



KENSINGTON & CHELSEA SOCIAL COUNCIL

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# A Strong Foundation

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STRATEGIC PLAN

APRIL 2015 – MARCH 2018

**Kensington and Chelsea Social Council (KCSC) is the Royal Borough of Kensington and Chelsea's recognised voluntary sector 'infrastructure' organisation.**

We support voluntary and community organisations (VCOs) through the provision of training, advice and information. We also facilitate the voice of the local voluntary and community sector (VCS) and represent the sector at a strategic level.

We believe that for a thriving local voluntary and community sector (VCS) to exist, infrastructure support is necessary. Without infrastructure support the voice of the voluntary and community sector would be dispersed and strategic direction more difficult to convey to decision makers. Our role is to support co-ordination and facilitate collaboration as well as to challenge and develop.

In seeking to improve the lives of local residents, we see our self as the cornerstone of local voluntary and community action, providing a strong foundation on which to tackle poverty, inequality and social injustice.

As an infrastructure organisation we recognise that within the next 4 to 5 years there is unlikely to be a return to pre-2010 voluntary sector investment into infrastructure support. The reality is that we will need to find ways to adapt to a harsher economic climate or we will not exist in the future.



**Angela Spence, Chief Executive Officer**

There is an expectation that communities can and should become less reliant on the state and this will not change as long as austerity continues. This means that the voluntary sector needs to be able to cope with reduced public services and funding and growing demand for its services. This will require strong volunteer led support, income generating ideas to self-sustain projects and strong community leadership.

As the local infrastructure organisation KCSC will continue to highlight issues of inequality and poverty. We will also advocate and build evidence on the important role and real opportunities for the voluntary sector to deliver health and wellbeing services as part of a holistic package of care for local residents.

We seek to strengthen our role as the holder of voluntary sector intelligence and to be the gateway to the local sector. This will provide clear benefits for stakeholders due to simpler, co-ordinated mechanisms for engagement with the sector. We facilitate the networking and relationship development between the VCS and local decision makers and have a key role to play in ensuring there is a strong voluntary sector voice.

Finally, in this current climate, we along with most voluntary and community organisations cannot comfortably say that KCSC will exist in 5 years' time. It is therefore vital that we explore potential collaborations which will shape a longer term sustainable infrastructure service. This is our challenge but also a good opportunity to secure our future.



**Michael Bach, Chair of Trustees**

## Our Vision

Kensington and Chelsea is a borough  
without deprivation

## Our Mission

To build a sustainable and inclusive society  
through strengthening local voluntary and  
community organisations

## Our Values

We believe in:

Enabling voluntary and community organisations to make  
a difference

Collaboration and working in partnership with others to  
achieve more

A strong local voluntary and community voice

Social justice through community action

Being inclusive and respectful

## KCSC will

Strengthen the internal capacity of small and medium size VCOs

Support VCOs to adapt to change

Be the Local Gateway

Deliver a casework approach to support organisations most in need

Provide practical tools to help organisations with strategic planning and development

Strengthen good governance

Improve use of technology

Provide a change management service

Increase understanding of the policy environment

Build partnerships

Support outcomes and impact measurement

Champion and promote the VCS

Develop and maintain an understanding between the sectors

Be a contract manager

Coordinate partnerships between large and small providers

Be a place of choice for VCS intelligence and information

Provide strategic representation

We will know we have succeeded when small and medium size VCOs have improved organisation and service management and improved ability to forward plan

We will know we have succeeded when organisations that have the ability will be financially viable for the next 3 years minimum or have the potential for growth

We will know we have succeeded when the local voluntary and community sector is recognised and supported to be credible partners in the delivery of local services

## KCSC will

### Campaign for Change

Research and act on the needs of the VCS

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Raise the profile of the equalities agenda and push for change

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Support/strengthen VCS campaigning

We will know we have succeeded when policy decisions are influenced as a result of campaigning and lobbying

### Build and support effective leadership within the sector

Strengthen voice and influence

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Support new leaders from diverse communities

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Support development of leadership skills

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Support development of new representatives

We will know we have succeeded when local policy decisions are influenced as a result of VCS leadership

### Strengthen KCSC's Internal Capacity

Build teams across business, organisation and policy development

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Measure and showcase our impact

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Generate income through the CIC

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Explore the future of KCSC's longer term sustainability with potential partners

We will know we have succeeded when infrastructure support is continuously recognised as needed within Kensington and Chelsea

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