

The Curve Community Centre

Meeting Pack for the Interim Board of Governors
(IBoG)



Thursday, 8th March 2018
6pm – 7:30pm

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

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Agenda





Agenda

Attendees

Interim Board of Governors (IBoG)	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 (22nd Feb) 	Fatima	10 mins
2	Status Update on actions from the previous meeting of the IBoG	<ul style="list-style-type: none"> • Status update on implementing the 10 recommendations for improving a resident's experience at the Curve (pp.9-10) • Paper on recruitment at the Curve and the role of the Board of Governors (pp.11-13) • Status update on Curve governance communication plan and permanent BoG application process (pp. 14-16) • Proposal for interview and appointment process for the permanent BoG (pp. 17-18) 	<ul style="list-style-type: none"> • Decision to approve the IBoG's role in the interview process and appointment of the permanent BoG • Decision to approve the principles of the permanent BoG's role in the recruitment of the Curve Team 	Callum	30 mins
3	Setting up a Residents' Forum	<ul style="list-style-type: none"> • Proposal for Curve Residents' Forum (pp. 19-20) • Proposal for Curve Mailing List (pp. 19-20) 	<ul style="list-style-type: none"> • Decision to proceed with the set-up of a Curve Residents' Forum and Mailing List 	Callum	15 mins
4	Proposal for a programme of work for the permanent Board of Governors	<ul style="list-style-type: none"> • Proposal for a programme of work for a permanent Board of Governors (pp. 21-23) 		Callum	15 mins
5	Proposal for improving monitoring and reporting structures at the Curve	<ul style="list-style-type: none"> • Proposal for improving monitoring and reporting structures at the Curve (pp. 24-26) 		Callum	15 mins
6	A.O.B.	<ul style="list-style-type: none"> • Recruitment Update – Community Relations Officer (Verbal Update from Callum) 	<ul style="list-style-type: none"> • N/A 	Fatima	5 mins

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



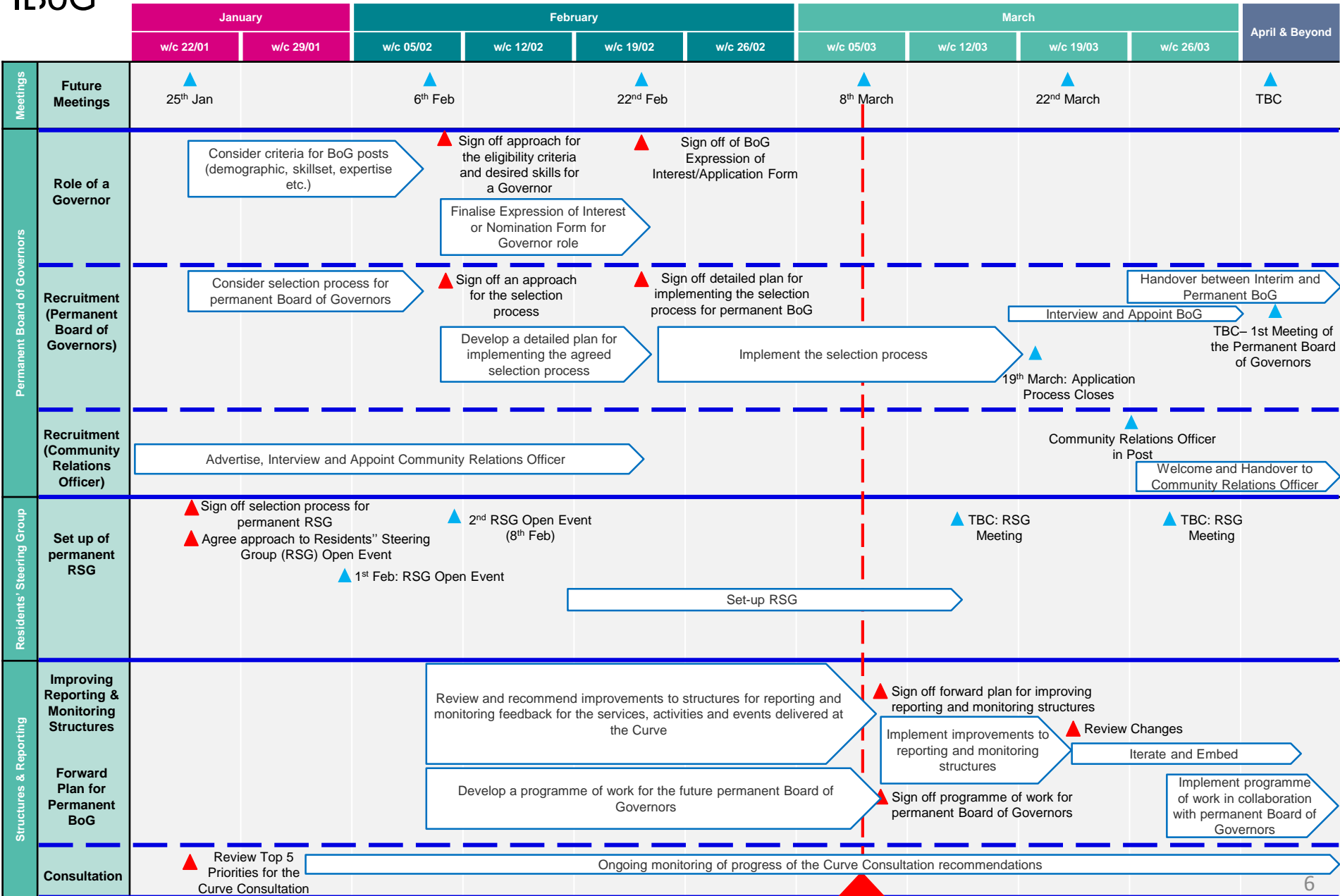


Key

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

Revised Project Plan on a Page

IBoG





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 (22nd Feb) to proceed with an Advert, Role Description and Expression of Interest Form The application process to become a Governor is now live 	Complete
		Recruitment (Permanent Board of Governors)	<ul style="list-style-type: none"> The IBoG agreed (6th Feb) to proceed with the 'Application & Selection' process for appointing the permanent BoG The IBoG agreed (22nd Feb) to a revised Terms of Reference and communications plan The application process to become a Governor went live on 26th Feb and will close on 19th March 	On Track
		Recruitment (Community Relations Officer)	<ul style="list-style-type: none"> A Community Relations Officer was appointed on 23rd Feb The timeline for having the Community Relations Officer in post has been pushed back from end Feb to mid to late 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 8th March 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 Team will present a proposal for the IBoG on 8th March for improving monitoring and reporting structures at the Curve 	Revised Timeline
		Forward plan for permanent BoG	<ul style="list-style-type: none"> The Curve Team will present a proposal for the IBoG on 8th March for a programme of work for the permanent BoG At the last meeting of the IBoG (22nd Feb), the Curve Team was requested to develop a paper to provide more context to the local community about the recruitment process for the Curve Team so that it is transparent and widely understood, as well as being explicit in the role of the Board of Governors can play in recruitment processes. The Curve Team will present this paper for the IBoG on 8th March 	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 for the application process for the permanent BoG to 'go live'

At its third meeting (22nd Feb) the IBoG agreed the following:

1. To proceed with the Advert, Role Description, Expression of Interest Form for the role of the Governor. The IBoG made recommendations to amend the language and tone of these documents to ensure that they also accessible and informative
2. To proceed with a revised Terms of Reference for the permanent Board of Governors with the inclusion of the 'Application & Selection' process
3. To proceed with the communications plan for governance at the Curve

For the purposes of this meeting (8th March) the IBoG asked the Curve Team to:

- To provide updates on the application process for the permanent BoG including any communications completed to promote this
- To prioritise the progress of the 10 recommendations to improving residents' experience at the Curve
- To develop a proposal for a programme of work for a permanent BoG
- To develop a proposal for improving monitoring and reporting structures at the Curve
- To develop a paper to provide more context to the local community about the recruitment process for the Curve Team so that it is transparent and widely understood. The IBoG also requested that the Curve Team are explicit in the role of the BoG can play in recruitment processes

Status update on implementing 10 recommendations to improve 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	Responsible
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 and CCOs reviewing regularly. Feedback welcomed.	Centre Team Leader
3	Regular door-to-door leaflet drop of Curve activities to 3,000 neighbouring addresses	9 th Feb	On course for a mailing in the Easter holidays with details of summer term activities. Also on course to provide Easter holidays information in Easter activities booklet.	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	Delayed – recruitment dependent	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	On course for installation by March 30 th (before Easter)	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	Delayed, but on course for unveiling on March 17 th	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	Strategic Lead
9	Recruit new Curve posts to fulfil new service ‘Navigator’ roles , with a preference on <i>local recruitment</i>	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

Proposal for recruitment at the Curve and the role of the Board of Governors



The Curve: Community Ownership

At the end of 2017, the Curve team set out to increase the community's ownership of the centre by:

1. Setting up a community-led Board of Governors,
2. Setting up a Residents' Forum, and
3. Aiming to recruit local people.

Staff at the Curve are Kensington and Chelsea employees. While this will continue to be the case, the centre has broadened its staff team to include more local people, and more people with the professional skills and/or lived experience of the Grenfell Tower tragedy and of the area, and people who are passionate about serving the community.

This is an important part of making the centre legitimate, and representative: the Curve cannot presume this is the case. Our Board of Governors and Residents' Forum are new groups that will drive direction of the centre, and hold the centre's staff to account, while representing the views of the community.

For the response to the tragedy to work, and for the Curve to make sense and serve local people, it needs to be community-led.

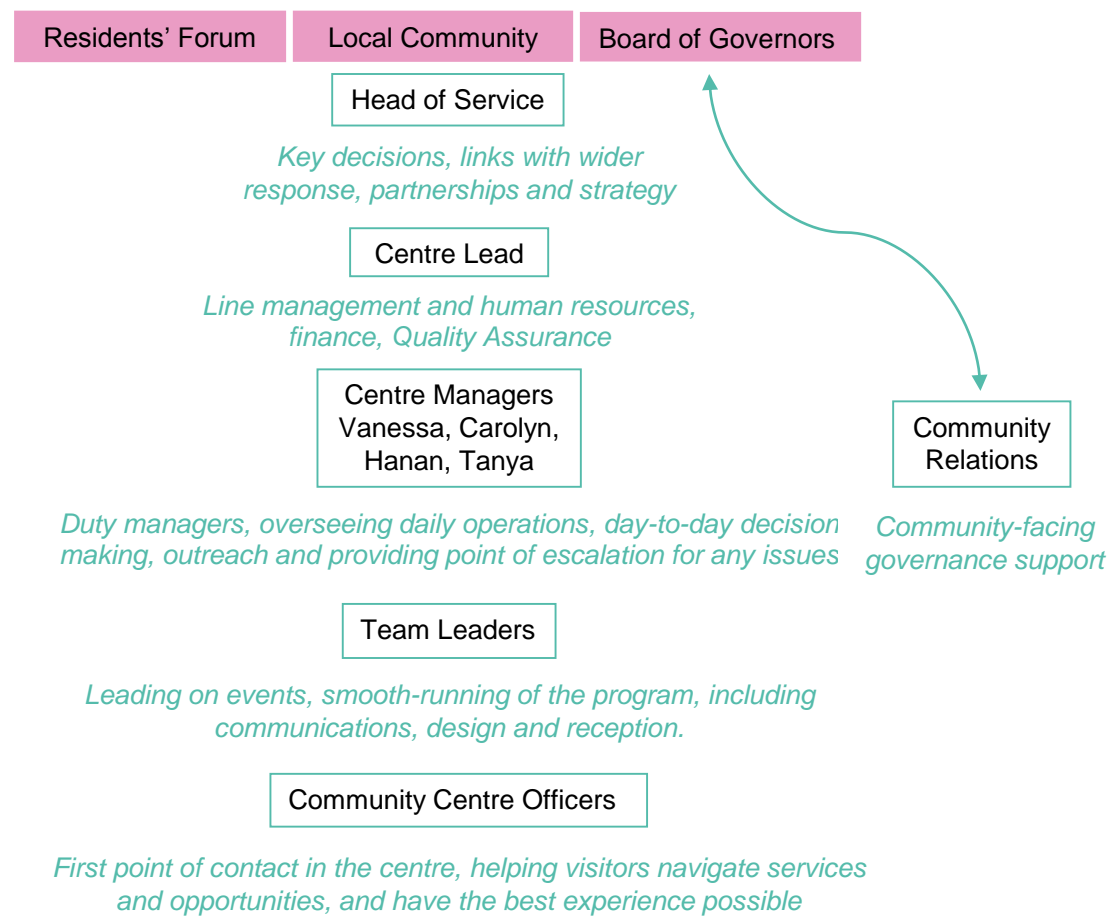
How the Board of Governors will oversee, and be involved in, recruitment at the Curve

- Decision-making powers via representation of a nominated Governor on the interview panel for roles of Head of Service and Centre Lead.
- Powers to advise on and set out the principles for employment at the Curve, balancing the need for particular skills and experience with the need to have a staff team drawn from the local area.
- Powers to advise on job titles for roles at the Curve, ensuring they make sense to centre users and provide clarity on who the community can speak to for what.



The Curve Community Centre Team

- Stakeholder and Governance group
- Paid role
- Responsibilities



Status update on Curve governance communication plan and the permanent BoG application process





Applications and communications status update

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The number of applications that have been received to date are (as of 08/03/2018)



The advert for the role is published each week in the Grenfell Support Newsletter, will feature in the Lancaster West Estate Management Newsletter, and will be advertised as a volunteer role through the North Kensington Volunteer Centre

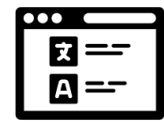


Posters of the Governor Advert have been or will be distributed to the following local organisations, schools and residents associations



The advert, role description, expression of interest form and Terms of Reference are all available on the Grenfell Support website:

<https://grenfellsupport.org.uk/thecurve/board-of-governors/>



The role description and Expression of Interest form has been translated into Arabic and is available on the Grenfell Support website:

<https://grenfellsupport.org.uk/thecurve/board-of-governors/>



The advert for Governor has been shared on the following platforms:

- Grenfell Support Facebook and Twitter
- Grenfell Speaks Facebook and Twitter
- Key WhatsApp Groups
- Emails to key community partners and organisations

Category	List
Local centres	Clement James Centre, Kensington Leisure Centre, Foreland Medical Centre, Rugby Portobello Trust, Westway Sports Centre, Harrow Club, MCWG, Al Hasaniya, Youth Action Alliance, Al Manaar, Maxilla Social Club, Kensington and Chelsea Social Council, Kensington Volunteer Centre, North Kensington Law Centre, North Kensington Library, Medical Centres, Midaye,
Local religious organisations	Notting Hill Methodist Church, Al Manaar, Latymer Road and Tabernacle Christian Centres, St Francis church -
Local schools	KAA, KPA Academy, St Francis of Assisi, Thomas Jones, Avondale Park, Oxford Gardens
Local resident associations	Lancaster West RA and Notice Boards on Lancaster West Estate, Bramley House RA, Silchester RA, Henry Dickens RA
Local businesses	Grounds of Arabica café, Baseline studios, Latymer Road Co-Op, RBKC North Ken businesses network
Local Councillors	All 16 councillors across the 7 North Kensington wards, asking them to share among their networks and in ward newsletters
Local Networks	Community Champions, RBKC Health and Wellbeing-funded organisations, Kensington and Chelsea Social Council



Status update on the 7 week communications plan

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) 	<ul style="list-style-type: none"> IBoG Meeting (22nd Feb)
	<ul style="list-style-type: none"> 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) 	
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) 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 	
	<ul style="list-style-type: none"> Grenfell Speaks interview with Abderrahman Elguerbouzi – MCWG – to explain that the application process for the permanent Board of Governors has been launched 	
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)

Proposal for interview and appointment Process for the permanent BoG





The following interview and appointment process is proposed for the permanent BoG

Proposed timeline of activities in the interview and appointment process

BEFORE w/c 19 th March	w/c 19 th March	w/c 26 th March	w/c 2 nd April
<ul style="list-style-type: none"> 8th March: Agree availability of IBoG Governors for interview process and schedule dates 	<ul style="list-style-type: none"> 19th March, 5pm: Application process closes 20th-21st March: Curve Team summarise applications for IBoG to shortlist 22nd March: IBoG meeting to shortlist 23rd March: Shortlisted candidates are contacted and invited to choose an interview date 	<ul style="list-style-type: none"> 28th-29th March: Interviews with shortlisted candidates 	<ul style="list-style-type: none"> 5th April: IBoG Meeting to agree successful candidates to become the permanent BoG 6th April: Successful candidates are contacted by IBoG 6th April: Announcement by IBoG Chair, Fatima Elguenuni, on the appointed members of the permanent BoG

Interview Schedule for the permanent BoG

In agreeing the interview schedule for the permanent BoG, the following considerations could be made:

- Who is on the panel – **The IBoG agreed for Fatima Elguenuni (Chair), another interim Governor and Callum Wilson to be on the panel**
- How many are on the interview panel? **The IBoG agreed for three people to sit on the panel**
- Is a consistent panel required for all interviews? **The IBoG agreed that two consistent people are required on each panel**

Date	AM (9am-12pm)	PM (1pm-5pm)	EVE (5pm-7pm)
Wednesday 28 th March	Fatima Elguenuni (Chair) Revd Dr Michael Long Callum Wilson	Fatima Elguenuni (Chair) Revd Dr Michael Long Callum Wilson	Fatima Elguenuni (Chair) TBC: Interim Governor Callum Wilson
Thursday 29 th March	Fatima Elguenuni (Chair) TBC: Interim Governor Callum Wilson	N/A	N/A

Key decision required: Approval by the IBoG to proceed with their role in the interview and appointment process of the permanent BoG

Setting up a Residents' Forum and a Curve Mailing List





A Curve Residents' Forum and Mailing List is being proposed to ensure that residents' voices are front and centre at the Curve

Join the Curve Mailing List



What?

The Curve Community Centre has been set up to deliver services and support to anyone affected by the Grenfell Tower tragedy. It is a Community Centre open to everyone, and offers a range of support, learning, activities and events for all.

The Curve would like to keep you, or your organisation, up to date about the range of opportunities and services on offer for adults, kids and families.

Your information will be protected and not shared with other parties.

Why?

Sign up to the Curve mailing list, and receive:

- Direct Communications of your choosing, in a format to suit you, about all of our upcoming events and activities.
- Opportunity for advance booking onto courses, events and learning opportunities.
- Information about the Curve gym, classes and new developments at the Curve.
- Have the opportunity to share your views and ideas.

How?

Just sign up by emailing thecurve@rbkc.gov.uk

Join the Curve Residents' Forum



The Curve Residents' Forum meets monthly on the 2nd floor at the Curve

The Forum is a chance to share your views with the Curve management team on how the Curve is running, what could be improved and what the community needs as to shape the service for the future.

To keep the forums focused, we will suggest having particular themes for each meeting. The first meeting will be an open forum and the themes for following meetings can be set by residents.

The first meeting of the Residents' Forum will be on Friday 23 March, 6pm-7.30pm at the Curve. If you are unable to attend, but would still like to share your ideas, please email thecurve@rbkc.gov.uk

We look forward to hearing your views, following your lead and work with you to deliver for the community

Thank You
The Curve Team

Proposal for a programme of work for the permanent Board of Governors





Following approval of the Terms of Reference, The Curve team is proposing the first year of a programme of work for the permanent BoG

The IBoG has approved the Terms of Reference for the Curve’s permanent BoG. The IBoG asked the Curve Team to develop a proposal for a programme of work for the permanent BoG.

The table below lists the multiple responsibilities of the permanent BoG that are contained in the Terms of Reference. This proposal has grouped these responsibilities into four themes for a possible programme of work: **Vision & Purpose, Service Delivery, Operations and Partnerships**. This both achieves the statutory responsibilities of a Board as well as the individual role of a Governor. As a recap this is set out in the Role Description as: **1) agree the Curve’s priorities with the Curve Management Team (CMT)**, and to **2) ensure that the services delivered through the Curve meet local needs and contribute to improving outcomes for North Kensington residents**. This proposal has then set out possible activities, outputs or reports that will be required to support the delivery of each theme. The next page has then set out these and their regularity into a **proposed project plan for the first year of the permanent BoG**.

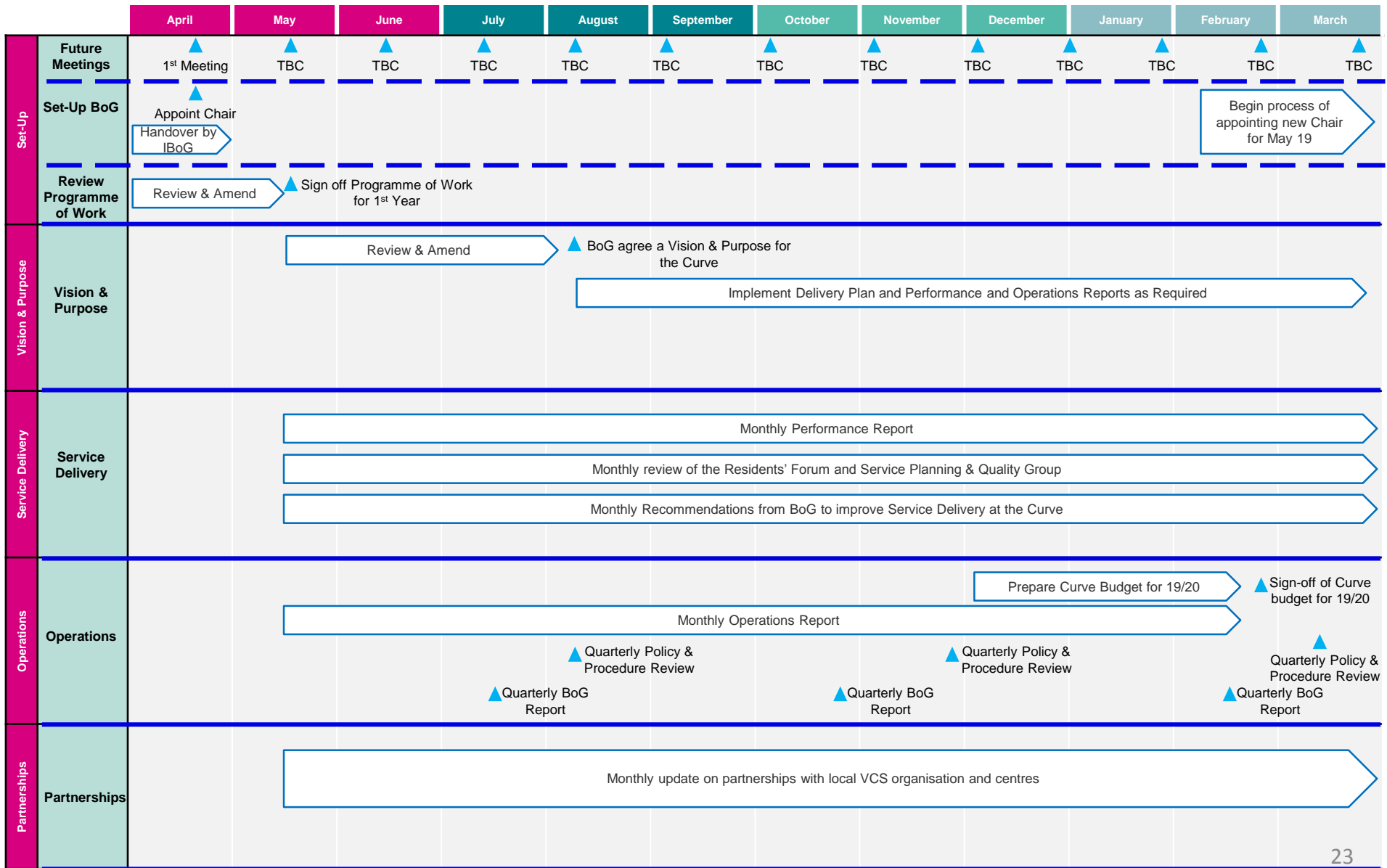
It is recognised that to successfully carry out the proposed programme of work for the permanent BoG will require collaboration between the CMT, the Curve’s Residents’ Forum and the Service Planning & Quality Group (SP&Q). This will be facilitated by the Community Secretariat for the Curve

Theme	Terms of Reference	Activity, Output or Report
Vision & Purpose	Develop the mission and values of the Curve	Development of a Vision & Purpose/Mission Statement for the Curve with a delivery plan
	Provide advice and guidance to the Curve’s Management Team	
Service Delivery	Identify key priorities for the planning and delivery of services	Monthly performance report of services, activities and events at the Curve covering financial spend, footfall, quality and satisfaction
	Ensure the CMT is delivering services that residents need and want	
	Review and make recommendations on services	
	Ensure that the Curve maximises its community benefit to local people	Monthly review of minutes of the Residents’ Forum or Steering Group and the Service Planning & Quality Group. Highlight any requests and/or feedback trends that the BoG need to be aware of to direct the future of the Curve
	Work with the SP&Q Group to resolve any service quality issues	
	Work with the Residents’ Forum to resolve any issues experienced by residents	Recommendations from the permanent BoG to improve Service Delivery at the Curve
	Understand the impact of services provided to the local community	
	Review and monitor the impact of service delivery for residents	
	Monitor services, track performance and drive continuous improvement	
Operations	Review budgets and monitor the Curve’s financial performance	Monthly operations report covering areas such as financial spend and risk management
	Monitor, review and recommend amendments to policies and procedures	
	Guide the CMT in adhering to legislation and regulations	Quarterly policy and procedure review
	Provide a quarterly report on the Curve to the wider response	Quarterly report by the permanent BoG on the Curve for the wider Grenfell response
Partnerships	Work with the Voluntary & Community Sector Forum	Monthly update on partnerships with local VCS organisations and centres which are both local and part of the Grenfell response (i.e. Family & Friends Assistance Centre, Grenfell United Centre)

Key
 Activity
 Milestone

Project Plan on a Page: Programme of work for BoG (First Year)

The below plan lists out the themes and associated activities into a proposed programme of work for the first year of the permanent BoG. This has also considered the need to have a handover by the IBoG as well as a review of the permanent BoG of this plan



Proposal for improving monitoring and reporting structures at the Curve





Effective monitoring and reporting structures are needed to ensure the Curve is relevant to the local community

Monitoring and reporting structures are important for understanding and capturing the evolving needs of the local community to ensure that they are delivered upon through either the improvement or development of services, activities or events at the Curve. This will also ensure the Curve and the wider Grenfell response speak effectively and efficiently as one for the benefit of residents.

This proposal has set out two priorities for improving monitoring and reporting structures: **1) increase the number of opportunities to receive feedback** and to **2) improve how that feedback is captured, shared, acted upon and reported back**

Group	1) Increase the number of opportunities to receive feedback	2) Improve how that feedback is captured, shared, acted upon and reported back
Board of Governors	<ul style="list-style-type: none"> Set up a Board of Governors to hold the CMT to account and ensure they are delivering services that residents need and want 	<ul style="list-style-type: none"> Quarterly Report to wider Grenfell Response including the Grenfell Response Board, the Grenfell Recovery & Scrutiny Committee and the Taskforce BoG to meet monthly and, among other duties, review performance reports produce by the CMT in conjunction with the SP&Q and make recommendations for service improvement Governors to be a point of contact in the local community for residents to feedback their experience of the Curve that can be shared at BoG meetings Community Relations Officer attends and produces minutes of meetings which includes actions for the CMT and SP&Q
Residents' Forum	<ul style="list-style-type: none"> Set up a Residents' Forum to advise and direct the priorities of the Curve's Management Team ensuring that residents' voices are front and centre at the Curve 	<ul style="list-style-type: none"> Community Relations Officer attends and produces minutes of meetings that are shared with the BoG to ensure that any actions are completed by the CMT
Curve Management Team	<ul style="list-style-type: none"> Set up of a weekly Events Planning Meeting that works closely with volunteers and residents Set up of an Outreach Team (including two Centre Managers and two Community Centre Officers) to work within the local community to promote services, activities and events at the Curve as well as capture feedback about the performance of the centre and the wider Grenfell response 	<ul style="list-style-type: none"> CMT to develop and present monthly performance and operation reports for the BoG to review and make recommendations CMT to develop a monitoring tool for events delivered at the Curve that will be summarised for a monthly performance report for the BoG
Service Planning & Quality Group	<ul style="list-style-type: none"> Set up a Service Planning & Quality Group to review and monitor the quality and effectiveness of services delivered at the Curve, in consultation with the Residents' Forum and BoG 	<ul style="list-style-type: none"> CMT to set up a Quality Assurance Framework with agreed Key Performance Indicators (KPIs) and success criteria for Providers CMT to develop a monitoring tool for services and activities at the Curve that will summarised for a monthly performance report for the BoG CMT to set up a Service Implementation Process to ensure that any Providers that deliver services at the Curve meet pre-determined quality criteria



Visual representation of monitoring and reporting structures

