

The Curve Community Centre

Meeting Pack for the Interim Board of Governors

Thursday, 22nd February 2018

6pm – 7:30pm

The Curve Community Centre, 10 Bard Road, W10 6TP



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Agenda





Agenda

Attendees

Interim Board of Governors	Curve Officers
<ul style="list-style-type: none"> • Fatima Elguenuni, <i>NHS and mother of a resident of Grenfell Tower (Chair of the Interim Board of Governors)</i> • Revd Dr Michael Long, <i>Notting Hill Methodist Church</i> • Abderrahman Elguerbouzi, <i>Making Communities Work and Grow (MCWG)</i> • Fatai ('Abdul') Towolawi, <i>Healthwatch Central West London</i> • Abdurahman Sayed, <i>Al Manaar</i> 	<ul style="list-style-type: none"> • Callum Wilson, Head of Service – Assistance Centres • RBKC Curve Minute Taker

Agenda

#	Item	Supporting Document(s)	Decision(s) Required	Who	Time
1	Welcome and Introduction to Agenda	<ul style="list-style-type: none"> • Agenda (p.4) • Project Plan and Status Update (pp. 6-7) • Recap Slide (p.8) 	<ul style="list-style-type: none"> • Agree to sign off minutes from the previous meeting of the Interim Board of Governors (6th Feb) 	Fatima	10 mins
2	Status Update on actions from the previous meeting of the Interim Board of Governors	<ul style="list-style-type: none"> • Further analysis of the local demographics of the community (Appendix 1 – pp 12-20) • Status update on implementing the 10 recommendations for improving a resident's experience at the Curve (Appendix 2 – pp 21-23) 		Callum	20 mins
3	Launching the application process for the permanent Board of Governors	<ul style="list-style-type: none"> • The advert for the post of Governor (separate pack) • The role description for the post of Governor (separate pack) • Expression of Interest form (separate pack) • A revised Terms of Reference for the Board of Governors (separate pack) • Communications plan for governance at the Curve (pp.9-12) 	<ul style="list-style-type: none"> • Decision to begin the 'Application & Selection' process for becoming a permanent Board of Governors proceeding with all supporting documentation • All papers for the application process to become a Governor will be available on the Grenfell Support website from 26th Feb 	Callum	50 mins
5	A.O.B.	<ul style="list-style-type: none"> • Recruitment Update – Community Secretariat (Verbal Update from Callum) 	<ul style="list-style-type: none"> • N/A 	Fatima	10 mins

Updated Project Plan and recap of the last meeting of the Interim Board of Governors (IBoG)



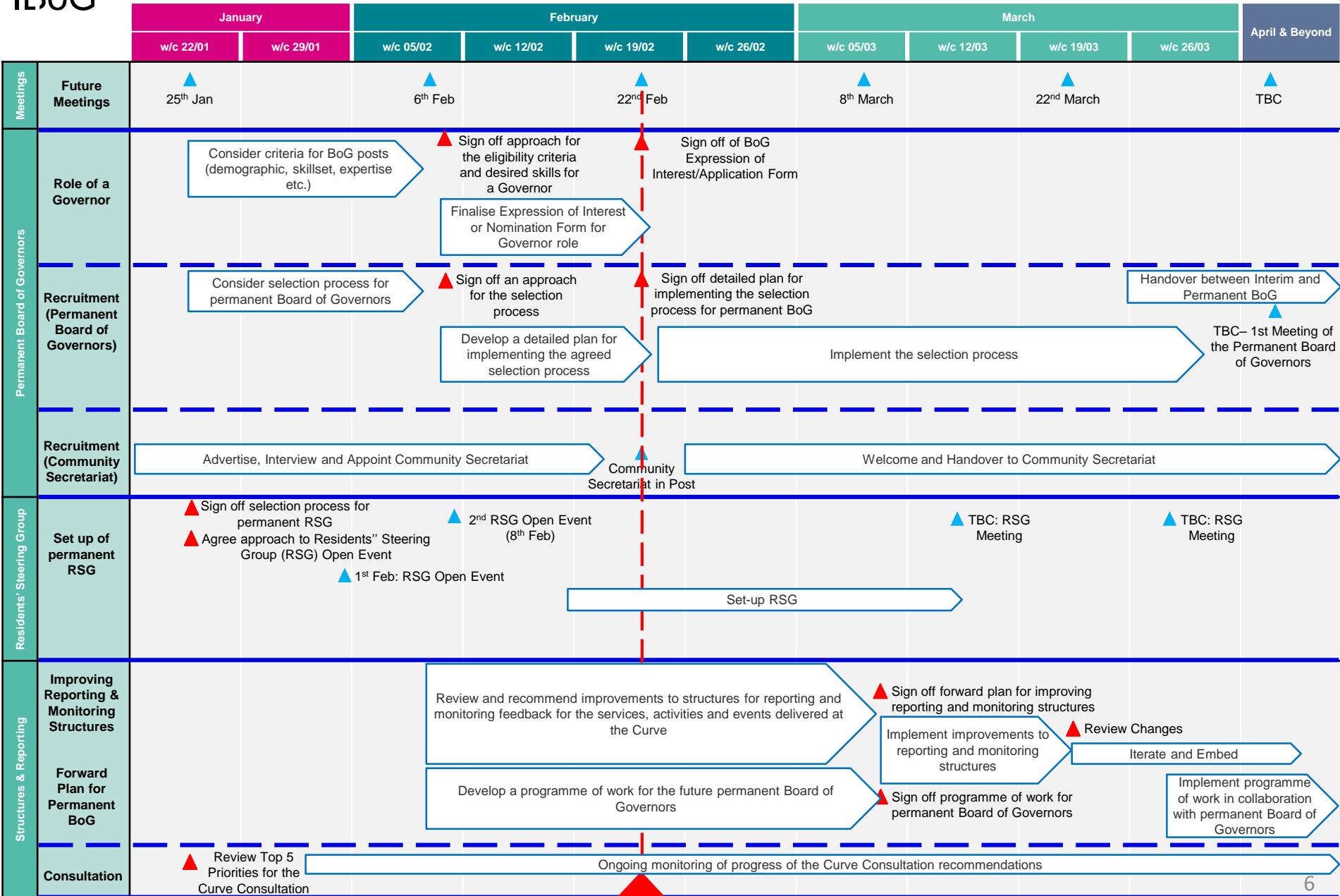


Key

- ▲ Key Decisions required by Interim BoG
- ▶ Activity
- ▲ Milestone

Revised Project Plan on a Page

IBoG



Current position



Revised Project Plan on a Page

IBoG – Status Update

#	Priority	Key Actions	Key Status	Time
1	Setting up the Permanent Board of Governors	Role of a Governor	<ul style="list-style-type: none"> The IBoG agreed (6th Feb) a set of criteria for becoming a Governor An Advert, Role Description and Expression of Interest Form for the role of Governor will be presented to the IBoG on 22nd Feb for approval 	On Track
		Recruitment (Permanent Board of Governors)	<ul style="list-style-type: none"> The IBoG agreed (22nd Feb) to proceed with the 'Application & Selection' process for appointing the permanent BoG A revised Terms of Reference and communications plan will be presented to the IBoG on 22nd Feb for approval for the application to go live on 26th Feb 	On Track
		Recruitment (Community Secretariat)	<ul style="list-style-type: none"> 4 interviews have been completed for the Community Secretariat role The Curve Management Team will appoint the successful candidate during the week commencing 12th Feb The timeline for having the Community Secretariat in post has been pushed back from end Feb to mid March to incorporate notice periods 	Revised Timeline
2	Setting up the Residents' Steering Group	Set up a permanent Residents' Steering Group	<ul style="list-style-type: none"> Two Open Events have been hosted at the Curve to raise aware about the recommendations from the Community Consultation and the opportunity to join the Residents' Steering Group The Curve Team will present two proposals for the IBoG on 22nd Feb for discussion: 1) Proposal for a Curve Mailing List and 2) Proposal for a Curve Residents' Forum 	Revised Timeline
3	Structures and Reporting	Improving Monitoring & Reporting Structures	<ul style="list-style-type: none"> The Curve Management Team have begun to develop a proposal for improving monitoring and reporting structures at the Curve This proposal will be presented at IBoG meeting on 8th March rather than 22nd Feb as the latter meeting will focus on approving the plan for the application process for the permanent BoG 	Revised Timeline
		Forward plan for permanent BoG	<ul style="list-style-type: none"> The Curve Management Team have begun to develop a proposal for a programme of work for the permanent BoG This proposal will be presented at IBoG meeting on 8th March rather than 22nd Feb as the latter meeting will focus on approving the plan for the application process for the permanent BoG 	Revised Timeline
		Consultation	<ul style="list-style-type: none"> The implementation of the Curve Consultation recommendations is underway 	On Track

At the last meeting, the IBoG agreed the selection criteria and process for the permanent Board of Governors (BoG)

At its second meeting the IBoG agreed the following:

1. To implement the list of 10 recommendations (as laid out on pages 8-10 of the previous meeting papers*) for improving a resident's experience of the Curve
2. The criteria for becoming a governor (as laid out on page 17 of the previous meeting papers*)
3. To proceed with the 'Application & Selection' process for appointing the permanent Board of Governors
4. To continue to proceed with the development of a 'Membership' offer for the Curve

For the purposes of this meeting (22nd Feb) the IBoG asked the Curve Team to:

- An update on progress on implementing the list of 10 recommendations for improving a resident's experience of the Curve
- The Advert, Role Description and Expression of Interest Form for the post of Governor as laid out by the criteria agreed at the previous meeting (The IBoG also asked for further analysis of local demographics to support this)
- A revised Terms of Reference for the Board of Governors including the 'Application & Selection' process
- A proposal for joining a Curve Mailing List
- A clear operational and communication plan for the selection process for the permanent Board of Governors

Communications plan for Governance at the Curve





Communications about governance at the Curve

What we have done so far

Since the first meeting, the IBoG has emphasised the importance of clearly communicating the process for setting up governance structures at the Curve to ‘ensure that there is transparency all along the way.’* The table below shows the initial actions that have been taken to achieve this:

Week Commencing	Description	Channels	Supporting Documents
w/c 22 nd Jan	<ul style="list-style-type: none"> • Notice of first meeting of IBoG • Notice of RSG Open Event • Sharing of minutes of first IBoG • Interview with Callum Wilson (Head of Service – Assistance Centres) to explain process for setting up the permanent BoG 	<ul style="list-style-type: none"> • Twitter • Grenfell Response Website • Grenfell Speaks 	<ul style="list-style-type: none"> • Meeting pack of IBoG (25th Jan) • Minutes of IBoG (25th Jan)
w/c 29 th Jan	<ul style="list-style-type: none"> • Publish ‘Governance Roadmap’ and ‘Curve Governance Structure’ in the Curve • Share papers for IBoG meeting on 6th Feb • 1st Feb: Curve Consultation Event 	<ul style="list-style-type: none"> • Curve 	<ul style="list-style-type: none"> • Governance Roadmap • Curve Governance Structure • Meeting pack of IBoG (6th Feb)
w/c 5 th Feb	<ul style="list-style-type: none"> • Interview with Revd Dr Michael Long on Grenfell Speaks to feedback on the IBoG meeting • Share papers and minutes of second IBoG 	<ul style="list-style-type: none"> • Twitter • Grenfell Response Website • Grenfell Speaks 	<ul style="list-style-type: none"> • Minutes of IBoG (6th Feb)



At the last meeting, the IBoG emphasised the importance of ‘the opportunity to apply to become a Governor must be advertised widely across a range of communications channels including online, social media, in person, and on notice boards available throughout the local community.’**

The Curve Team have therefore prepared a communications plan for consideration by the IBoG to ensure that the selection process for becoming a Governor is inclusive so that a wide variety of people are made aware of the opportunity and encouraged to apply.’**

*Minutes of the meeting of the Interim Board of Governors, Thursday 25th January (<https://grenfellsupport.org.uk/wp-content/uploads/2018/01/Minutes-of-the-first-meeting-of-the-Curve-Interim-Board-of-Governors.pdf>)
 **Minutes of the meeting of the Interim Board of Governors, Tuesday 6th February (<https://grenfellsupport.org.uk/wp-content/uploads/2018/02/Minutes-of-the-Curve-Community-Centre-Interim-Board-of-Governors-060218-FINAL.pdf>)

The Curve will need use a wide range of communications channels

To ensure that all residents are informed of the application and selection process for becoming a Governor, the channels below have been proposed. This is also to ensure that any communications are pro-active and consistent



All Curve staff will be well **briefed** so that they are aware of their roles and responsibilities as well as ensuring a **consistent message is communicated**



All details about the process will be **available on the Grenfell Support website** including key documents for applying



The Curve staff will **pro-actively speak to residents at the Curve** as well as doing **Outreach sessions**



Posters and flyers about the application process will be available at the Curve as well as other noticeboards in the local community



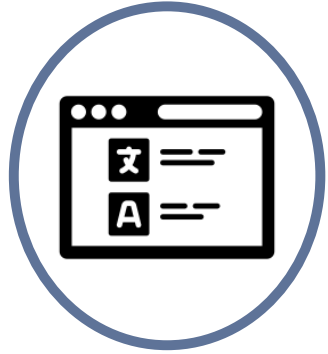
All details about the process will be shared via the **key WhatsApp groups**



All details about the process will be **regularly shared on social media** apps such as Twitter and Facebook



Regular updates about the process will be published in the **Grenfell Newsletter**



All details will be translated to ensure that it is an **inclusive process**

Single Point of Contact for Applications	<p>We will have a single point of contact for receiving applications:</p> <p>thecurve@rbkc.gov.uk or hand in your application to a member of Curve staff</p>
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Single Point of Contact for Feedback	<p>We may need to change our comms approach so that it is suitable for all residents.</p> <p>We will assign a Comms Lead who will receive feedback to monitor progress and change the comms plan as required</p>
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The following communications plan is proposed over the next 7 weeks

w/c	Description (Proposed Date)	Related Activities
w/c 19 th Feb	<ul style="list-style-type: none"> Share content with RBKC Comms Team about the Curve governance process for the Grenfell Newsletter for the following week (20th Feb) Curve staff briefing on proposed governance comms plan (21st Feb) Proposal presented by the Curve Team for sign off by the IBoG (22nd Feb) Grenfell Speaks interview with Callum Wilson, Head of Service – Assistance Centres, to update on the outcome of the IBoG meeting on 22nd Feb (23rd Feb) 	<ul style="list-style-type: none"> IBoG Meeting (22nd Feb)
w/c 26 th Feb	<ul style="list-style-type: none"> Update Grenfell Support website with Advert, Role Description and Expression of Interest Form for Governor posts (26th Feb) Grenfell Speaks interview with Abderrahman Elguerbouzi – MCWG – to explain that the application process for the permanent Board of Governors has been launched Share launch comms with all channels (26th Feb) Undertake Outreach meetings in the local community to raise awareness about the opportunity to apply Curve staff to pro-actively speak with residents at the centre about the opportunity 	
w/c 5 th March	<ul style="list-style-type: none"> Share content with RBKC Comms for Grenfell Newsletter for the following week (1 week reminder) Undertake Outreach meetings in the local community to raise awareness about the opportunity to apply Curve staff to pro-actively speak with residents at the centre about the opportunity Grenfell Speaks interview with TBC (9th March) to remind the community to submit their applications by the 19th March 	<ul style="list-style-type: none"> IBoG Meeting (8th March)
w/c 12 th March	<ul style="list-style-type: none"> '1 week until the application deadline' reminders across all comms channels Curve staff to pro-actively speak with residents at the centre about the opportunity 	
w/c 19 th March	<ul style="list-style-type: none"> Communicate that the deadline has passed (19th March) Inform all applicants that selected candidates will be invited for interviews over the next two weeks Grenfell Speaks interview with TBC (23rd March) to update on the outcome of the IBoG meeting on 22nd Feb as well as explaining that interviews are underway with selected candidates and a permanent Board will be appointed on 5th April 	<ul style="list-style-type: none"> IBoG Meeting (22nd March)
w/c 26 th March	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Interviews
w/c 2 nd April	<ul style="list-style-type: none"> Grenfell Speaks interview with TBC/Fatima Elguenuni (Chair) (5th April) to announce the selected members of the Permanent Board of Governors and next steps for handing over 	<ul style="list-style-type: none"> Interviews IBoG Meeting (5th April)

Key decision required: Agreement by the Interim Board of Governors to proceed with the Communications plan

Appendix 1 – North Kensington Local Demographics Analysis

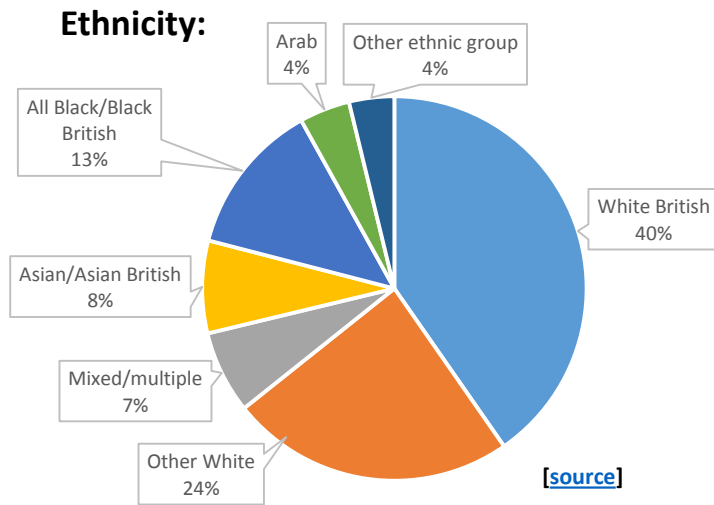


North Kensington Demographics

Population: 50,320 (32% of the population of RBKC)

Population density (persons per hectare) [\[source\]](#)

North Ken	South Ken	RBKC Average	London	England
144	139.4	130.8	52	4.1



Top 5 languages: [\[source\]](#)

Language	Percentage
English	76.9%
Arabic	3.3%
Spanish	2.5%
French	2.3%
East Asian languages (all)	2.1%

English is the first language of no-one in **16%** of North Kensington households

Countries of origin: [\[source\]](#)

Area	Percentage
UK	56.4%
Europe	17.0%
Africa	8.4%
Middle East and Asia	8.6%
Americas & Caribbean	7.4%
Oceania & Other	2.2%

Household composition [\[source\]](#)

8.4% of all households are lone parents with dependent children, compared to 3.2% in the rest of RBKC

Household type	Lone person aged 65+	Lone person	One family: All aged 65+	One family: Spouses or civil partners	One family: Cohabiting couple	One family: Lone parent	Other household types
Percentage of households	11.0%	33.1%	2.3%	20.0%	8.6%	13.1%	11.9%

1. Give every child the best start in life

Poverty & Unemployment [\[source\]](#)

	North Ken	Rest of RBKC	London
% of children in poverty	28.6%	10.4%	23.7%
% of dependent children in OOW households	7.3%	6.7%	16.3%
% of households with no adults in employment with dependent children	6.0%	2.5%	5.7%
% of lone parents not in employment	52.9%	49.5%	47.8%

Under-5 A&E Attendances

About a **third** of the RBKC's under-5s live in North Kensington. However, almost **two thirds** of under-5 A&E attendances happen there.

Per 1000 members of this age group, there are **1049** under-5 A&E visits in North Kensington annually, compared to **655** across the rest of RBKC and **678** across London. [\[source\]](#)

Childhood Obesity [\[source\]](#)

Percentage of children...	North Ken	Rest of RBKC	London
With excess weight at Reception year	25.48%	21.47%	22.19%
Obese at Reception year	12.47%	11.32%	10.16%
With excess weight at Year 6	35.33%	36.03%	37.13%
Obese at Year 6	21.09%	21.97%	22.35

Healthy Life Expectancy (HLE) and Life Expectancy (LE) at birth

Region	HLE (years)	LE (Years)
North Ken	62.3	82.1
Rest of RBKC	71.5	85.8
London	63.4	81.5
England	63.9	81.3

Birth Weight

2.7% of babies in North Kensington have a **low birth weight**, compared to **2.1%** in the rest of RBKC, and **3.1%** across London.

[\[source\]](#)

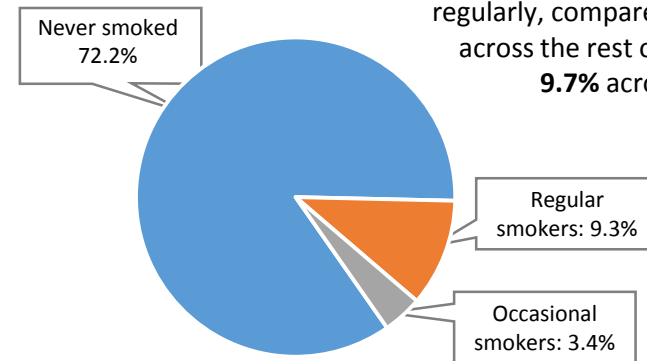
The difference in life expectancy between the lowest and highest areas of RBKC is **11.5 years**.

Injury rates in under-15s [\[source\]](#)

Of every 10,000 under-15s, about **78** will be admitted to hospital with an injury annually. This is higher than **76** across the rest of RBKC, but much lower than the London average of **86**. [\[source\]](#)

Young Smokers (age 15)

12.7% of North Kensington 15-year-olds smoke occasionally or regularly, compared to **13.5%** across the rest of RBKC and **9.7%** across London.



Note: Numbers are modelled and will not add up to 100%. [\[source\]](#)

2. Enable all children, young people and adults to maximise their capabilities and have control over their lives

Readiness for school Across RBKC, **65.6%** of children achieve a good level of development at the end of their reception year. This is lower than the London average of **71.2%** and the England average of **69.3%**. (North Kensington stats are not published.) [\[source\]](#)

Academic qualifications [\[source\]](#)

Region	Average GCSE capped score	A-Level Avg. score per student	Percentage with Level 4+ qualifications	Percentage with no qualifications
North Ken	332.5	700.2	44.2%	16.2%
Rest of RBKC	346.0	669.5	56.7%	7.2%
London	323.7	689.9	37.7%	17.6%
England	310.4	696.3	27.2%	22.7%

Young people’s unemployment

In North Kensington, **9.1%** of 18-24-year olds claim Job Seeker’s Allowance.

This is around double the London average of **4.6%** and over triple the rate across the rest of RBKC: only **2.6%** claim JSA. [\[source\]](#)

3. Create fair employment and good work for all

Economic activity [\[source\]](#)

	Part-time employees	Full-time employees	Part-time self-employed	Full-time self-employed	Unemployed	Economically inactive
North Kensington	9.5%	35.5%	4.6%	9.7%	6.6%	34.2%
Rest of RBKC	6.4%	40.4%	4.9%	10.6%	3.6%	34.0%
London	12.2%	37.9%	3.6%	7.7%	5.9%	32.7%
England	14.4%	35.4%	2.8%	6.3%	4.7%	36.4%

In RBKC, the **job ratio** is **1.36**. This means there are more jobs available than residents aged 16-64.

Businesses

North Kensington is home to about **3,600** businesses.

Most – 90% – have 0-9 employees, which is about the same as the rest of RBKC and the London and England averages.

[\[source\]](#)

Benefits claims [\[source\]](#)

	JSA claimant rate	Claiming JSA for 1yr+	Claimant rate of key out-of-work benefits	Claimant Rate of Housing Benefit	Claimant Rate of ESA	Incapacity Benefit rate
North Kensington	3.5%	25.9%	16.0%	21.3%	7.3%	2.6%
Rest of RBKC	1.4%	34.9%	5.9%	8.3%	3.0%	1.1%
London	2.5%	26.3%	11.6%	12.2%	2.2%	1.8%
England	2.2%	27.6%	12.5%	9.6%	5.2%	1.8%

Top 10 professions in North Kensington [\[source\]](#)

Business and public service associate professionals	Business, media and public service professionals	Corporate managers and directors	Culture, media and sports occupations	Elementary administration and service occupations	Administrative occupations	Other managers and proprietors	Caring personal service occupations	Sales occupations	Teaching and educational professionals
12.0%	12.0%	11.6%	8.7%	7.5%	6.0%	5.2%	4.6%	4.6%	3.5%

4. Ensure a healthy standard of living for all

Median income [\[source\]](#)

This is about **£42,500** in North Kensington, compared to about **£61,900** in the rest of RBKC. The London average is about **£51,700**.

Poverty [\[source\]](#)

	North Ken	Rest of RBKC	London
Households below 60% of median income	15.6%	10.3%	14.3%
% living in income deprived households reliant on means tested benefit	23.1%	8.2%	10.3%
% of people aged over 60 who live in pension credit households	30.3%	14%	16.8%

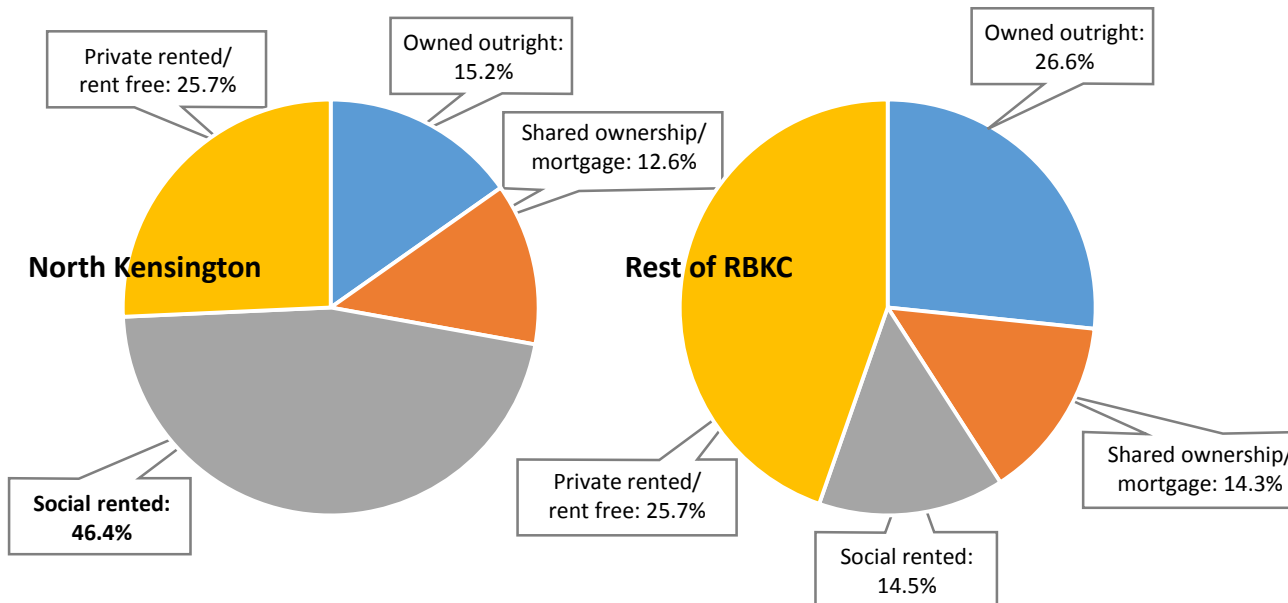
Fuel Poverty [\[source\]](#)

14% of North Kensington households are classified as fuel poor, compared to **10%** in the rest of RBKC and **13%** across London.

Overcrowding [\[source\]](#)

About **1 in 3** households in North Kensington are classified as overcrowded, compared to **1 in 4** across the rest of RBKC. Across London, about **1 in 5** homes are overcrowded.

Housing tenure [\[source\]](#)



About **84%** of dwellings in North Kensington are flats, maisonettes or apartments. [\[source\]](#)

5. Create and develop healthy and sustainable places and communities

In North Kensington...



17.3% of the land area is open space [\[source\]](#)

6.8% of homes have access to open space and nature (**5.8%** in the rest of RBKC) [\[source\]](#)



There are **0.5 cars per household** (0.6 in the rest of RBKC) [\[source\]](#)



The average Public Transport Accessibility score is **5**: lower than the rest of RBKC (6.2) but higher than the London average (3.8) [\[source\]](#)



6.4% of commuters cycle to work (4.1% across the rest of RBKC; 4% in London) [\[source\]](#)

6. Strengthen the role and impact of ill-health prevention

Ill Health [\[source\]](#)

[\[source\]](#)

8.2% of North Kensington residents say that their activities are ‘limited a lot’ by their health (Rest of RBKC: 5.6%)

3.4% of North Kensington residents say they are in ‘bad health’ or ‘very bad health’ (Rest of RBKC: 3.5%)

Hospital attendances [\[source\]](#)

Area	Admissions (all causes):		Hospital stays for...	
	Emergency	Elective	Self harm	Alcohol related harm
North Kensington	102.1	105.3	47.9	85.9
Rest of RKBC	70.0	68.7	34.3	60.0

Note: This is based on the ‘Standard Admission Ratio’ which compares actual against anticipated figures, so an SAR of 110 means admissions are 10% higher than expected.

Mental Health [\[source\]](#)

Area	Depression prevalence 18+	Severe mental illness prevalence	People with SMI with a care plan
North Kensington	9.6%	1.7%	85.8%
Rest of RKBC	7.3%	1.5%	72.7%
England	8.3%	0.9%	77.5%

Eating & Drinking [\[source\]](#)

Area	Percentage of adults who...		
	Are obese	Binge drink	Eat healthily
North Ken	18.4%	17.8%	41.0%
Rest of RBKC	12.1%	24.0%	50.7%
London	20.4%	14.8%	36.7%
England	24.1%	20.0%	28.7%

Unpaid Care [\[source\]](#)

1.9% of North Kensington residents provide over 50 hours of unpaid care per week, compared to 0.9% across the rest of RBKC and 1.8% across London.

Appendix 2 – Status Update on implementation of 10 recommendations to improve a residents’ experience at the Curve



10 recommendations to make the Curve more ‘inviting, welcoming and professional’ by 1st March: Progress Update

#	Recommendation	Deadline	Progress to deadline	Action Owner
1	Replace front-desk Security with a dedicated Curve receptionist and introducing a new Curve phone number and Administrative Officer to manage all queries and bookings	23 rd Feb	Ongoing – recruitment update from Callum	Centre Manager
2	Review of wall display information and new display of consistent messaging throughout the Curve	6 th Feb	Complete – new pin boards being ordered and CCOs reviewing	Centre Team Leader
3	Regular door-to-door leaflet drop of Curve activities to 3,000 neighbouring addresses	9 th Feb	Ongoing – delays with Comms team. Will focus on Summer term mailing and deliver flyers through outreach.	Strategic Lead
4	Establish a revised route in and out of the Curve , to reflect a range of reasons people use the centre, and to enable confidentiality.	12 th Feb	Ongoing – recruitment update from Callum	Strategic Lead
5	Install 10 more bilingual signs for the Curve across sites on Bramley and St Ann’s Road, Lancaster West and Silchester Estate. Interim Board of Governors and Residents’ Steering Group to advise on steps to improve the centre’s cultural inclusivity.	23 rd Feb	Ongoing – delayed by approx. 2 weeks	Strategic Lead
6	A Community Artist behind the 24 Hearts Project to work with local children to decorate the hoarding on Bard Road . Run four inclusive art sessions to build a community mosaic to welcome visitors at the entrance of the Curve	1 st March	Ongoing – Estimated project delay 1 week. Reason: Artist had to hold additional workshops to get enough material.	Strategic Lead
7	Re-locate NHS outreach and Care for Grenfell staff to the ground floor of the Curve , socialising and making refreshments for residents and working closely with Curve staff	2 nd Feb	Complete	Strategic Lead
8	Establish Service Planning & Quality Group at the Curve to Quality Assure all services at the Curve	19 th Feb	Delayed – waiting for recruitment of Centre Lead who will chair group, and QA framework to be approved	Centre Advisor
9	Recruit new Curve posts to fulfil new service ‘Navigator’ roles , with a preference on <i>local</i> recruitment	26 th Feb	Ongoing – Callum to update on recruitment	Centre Managers
10	Recruit new Curve Communications Officer to focus on timely, accurate communication of information in a range of accessible formats and languages	28 th Feb	Ongoing – Callum to update on recruitment	Strategic Lead



These recommendations will be split into three phases and will be regularly reviewed at each of the subsequent Board meetings

Key
 ▲ IBoG Meeting
 ▲ Milestone

