. You would be wise to get good advice.

**The Social Council is currently looking for funds to develop a special social enterprise support programme, and we welcome anyone working in this field to contact us to tell us what you need.**

*More info:*

Social Enterprise Coalition [www.socialenterprise.org.uk](http://www.socialenterprise.org.uk)

At KCSC:

Aneesa Chaudhry [aneesa@kcsc.org.uk](mailto:aneesa@kcsc.org.uk) 020 7243 9805

## Personalisation

Simply put, this concept is about giving individuals the ability to control the care and support they receive. It includes people holding their own budgets for services. This will no doubt mean that some organisations will lose block contracts for certain services, and will instead have to think how they can sell services to individuals. All local authorities have targets to meet to get people off block contracts and managing their own budgets, so this is a reality not an aspiration!

**The opportunity in this for organisations is to be innovative, and develop new things to offer to our members or clients, in a way that better meets their needs.**

*More info:* Aneesa Chaudhry

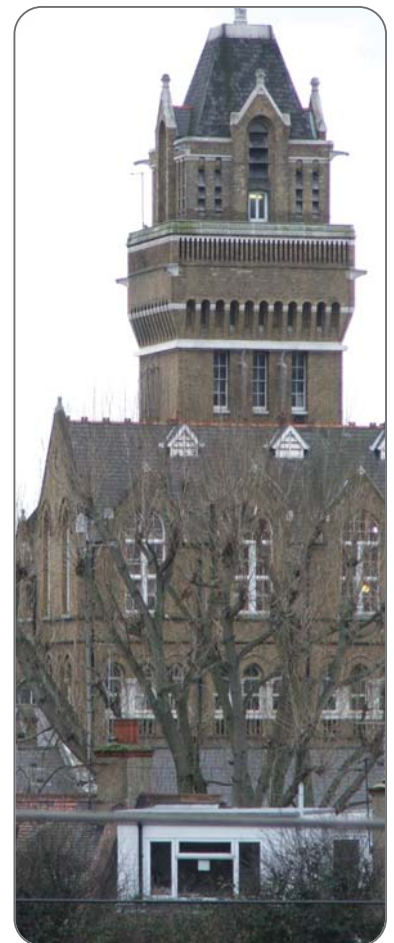
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Kensington & Chelsea Social Council [aneesa@kcsc.org.uk](mailto:aneesa@kcsc.org.uk)

## St Charles Centre for Health and Well-being

Despite public-sector cuts and reorganisation of the NHS, our local NHS commissioners are pressing ahead with the development of a health and well-being centre at St Charles Hospital. This will give our local voluntary-sector a whole new way to engage with health delivery, and enable the creation of more holistic and integrated services.

**The opportunity here will come through our new 'Community Health Consortium', which we hope will hold a contract to deliver a range of non-clinical services, and sub-contract work to local organisations.**



*More info:* Lev Pedro

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[www.kcsc.org.uk/healthconsortium](http://www.kcsc.org.uk/healthconsortium)

## Be best at what you do

And finally, it goes without saying, but keep your standards high... Keep your monitoring and evidence collecting as good as it can be, keep your policies and procedures up-to-date, keep involving your beneficiaries, maintain excellent governance through your board or management committee. If you have any organisational weaknesses, please come confidentially to a member of the Social Council team and allow us to help you before those weaknesses let you down.



## Climate change

The Social Council and 'K&C Transition' are offering a series of discussions and workshops to help you take some small steps towards tackling global warming.

**Wednesday 20 October** 6.15 – 8.15pm  
Film and discussion

**Wednesday 17 November** 6.15 – 8.15pm  
Film and discussion

**Wednesday 1 December** 2pm – 5pm  
Awareness workshop

More info: [www.kcsc.org.uk/nhsfunding](http://www.kcsc.org.uk/nhsfunding)

## Short courses

Places are still available for all these Social Council events:

**Trustee Seminar**  
**Wednesday 27 October** 5.45 – 8.30pm

**Training: Introducing Disability Equality**  
**Tuesday 16 November** 9.30am – 4.00pm

**Training: Working Through Uncertain Times**  
**Tuesday 7 December** 9.30am – 4.00pm

More info: [www.kcsc.org.uk/training](http://www.kcsc.org.uk/training)

## Strategic planning and strategic analysis

This new website, created by NCVO, offers useful information and practical tools that will help you to plan strategically.

More info: [www.3s4.org.uk](http://www.3s4.org.uk)

## Improve your knowledge of mental well-being

With one in four of us expected to be affected by a mental health problem at some time in our lives, it is vital that voluntary and community organisations are aware of some simple ways to help community members. You will learn about common symptoms and treatments and how to refer people to local services, and the team will work with you to help you implement what you learn after the training.



**Mental Health Awareness Training**  
**Friday 19 November & Friday 26 November**

More info: Shabana Siddique 020 7373 9113  
shabana@4mindsproject.org.uk [www.4mindsproject.org.uk](http://www.4mindsproject.org.uk)



Participants enjoying the 4Minds Mental Health Awareness Training.



## BME Health Forum launches website and primary care guides

The Forum now has an extensive new website which contains all the reports on the work it has done over the last few years, as well as information about access to services, a database of BME community groups and much more. The steering group are very keen to receive your feedback as to how it can be improved to best serve your needs.

In partnership with six local community groups, the Forum has also produced a range of leaflets and postcards in various languages which help people understand how and when to use interpreting services.



*More info:* Nafsika Thalassis  
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020 7150 8128  
www.bmehf.org.uk

## NHS funding launched

NHS Kensington & Chelsea has launched its funding programme for projects to start in April 2011. The overall level of funding for the voluntary sector will remain unchanged, but organisations will need to show that their work fits the new priorities. Deadline for applications is 30 November.

*More info:* Helen Cylwik  
helen.cylwik@kc-pct.nhs.uk [www.kcsc.org.uk/nhsfunding](http://www.kcsc.org.uk/nhsfunding)

## New commissioner

NHS Kensington & Chelsea now has a new Third Sector Commissioning Manager Helen Cylwik. Helen has a background in social policy and community development. She has almost 20 years' experience of working in the voluntary and statutory sector, and prior to joining NHS Kensington & Chelsea in May 2009 was CEO of Elders Voice, a Brent based charity.



Helen Cylwik

## Get linked in to public health

Linda Thomas is responsible for coordinating 'Choosing Good Health – Together' – which is our local public health improvement programme. Linda publishes a regular newsletter highlighting the different projects that NHS organisations as well as voluntary organisations are doing. To receive this, or to promote the work you are doing, please contact Linda.

*More info:* Linda Thomas  
Choosing Good Health Together Coordinator  
linda.thomas@kc-pct.nhs.uk

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## Nutrition and Health Resources for Older People

NHS Kensington & Chelsea has set up an online resource library of health and nutrition resources as part of its drive to raise awareness of malnutrition in older people. The Library is divided into six categories: Nutrition, General Health, Health Conditions, Fitness & Activities, Safety & Mobility and Services & Other Information and it also includes details of activities and services available throughout the borough.

The information will be of use to older people, their friends and family, carers and healthcare professionals.

*More info:*

[www.kc-pct.nhs.uk/nhrl](http://www.kc-pct.nhs.uk/nhrl)

## Health consortium gathers pace

The Social Council is working to establish a consortium that we hope will create opportunities for local organisations. The consortium will bid for public-sector contracts and then sub-contract work to local organisations. This will ensure that in a more competitive market-place, our small organisations will be able to successfully tender and win contracts. The first contracts that we plan to bid for are to provide non-clinical support services at the new Earl's Court Health Centre and the new St Charles Health and Well-Being Centre (phase 2).

A stakeholder meeting at the Voluntary Sector Health Conference on 5 October agreed that the company should initially be a subsidiary of the Social Council while it is in its early stages, and there will shortly be an election process for an advisory board.

*More info:* Lev Pedro  
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[www.kcsc.org.uk/healthconsortium](http://www.kcsc.org.uk/healthconsortium)

# Voluntary Organisations Forums (VOF) Update

The Social Council coordinates meetings of three thematic forums providing voluntary and community organisations with the opportunity to meet decision makers and influence policy decisions.

The forums enable participants to get news and expert views from a range of speakers, find out about funding opportunities, training and resources, share information and knowledge, and

to network with individuals and organisations from across the borough.

The 'Main VOF' feeds into the Kensington & Chelsea Partnership, the strategic group for the borough. All meetings are open to voluntary and community organisations. For additional information and meeting dates visit the website.

More info:

[www.kcsc.org.uk/vof](http://www.kcsc.org.uk/vof)

## News from the forums

### Review of the VOFs

The data collection and interview stage of the review of the VOFs has been completed. The 'research themes' were identified as structure, partnerships, voice and engagement.

It is expected that the results of the review, together with recommendations on how the VOFs can be strengthened and improved to continue to meet the changing and demanding needs of the sector, will be available by early December 2010.

### Census 2011

27 March 2011 is Census Day. The national census is a snap shot of life in the UK and is used by central government as a way in which to determine how resources are allocated. Individual information is treated as totally confidential for 100 years.

For the 2001 Census, RBKC had a return of 64% compared to 94% nationally. It is a legal requirement for everyone to complete and return a Census or face being fined up to £1,000 for non completion. The Office of National Statistics is hoping local organisations will set up completion centres for Census Day, and some paid job opportunities are available.



More info:

[www.rbkc.gov.uk/census](http://www.rbkc.gov.uk/census)

### Kensington & Chelsea Credit Union

At its meeting on 8 September, the Main VOF received a presentation on the development of a Kensington & Chelsea credit union. Credit unions are local not-for-profit financial co-operatives owned and controlled by members. Like banks and building societies, credit unions are controlled by the Financial Services Authority (FSA) and provide a range of affordable, fair and accessible financial services.

The K&C credit union will be an extension of an existing successful credit union operating in Hammersmith & Fulham (H&F) and will be open to people who live, work, study or volunteer in K&C or H&F, or to the residents and tenants of housing associations based in the two boroughs.

The proposal is widely supported by local public sector and voluntary organisations.

### Volunteering Strategy

The Volunteer Centre K&C, in partnership with a number of key stakeholders, is leading the development of a borough-wide volunteering strategy. The strategy has four main objectives: (i) To improve the quality of the individual experience; (ii) To support organisations which involve (or want to involve) volunteers; (iii) To strengthen cohesion amongst communities; and (iv) To promote volunteering to individuals and organisations. The group intend to launch the strategy this autumn. Visit the website by 19 November 2010 to contribute to the development of the strategy. The group intend to launch the strategy by the end of 2010.

More info:

[www.kc-pct.nhs.uk/haveyoursay](http://www.kc-pct.nhs.uk/haveyoursay)

## DIARY DATES

Monday 25 October	3.00pm to 5.00pm	Older People's VOF
Thursday 4 November	10.00 am to 12.00 pm	Engaging Communities VOF
Wednesday 24 November	10.00 am to 12.30 pm	Children, Young People & Families VOF
Wednesday 8 December	9.45 am to 1.00pm	Main VOF

Information on all meetings, including venue details, minutes and agendas, can be found on our website at [www.kcsc.org.uk/vof](http://www.kcsc.org.uk/vof)

**In the fourth and last of our interviews marking 50 years of social activism, we talk to Cynthia Dize. Cynthia has lived and worked locally since the early 80s and is currently CEO of Age Concern K&C and Sixty Plus.**

**How do you think things have changed in the sector?**

It has become more professionalised, which in some ways is good though I feel spontaneity may have suffered. Also some organisations have become larger but we're expected to do more, we're involved in a lot of partnership work with the statutory sector. The move from grants to contracts has tied up the relationship with funders more tightly, which is not a bad thing but maybe it took away some of our flexibility.

**Do you think the relationship with the statutory sector has changed?**

I think it's easier to get your foot in the door now. The council has always been pretty committed to the sector but now sees us as more of a partner. It doesn't mean it isn't a struggle and it's only because we have said we do know something and have a contribution to make. The partnership generally does work well. Of course there are ups and downs and there are always tensions within a relationship but it's good to not be afraid to explore them because we're coming at it from different angles and that's what gives it its value.

**Do you think there's less activism now?**

Yes but we've got quite good at negotiation. It could be partly because we're more used to working in partnership so we have a different relationship with councillors for example. Maybe it's a maturing

relationship. I do think though that we've become so immersed in service delivery that the bit of flexibility and time that allowed us to pick up on peoples hopes and aspirations maybe we don't have that as much now.

In a way the voluntary sector has become co-opted and we have bought in to that because it supplies us with our bread and butter. It's an evolution. But grassroots activism will always be there and if we are doing our job we'll support it.



Cynthia Dize

**Do you envisage any further changes in the sector?**

There will be more pressure for us to deliver commissioned programmes, and I think that's fine but organisations will need to be clear about their mission and values and that may mean sometimes saying this isn't relevant for my organisation. The challenge is becoming business like without becoming finance driven.

The other issue is around succession. There's a generation of us who started off in the 70s and 80s and are coming up to the end of our careers. We need to ensure we have done enough to say to the next generation, here are the values from which all this grew. That doesn't mean we don't look forward but I think that you need to have a little bit of that heart to root you so wherever it is you go you are holding on to a little bit of that core.



Frank Crichlow

**Frank Crichlow 1932 - 2010**

Frank Crichlow, founder of the Mangrove and the godfather of black community activism, passed peacefully in his sleep on 15 September 2010. Frank's funeral and life celebration was held on 27 September at St Mary of the Angels church and included a carnival-style procession which wound its way to Kensal Green Crematorium via The Tabernacle, All Saints Road and Ladbroke Grove. The Crichlow family and members of the Mangrove will be working with the Nubian Jak Trust to erect a Blue Plaque on the site of the Mangrove Restaurant at 6-8 All Saints Road.

**50 YEARS OF SOCIAL ACTIVISM 1960-2010**