



# Partnerships Annual Report 2022/23

**Katherine Low  
Settlement**

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This annual report highlights the work that we have done with our partners over the last year, up to end-March 2023.

Our partnership work has been generously supported by a number of independent Charitable Trusts, statutory funders and individual donors; as well as by our fabulous volunteers and partners giving their time, commitment and passion to support our amazing members. Without your support we would not have been able to make such a difference to so many people's lives. Thank you.



## **1. About Katherine Low Settlement**

Katherine Low Settlement (KLS) is a busy charity that has been serving Battersea and the wider Wandsworth community since 1924. We are dedicated to building stronger communities and enable people to challenge and find ways out of poverty and isolation.

We run a range of our own community programmes to support children, young people and their families, older people, women and refugee communities. We campaign for social change. We also incubate and support small charities and social businesses to start-up and thrive. A passionate, committed and skilled team of 38 staff and 200 volunteers regularly make a difference to about 5% of the local population in Battersea.

Visit: [www.klsettlement.org.uk](http://www.klsettlement.org.uk)

## 2. Partnerships make all the difference

“If you want to go fast, go alone. If you want to go far, go together.”

An African proverb (unattributed)

To achieve our charitable mission and aims KLS does not, nor should it, try to do everything itself. We work in a community, in dynamic eco-system that is Battersea. We each play a role, individually and collectively, in bringing about social change. We are stronger when we work together, and do this by utilizing and maximizing the information, resources, relationships, power, trust, funding, skills and expertise in our community.

**Definitions of partnership** often refer to work relationships characterized by a common goal, mutual respect, and openness to negotiation. This includes sharing of information, responsibilities, resources and skills, as well as accountability and involvement in decision making. Sharing does not imply equal distribution of resources, but rather recognizing that each partner has various assets that can be given and shared.

However, putting a partnership into practice is a complex, multi-dimensional political process that involves complex issues of power, best grounded in an ideology of participation (c.f. Arnstein, 1969; Hart, 1992; Barry and Sidaway, 1999; Wates, 2000).

Arnstein (1969) famously highlights the political aspect of partnership: sharing power relationships between people involved in decision making processes. This power dynamic can be overt, but much is also unseen, unsaid, intuitive, with historic dynamics at play, in shaping relationships in a partnership.

Effective community partnerships take time and thoughtful deliberation, underpinned by shared values, trust and a common goal. Inherent in any partnership are a variety of benefits, risks and interdependencies. They work better when there are strong relationships between the people involved and clarity about respective roles, responsibilities and lines of accountability. Regular feedback and clear communication are critical components. These relationships are not always easy but must be continually worked at by all involved.

Common barriers to successful partnerships include lack of clear purpose, missing key entities, hidden agendas, failures to communicate, and domination by one party.

As there are many types of partnerships we, at KLS, need to determine which ones best fit our purpose, which, in fact, are often multi-purpose/multi-dimensional, reflecting the nature of our work.

We have relationships with a great number of local organisations, charities, businesses, faith groups, schools, funders and statutory agencies in the community. These may be due to variety of reasons including geographic proximity, a special interest or a shared goal.



### **3. Criteria for choosing our partners**

Our partnerships are a real mix. They take the form of one-to-one relationships, small groups, alliances, coalitions, collaborations and in wider networks. Some are transactional partnerships, others long-term, deeply relational that take months, even years, to cultivate. It's the later that KLS wants to invest more of its time and energy into as they are more effective for our members and local people.

We choose and prioritise our partnerships, through a process of meetings/discussions, using the following criteria:

4. Meets a local need / fills a gap
5. Helps KLS achieve its charitable mission/objectives (x4 – foster community, promote empowerment, fight poverty, reduce isolation)
6. Partners have expertise, experience, resources (what they bring to the partnership – we need to do some due diligence on potential partners)
7. Shared values (e.g. respect, kindness, sustainability, collaboration)
8. Common goal, shared outcomes and the difference we'll make together
9. Resources available to deliver the partnership e.g. funding, staff, volunteers, buildings/rooms, IT
10. The partnership and its activities are measurable

## 11. What we do together - types of partners

KLS' impact is restricted when we act alone, due to the complex nature of the challenges faced by our local community in Battersea. KLS cannot and should not try to do everything itself - better outcomes will be achieved working in partnership.

We will do this by:

- **Signposting:** Bringing in or directing to partners within the community e.g. Citizens Advice, Foodbanks, and NHS.
- **Coordinating:** Sharing and pooling resources, drawing funders together Incl. room hire & offices.
- **Incubating:** Nurturing and growing people and organisations.
- **Advocating:** Campaigning to change insufficient policy and processes.

Our strategic goal for our partnerships is that by 2027 we will have a rostra of clearly vetted partners and a defined approach per priority area. In doing so we will broaden the obstacles we address through community services and partnerships to effect change in Battersea.



What follows is more detail about our partnerships:

### A. Community Partners

At Katherine Low Settlement we run a number of our own community programmes supporting older people, children, young people and their families and refugee communities. There are some amazing organisations locally and across London. We can do more if we each play to

our own strengths and specialisms to support local people working in partnership to do so. We work with more than 100 specialist partners to signpost and refer our members to if we cannot support them in a specific area of their lives. These include Wandsworth Council and its various departments notably social services; as well as local schools, NHS health services, advice services such as Wandsworth Citizens Advice, South West London Law Centre, Wandsworth Foodbanks and many more.

Our approach is to get to know our partners, build relationships with their staff and understand their specialisms (and them us), so that we can actively signpost our members and it not be a faceless bureaucracy but a real person/team they can seek support from. We will, if appropriate, advocate for our members as they access, navigate and use these services to ensure they get the best support available.

We also invite partners to provide their own services within ours. For example, Fairbeats! provide music lessons and workshops with our young people at our Homework Clubs. Chelsea Football Club provide football sessions as part of our summer programme. The NHS run workshops and advice sessions on Chiropody, COPD, and Diabetes to End of Life care as part of our weekly elders sessions. And South Thames College deliver ESOL employability classes as part of our overall ESOL programme.

Our partnerships include:

<b>Partnership Type</b>	<b>Description</b>	<b>Examples</b>
'Referring To' partners	Residents who are referred to use KLS various services	Self-referrals, social prescribers for Elders, Schools for L2L; rent a room at KLS for a party
Referring On' partners	KLS members who we actively refer on to partner services (or residents we feel are better served by others)	Elders referring on members to social services, GP, sheltered housing, chiropody services, hoarding services etc.
Co-delivery partners	Together we deliver aspects of a community service	Joint summer programme with L2L and other local youth charities; Battersea Coronavirus Angels
Delivery partners	Partners who deliver their own services through our community services	NHS with Elders, South Thames College with ESOL, Fairbeats! with Love to Learn, SW Leap energy workshops for our members

## **B. Funding Partners**

Our funding is a mix of donations, contracts, grants and earned income. Our funding partners are a critical ingredient in enabling our organisation to meet its charitable objectives and do the work we do.

We earn some of our income by hiring our offices to other charities and social business. We also hiring our community rooms to other local charities, community groups and residents so they can run their own services and programmes to support the local community.

This year we supported **7 tenant organisations** with an office and business development support including CBC Services, Choice Support, English for Action London, Free2Be Alliance, The Jags Foundation, Michael Mapp Photography & Design Studio and Supporting Relationships & Families.

We **hosted 34 charities and community groups** so that they can use our rooms and community centre each week to deliver their own community services and projects.



Our partnerships include:

Partnership Type	Description	Examples
Office partners	Charities and social businesses who rent an office at KLS	5 tenant groups 1 tenant desk

Room partners	Charities, community groups and residents rent a room to run a community service or celebrate an event (e.g. birthdays)	c.28 groups use our community rooms regularly
Funding partners	Donors (individuals and organisations) who financially support the work of KLS	Including individual donors, charitable trusts, foundations and the lottery and government contracts.
Joint funding partners	Jointly fundraising for joint activities/shared endeavors	Battersea Alliance has raised over £740,000 for work in Battersea

We also ask individual donors, charitable trusts, foundations and the lottery to support our work financially with a donation or grant. We also deliver three contracts for Wandsworth Council.

The generosity of our funding partners and supporters is fantastic. We simply would not be able to operate without the financial support of so many. Thank you all very much.

### Hire a Room at KLS

Hire our space whatever the occasion: birthdays, conferences, meetings, training or parties. We can accommodate small and large groups up to 70 people, in one of our 5 rooms to hire. We're open 7 days a week and are easy to reach with good transport links. We have WIFI & IT facilities, equipment galore and disabled access – for one-off bookings, weekly classes, long-term bookings – all are welcome.

We are the perfect venue to hire for all type of events and meetings, so please get in touch. We're here to help.

To **hire a room** please contact:

Tony Hersey	020 7223 2845
Room Bookings	<a href="mailto:tony@klsettlement.org.uk">tony@klsettlement.org.uk</a>
Katherine Low Settlement	<a href="http://www.klsettlement.org.uk">www.klsettlement.org.uk</a>

### C. Network Partners

We build relationships and networks, contribute to community initiatives, support other charities and community groups, collaborate with other agencies, and bring different peoples and communities together.

This year we chaired and were an active partner in more than 13 partnerships and networks including:

- Established the **Battersea Cost of Living Network** to work together to support local people through these increasingly difficult times. Together we published and distributed 14,000 cost of living leaflets, trained 26 local organisations in Advice First Aid, met regularly to exchange ideas and join up our approach.



- Supported the development of a new **Wandsworth Migrant Forum**, which has grown out of our refugee partnership over the past few years to welcome refugees to Wandsworth. We are delighted that the new administration governing Wandsworth Council is honouring their pledge to become a Borough of Sanctuary, with a new refugee-support strategy and funding.
- Developed the **Battersea Alliance**: helping our partnership to deliver its strategy, raise funding, deliver community infrastructure services, run community networking events and more.
- Continued to develop '**Battersea Volunteers**' which encourages volunteering across Battersea, as part of our continued partnership with the **Battersea Alliance**.
- Passed on **Wandsworth Digital** to local organisation **Power to connect** to take over leadership of this partnership which addresses digital exclusion.
- Helped set up the **Battersea Jubilee Festival**, which ran until the death of Her Majesty the Queen, Elizabeth II in September 2022. Remaining funds and activities have transferred to the **Battersea Community Festival**.
- Continued to be an active member of **Wandsworth Voluntary Sector Coordination Project** (CVS) and **Wandsworth Partnership Group**.
- Worked with **Wandsworth Council and key local charities** to coordinate a strategic and practical support for local residents across the borough. This has grown out of the multi-agency Covid Response Group that we were so closely involved with.
- Led the **Battersea Older People Provider Forum** to enable a strategic approach of working together for the benefit of local elders. And been an active member of the **Wandsworth Older People's Forum and Network**.
- Involved in **Locality's** London large Settlement's Group.
- Involved in **Wandsworth Council's Cost of Living Commission**.
- Involved in **Wandsworth Council's VCS Infrastructure Support Research** with Rocket Science.

Our partnerships include:

<b>Partnership Type</b>	<b>Description</b>	<b>Examples</b>
Network partners	Networks and forums where KLS is an active member, chair and/or founder	Battersea Older People's Provider Network, Wandsworth Refugee Network, Wandsworth Digital, Battersea Cluster Young People
Influence partners	Using our respective influence and connections to convene, leverage and open doors	Convening events – Battersea Together; or meetings with politicians and policy makers
Campaigning partners	Campaigning with others for social change	London Living Wage campaign with local organisations now been adopted by new Labour Council for Wandsworth
Comms partners	Jointly communicating to magnify our reach/messages with various audiences	We retweet/share social media posts (This is an underdeveloped aspect of our work)

We worked on a number of campaigns this year to bring about social change. In KLS there is a real understanding that we have to address the causes, as well as the symptoms, of why people come through our doors. At times this is to do with failure of national and local government policy and/or administration to support local people properly.

This year we have worked with other partner organisations to:

- Protest against the disastrous **Nationality and Borders Bill** and **Illegal Migrants Bill** that makes it virtually impossible for people to seek asylum in the UK.
- Successfully lobbied with others for Wandsworth Council to become a '**Borough of Sanctuary**' for asylum seekers and refugees.
- Successfully lobbied with others for Wandsworth to become a **London Living Wage** employer.

#### **D. Incubating Partners**

Each year we support between 5-10 individuals and community groups to develop new ideas, start-up a community organisation or charity, and grow and expand their current operations. We provide a mix of business development support, advice and introductions to various networks and funders to help with ideation, strategy, business planning, budgeting, finance, fundraising, governance, recruitment and HR, IT and more.

This year we have provided intensive **business development support**, pro bono, to **8 local charities** and community organisations so they can develop and grow, in terms of strategy, governance, fundraising, people and more. These include the Battersea Society, My Roehampton, Nine Elms Ministry, Providence House, Roots to Change, Supporting Relationships & Families, Tooting Graveney Older People’s Project and Wandsworth Welcomes Refugees.

Our partnerships include:

<b>Partnership Type</b>	<b>Description</b>	<b>Examples</b>
Incubating partners	Charities and social businesses that KLS supports to start up, grow and thrive	Link Up London, Wandsworth Welcomes Refugees

### **E. Sharing Partners**

This is an underdeveloped aspect of our work and one we plan to do more with over the coming 5 years.

There are a lot of community assets locally, e.g. community buildings and rooms, minibuses and equipment. If we could borrow, lend and share these more between each other then they would benefit more local residents, as well as reduce the costs for local organisations (we don’t all have to own the same things – let’s share them).

There is also a lot of knowledge and expertise locally. Again if we could share this with local sister organisations then we would all benefit. This might be advice and guidance, training programmes or sharing data and evidence about the scale and type of local needs to inform our planning and programmes.

Our partnerships include:

<b>Partnership Type</b>	<b>Description</b>	<b>Examples</b>
Sharing community infrastructure and resources partners	E.g. staff, volunteers, buildings and offices; as well as policies, back office functions, management systems etc.	Providence House using our minibus, or St. Peter’s letting us use their building for a Battersea Together community event for 80 people
Sharing expertise & advice partners	Providing advice and guidance to our partners and/or receiving advice from them	Supporting Carney’s Community and Providence House with governance and strategy.

Could be done in different ways  
e.g. 1-2-1 ad hoc advice, regular  
business mentoring

Learning partners	Learning together, training together partners – jointly learning and training with other organisations	Battersea Action Learning Sets (This is an underdeveloped aspect of our work)
Evidence partners	Gathering evidence and data about our community to enable better decision making	We worked with Battersea Alliance/Big Local SW11 to develop an Area Profile and Needs Assessment of Battersea (Sept'21); or Elders Needs Assessment (2021) (This is an underdeveloped aspect of our work)

## 12. Summary

Partnership work is at the heart of what we do at Katherine Low Settlement. We do not see our partners as competitors for funding, members or resources. Unfortunately there is more than enough work to go around. But by working together we can play to our strengths, working strategically, for the benefit of local people. Therefore, doing more with the resources and expertise we have locally.

We look forward to developing more partnerships as our new 5-year strategy unfolds.

## 13. Contact details

To get involved and become a valued partner please contact

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