

The Future of Our Community

The Royal Borough of Kensington and Chelsea
Community Strategy 2008 – 2018



Delivering through partnership

The Kensington and Chelsea Partnership was launched in March 2002. The Partnership is an umbrella group that brings together a rich mix of large and small organisations and partnerships within the borough including the Council, the police, the fire service, NHS Kensington and Chelsea (known as the Primary Care Trust), the business community and the voluntary and community sector. Underpinning the work of the Partnership are the principles of:

- valuing the rich diversity of people living and working in the borough;
- acting in a positive way so that all sections of the community are able to play a part in improving the quality of life in Kensington and Chelsea; and
- adopting a structure which is representative of the various stakeholders, with open and transparent decision making and a commitment to community consultation and involvement.

USE OF RESOURCES

The community strategy seeks to set out ambitious goals that all the local organisations and individuals whose activities have an impact on quality of life in Kensington and Chelsea can work towards. The Royal Borough is rich in talent and resources. To make the best use of these to deliver the strategy's aims and objectives organisations need to work successfully with one another. There are a myriad of day to day contacts between public, private, voluntary and community sector organisations, and these are backed up by more formal arrangements for consultation, engagement and joint working. The Kensington and Chelsea Partnership sits at the heart of these partnership arrangements and strives to see that they work and fit together well.

The impact of the recent financial turbulence and anticipated economic downturn on Kensington and Chelsea's residents and the organisations that serve them are not yet clear. What we do know

is that in common with the rest of London, the prospects for the Royal Borough have become less certain. This makes it all the more important to identify the issues that matter most to local people, and to focus our collective efforts upon them. That is what this strategy seeks to do.

In the mean time, the table below sets out some facts and figures about the sectors and organisations represented by the Partnership. Over the lifetime of this strategy the Partnership will strive to find new ways to tap into and make the best use of the borough's resources.

| | | | |
|--------------------|---|---|---|
| Primary Care Trust | Employs 750 people | Spends approximately £262 million in the borough | 43 GP practices, 23 opticians, 16 dentists and 39 pharmacies in the borough |
| Fire Service | Employs 201 people (187 fire fighters) | Spends approximately £15.1 million in the borough | 4 fire stations in the borough |
| Police | Employs 956 people (553 police officers of all ranks) | Spends approximately £38 million in the borough | 3 Police Stations and 4 Safer Neighbourhood bases in the borough |
| Council | Employs 4280 people (including school staff) | Spends approximately £550 million in the borough | Provides for Housing, Adult Social Care, Children's Social Care, Education services, Environment, Cultural and Planning services and Highways and Transport |
| Voluntary Sector | Employ in excess of 800 staff (including volunteers) | Spends approximately £19 million in the borough | 850 organisations either in the borough or who deliver work in the borough |

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Foreword

Welcome to the third community strategy for the Royal Borough of Kensington and Chelsea, 'The Future of our Community 2008-2018'.

Since publication of the previous community strategy, the Council, the police, the fire service, the Primary Care Trust, local businesses and the many voluntary and community organisations in the borough have been working hard to improve things for the people who live in, work in, or visit the Royal Borough.

The Partnership has built on the progress achieved in delivering the existing strategy to develop this version. It has undertaken a broad programme of consultation with residents, businesses and other local and regional organisations to capture new ambitions for Kensington and Chelsea, and to update the aims and objectives in the strategy which remain important priorities. This new strategy therefore follows on from the previous one, continuing the Partnership's vision for improving life in the Royal Borough over the next ten years.

On behalf of the Steering Group I wish to thank all the statutory agencies, community groups, voluntary sector organisations and businesses who have taken time to participate in the development of this strategy. Our particular thanks go to the people of Kensington and Chelsea who have given up their time to contribute to the strategy.



Merrick Cockell
Chairman, Kensington and Chelsea Partnership

Introduction

The Royal Borough's Community Strategy

A community strategy aims to describe what it feels like to live in, work in or visit the Royal Borough. This is determined by the many organisations represented in the Partnership, and by the hundreds of thousands of residents, workers and visitors in the borough. The Kensington and Chelsea Partnership (KCP) seeks to understand the needs and opportunities in the local area and translate these into clear ambitions, identifying how they will be delivered. This requires partners to reach consensus and compromise on issues of competing views and interests. The community strategy is part of a suite of documents, which contains the following:

The Future of Our Community

– Community Strategy:

- a set of long-term ambitions; and
- some specific aims and objectives that will help achieve these ambitions.

A Picture of Our Community:

- some facts and figures which support the ambitions, aims and objectives captured in the community strategy.

Improving Our Community:

- identification of which partner/s who will take the lead in achieving these and how;
- a set of measures to show progress; and
- a public report clearly showing what has been achieved.

How has the new strategy been developed?

The strategy is based upon a series of extensive consultation exercises and a review by partner organisations of their current policies and priorities. The new strategy retains the format of the 2005 version and is organised around the following eight themes:

- Environment and Transport
- Culture, Arts and Leisure
- Safer Communities

- Health and Social Care
- Homes and Housing
- Community, Equality and Inclusivity
- Achieving Potential
- Work and Business

Within each thematic chapter, there is:

an overall goal and a description of the position in the Royal Borough relevant to the theme; and a set of specific aims and objectives.

A PROFILE OF KENSINGTON AND CHELSEA

With a population estimated at 178,600, Kensington and Chelsea is the most densely populated borough in the country, packed into just under five square miles of land. It is primarily residential but is an internationally recognised shopping destination, hosts world renowned arts and cultural facilities and events, and boasts some of London's most visited parks and outdoor spaces. It is also a borough of extremes with some of the wealthiest neighbourhoods in the country as well as some of the most deprived. Statistics on deprivation show that North Kensington and parts of Earl's Court and South Chelsea face complex combinations of problems such as low incomes, relatively high unemployment and poor health.

North Kensington

The highest levels of deprivation are found in North Kensington, highlighting the need to focus on regenerating this area. In the past central government has made extra resources available to do this but changes in the way this funding is allocated mean that the borough no longer qualifies for this help. This means that the Partnership plays an important role in working to direct mainstream resources – the money that the Council, the police, the fire service, the Primary Care Trust and other partners spend on

a day to day basis – towards co-ordinated and targeted initiatives that address the causes and consequences of deprivation in North Kensington.

In order to meet the achievement of the strategy's objectives the Partnership will identify some performance targets which set higher levels of improvement for North Kensington.

THE ROYAL BOROUGH – 2028

The Council has recently completed a project called "The Royal Borough 2028", which looked to the future and considered:

- what changes might occur in the area over the next twenty years and what might drive them; and
- how decisions taken today can be informed by consideration of this long-term future.

The project has highlighted a number of 'drivers' which may have an impact on any change in the borough over the next twenty years. It has identified five themes including; Leadership, Learning, Public Realm, Resilience and Culture. Elements of these themes are highlighted where relevant in each chapter of this strategy.

LOCAL DEVELOPMENT FRAMEWORK

In 2004 the Government introduced a new kind of development plan – the Local Development Framework (LDF). The LDF is a portfolio of documents, outlining the planning framework for the local area and setting out how the Council and its partners should go about achieving elements of the community strategy.

The first of these documents, the Core Strategy, centres on a long term spatial vision and broad physical locations for delivering strategic development needs including housing, employment, retail, leisure, community uses,

essential public services and transport. It will include detailed actions on regenerating North Kensington. The Core Strategy has also developed a portrait of what the borough could look like in twenty years' time, drawing on the 2028 project and other consultation exercises. It gives a snapshot of Kensington and Chelsea in 2028, outlining the following:

- The sense of community is strong. There are more and better facilities for residents – a new state school and better local shopping facilities in the north of the borough, a rebuilt leisure centre, and community and health facilities close to where people live.
- Services which are highly valued by the community, such as independent shops, public houses, post offices, elderly peoples' homes and vehicle fuelling stations, are easy to get to.
- Office based employment is an important source of work for residents and commuters. There has been a steady increase in self-employment and business start-ups over the years due to the provision of small offices, and some larger offices are also part of the make up of the borough.
- The borough has maintained a diverse economy that contributes to the vitality of the local area, with jobs provided in a variety of retailing, catering, tourism, cultural, light industrial, professional and media and creative activities.
- The borough's international and national shopping centres of Knightsbridge, Kensington High Street, King's Road East and Portobello Road have flourished and remain top shopping destinations.
- The borough is still a world class tourist destination, particularly around the South Kensington Museums complex, where the changes to Exhibition Road have proved particularly successful.

- Public transport facilities, particularly in the north of the borough, are much better now, and more and more people walk and cycle to work, school and the shops.
- North Kensington has seen some major regeneration which has made a big difference to public transport access and access to shops, but these changes are still ongoing.
- The street environment plays a very important role in the overall success of the area. Design lessons learnt from the award winning Kensington High Street and Exhibition Road projects have been developed in other parts of the borough.
- The existing outstanding built heritage of the borough has been preserved and enhanced.
- The borough has a reputation for outstanding architectural quality and open spaces, with new developments being well designed and built, complementing both the quality built and natural environment.
- A significant number of inappropriate post-war developments have been redeveloped and replaced with new developments of the highest architectural quality. These are now being considered as potential conservation areas.
- There are more homes in the borough, including more family accommodation and more and better quality affordable housing. There is a greater mix of tenures so that fewer areas are dominated by either public or private housing, producing mixed and balanced communities throughout the borough, to benefit the area as a whole. All new-build housing is designed to be accessible to all.
- The borough is well known as one of the most sustainable boroughs in London. All new housing is zero emission and the waste we still produce is dealt with responsibly.
- The life expectancy of residents in the north of the borough is approaching the same level as that of the residents of Chelsea. Air quality has significantly increased as people have become less dependent upon cars for getting around the borough.

The LDF and the community strategy must share a close relationship since the LDF focuses on policies supporting physical development and the community strategy is the broad overall statement of ambitions for the local area. Currently, the Core Strategy (including the 2028 portrait) is structured around a number of principles including seven strategic themes: Keeping Life Local, Fostering Vitality, Better Travel Choices, Caring for the Public Realm, Renewing the Legacy, Diversity of Housing and Respecting Environmental Limits; and eleven specific spatial areas across the borough. These themes and spatial areas cut across each of the themes within the community strategy. Therefore, in each chapter of the community strategy we have illustrated where some of the current proposed LDF policies support the delivery of a particular aim. The LDF will continue to develop beyond publication of the new community strategy, so the relationship between the two will be updated in future versions.

SUSTAINABILITY

The KCP recognise the interconnectivity of many themes within the strategy. The cross-cutting nature of particular issues means that one element within the strategy may impact on the delivery of another. This interrelation is at the core of developing a sustainable community, where consideration of the ways in which action on one issue can have an impact on another is integral to making decisions about the way in which services are delivered in a local area. In order to identify this interrelation, each chapter contains a 'sustainability wheel', highlighting connections

between chapters and the relationship these have to the strategy's aims and objectives. These appear at the end of each chapter and are titled 'Making connections'.

The Partnership is also keen to separately address a number of cross-cutting issues affecting the borough, including:

Health and Well-being

People's health and well-being depend upon a wide range of factors including lifestyle choices, living and working conditions, economic circumstances and access to goods and services. A number of objectives in each chapter have been highlighted because they can contribute to improving health and well-being. These are identified using the symbol ✱.

Safer Communities

Community Safety is an issue that we know local residents care greatly about. People are concerned about levels of crime and antisocial behaviour even though instances of these in Kensington and Chelsea are comparatively low. Where objectives in each chapter contribute to Safer Communities, they are flagged up using this symbol Ⓞ.

Inclusivity and Equality

The borough contains one of the most diverse populations in London. The community strategy recognises this and aims to respond to the needs and ambitions of all residents in the borough. Where a particular objective in the strategy contributes to this aim, it has been marked using this symbol Ⓜ.

CHILDREN, YOUNG PEOPLE AND FAMILIES

Strong Families at the Heart of Strong Communities

The Children and Young People's Plan (CYPP) was published in 2006, and is the first single, strategic plan for all agencies delivering services for children and young people in Kensington and Chelsea. The plan set out a shared vision for children and families in the borough and links to many of the objectives in the community strategy.

In Kensington and Chelsea the plan took national policy, in the form of 'Every Child Matters', as a starting point by aiming to ensure that children and young people are healthy, stay safe, enjoy and achieve, make a positive contribution, and achieve economic wellbeing. Two distinct additional themes were also highlighted in the plan:

- the importance of strong families and strong communities in achieving good outcomes; and
- recognition that having fun and enjoying life are at least as important as achieving academically and economically.

The vision for strong families at the heart of strong communities was featured in the original edition of the community strategy. Strong family networks are the foundation on which strong communities are built. Of course, there are many different types of families and not any one type of family is 'better'. However, families have a crucial role in securing the best start in life for children. This means that for services, the focus is on supporting parents and carers as the main contributors to their children's well-being and on supporting families before concerns become crises.

Children and young people consistently tell us that having fun and enjoying life are just as important as achieving academically. The 'Achieving Potential'

chapter reflects the principles of the CYPP and recognises that residents can achieve their potential in a variety of ways and that the Council together with partner organisations are working to improve the full range of outcomes for children.

The Plan was reviewed in 2008 to assess progress, evaluate the impact all partners have made on the priorities and to identify next steps for action. A new plan will be published by April 2010 which will incorporate new challenges and opportunities, reflected in this community strategy.

LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

Celebration and Legacy

As one of the London 2012 official venue host boroughs – with the indoor volleyball taking place at Earl’s Court – the Council and its partners will play an active role in ensuring that the borough is able to confirm its reputation as a world class destination for culture, leisure and business. The games will also help to create real benefits for those who live here and to achieve this goal the Partnership will work to ensure that:

- more residents participate in local civic life through volunteering and local philanthropy;
- more residents regularly take part in sport and physical activity, particularly in the north of the borough; and
- the Royal Borough is recognised as the one of the best places in London for creativity and innovation.

The London 2012 Games will provide opportunities for closer partnership working, ensuring a lasting legacy in Kensington and Chelsea.

01

Environment and Transport

OUR GOAL:

A borough with an environment and amenities which enhance the quality of life of the whole community and which is aware of, prepared for and able to meet the challenges presented by climate change.

To achieve this we will:

- protect and improve the borough's environment;
- deliver services and work with local people day by day to make the borough a pleasant and safe place to be in;
- improve local transport management, services and networks, and encourage and provide for alternative travel opportunities to car-use;
- promote energy efficiency, recycling, waste minimisation and the reduction of pollution; and
- tackle the causes of climate change that arise from the activities of those living and working in the borough and take action to adapt to the unavoidable effects of climate change that are likely to occur.

A SPECIAL LOCAL ENVIRONMENT

Kensington and Chelsea is known worldwide for its unique character and architectural inheritance...

- The borough has 36 conservation areas covering over 70 per cent of its area and over 4,000 buildings are listed for their special architectural or historical interest.
- Although the borough has less open space than any other part of London except the City of London, it is blessed with numerous small parks and open spaces – some open to the public, and some for the private use of nearby residents. These parks and open spaces help to provide the peaceful and almost “village” like feel that sets Kensington and Chelsea apart from many other inner London areas.

Maintaining that character is not easy...

- Like most inner urban areas there are many pressures on the borough's environment. The borough has a high residential density with 178,600 people living in 4.5 square

miles. Large numbers of people travel into the borough to work, many more travel through the borough and a large proportion of working residents travel to jobs outside the borough every day. Thousands of visitors also come to experience the world-class cultural attractions offered by the borough.

- One of the Partnership's main aims is that the borough should remain an attractive place for those who live, work or visit here. Through its role in the planning system, the Council endeavours to protect the character of the area and prevent inappropriate development. This will be achieved through the new LDF and its component parts.
- Planning policies protect and encourage facilities which are easily accessible to meet the needs of those who live, work and study in the borough – such as hospitals, clinics, schools, colleges, welfare and community centres. Many of the Council's other policies – for instance on parks and green spaces, the street scene, and trees – also seek to protect and enhance the quality of the local environment.

- For such a densely populated area, the borough is fortunate to contain a number of excellent open spaces and wildlife habitats – from well known sites such as Holland Park and Kensington Gardens to smaller but also valuable open spaces such as Chelsea Physic Garden and Meanwhile Gardens. The Council has taken over management of Little Wormwood Scrubs in the north of the borough, previously managed by Hammersmith and Fulham, and has an ambition to achieve a Green Flag Award for each of the main parks in the borough by 2015.

Innovation and excellence in design hold out the prospect of further improvements...

- To build on the success of award winning streetscape projects such as Kensington High Street, a new open space has been built at World's End Place. Applications for funding have been made to carry out feasibility studies and consultation on possible streetscape and design projects in Ladbroke Grove and Notting Hill Gate. The former is likely to be uncontroversial streetscape works, though the Notting Hill Gate project could result in a transformational scheme costing in the region of £5m. A Streetscape Design Guide sets out the Council's policies and approach to the design of the streetscape.
- Transport for London (TfL) has agreed to fund the design fees for structural repairs to Albert Bridge. The bridge will soon be due for its repainting and relighting maintenance which is the Council's responsibility and it is hoped these two pieces of work can be delivered together.
- The North Kensington Environment Project works in partnership with the local community and the public, private and voluntary sectors on a diverse range of environmental improvement initiatives. These aim to improve the appearance and usability of some open spaces known as "grot spots". In 2006 the Council expanded the geographical coverage of the project to include the six wards north of Notting Hill Gate.

AIM 1:

To protect and improve the borough's environment by:

- protecting and enhancing the borough's residential and historic character, services and amenities, trees, parks and open space; ✨
- continuously seeking to improve the borough's streetscape, undertaking major improvement projects, promoting good design, the use of high quality materials and workmanship and the removal of street clutter; ☹
- maintaining the borough's unique built environment and local heritage, preserving the borough's listed buildings and conservation areas;
- ensuring that new buildings enhance the townscape;
- enhancing local biodiversity and preserving local habitats;
- identifying contaminated sites and ensuring that remediation plans are implemented to deal with any pollution risks; ✨ and
- providing environmental awareness and workplace safety training. ✨

Proposed LDF policies that will support this aim include:

- promoting 'walkable neighbourhoods' which enable the day-to-day needs of the local population to be within easy reach; and
- promoting a more attractive pedestrian environment by both improving conditions for walking and improving the public realm.



WORKING WITH AND FOR LOCAL PEOPLE

One of the keys to maintaining or improving the local environment is the behaviour of residents and people who visit the borough...

'The borough is seen as clean and friendly.'
(Local resident, Sixty Plus)

- A responsible approach to issues such as street cleanliness, noise and waste disposal by people who live in, work in or visit the borough can make a huge difference to the local environment and the quality of life. Residents' and tenants' associations and other community groups have important roles to play in planning and delivering neighbourhood improvements. A sense of civic pride and responsibility can also mean that public agencies do not have to take unpopular (and often expensive) enforcement action.
- One in four residents feel that noise spoils their home life 'a lot' or even 'totally'. The most common types of noise disturbance are neighbour noise, building and construction noise and traffic noise. 50 per cent of residents feel the levels of noise coming from traffic, buildings or road works are unacceptable.

So protecting the public from environmental hazards and nuisances is vital...

- The efficient regulation of licensed premises, noisy neighbours, construction work and pest control is essential if the borough is to be a desirable place in which to live and work.
- Since the introduction of the Licensing Act 2003 and 24-hour liquor licences, complaints regarding the operation of licensed premises have not increased. The introduction of the pilot scheme 'Best Bar None' in six wards, which measures the standard and quality of operating licensed premises, is aimed to help reduce complaints from residents regarding licensed premises and promote good practice.

- Residents have said that crime, traffic congestion and street cleanliness are the things that have the most impact on their quality of life, and that traffic congestion and clean streets are the two that need most urgent improvement.
- Recent efforts to tackle litter, black bags on the pavement and dog fouling have met with some success. There has been a 14 per cent reduction in the number of fly-tips in the north of the borough and nearly all streets in the borough meet or exceed the minimum standard for cleanliness as defined by ENCAMS (formerly the Tidy Britain Campaign). The standards of street cleanliness in the borough are amongst the best in the country. A Government defined survey of 300 sites found that only six of them had unacceptable levels of litter and detritus, compared to a national average of 13 per cent and a London average of 23.9 per cent in 2006-07.
- The Council recognises the economic importance of Heathrow Airport and its convenience for those living in West London, but objects to the current proposal to build a third runway. The main cause of concern is that the expansion of Heathrow will result in an increase in air and noise pollution as well as traffic congestion.
- The Council will be pressing the Government to include the possibility of noise mitigation measures for dwellings next to busy roads in the forthcoming National Ambient Noise Strategy.

AIM 2:

To deliver services and work with local people day by day to make the borough a pleasant place by:

- i. providing an effective and speedy response to residents' complaints about noise and other nuisances; ✱
- ii. protecting residents from noise and disturbance;
- iii. creating and maintaining well-designed, well-managed, clean and safe streets and public areas; ☉ ☹
- iv. encouraging people to be considerate towards their neighbours, to take pride in their area and to join in efforts to improve it; ☉ and
- v. being clear with people about behaviour that has unacceptable environmental impacts and how it will be dealt with.

GETTING AROUND THE BOROUGH

'Better community transport for older and disabled people is one thing I would like to see change.'

(Local resident, New Deal - long-term unemployed)

People's experiences of and feelings about local public transport vary widely...

- Public transport is vital to people who live and work in the borough, determining the ease with which they can shop, work, visit friends and family and access services. Some 50 per cent of households in the borough do not have access to a car. Many car owners still need to rely on public transport for their journeys.
- The 2028 project recognised public transport needs as one of the priorities driving change over the next twenty years. Residents are reliant on public transport and provision varies throughout the Borough and there will be an increasing need to update transport options in the future.
- People are more satisfied with public transport services in the borough than three years ago. In a recent survey, 74 per cent of residents say they are satisfied with the quality of local bus services, compared to a London average of 69 per cent and 65 per cent are positive about public transport provision overall, compared to a London average of 61 per cent. However, people also feel public transport is becoming less affordable.
- Residents of Kensington and Chelsea rely largely on TfL to deliver reliable public transport services. In 2008-09 TfL allocated some £2.8 million to the borough to deliver transport related schemes, including road safety education programmes. TfL also fund and work closely with the Council to develop public spaces such as Exhibition Road. Major decisions on transport investment get taken at a London-wide level, increasing the importance of attempts by the Partnership to influence regional bodies through lobbying to express local priorities.
- Residents still say that moving from north to south in the borough by public transport is less easy than moving from east to west. Although the borough has 12 underground stations and just over 30 bus services, areas in the north-west and south of the borough are relatively poorly served by public transport. The Council and its partners have been raising these issues with TfL who are about to consult on two new bus routes in the north of the borough.

Making a success of the transport system means working with and lobbying other partners...

- Public transport plays a vital role in getting people to work. Residents will only be able to exploit the wealth of jobs on offer in London if they have effective ways of travelling to them.
- Many vulnerable people, including older and disabled people, face barriers to using public transport. More disabled people are using public transport as it becomes more accessible, but getting out and about remains a significant barrier for many disabled people. The Council and the voluntary and community sector provide alternative transport provision (through Kensington and Chelsea Community Transport) that meets the needs of vulnerable people. Every resident over the age of 60 or who is registered as disabled is entitled to a "Freedom Pass" that allows free travel on London Transport.
- The Taxicard scheme helps people with serious mobility problems travel in licensed London radio taxis at a reduced rate. The Council's Purple Badge scheme helps people with a physical disability to park close to their destination.
- The Council has long been concerned about personal injuries suffered on board buses, particularly by older people, and it submitted evidence to the recent Greater London Authority (GLA) Scrutiny of Bus Driving Standards. The Council is receiving an increasing number of complaints from residents about noise and vibration and will continue to press TfL to raise the quality of bus drivers' customer service and driving skills.
- TfL is the highway and traffic authority for all Red Routes in London. Therefore, whilst the Council can lobby TfL to make changes and improvements, it has no powers to make the changes itself to these roads. Although the Council manages all other roads, the creation of a 'Strategic Road Network' has increased the number of roads that the Council will need agreement from TfL to improve or maintain.
- The Partnership welcomes the news that Crossrail will be built and is very keen that this important transport link should provide direct benefits to parts of North Kensington. The potential for a station serving Ladbrooke Grove and the implications that this would have for the local area will be examined during the consultation on and development of the LDF. A transport and streetscape strategy was published in February 2008 and sets out the Council's policies for transport and improving the local streetscape.
- The Partnership wants to ensure that there are a range of travel options available throughout the borough. Walking and cycling cause less harm to the environment than motorised travel and can have health benefits, but effort is needed to make urban areas feel safe for pedestrians and cyclists.
- The Council is investigating alternative layouts to allow bicyclists to use one-way streets in the opposite direction safely with minimal signing and without the need for splitter islands. The Council also has an established programme of providing bicycle parking at main attractions, shopping areas and in response to individual requests. To date there are nearly 2,000 bicycle parking places located around the borough. Most of these are located in areas where they do not obstruct pedestrian movements. There is now limited scope to provide many more bicycle racks on the footway so innovative provision of bicycle racks on the carriageway in underused pay and display bays at locations where there is a heavy demand for bicycle parking is being explored.
- Since its introduction in February 2007, the western extension to the Congestion Charge Zone has reduced traffic and made parking easier in some areas. The Mayor of London consulted on the possible future of the western extension in September 2008 and results are expected to be available shortly. The Council responded to the consultation generally in support of the scheme but argued for the introduction of measures which could make the system fairer and more user friendly for local residents.

AIM 3:

To improve local transport management, services and networks, and encourage and provide for alternative travel opportunities to car-use by:

- i. working with strategic and operational partners to enhance the public transport system for the whole community, expanding services where needed and improving the passenger experience; ☹
- ii. maintaining streets to a high standard so that walking is easy and safe and cyclists, buses and other vehicles can move safely; ✨
- iii. continuing to lobby Transport for London and the Mayor of London for increased influence over Red Route roads within the borough;
- iv. improving road user and pedestrian safety through promoting safer behaviour by drivers, cyclists and pedestrians, tackling antisocial behaviour and promoting positive road safety messages in schools and with residents and the business community; ✨ 🎯 and
- v. ensuring that recreational, educational, health facilities and shopping centres are easily accessible by public transport. ✨ ☹

Proposed LDF policies that will support this aim include:

- improving public transport infrastructure in the borough, especially by improving access to public transport in North Kensington and South-West Chelsea and supporting better north/south bus routes through the borough.

ENERGY EFFICIENCY, RECYCLING, WASTE AND THE REDUCTION OF POLLUTION

The borough has its part to play in national and global efforts to protect the wider environment and the interests of future generations...

- The Council's Environmental Strategy, 'For a More Sustainable Future – 2006-2011', outlines proposals to advance environmental sustainability throughout the borough and builds on some of the ambitions captured in the previous community strategy. Climate change, energy efficiency, waste minimisation and encouraging good practice in procurement are all key features.
- International agreements, European Union Directives and Government targets on environmental quality all depend on local action to deliver change. The KCP believes that local employers and residents should be encouraged and expected to "do their bit" to reduce and recycle waste, use energy efficiently and reduce pollution.

Extra effort to meet challenging national recycling targets has paid off but there is still more to do...

- Over the last three years, the rate of recycling and composting of household waste has increased by nearly 10 per cent to 27.9 per cent, and nearly 90 per cent of residents now recycle their waste. The council has set targets to achieve a recycling rate of 33.2 per cent by 2010-11. There are also very ambitious Government targets to reduce the amount of biodegradable waste going to landfill. By 2020 this must be no more than 35 per cent of the amount that went to landfill in 1995. Between now and 2020 the Council must hit a number of intermediate targets. If it misses these it will face heavy financial penalties. Government consent for the Energy from Waste Plant at Belvedere in Bexley was vital so that the Western Riverside Waste Authority (WRWA) can dispose of the borough's waste there.



- Planning approval has been granted to build a state of the art Materials Recovery Facility at WRWA's transfer station. This facility will process over 80,000 tonnes of mixed recycling materials and WRWA plan to have the new facility up and running by the end of 2009.
- The Council will work in joint "Innovations Forums" with its waste collection, recycling and street cleansing contractor SITA to develop new schemes aimed at improving the borough's recycling rate and street cleaning.

Residents and businesses have a vital part to play...

- By disposing of their rubbish in ways that keep biodegradable waste separate from other waste, people can help to reduce the amount of biodegradable waste going to landfill.
- Residents and businesses also have a role in improving the appearance of the streets by ensuring refuse is placed outside at the correct refuse collection times and by cleaning the pavement when it gets stained by waste. Management of commercial waste collection is undertaken 'in house' to better pursue the Council's priority of high levels of street cleanliness throughout the borough.
- Recycling can be difficult for people living in flats and mansion blocks, but problems can be eased if managers, porters, residents and waste services work together. The Council is taking steps to encourage the necessary commitment and cooperation, such as introducing thrice weekly collections in some areas.

Local air quality worries many residents...

- Although local residents feel better about the air quality than they did three years ago, this still remains an issue of concern. The causes of poor local air quality – such as emissions from traffic and industry – are not constrained by borough boundaries. The concentration of

pollutants is strongly influenced by atmospheric chemistry. Even when direct emissions are reduced the levels of pollutants do not fall at a corresponding level or rate. However, a reduction in car use in the borough and in the number of vehicle engines left idling can help.

- Planning guidance produced by the Council seeks to lessen any adverse impacts on air quality arising from new developments in the borough.

The pressure on parking in the borough is intense...

- There is an ever increasing demand for residents' parking spaces in the borough and limited potential to increase the current number of spaces available. There are around 28,000 residents' parking bays in the borough, but at any one time there may be up to 10,000 more permits than spaces.
- The Council will continue to develop initiatives to manage parking within the borough. It has taken positive action to reduce the demand for on-street residents' parking permits and approved several residential developments – in areas of the borough where access to public transport is very good – which do not allow the residents to purchase on-street parking permits. Over 74,000 households were consulted on the extension of parking controls on Saturday afternoons and Sundays which have now been introduced in the borough's busiest shopping areas.
- In June 2008 the Council began to link the cost of a residents' parking permit to vehicle's emissions of CO₂ and have introduced graduated fees as a result. The new system charges a supplement for second and subsequent permits in a household and for diesel fuelled vehicles as well. The Council has also promoted car clubs, which enable local residents to share a number of cars located throughout the borough, hence reducing the need for residents to own a car.

AIM 4:

To promote energy efficiency, recycling and the reduction of pollution by:

- i. encouraging and involving residents and businesses to take part in recycling and waste minimisation schemes in order to reduce waste sent to landfill;
- ii. improving the borough's waste collection service, including thrice weekly collection for households with the least amount of storage space, and ensuring that high standards are maintained by SITA;
- iii. seeking to develop a consensus among residents and businesses for radical changes in behaviour so that biodegradable waste is not mixed with other waste;
- iv. promoting environmental education in schools;
- v. refreshing the Council's Air Quality Action Plans with the help of residents, the PCT and the Health Protection Unit; *
- vi. encouraging and promoting the use of energy efficiency and anti-pollution measures across the Council, PCT, police, fire service, businesses and the voluntary and community sectors; *
- vii. working with Transport for London and London Councils to minimise the environmental effects of noise, congestion, and air pollution caused by transport; *
- viii. encouraging people to take measures to minimise the environmental impact of transport, including the use of shared journeys to school or work, walking and cycling;

- ix. protecting local shopping centres, particularly to minimise people's need to use transport;
- x. encouraging walking and cycling as attractive forms of travel for short journeys; *
- xi. promoting the use of public transport and powered two-wheelers as alternatives to the car; * and
- xii. leading and supporting a number of enforcement and education initiatives to reduce emissions from vehicles and improve air quality. *

CLIMATE CHANGE

Climate change is a growing concern globally, nationally and locally...

- There is general scientific consensus that climate change is largely attributable to human activity over the past fifty years and has potentially damaging environmental, social and economic impact.
- The Partnership recognises that this has led to increasing concern about climate change. The Council has developed a climate change strategy to be published in 2008, and intends to lead, locally, on both mitigating the causes of climate change and adapting to the effects that are likely to occur. The strategy takes account of new legislation, new national Government performance indicators, and the growing public interest in climate change. Through the strategy, the Council will aim to make changes to the operation of its own estate and delivery of day to day council services, as well as stimulate change amongst residents, businesses and other organisations through leading by example.

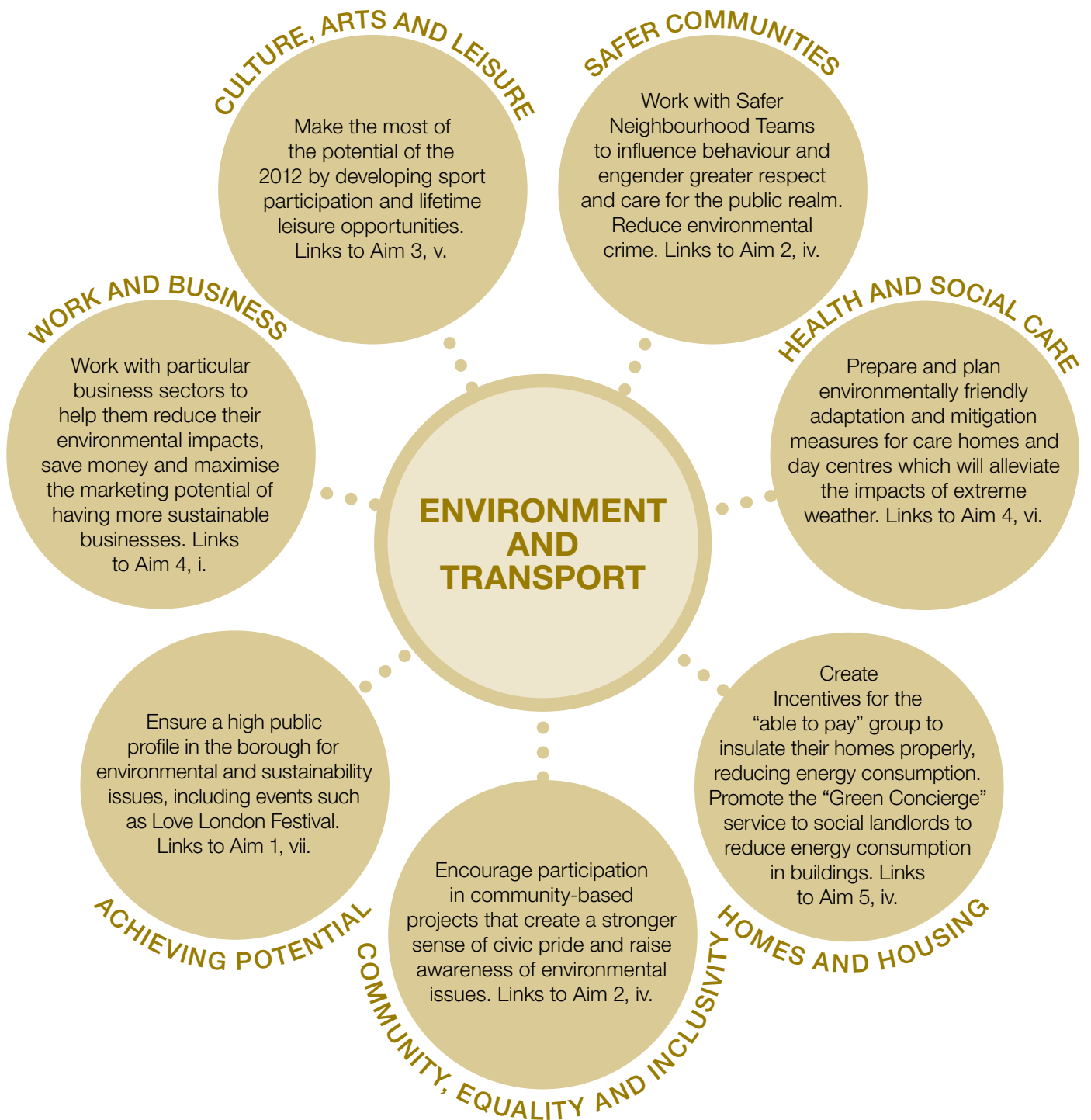
- Climate change was recognised by the 2028 project as one of the most significant drivers of change during the course of the next twenty years. Measures to reduce the impact of climate change should go hand-in-hand with measures to improve air quality and promote long-term sustainability. If these issues are dealt with separately, there is a risk that action to deal with one of them may worsen the situation for another.
- The Council has joined the Carbon Trust's Local Authority Carbon Management Programme and a detailed 5-year action plan to reduce carbon emissions will follow.

AIM 5:

To tackle the causes of climate change that arise from the activities of those living and working in the borough and take action to adapt to the unavoidable effects of climate change that are likely to occur by:

- reducing the Council's carbon footprint;
- seeking to achieve a significant reduction of greenhouse gases within the borough, promoting alternative solutions to energy sourcing and use, travel and transport options, and waste production and disposal; *
- promoting sustainable procurement practices across the Council, PCT, police, businesses and the voluntary and community sectors, and participating in the Mayor of London's Green Procurement Code; * ☉ and
- identifying the problems arising from climate change and working with local residents, businesses and organisations to mitigate their impact. *

Making connections...



02

Culture, Arts and Leisure

OUR GOAL:

A borough where everyone has the opportunity to enjoy its public parks and open spaces and a diverse range of high quality cultural, artistic and leisure activities.

To achieve this we will:

- encourage active participation in, and develop new audiences for arts and cultural activity;
- develop excellence in artistic practice;
- encourage literacy, reading and life long learning for people's economic good and cultural and personal development;
- improve the quality and accessibility of sports and leisure provision for all in the Royal Borough and encourage participation in physical activities; and
- improve the quality and accessibility for all of the public open space within the Royal Borough.

CULTURE, ARTS AND LEISURE IN KENSINGTON AND CHELSEA

Kensington and Chelsea offers a wealth of opportunity for the enjoyment of culture, arts and leisure activities...

'One thing is that there is so much to offer. It's just a matter of going out there and finding it - entertainment, sports, events, concession prices on a wide range of facilities. There is so much more here than other boroughs out there.'

(Local resident, employed by the Primary Care Trust)

- The borough is rich in art and culture, hosting national institutions such as the Victoria and Albert Museum, Heatherly School of Fine Art and the Royal Court Theatre, located at its heart. The Saatchi Gallery opened in Chelsea in 2008 and other major cultural institutions like the Serpentine Gallery, the Albert Hall and the Louise T Blouin Institute are close by. Many theatres, such as the Gate Theatre, Finborough theatre and Chelsea Theatre are also based in the borough as well as concert, exhibition and

community venues, including Cadogan Hall, Earl's Court Olympia and the Tabernacle Arts Centre. The council directly runs two museums; Leighton House and Linley Sambourne House. Major cultural and creative industries and businesses of the calibre of the BBC, EMI, Sony and Granta are in or adjacent to the borough. There are a growing number of small to medium scale creative businesses located in studios across North Kensington at complexes such as Westbourne Studios and ACAVA. Kensington and Chelsea is home to significant cultural events including the Chelsea Flower Show, London Fashion Week and the Notting Hill Carnival; as well as several festivals including Portobello Film Festival, Earl's Court Festival, Chelsea Festival, Notting Hill Visual Arts Festival and a winter arts festival 'Across the Street, Around the World'. The Council also stages an annual opera season every summer, Opera Holland Park. All of these combine to shape residents' and others' perception of the local area.

- Such rich and dynamic resources both contribute to and benefit from other arts activities within the borough. The voluntary sector is pivotal to the vibrant cultural life of the borough

in developing and delivering arts projects and initiatives within the community.

- We know of more than 600 artists and cultural organisations, 190 cultural businesses and nearly 13,000 commercial creative businesses including designers, architects and galleries in Kensington and Chelsea. Thirty two per cent of the total workplaces in the borough are used by creative businesses. We can safely assume that the numbers of creative individuals and organisations are higher than this. The results of a full audit, currently underway, of the creative and cultural industries in Kensington and Chelsea will be available in 2009.
- The Council has made significant capital investments in Opera Holland Park's new seating and canopy, the built environment of Exhibition Road and the refurbishment of Leighton House. It also provides associated revenue support to a range of reading, opera, museum and arts programmes as well as continuing and increasing provision to Notting Hill Carnival, the Tabernacle and local festivals.
- Six public libraries provide free access to a wide range of literature, poetry, drama and information about fine arts and other subjects, as well as running activities to encourage reading and learning. Three main public leisure centres serve the borough (Kensington Leisure Centre, Chelsea Sports Centre and the Westway Sports Centre, which is run by the Westway Development Trust) and each of the five main parks has a range of sports facilities on offer. These facilities cater for over two million visitors each year and provide opportunities for residents to pursue active lifestyles. They are also well used by local schools and clubs.
- Some of these facilities enable users to develop their skills to the highest level. Westway Sports Centre for example, is home to the largest indoor climbing centre in Europe and is recognised by the Lawn Tennis Association as a Performance Tennis Centre, coaching over 300 children from the borough's schools each week. An agreement with the Council

enables the Sports Centre to provide special access for Royal Borough schools, including free use of facilities during school time and after-school programmes for local children which involve over 700 children every week.

- In addition to the Westway Sports Centre, the Westway Development Trust runs and manages the Portobello Green Fitness Club. The club operates a reduced cost membership scheme for under 18s, over 60s, and patients referred by GPs. The club also runs dedicated sessions for targeted community groups, such as recovering drug users, and groups requiring women-only or men-only exercise sessions for religious or cultural reasons.
- There are also numerous private health and fitness clubs, operated by private companies and the numerous hotels throughout the borough.

These opportunities make an invaluable contribution to the quality of life enjoyed by residents and visitors...

- Arts and sports programmes supported by the Council, the voluntary and community sectors and the PCT give a focus for engagement with residents of all ages. They can provide learning opportunities, help to tackle antisocial behaviour and promote citizenship and community involvement. Some sports and arts programmes are specifically targeted at housing estates in order to provide ongoing activities for local residents.
- Arts projects are helping to deliver regeneration in the north of the borough and play a part in combating graffiti and brightening up the borough. Projects in hospitals, day centres, community centres and voluntary groups organising theatre and gallery visits can help vulnerable residents to lead independent and more satisfying lives.
- Subsidies to clubs and organisations and a concessionary leisure pass scheme for certain groups of borough residents are helping to encourage use of the borough's leisure centres.



- The Council and the PCT are working together to improve nutrition and food safety among the community and to increase physical activity among older people, people with heart disease and lone parents living in the borough.
- The Notting Hill Carnival attracts visitors from all over the world, as well as providing employment opportunities all year round for a variety of local businesses.
- The borough’s parks and open spaces provide venues for Holland Park Theatre, the Portobello Film Festival, Earl’s Court Festival, Chelsea Festival and a variety of arts based events, as well as a host of informal and organised sports and leisure activities.
- Borough libraries host projects such as reading groups for the visually impaired and classes in English, Basic Skills and Information Technology which can give residents greater confidence to exploit the opportunities that living in the borough provides. Local museums work with older people’s groups on literacy projects.
- Securing, enhancing and increasing the scope and accessibility of all the borough’s arts, culture and leisure facilities is therefore important if residents’ quality of life is to be preserved and improved.

AIM 1:

To encourage active participation in, and build an informed and critical audience for arts and cultural activity by:

- i. increasing active participation in arts and cultural activity from its current level by two per cent per year; * 🎯
- ii. fostering a climate where residents will be proud of and take an active part in a wide range of arts and culture;

iii. enabling residents of all ages to be actively involved in their local communities, and to influence the programme of cultural activities on offer to them; 🎯

iv. developing a stronger sense of civic pride and community, with greater understanding of the different cultures in the borough and the needs of vulnerable groups, fostering a stronger sense of health, well-being and happiness; * 🎯 🎯

v. providing opportunities for residents to take part in informed debates about art and culture; 🎯 and;

vi. supporting a climate where innovation is encouraged and where artists from all disciplines are supported.

SUPPORTING THE ARTS

The next 10 years will be an interesting time for arts and culture...

- A flourishing arts programme and increasing leisure opportunities were both recognised by the 2028 project as impacting change in the next twenty years.
- The Council has an ambition to build on the previous arts strategy to be better informed and more strategic about, public art, contemporary architecture, events management, tourism, creative industries, festivals, street art, youth arts and arts in education. A ten-year strategy for arts and culture in Kensington and Chelsea is in development and this aims to encourage strong leadership in the broader context of arts, culture and creative industries, and support new cultural practitioners across the borough.

- Artists, designers and makers across all art forms need space to experiment, create, develop, rehearse and sell their work. The Council is supporting artists through the development of two bursary schemes – for studios, and professional development through training.
- By creating new public spaces new relationships with the people who use them are also created. The Council intends to explore how events and projects can open up and develop public spaces for event organisers, local residents and visitors.
- Better communication between artists, cultural practitioners and local residents to help cultural organisations devise appropriate programmes will help create strong and efficient networks. Better relationships with private sector arts and cultural businesses can be developed to both promote the breadth of provision in the borough and help local practitioners make the most of opportunities to develop their businesses in Kensington and Chelsea.
- Kensington and Chelsea can be proud of all its arts and culture and can promote it to a wider audience to strengthen the borough's reputation for creative excellence. The council promotes the work of local artists, arts organisations and festivals in several ways including the arts directory, the West London festivals calendar, the 'Across the Street, Around the World' annual celebration of culture and heritage and the Seer.info website. A dedicated Arts Information Officer offers marketing support and advice to local artists and arts organisations
- The Cultural Olympiad, from the summer of 2008 through to the end of the Paralympics in 2012, provides the opportunity to showcase to an international audience the very best of the borough's talent and creative excellence.
- The Council will develop a festival during Games-time in 2012, working with the Exhibition Road Cultural Group to celebrate and promote Exhibition Road, its institutions and innovative streetscape. The festival will feature high profile, extraordinary, interactive

public events and debates to position the area as the cultural destination of choice for residents and visitors.

- This event is designed to create a legacy of changed perceptions, and may develop into a regular, but smaller, fixture on London's event calendar. The festival will also result in a number of commissioned art works in permanent sites across the Royal Borough.

AIM 2:

To develop excellence in artistic practice by:

- promoting the Royal Borough as home to a thriving artistic and cultural community;
- ensuring art and design on offer to residents is of the best quality;
- attracting new businesses to the Royal Borough, fuelling the economy and encouraging new residents to the borough, enriching the social mix;
- developing a range of spaces suitable for use by artists and cultural organisations to create, develop, rehearse or sell their work;
- encouraging innovative approaches to temporary use of vacant premises or spaces which may suit a wide range of artforms such as visual arts theatre, dance or designer-makers;
- developing an international reputation for architectural innovation and the care and preservation of heritage; and
- ensuring that public spaces in the Royal Borough will have high quality contemporary and traditional programmes of public art, activities and temporary interventions that will excite and delight. ✨ 🍷



Proposed LDF policies that will support this aim include:

- harnessing the vitality that visitors bring to the borough, helping to keep facilities and services that benefit residents viable;
- protecting the borough's vibrant and diverse cultural life through seeking to make it possible for local arts and cultural organisations to grow without locating elsewhere;
- supporting premises within the local community for cultural, arts and leisure uses, including meeting rooms, venues and artists' studios; and
- improving the public realm to offer a positive experience to the many visitors as well as improving the health and well-being of those who live in the borough.

AIM 3:

To encourage literacy, reading and life long learning for the community's cultural and personal development and economic good by:

- transforming the library service to give individuals more choice about how they access information through more personalised services; * =
- creating an outstanding Central Library fit to be a flagship for the Royal Borough;
- delivering a varied menu of activities and events to stimulate and develop a love of reading in children of all ages;
- developing a range of support for parents and carers to be major contributors to the reading and literacy development of children; =
- encouraging people to read more widely, providing first steps or ways back into reading, enabling people to share their reading experiences, and signposting to other reading opportunities;
- widening the experience of adult readers and learners through access to library facilities and resources;
- working in partnership with other services to extend the Home Library Service to all who might benefit from it; = and
- expanding the use of libraries as community resources. @ =

DEVELOPING THE LIBRARY SERVICE

- The Council is implementing an innovative long-term 'Library Transformation Strategy' for all libraries in the borough. This will include improving ways to access library services for all people who use libraries whether for leisure or learning.
- The transformation will add new services, and make those services better, more relevant, and more tailored to meet requirements of those accessing the library. It will also increase choice for how to access this range of services.
- The Council has also made a commitment to redevelop the borough's Central Library to enable the building to deliver library services more effectively. The redevelopment programme will involve making sure the borough's other five libraries are fit for purpose and up-to-date.

ENCOURAGING SPORT AND PHYSICAL ACTIVITY

Participation in sport and physical activity can be enjoyable and contribute to a sense of achievement...

- The 2028 project recognised health and well-being as a significant factor affecting change in the borough in the next twenty years. The Partnership is likely to be under increased pressure to provide health and lifestyle services that allow residents to improve their own well-being.
- Increasing levels of physical activity also has an effect on people's health and general well-being. We know that obesity among all ages of the population is a rising concern and that it's effects can lead to poor health and shorter life expectancy. The Council and partner organisations are working to improve levels of physical activity for all ages and abilities through making it part of routine daily life for as many people as possible. This also involves working to reduce or remove accessibility or affordability barriers to leisure services and open spaces, particularly for school-aged children, disabled people and communities in less well-off parts of the borough.
- As part of a dedicated London 2012 Games programme, the Council has committed resources to strengthening sports development, particularly in the north of the borough.

We want to see more young people participate in sport and physical activity...

- Up to 88 per cent of pupils in schools in Kensington and Chelsea now participate in at least two hours of high quality PE and out of hours school sport in a typical week.
- Across the borough, 23 primary schools have been awarded the ActiveMark award and one secondary school is a SportsMark award winner, for the delivery of national PE and school sport strategy. In a recent national survey, two thirds of children (67

per cent) surveyed in the borough said they 'play out' for at least four hours per week.

- The Schools Sports Partnership organises Physical Activity Days for primary schools across Kensington and Chelsea, aiming to include all children with varying abilities to try out new physical activities and events. Last July, over 700 children from 19 primary schools took part in events including athletics, football, team games, yoga, basketball and the Brazilian martial art 'Caporeira'.

Satisfaction with local sports centres is not as high as it should be...

'I would like to take part in leisure activities such as swimming but it is too expensive.'
(Local resident, Midaye Somali Group)

- Surveys suggest that the proportion of users satisfied with the borough's public sports and leisure facilities has not changed greatly and is currently (2006-07) lower for Chelsea Sports Centre (66 per cent) than for the Kensington Sports Centre (72 per cent) – reflecting the range and quality of the facilities on offer. These figures are comparatively low and show a need to do more to improve facilities.
- A shortage of outdoor sports pitch provision across the borough means there is a heavy reliance on commissioning the use of facilities in neighbouring authorities. There is also a shortage of indoor sports space particularly in the south of the borough. The priority is therefore to make the best possible use of the existing space, and to prevent its loss to other uses.
- The swimming pool at the Chelsea Sports Centre has been restored to its former glory and the sports hall and the changing rooms have been modernised. Kensington Leisure Centre in North Kensington has also received a facelift including new air conditioning systems to both the fitness gym and dance studio. The Council plans to spend around £1.3 million in 2008/09 and £500,000 in 2009-10 on improving the facilities at leisure centres.



AIM 4:

To improve the quality and accessibility of sports and leisure provision for all in the borough and encourage participation in physical activities by:

- i. increasing levels of physical activity in Kensington and Chelsea; *
- ii. improving the provision of sports and play facilities; *
- iii. promoting physical activity as a means of improving quality of life and well-being – especially for children, young people, the elderly and the disabled – through further developing the Kensington and Chelsea Sport & Physical Activity Network (CSPAN); * @ =
- iv. ensuring that a range of public and private venues are used for physical activity, including parks, leisure centres, youth clubs and schools; *
- v. providing a good quality of service in safe and well run facilities; * @
- vi. providing encouragement, expertise, advice and support to service providers and deliverers of local sport; *
- vii. ensuring that services are accessible to all; * =
- viii. examining how sport provision in the south of the borough can be improved; * and
- ix. using the London 2012 Games to better promote and engage residents in increased and continuing physical activity and wellbeing. * @ =

PUBLIC PARKS AND OPEN SPACES THAT CAN BE ENJOYED BY ALL

The borough has popular parks and open spaces...

- When residents are asked what they think is the best thing about living in the Royal Borough they mention the local parks more often than any other aspect of life in the borough. 83 per cent of residents say they are satisfied with the quality of the local parks. This shows a small decrease compared to three years ago (85 per cent), however this is still above the London average of 73.2 per cent.
- Nevertheless, we know that investment is needed over the next few years to sustain and improve the quality of the borough's parks. And we know that improving safety, tackling vandalism and providing safe spaces for children to play are important issues for park users. The Council has published a ten-year Parks Strategy that introduces management plans for individual parks and playgrounds and comes with capital investment to realise these plans.
- In a borough where 84 per cent of residents have no access to their own garden space, the borough's parks and open spaces have special importance. There are some green spaces in or near the borough that are not managed by the Council, but do provide opportunities for greater enjoyment by local people, such as Kensington Gardens and Brompton Cemetery. The Council are considering taking over the management of Brompton Cemetery in 2009, currently under the responsibility of the Royal Parks, which will involve accepting full ownership and ongoing responsibilities for maintenance and upkeep.
- The borough has participated in the Britain in Bloom competition four times in the last five years, achieving a silver award in 2008 and a gold award in London in Bloom in 2008 as well.

- Kensington Memorial Park is the first park to benefit from the capital investment through the Parks Strategy. It received Green Flag status in 2007, alongside Holland Park which has achieved this status every year since 1996, when the award began. Both retained their status in 2008. In addition Westfield Park achieved a five star rating for design and accessibility. Maintaining these high standards is a key priority.
- Following consultation with local residents on the appearance and usability of St Luke's Gardens, planning permission has now been sought to work on some physical improvements including a new playground, games area, toilet block and railings.

Play facilities are fun for children and encourage them to stay active and healthy...

- Children aged five to 13 who took part in a recent survey to measure satisfaction with play facilities in the borough reported higher levels of satisfaction than any other local authority who carried out the same survey. 58 per cent of those surveyed said the range of play facilities in the Royal Borough was good or very good and 59 per cent rated the quality of these facilities as good or very good.
- Working together with other organisations, the Council has improved the range of opportunities for play and recreation in the borough, especially for disabled children or families on low incomes. The number of children with disabilities using mainstream play facilities, with some support, increased from six to twenty one in 2007-08. Fees to access play centres in the borough have not increased from 2006-07 and remain the most affordable in central London. All children who are in care in the borough now have free access to supervised play services.
- The Royal Borough has secured Play Pathfinder status which will result in an extra investment of over £2.5 million in play up to March 2009. This will help to

further improve play opportunities for children and young people, including a new adventure playground in Chelsea and the refurbishment of 26 smaller play spaces.

- Through planning policies, new housing developments in the borough have to consider the need for play spaces and opportunities. The redevelopment of Little Wormwood Scrubs adventure playground will be funded in this way.
- Children and young people told us they were concerned about safety in parks, so the Council has used some Big Lottery Fund investment to employ a team of Play Rangers on housing estates and in parks from May 2008.

AIM 5:

To improve the quality and accessibility of all public open spaces within the borough by:

- providing high quality parks and open spaces that all people can use; * ⊖
- promoting the use of parks and open spaces by local communities, and involving people in decisions about what their local parks should be like and in looking after them; * ⊖
- providing spaces for relaxation, recreation and exercise and making parks feel safe for everyone to enjoy; * ⊕ ⊖
- using good quality design and materials to improve and maintain the borough's parks and open spaces; * and
- exploring opportunities to make better use of green spaces within or adjoining the borough that are currently managed by other organisations.

Making connections...



03

Safer Communities

OUR GOAL:

A borough where people live their lives free from crime and the fear of crime.

To achieve this we will:

- ensure that residents are, and feel, secure in their homes and daily lives;
- catch and convict offenders, stop them from re-offending and ensure that victims are properly supported;
- tackle the use of illegal drugs and the misuse of alcohol; and
- reduce the numbers of young people involved in crime and disorder either as victims or perpetrators.

PREVENTING AND REDUCING CRIME

Kensington and Chelsea is one of the safest of all inner London boroughs...

- There were 23,485 total recorded crimes (which are categorised as Total Notifiable Offences – TNO) in Kensington and Chelsea during 2007/08. Kensington and Chelsea was the 4th safest inner London borough based on TNOs per 1,000 population.

And the trend is downwards...

- In 2005-06 there were 12,438 British Crime Survey (BCS) comparator crimes reported to the police and 11,532 in 2006-07 and 10,460 in 2007/08. This marks a reduction of 1,978 crimes or 15.9 per cent reduction since 2005.
- Reports of disorder or antisocial behaviour to the police also fell from 8,510 in 2005-06 to 8,251 in 2007-08.
- A wide range of new powers are available to tackle antisocial behaviour, including Antisocial Behaviour Orders and the introduction of more fixed penalty notices to tackle issues such as litter, graffiti and flyposting.

We know that residents and visitors are feeling safer...

Residents frequently state that the borough is a safe place to be in general, and claim this is one of the best things about living in the borough.

(Residents from Sixty Plus, New Horizons, Hodan Somali Community Group)

- Local residents are regularly consulted on community safety issues through the Residents' Panel, the Police and Community Consultative Group, police sector working groups and ward panels in Safer Neighbourhood areas. In the last Residents' Panel survey in July 2007 92 per cent of respondents indicated that they felt safe or very safe in their local area during daylight (a 2 per cent increase on 2006 levels). Sixty four per cent of respondents felt safe or fairly safe during darkness showing a 7 per cent increase since 2006.
- An independent Public Attitude Survey is undertaken for the Metropolitan Police each year. Of the 221 interviews in the borough for this survey in 2006-07, 85 per cent were 'not very' or 'not at all' worried about crime in their neighbourhood. In response to the question



about how good a job the police are doing in their area, 75 per cent of those interviewed in Kensington and Chelsea said that they were doing a 'fair', 'good' or 'excellent' job, the third highest rating of all London boroughs.

- Road safety has improved through work in schools and the number of children harmed in road accidents has reduced by 73 per cent, exceeding the nationally set target of 50 per cent.

Our ability to respond to residents' concerns is increasing...

- Good data is an important tool in reducing crime and antisocial behaviour. A new system that brings data together from a range of partner organisations will soon be launched. This will help us work together more effectively and will also provide a way of giving more information to the public about community safety in their area.
- The Safer Neighbourhoods programme is a London-wide initiative consisting of neighbourhood policing based on local authority wards. It involves a dedicated team of one sergeant, two constables and three Police Community Support Officers (PCSOs). Through purchasing additional PCSOs the Council has increased the size of these teams so that there are at least six PCSOs in each team. This style of policing encourages local communities to have a real say in deciding the priorities for their area, allowing the police to provide local solutions to local problems, whilst maintaining a focus on reducing crimes that are a high priority.
- Residents have also made it clear that they want to see more uniformed enforcement staff on the streets. The Council is currently allocating £1.5 million per year to provide an extra 76 PCSOs. The success of the work undertaken by PCSOs often relies on familiarity with local communities and so the Council aim to retain the same officers within a local area for as long a possible.

We know that whilst overall reported crime has reduced there is still concern about some offences...

- There has been a fall in Violence Against the Person offences from 3,325 offences in 2005-06 to 3,168 in 2007-08. However in Kensington and Chelsea, violent crime, particularly serious youth violence is of concern to residents. Events elsewhere in the capital have drawn a lot of attention to this type of crime.
- There is also increasing concern among residents and businesses about antisocial behaviour associated with begging, rough sleeping, street drinking and posting prostitute advertisement cards in telephone boxes.
- There were 689 domestic offences recorded by Kensington and Chelsea Police in 2007-08. This marks a decrease of 24 per cent on 2005-06 figures of 912 but domestic violence remains an issue of concern given the serious nature of this often unreported crime.
- Theft from a motor vehicle has increased from 2,330 crimes in 2005-06 to 2,360 crimes (1.3 per cent increase) in 2007-08.

Some crimes occur more in certain parts of the borough...

- Reports of domestic burglary are most frequent in the central wards of the borough; Earl's Court and Redcliffe, and in the north, Golborne ward. Reports of street crime are generally highest in areas in the north of the borough, such as Golborne and Coville.
- Concentrations of reported motor vehicle crime are found in the Notting Barns, Golborne, Norland, Holland and Earls Court Wards. Demand for action to clean up graffiti is heavily concentrated in the north of the borough.
- Areas which have reputations for high levels of crime and disorder, and where fear of crime is high, find it difficult to

develop vibrant communities and local economies. People who can manage to do so leave the area, and businesses fail to thrive, adding to the sense of deprivation. Tackling crime is therefore fundamental to wider efforts to turn such areas around.

We also know that many crimes are preventable...

- Some residents leave windows and doors open and make it easier for burglars. Some motorists leave valuable items on display in their parked cars. Many residents and visitors are not aware of the danger of snatch thefts when using a mobile phone whilst walking in the street, and some multi-occupation properties do not have adequate front doors and locks.
- Action can be taken to reduce the opportunities for arson and the incidence of hoax emergency calls to the Fire and Rescue Service. Since the introduction of schemes to tackle the number of hoax calls made to the fire service the number has decreased by 64.7 per cent in the periods 2005-06 and 2007-08.
- Residents play their part in helping to deter crime – for instance there are approximately 150 Neighbourhood Watch schemes in the borough.

AIM 1:

To ensure that residents are, and feel, secure in their homes and daily lives by:

- i. reducing:
 - a. numbers of serious acquisitive crimes, including street crimes, domestic burglaries and motor-vehicle crimes;
 - b. numbers of serious violent crimes, including domestic violence and offences that involve the use of knives or guns;
 - c. incidents of disorder and antisocial behaviour; and
 - d. non-accidental fires and malicious hoax calls to the Fire and Rescue Service.

- ii. providing dedicated, ward based, local policing teams across the borough through the Safer Neighbourhoods initiative and increasing the engagement of local people in the process; ☹
- iii. increasing the number of visible enforcement officers patrolling the streets of the borough to tackle street crime;
- iv. reducing the likelihood of residents and visitors becoming victims of crime and disorder through target-hardening measures, regular awareness campaigns and encouraging individual responsibility for personal community safety; * ☹
- v. coordinating enforcement, social care and housing responses to reduce antisocial behaviour associated with “Street Populations” – rough sleeping, street drinking, begging and the posting of prostitute cards in telephone boxes; *
- vi. improving processes for designing out crime when any changes to the built environment are being considered; * ☹
- vii. improving support for vulnerable adults and children at risk of becoming victims; ☹ and
- viii. improving partnership work with private and social landlords to tackle domestic burglary and antisocial behaviour. *

Proposed LDF policies that will support this aim include:

- enabling police stations to be located in easily accessible locations and support the development of joint use locations for police vehicles, officers, patrol bases and Safer Neighbourhood teams.

CATCHING AND DEALING WITH OFFENDERS

Whilst we know that some crimes are preventable we also know that...

- A relatively small number of offenders commit a large proportion of crime in the borough. Catching and convicting these criminals can make a major impact on crime levels and people's feelings about safety in the borough. The Prolific and Priority Offenders (PPO) Scheme identifies those offenders causing the most crime and targets enforcement, support and drug treatment services (where appropriate) to reduce offending behaviour.
- Parents, schools and providers of youth services have an important role to play in developing a culture that says very strongly that crime and antisocial behaviour are not acceptable.
- Early signs of offending behaviour need to be recognised so that effective support can be provided to the individuals concerned and, if they are young people, to their parents as well.
- Victims of crime need support to cope with the consequences and to help make sure that they do not become victims again.
- The voluntary sector plays a vital role in discouraging or diverting people from offending or antisocial behaviour, and helping to address the causes that can contribute to such behaviour. Voluntary and statutory organisations provide drug and alcohol prevention and rehabilitation services, extended day schools to tackle offending by schoolchildren, diversionary activities for young people who might otherwise be drawn to offending behaviour, and support for victims of crime.

AIM 2:

To catch and convict more offenders, stop them from re-offending and ensure that victims are properly supported by:

- i. focusing attention on catching and convicting those responsible for disproportionate amounts of crime in the borough through the successful management of the Prolific and Priority Offenders Scheme;
- ii. adopting a tough stance on domestic violence by implementing a positive arrest policy for alleged perpetrators of such violence and protecting and supporting victims; * ☹
- iii. reducing opportunities for stolen and counterfeit goods to be sold in the borough;
- iv. increasing the proportion of offences where offenders are detected and caught;
- v. improving the use of public and private CCTV systems to prevent crime and disorder, provide intelligence and assist enforcement;
- vi. making effective use of a range of interventions to tackle antisocial behaviour with the aim of reducing the number of incidents reported to the police and the level of residents perception of antisocial behaviour;
- vii. engaging more effectively with the business community to prevent crimes on their premises through the Business Crime Reduction Partnership;
- viii. developing the use of volunteers in schemes to prevent crime and disorder, provide intelligence and assist enforcement;

- ix. developing a better understanding of crime and disorder in Kensington and Chelsea and more effective joint working between local partners and with neighbouring boroughs; and
- x. improving support for victims both at the time they report an offence and afterwards. ☹

DEALING WITH PROBLEMS CAUSED BY DRUGS AND ALCOHOL

Residents are concerned about the illegal use of drugs and the misuse of alcohol...

- In a survey of residents in 2007, 27 per cent believed that people using or dealing drugs is a big or fairly big problem in their area.
- Possession of drugs offences have increased from 771 crimes in 2005-06 to 2,638 crimes in 2007-08. These figures reflect changes in police practice in response to the reclassification of cannabis. The large majority of these offences are cautions for cannabis possession.
- A wide range of national research has established that offences such as theft and burglary are frequently driven by drug misuse. The Drug Intervention Programme helps drug users to get into drug treatment, which then helps to significantly reduce drug related offending.

AIM 3:

To tackle the use of illegal drugs and the misuse of alcohol by:

- i. increasing the number of drug using offenders who sign up to and complete effective drug treatment programmes; ✱
- ii. disrupting the sale of drugs in the borough and contributing to London-wide action to reduce wholesale drugs markets; ✱
- iii. continuing to close down crack houses quickly;
- iv. developing effective education programmes for young people about avoiding the harm caused by cannabis and other illegal drugs and the misuse of alcohol; ✱
- v. encouraging responsible behaviour by those who manage pubs and clubs to prevent drug and alcohol problems on and near their premises – through extension of the Best Bar None initiative to all areas across the borough – and taking action against licensees who do not; ✱
- vi. taking effective action to tackle street drinking problems; and
- vii. continuing to provide education and, where appropriate, enforcement to tackle the sale of alcohol to children. ✱

YOUNG PEOPLE

Most young people are not involved in crime or antisocial behaviour...

- However they are very concerned about being victims of crime and issues of personal safety in general. This mirrors the views of older residents who are concerned about crime and the behaviour of some young people.
- Pupils in Kensington and Chelsea schools feel safer than pupils elsewhere; 78 per cent felt very or quite safe in the local area compared to 74 per cent nationally. They also said they felt safer on public transport, 72 per cent in Kensington and Chelsea compared with 68 per cent nationally.
- The majority of pupils (80 per cent) taking part in a national survey called 'Tellus', thought that Kensington and Chelsea is a very or fairly good place to live in. This was higher than the national average of 74 per cent. The same amount of children and young people, as nationally, thought that a safer area or less crime would make their area a better place to live (40 per cent). However, pupils prioritised better shops, less litter and better parks to make the area better to live over less crime.
- Most young people are responsible citizens and respond to guidance from parents, friends, schools and providers of youth services. There is a wide range of positive activities available for young people in the borough and specific activities are provided to occupy young people who might otherwise be tempted to behave badly. There is also targeted support available for those at risk of lapsing into crime or antisocial behaviour. As a result of this work, Kensington and Chelsea have one of the lowest numbers of young people going into the youth justice system nationally.

Nevertheless, some residents are worried about the behaviour of some young people...

- Youth nuisance in and around social housing remains a concern. Youth nuisance accounted for 8.2 per cent (37 incidents) of all antisocial behaviour incidents reported to the Tenant Management Organisation between 1 July 2006 and 31 August 2007.
- The Colville, Cremorne and Hans Town wards are hotspots for reported crimes by young people.

But young people are also vulnerable to becoming victims of crime...

- Many reported offences committed by young people are against other young people with 16 year olds being especially vulnerable in this respect.
- The Metropolitan Police are working hard to address the worrying trend of youth on youth violent crime in London. Locally, the police, the Council and the voluntary and community sectors work together to address these issues and there has been a 29 per cent overall reduction in violent youth crime in Kensington and Chelsea since last year; a 9.5 per cent reduction in knife crime and a 21 per cent reduction in robbery.

AIM 4:

To reduce the number of young people involved in crime and disorder either as victims or perpetrators by:

- publicising the many examples of positive work undertaken by young people in the borough;
- continuing to develop effective community safety education programmes for young people to prevent them becoming victims, offenders or substance misusers; *

- iii. encouraging parents to take responsibility for the behaviour of their children and where necessary, providing adequate and timely support to help them to do so through the Parenting Programme offered by the Youth Offending Team;
- iv. providing a youth service for all young people who live, study or work in the borough that also identifies those at risk of becoming offenders; ☹
- v. identifying young people who show signs of developing antisocial or offending behaviour at an early age, working with them so that they stay out of trouble, and imposing penalties if they fail to do so;
- vi. promoting a consistent and effective approach to tackling offending behaviour in schools, through the Police Schools Involvement Team and dedicated Safer Neighbourhood Team Officers;
- vii. providing effective support and diversionary activities for those at risk of becoming offenders and/or getting involved in any type of gang activity and dealing effectively with those who are already offending; ✨
- viii. reducing the number of children and young people in the care of the Council who become involved in crime and disorder;
- ix. seeking punishments for young offenders from the many different options available to the courts, (including restorative justice) that are most likely to stop or reduce their offending, and in particular their repeat offending behaviour; and
- x. providing support for young victims of crime. ✨ ☹

Making connections...



04 Health and Social Care

OUR GOAL:

A borough where everyone has the opportunity to lead a healthy and independent life and can access information, advice and support when they need it and in ways that make sense to them.

To achieve this we will:

- improve and protect the overall health of people living in the borough and reduce inequalities in health;
- improve the experience of patients, carers and users of local health and social care services and offer greater choice of service;
- increase residents' choice and control to improve independence and quality of life;
- improve the quality and access offered by local health and social care services; and
- help children and young people to stay safe and be healthy.

ADDRESSING THE UNDERLYING CAUSES OF POOR HEALTH

Prevention really is better than cure...

- The achievement of health and well-being is about far more than the effective delivery of health and social care services. Action to tackle issues such as poverty, worklessness, low educational attainment and skills, poor housing, fuel poverty, homelessness, poor transport access to local services, pollution, the availability of healthy affordable food, accident rates, bullying and discrimination, and fear of crime and antisocial behaviour can all contribute to better health and well-being for local people.
- Of course, maintaining or improving people's health can help them to study, get jobs, get around, mix with people socially and feel more confident. Promoting good health is therefore not only an aim in itself, but also a means to achieving many other desirable outcomes.

HEALTH AND SOCIAL CARE IN KENSINGTON AND CHELSEA

In overall terms residents in Kensington and Chelsea enjoy good health...

- On average, men and women in the Royal Borough live longer than elsewhere in England and Wales. In line with national patterns, the main causes of death in Kensington and Chelsea are conditions and diseases such as stroke, heart disease and cancers.

However, considerable health inequalities exist within the borough...

- Many areas of North Kensington fall into the least healthy 20 per cent in London. People living in the northernmost wards have an average life expectancy more than ten years lower than those in the healthiest wards. Golborne, St Charles and Notting Barns wards consistently demonstrate high levels of poor health in comparison to London on a wide range of health indicators, and evidence suggests that the gap between the healthiest and least healthy areas of the borough is growing.



- Poor health in the borough tends to concentrate in areas of social housing, where levels of self-reported poor health are three times higher than among people who own their own homes. People with significant health needs are often the most likely to be allocated social housing, further increasing the concentration of people with poor health on social housing estates.
- Poor health and illness are more prevalent in black and minority ethnic groups than among white people. In Kensington and Chelsea black ethnic groups report the highest rates of poor health and illness, in contrast to London as a whole, where Asian groups report the worst health. Disabled people, people with mental health needs and people with learning disabilities often have greater difficulty accessing the services they need and can suffer poorer health as a result.
- The Council and the PCT have responded to this by developing a new joint public health strategy: Choosing Good Health – Together. This sets out seven priorities for improving health and helping local people make healthier choices

The public’s health needs safeguarding...

- People who live, work in or visit the borough should be able to be confident that their health will not be put at risk by food or goods that they buy, or by any employer’s working practices. The Council has a strong public health team enforcing health and safety, food hygiene and trading standards regulations.
- The Council, PCT, police and fire service, with other partners, work together to plan for and respond to any local emergency situation so that they are ready to respond to any threat to public health, such as infectious diseases, severe weather conditions and terrorism. They also have a strong tradition of working together to protect and safeguard the health and wellbeing of vulnerable adults and children.

AIM 1:

To improve and protect the overall health of the local population and reduce inequalities in health by:

- reducing the number of premature deaths caused by the main killers – cancer, heart disease and stroke;
- addressing our public health priorities: smoking, physical activity, nutrition, drugs and alcohol, mental health, sexual health – and the wider determinants of health; ☉ ☹
- safeguarding the public’s health, ensuring that it is not put at risk by poor food retailing, dangerous working practices or the sale of dangerous or inappropriate goods; and joint planning to prepare for emergencies; ☉
- protecting vulnerable adults from harm or neglect; ☉ ☹ and
- ensuring compliance with the smoke free legislation and through this, reducing the burden of tobacco related ill health. ☉ ☹

Proposed LDF policies that will support this aim include:

- harnessing opportunities to promote health and well-being through spatial planning, such as encouraging sport, walking and cycling.

RESPONDING TO RESIDENTS' RISING EXPECTATIONS

People's expectations of the service they receive continue to rise...

- Providers of services can no longer expect users to fit in with patterns of delivery that are convenient for the provider. Designing services with users and around their needs is likely to lead to better outcomes for them and more effective use of resources. The Council and the NHS are increasingly asking people about the services they deliver, and taking these views into account when developing and delivering these services.
- Responding to the diversity of local needs and being really responsive to people's choices will require a greater variety of service provision than has been the case in the past. The Council and the PCT expect to work with the voluntary and independent sectors and local communities to explore new and innovative ways to deliver services and to look at those services which are sensitive and need to be delivered accordingly.

Predicting needs for health and well-being...

- The Joint Strategic Needs Assessment (JSNA) is a project that the Council, the PCT and the voluntary sector are currently working on. It will assess what local people's health is like now, what help is needed that people may not currently have access to, what people's health might be like in the future and what help and services might be needed in five or ten years time. Current information is being analysed concerning the health of local residents and the existing distribution of services in the borough. The project is keen to identify gaps in services and to decide how to address them. Part of this work will involve asking local people and communities what they want from their health and social care services.

- The results of the JSNA, due for completion in late 2008, will be used by the Council, the NHS and the voluntary sector to influence what health and social care services are provided in the borough and the way they are provided now, and in the future. A document for the public will also be produced and since the process is on-going, results will inform future revisions of the community strategy.

The Council, working together with other partners want to transform the way residents are supported...

- The 2028 project prioritised an ageing population and rising mental health problems as significant factors influencing change over the next twenty years. This is likely to put pressure on those of working age and on service provision.
- As well as our residents' rising expectations, health and social care services face greater challenges over the coming years as more people are living longer. It is important that we change significantly if we are to meet these challenges head on and are to continuously improve our services and more importantly, local people's lives.
- To do this, the Council and partners are moving towards a system where those who access services receive enough information and advice about them that they can then choose which services they want, and control how they receive them. Individuals will identify what is most important to them and services and support will then be tailored to meet their needs and to suit their lives. This is part of the new Personalisation Programme, reflecting a significant change in service delivery.
- For social care, self-directed support is an important part of this approach. This is a system which will make personal budgets available to all those accessing services. Residents will be able to control and direct the resources available to meet their needs, to build on the bedrock of family, friends, community resources and technology and to expect support to live better lives.



- But personal budgets alone are not the solution – increased choice and control needs to be backed-up by easily accessible information and advice, available to the whole community and provided by high quality staff who are empowered to work creatively and get things right first time. It will also require a diverse market of advocacy, brokerage support and different services.

AIM 2:

To improve the experience of patients, carers and users of local health and social care services and offer greater choice of services by:

- i. increasing the choices that local people have about where, when and how they access health care; =
- ii. ensuring that people are able to make an informed choice about care and treatment options and that information on making healthier choices and making the best use of services is accessible to all; =
- iii. making services more responsive to the needs of users, offering people greater choice and control by providing self directed support options such as Individual Budgets, and an opportunity to choose between different services and providers wherever possible, including support to access user led organisations; =
- iv. working hard with local communities to improve our understanding of the service needs of the borough’s residents; ⊕ =
- v. listening to users’ experiences and expectations of our services and responding to these; and
- vi. ensuring the safety of patients and service users through using processes and working practices that prevent or reduce the risk of harm. ⊕

CHOICE, INDEPENDENCE AND LIVING WELL

The Personalisation Programme will fundamentally change the way services are delivered...

- Over the next three years, the Council and its partners will implement the Personalisation Programme.

The new programme will ensure that:

- there is greater choice for people to tailor their support needs and services in a way that makes sense to them;
- people with support needs are enabled to access learning, leisure, transport and social activities;
- people are supported to live independently, to access opportunities, including employment and to do more things for themselves;
- those with support needs have equal access to all services without hindrance from discrimination and prejudice and are safeguarded from harm and abuse;
- the whole community is supported through appropriate and accessible information, advice, advocacy and brokerage; and
- the intelligence, imagination and resources of the whole community are mobilised to making this happen.

AIM 3:

Work to increase residents' choice and control to improve their independence and quality of life by:

- i. continuing to ensure information, advice and support is made available to all people and their families, to help them secure appropriate good quality services; =
- ii. improving the support offered to people to secure appropriate gainful education, employment, or volunteering opportunities; ⊕
- iii. continuing to explore the benefits of new technologies in promoting the independence and managing the risks of vulnerable people living in the community; =
- iv. providing information and support to carers, including young carers so that their quality of life, and their relationship with the person being cared for, are maintained; and
- v. maximising people's independence and ability to manage their own lives. =

- Person-centred services which give greater choice and control to adults and vulnerable people are being promoted and new market places for providing choices and alternatives to traditional services will be required.
- In a recent pilot survey of those who access social services, over 85 per cent of respondents said they were treated fairly, and with respect and dignity. The same number said they were satisfied with the help they received from social services and that services had improved the quality of their lives.
- Waiting times for hospital care have been dramatically reduced. Having met its target for this, the PCT is now investing to reduce waiting times for community services.
- The PCT also continues to meet national targets for access to primary care. However local people report varying experiences of trying to see a doctor and for some it remains difficult to get a convenient appointment. As a result, the PCT has increased the opening hours of GP surgeries.
- The PCT has also met recent targets on helping people who misuse drugs, on improving people's working lives and on patient waiting times. But historically the Trust found it harder to manage within existing resources and to get people to improve their health by giving up smoking.
- Many local people told us that more community-based services should be provided as an alternative to hospitals. Accordingly the PCT is increasing the range of services provided through GP surgeries and in the community. For example a new community diabetic team means patients do not need to travel to hospital to see specialist nurses.
- The Council and the PCT cannot increase the range and choice of services by themselves and will work with the voluntary and independent sectors to do this and to identify and respond to community needs.

IMPROVING LOCAL SERVICES

'The health system is very good.'

(Local resident, Hodan Somali Community Group)

'There are good doctors surgeries, facilities and dentists.'

(Local resident, ADKC)

The quality of services available to local people is improving but more can be done...

- The Council's social services are recognised as among the best in the country, and the Council is working hard to maintain this level of service.



Pressures on the current services continue to grow...

- Demand for expensive care placements and support arrangements for older people, disabled people, mentally ill people and looked after children is growing. When appropriate services are not available locally, people can use services outside the borough, elsewhere in London and sometimes further afield.
- As in other parts of inner London, levels of illegal drug use are high, with consequences not only for the health of drug misusers but also the wider population. Effective help for families dealing with drug misuse is a priority for local people.
- As elsewhere in inner London there are high levels of mental ill health locally.
- Residents have said that they want better access to good quality local services for hard-to-reach and vulnerable people such as the elderly, disabled people or BME groups.
- Like other areas of Central London with high living costs, Kensington and Chelsea is finding it difficult to recruit and retain well qualified health and social care staff.
- There are specific long-term challenges to face in providing GP services. A large proportion of GPs in the borough are close to retirement age and since many GPs own their own premises the number of health facilities available in the borough may fall. Obtaining new premises in the borough with the highest house prices in the country is extremely difficult. The continuation of current planning policies which seek both to resist the loss and secure the replacement, of social and community uses which serve a local need, could help ameliorate these problems.
- The borough has a high proportion of smaller GP practices for whom it is more challenging to provide the full range of services and longer opening hours that patients and the PCT expect. The PCT is developing a new approach

to primary care which will support GPs working collaboratively across practices to ensure that all patients have access to the same range of services, if not at their usual GP's surgery then at a neighbouring practice.

- Changes are proposed to health services across London with the creation of specialist centres for trauma, heart attacks and strokes as well as improvements in the clinical quality of children's services and the provision of more choice in maternity services. As specific proposals which affect Kensington and Chelsea are developed the PCT will consult with local people and organisations.
- The PCT will be opening a new Community Hospital at St Charles in North Kensington which will provide new premises for five GP practices and allow local people to access a range of services, such as X-rays, blood tests and dentistry, all on one site.

AIM 4:

To improve the quality and access offered by local health and social care services by:

- ensuring that services are equitably provided to the whole population, and reducing any inequalities in access to the quality of services: ☹
- ensuring that, when they need them, patients, users and carers receive services as promptly and conveniently as possible including effective "out-of-hours" services;
- increasing the number of drug and alcohol misusers entering and completing drug and alcohol treatment programmes and then staying free from drug and alcohol misuse; ☺

iv. providing suitable outreach and early intervention services for people with mental health problems, appropriate mental health crisis services for all people who need them, and a comprehensive mental health service for families, children and adolescents; =

v. increasing the attention paid by health and social care to the physical health of people with learning disabilities and mental health problems; =

vi. working with community and voluntary sector organisations to engage with service users and potential users (especially those who are hardest to reach) to enable them to improve their own health and to influence the ways in which services are delivered to them; = and

vii. successfully delivering major new health and care facilities in the borough. =

Proposed LDF policies that will support this aim include:

- providing health care closer to people's homes, moving services from hospitals to community settings.

CHILDREN AND YOUNG PEOPLE

Health and well-being in later life is dramatically affected by the opportunities that people have and the choices that they make when they are young...

- One of the most effective ways to address health inequalities is by improving things for mothers and children. Doing so can help prevent ill-health and deprivation passing from one generation to the next – and the next.

- There are excellent services for children and young people in the borough. Children themselves tell us they feel healthy; in a national survey 43 per cent of Kensington and Chelsea school children considered themselves to be 'very healthy' compared with only 31 per cent of school children nationally. In the same survey, 28 per cent of pupils in the borough said they ate five or more portions of fruit and vegetables a day compared with 23 per cent nationally. However there are still areas of concern around sexual health and drugs. The dental health of young children is not good enough locally and too few children receive their immunisations. As elsewhere in the country, childhood obesity is a concern.
- Work to encourage children and young people not to abuse drugs and alcohol is showing positive results. More pupils in Kensington and Chelsea said they had never smoked a cigarette than elsewhere in the country; 84 per cent compared to 73 per cent nationally. Only 19 per cent of pupils in our schools reported having ever had an alcoholic drink, significantly lower than the 48 per cent recorded nationally.
- Sexual health education and advice is readily accessible which has resulted in a 20 per cent reduction in teenage pregnancy since 1997; twice the average reduction in London and one and a half times the national reduction figure. Children and young people thought that advice on sex and relationships in Kensington and Chelsea was good, compared with national figures (70 per cent compared to 63 per cent nationally).
- Each of these priorities for improvement is highlighted in the Children and Young People's Plan, together with developing comprehensive mental health services.

Supporting and safeguarding vulnerable groups...

- The range of support services for families in the borough is also excellent. The use of Family Group Conferencing as a means of involving extended families and networks in making plans for children at risk of becoming looked after has increased.
- The number of children who are in care or looked after in the borough has fallen by 11 per cent in the last 12 months. This is in line with the national average and significantly below that of neighbouring authorities. For those children who are looked after, extra investment has contributed to a Virtual Head Teacher, whose role is to closely understand the learning needs of each looked after child and develop a programme of support to help them achieve their greatest potential.
- Most children in Kensington and Chelsea enjoy good living standards and good schools and have excellent opportunities to lead rich and fulfilling lives. However a small group of children face a combination of circumstances – overcrowded housing, low incomes and poorer performing schools – which might hold them back and prevent them from reaching their full potential. The Council has started innovative work to identify these children and will work to develop ways to increase their opportunities.

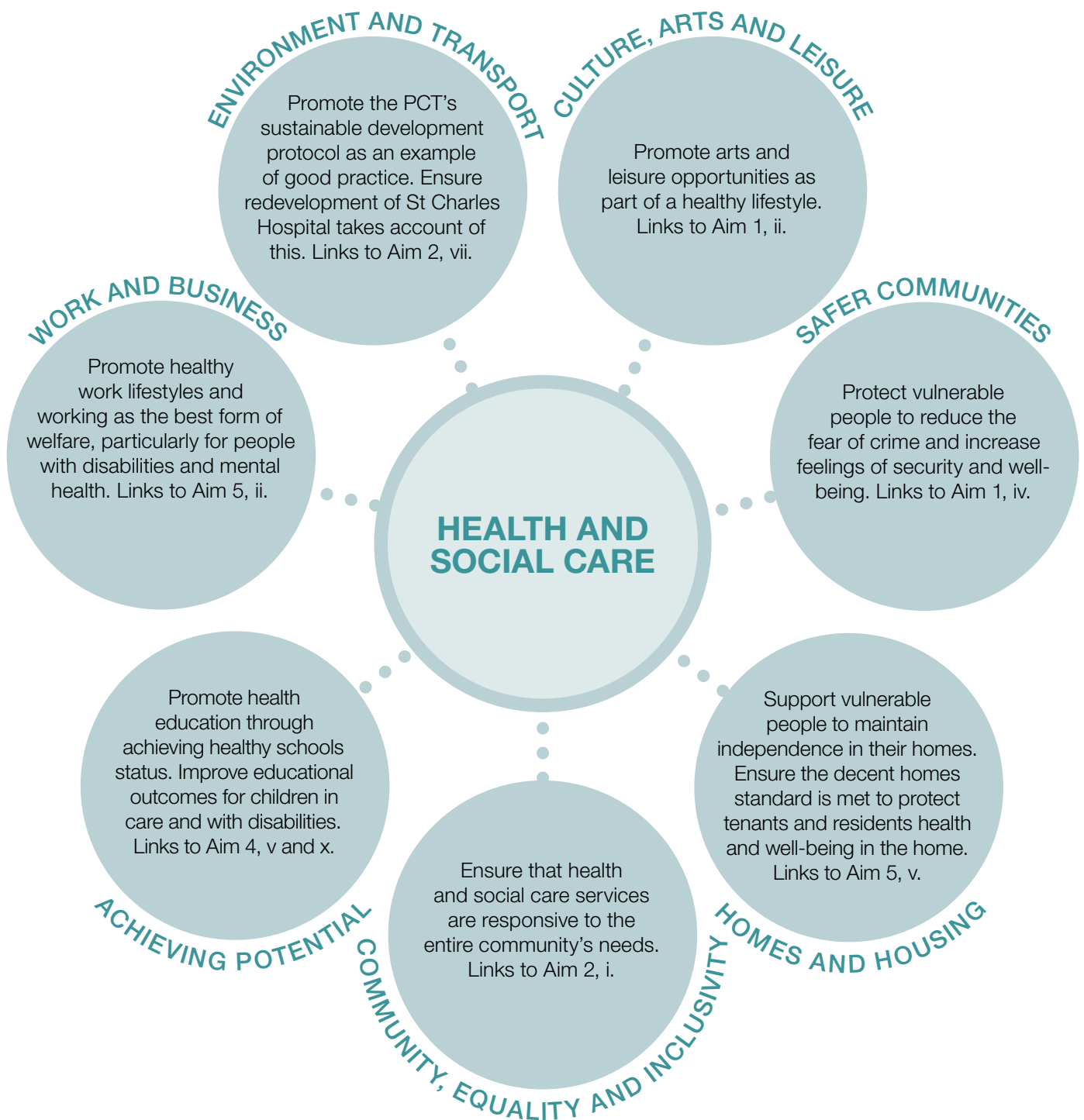
- iv. increasing the number of children immunised; =
- v. encouraging and supporting children to have healthy lifestyles and not smoke, drink alcohol or take illegal drugs; ⊕
- vi. developing joint child and adolescent mental health services; =
- vii. ensuring that all partners continue to work together effectively to protect children from harm; ⊕
- viii. continuing to provide excellent services to support and safeguard vulnerable children and those in greatest need; ⊕
- ix. developing a borough wider offer of parenting support accessible for all parents who live in the borough or use our services, and ensure the effective assessment and referral within schools of young people and families who have additional needs; and
- x. improve outcomes for every looked after child. =

AIM 5:

To support children and young people to stay safe and be healthy by:

- i. halting the year on year rise in childhood obesity;
- ii. improving food, nutrition and oral health in deprived communities; =
- iii. improving access to sexual health services and enabling young people to make positive choices; =

Making connections...



05

Homes and Housing

OUR GOAL:

A borough with outstanding quality of housing, across all tenures, which is sustainable and enables a diverse population to live as part of the same community.

To achieve this we will:

- improve the quality of housing across all tenures;
- increase the type and number of homes to build mixed, balanced and sustainable communities;
- provide a range of housing and support options to prevent homelessness and promote mobility;
- ensure continuous improvement in the delivery and performance of housing and support services; and
- improve the energy efficiency of dwellings and encourage sustainable development.

HOUSING IN KENSINGTON AND CHELSEA

- For over three hundred years, Kensington and Chelsea has been one of the most desirable places to live in London. This has left a rich architectural heritage and created a vibrant and attractive urban life.

Popularity comes at a price...

- The Royal Borough has the highest property prices in the United Kingdom. In March 2008, the average price of a home in the borough was £841,000, almost three times the London average. Alongside this wealth there have always been the less well off – whether in the former hostels of Earl's Court or the larger areas of social housing in the north of the borough. The process of providing decent affordable housing has been a long one, pursued by both the Council and social landlords over more than a hundred years.
- Growing pressure on housing was also identified as a key driver of change over the next twenty years by the 2028 project. Given the desirability of the Borough, there is a high demand for social housing in the area.

High house prices make renting a popular choice...

- There are an estimated 29,000 dwellings in the private rented sector. This represents almost a third of the borough's housing, one of the highest proportions of private renting in the country. The Council's Tenant Management Organisation (TMO) manages 9,347 homes. Some 2,525 have been bought under the right to buy scheme leaving approximately 6,822 for rented social housing. The fifty registered social landlords (RSLs) operating in the borough own 12,000 properties for letting.

The quality of housing is not consistent across the borough...

- A number of the borough's housing estates are in significant need of improvement because the stock is aging and maintenance costs are high. The Council is working to improve the social rented sector.
- The Decent Homes Standard measures whether homes are in a reasonable state of repair, have modern facilities and provide reasonable warmth and insulation from the outside climate. In April 2008,

1,350 Council owned homes fell below the standard. The Council and the TMO plan to improve all these homes by early 2009 - ahead of the Government's national target. RSLs also have to bring their properties up to the standard by 2010-11.

- Work is also underway to improve the private rented sector. The Private Sector Renewal Strategy 2008 sets out a commitment to address poor living conditions in the private sector. The strategy takes forward the findings of the 2006 Private Sector House Condition Survey which estimated that 35 per cent of private dwellings failed the Decent Homes standard. This is of particular concern where vulnerable people are accommodated in private sector dwellings. The Council's efforts to address this are detailed in the Private Sector Renewal Strategy and the forthcoming Housing Strategy, due to be published in early 2009.
- For home owners, the Council spends some £500,000 a year in grants to those with limited incomes to help them to maintain or renovate their homes, enable disabled access and make homes more energy efficient. In 2007-08, over 100 residents benefited from such improvements to their homes. In the same year, the Council licensed 120 Houses in Multiple Occupation (HMOs), safeguarding living conditions for around 1,800 residents.

AIM 1:

To improve the quality of housing across all tenures by:

- i. achieving the Decent Homes standard for all Council properties; * ◎ ☹
- ii. reducing the number of non-decent private sector homes occupied by vulnerable households; * ◎ ☹

- iii. supporting owner occupiers on low incomes to access grants so that they can maintain and renovate their homes to be accessible and more energy efficient; *
- iv. regulating the use of Houses in Multiple Occupation (HMOs) to improve standards in the poorest quality properties; * ☹ and
- v. negotiating larger internal space standards on new affordable housing schemes delivered through planning agreements. *

BUILDING MIXED AND BALANCED COMMUNITIES

The Royal Borough accommodates a diverse population...

- To accommodate a diverse population, there is a need to create neighbourhoods that are mixed in tenure, size and suitability to people at different stages of life. In line with the London Plan, the Council is proposing that all new build homes will be constructed to the Lifetime Homes standard, so that they support the changing needs occurring throughout a family's life cycle. Lifetime Homes are ordinary homes incorporating a number of design features that can be universally applied to housing design at minimal cost. This enables people to maintain their independence and to stay in their own homes.
- At a national, regional and local level, the ageing population poses one of the greatest housing challenges. In Kensington and Chelsea, the population of older people is likely to increase substantially over the next twenty years and the strongest growth will be in the oldest age groups. The Partnership welcomes the ageing of society as a positive indicator of local and national success by



people living longer, healthier lives. These demographic changes are challenging traditional assumptions about older people and about ageing itself and mean having to rethink ageing away from the idea that it is an inevitable decline into dependency.

- In 2008, the Council undertook research into older people's future housing needs and aspirations and found that older people were more likely to continue living in their own homes, less likely to retire to the country, want greater choice, independence and control over their lives and accommodation, and are diverse in their needs, their financial resources and their aspirations. The Council will ensure that information on a range of housing options, financial and other support is made available and widely disseminated to older residents, including those who do not qualify for state support but who have limited funds to pay for their own care. This work will be led by a dedicated Housing Options Advisor for Older People.

The local housing market presents many challenges...

- Homeowners with growing families can find it difficult to maintain their ties with the borough, especially in areas where conversions or extensions are ruled out by planning policies. Those on low incomes, for example key workers such as teachers and nurses, often cannot afford full market prices and may have to live outside of Kensington and Chelsea. This poses a threat to social cohesion and healthy local communities because of the increasing polarisation between the well off and lower income households.
- The new allocation scheme for social housing was implemented in July 2007 and awards additional preference to all top priority applicants who have lived in the borough for more than three years. The Council also has nomination rights to key worker schemes in the borough and six other West London authorities, which provide home ownership and renting

options to key workers. Additionally, on larger schemes of affordable housing, the Council will ensure that a proportion will be affordable ownership homes targeted at local residents.

Supporting vulnerable people is an important role too...

- The Council takes account of the housing and support needs of vulnerable people and assists them to gain the skills they need to live independently as full members of the community. Support and services are offered to vulnerable people so that they can look at available housing and support options, and find or maintain a place to live where they are safe, healthy, respected and independent.
- The Supporting People programme delivers a range of housing support services to promote people's independence and thereby reduce the pressure on more intensive health and care services. In 2007-08, £11.6 million was spent providing services to 3,550 people from vulnerable client groups such as older people, people with alcohol or drug problems, the homeless and victims of domestic violence.
- Similarly, the TMO provides a floating support service that currently supports 280 older vulnerable residents to improve their quality of life. The service involves regular planned visits to ensure residents are aware of the range of TMO services available, provide an opportunity to report repairs, and offer advice on budgeting and benefits, signposting residents to other professionals for further assistance if needed.

Prioritising children and families...

- The 'under occupancy scheme' offers incentives of up to £5,000 per year for tenants in social housing to free up larger properties suitable for families. This has resulted in 33 moves since January 2008.

- Ensuring that young people who are leaving care placements are able to access suitable accommodation is also a priority. Nearly 95 per cent of care leavers are currently recorded as living in suitable accommodation at age 19. This is higher than the national average of 87 per cent.

Tackling overcrowding and bringing empty homes back into use is a priority...

- Although the borough is composed mostly of small households, it is ranked fourth out of all local authorities in England and Wales for the proportion of households that are deemed overcrowded. The Public Health and Well-Being Strategy recognises that overcrowding can seriously affect both physical and mental health and the educational achievement of children. The problem is particularly acute in the social housing sector where there is a severe shortage of larger accommodation.
- A specific Crowding and Space Enforcement Policy has been adopted to address this issue by giving additional priority to severely overcrowded households. A number of initiatives to tackle overcrowding are being developed by the Council in partnership with RSLs. The Council will also attempt to negotiate larger internal space standards and a greater proportion of larger sized units on new affordable housing schemes.
- Empty properties represent a significant waste of housing in the borough and deprive people of homes. They can depress local property values and act as a magnet for antisocial behaviour such as vandalism and rubbish. There are approximately 1,200 long term empty dwellings in Kensington and Chelsea. Additional resources have been allocated in 2008/09 to develop and implement an Empty Homes Strategy which aims to bring empty properties back into useful occupation.

Providing affordable housing will be a challenge...

'Private housing is too expensive. Social housing is good...larger properties are not often available.'

(Local resident, employed by the Primary Care Trust)

- Affordable social rented housing has historically been provided in the form of large estates in the less expensive areas within the north and south-west of the borough. There is a need for more affordable housing to be sought on smaller sites throughout the borough in order to help address the chronic shortage of such housing.
- Current intermediate housing schemes in the borough (such as shared ownership or sub-market rented housing) are priced towards the top end of the intermediate housing range and remain inaccessible for many low and middle income households. In areas with already high concentrations of social housing, the introduction of more financially accessible intermediate housing could help to build more mixed and balanced communities.
- The London Plan has a London wide target of 50 per cent affordable housing for new developments across the borough. Changes to this target may follow, as a result of the May 2008 Mayoral elections. However, the Council's over-riding approach will be to ensure that there is an appropriate mix of housing types, sizes and tenures to suit the needs of all the community.
- There are substantial new housing developments planned around Warwick Road and in the north of the borough on Wornington Estate. The Warwick Road development will include a new school, a health facility, open space and some affordable housing mixed with other amenities to provide a balanced community. The Wornington Green Estate, owned and managed by Kensington Housing Trust, is due to be re developed

to replace existing social housing and provide additional market housing, which will help subsidise the redevelopment.

- The Council also takes account of the housing requirements of gypsies and travellers and jointly funds, with the London Borough of Hammersmith and Fulham, a site for travellers in North Kensington. Funding to improve the site is being sought.

AIM 2:

To increase the type and number of homes to build mixed, balanced and sustainable communities by:

- i. encouraging developers to adopt the Lifetime Homes standard in all new developments; ✱
- ii. increasing the percentage of vulnerable people achieving independent living; ✱ ☹
- iii. producing a housing strategy for older people that will meet the challenge of older people's accommodation; ✱
- iv. implementing the Crowding and Space Enforcement Policy to tackle overcrowding; ✱
- v. minimising the number of vacant properties in the borough and bringing empty homes back into use
- vi. increasing the net additional homes provided and increasing the gross number of affordable homes delivered; and
- vii. supporting the provision of affordable ownership and intermediate rent schemes. ☹

Proposed LDF policies that will support this aim include:

- promoting mixed and balanced communities by ensuring an appropriate mix of tenures, housing types and sizes within a local area; and
- encouraging a greater range of housing provision to enable people to retain their independence and stay in their own homes.

IMPROVING THE QUALITY OF PEOPLE'S LIVES

Housing plays a vital role in determining people's health and quality of life...

- It is important that housing and related services are delivered at the highest standards.
- If estates look run down, people can be discouraged from taking care of their immediate environment. Parts of the estate may become no-go areas and the potential for antisocial behaviour and crime increases. In recent years the Housing Regeneration Programme has sought to improve the environment on TMO and RSL managed estates. For instance, by improving refuse storage, providing new play areas and carrying out planting schemes. RSLs have also invested considerable resources in matching investment to fund improvements on their estates.
- Through the promotion of the London Landlord Accreditation Scheme, the Council has supported private sector landlords in providing high quality accommodation. In April 2008, over 100 landlords in the borough had achieved accredited status and were running efficient, profitable businesses providing good quality homes for private sector tenants.

The shortage of affordable accommodation in the borough means that for many people a temporary home needs to be found...

- Although the Council manages to avoid placing families with children in bed and breakfast accommodation, there are over 900 households that can currently be placed only in other types of temporary accommodation rather than in permanent homes. The Council receives over 1,000 further homeless applications each year and about one quarter of these are unintentionally homeless and in housing need.
- The Council works hard to ensure that the quality of temporary accommodation into which statutory homeless households are placed is high, recognising the effect this has on overall health and well-being, and consistently out performs other West London boroughs in this area.
- Reducing the number of rough sleepers remains a priority. The Council spends £286,000 each year working with voluntary organisations and partners to provide services targeted at homeless individuals sleeping rough on the streets.
- Housing advice provided by Council and RSL staff, and independently by the Housing Advice Service Kensington and Chelsea (HASKC), helps people to avoid homelessness, improve their current housing and understand their housing options. HASKC also train voluntary and community organisations to provide housing advice and information.

Other things can help too...

- The Council runs a rent deposit scheme to enable people who have been homeless and in temporary accommodation to take on tenancies. The scheme has been reviewed to ensure it meets the needs of both local landlords and users. Efficient processing of housing benefit claims ensures

that private tenancies are maintained and more stable. The Council works with private sector landlords so that there is better co-ordination between statutory and private sector housing agencies.

- The Royal Borough is a key partner in the West London Housing Employment Link Project (HELP) which refers people living in temporary accommodation to employment and training services. The project surveyed households in temporary accommodation to identify the key issues and barriers they faced in finding employment. Referral links are then set up with key agencies to help people access training and employment, and a web-based tracking system is used to monitor outcomes.

Looking beyond the borough's boundaries...

- A lack of available sites and very high land prices means that investment in new affordable housing within the borough does not go very far. The Council helps households to move out of London if this is an option that will improve their quality of life.
- Close work with neighbouring boroughs is also undertaken because it recognises that more can be achieved by working with other councils and funding bodies over a wider area. However, this creates its own difficulties because of competing priorities between organisations. For example, in 2006 the Council lost nomination rights to place Kensington and Chelsea residents in a considerable number of newly built homes across West London because the West London allocations distribution formula was changed.

AIM 3:

To provide a range of housing options to prevent homelessness and promote mobility by:

- i. continuing progress towards the Government's target to halve the number of households in temporary accommodation by 2010;
- ii. preventing homelessness through high quality housing advice; * @ =
- iii. increasing the number of private sector placements through the rent deposit scheme;
- iv. continuing to develop innovative and creative housing and support options to meet a range of housing needs; * and
- v. increasing mobility through out of borough and out of London schemes.

Proposed LDF policies that will support this aim include:

- Ensuring that the proportion of social rented housing is determined according to need.

IMPROVING SERVICES

Residents expect an improving level of service...

- The Royal Borough established the country's first borough wide Tenant Management Organisation (TMO) in 1996. A survey of all tenants in 2006 found that 72 per cent were satisfied with the overall service provided by the TMO, an increase of 2 per cent over the 2004 figure. This compares favourably with the 63 per cent benchmark for London local authorities. In the same year, 42 per

cent of leaseholders were satisfied with the overall service provided by the TMO, compared to 39 per cent in 2004.

- In summer 2006, the TMO was independently assessed by the Audit Commission as providing an excellent service, with excellent prospects for improvement. This is the highest rating possible. The following year, the Supporting People service was also awarded this highest possible rating by the Audit commission.

Housing Stock Options – Meeting the Challenges

In general, Council tenants and leaseholders in the Royal Borough enjoy good quality housing. However, the Government has reduced the amount of subsidy it pays to the local authority to maintain Council homes. Once the Government's Decent Homes money is spent, the Council will face a serious financial challenge. Meeting this challenge involves looking carefully at a range of options to help secure long term investment in Council stock. There are five main options:

OPTION 1 - Carry on as at present although this would inevitably involve rents rising to the maximum permitted level and some cuts in services.

OPTION 2 - Ask for a change in the rules that govern the way councils are allowed to manage homes. The Council could ask for the regulations to be changed so that it can borrow money to maintain and renew homes.

OPTION 3 - Transfer the stock to an existing or newly set up RSL that would then own and manage the homes. Alternatively, the Council can set up a 'community gateway' model, which would continue to give tenants considerable control on the Board of the organisation.

OPTION 4 – Invite a private sector company to run some of the homes through a Private Finance Initiative (PFI). Whilst this is unlikely to be a feasible option for the whole of the housing stock, a PFI might work on individual estates.

OPTION 5 – Regenerating and developing existing Council estates so that the funding to replace existing Council housing would come from new private housing provided alongside the former social housing, with the estate being rebuilt to a higher density.

The importance and complexity of this task means that the Council must give each of the options detailed and serious consideration – and must involve tenants and leaseholders at every stage. The final option is expected to be agreed early in 2009.

AIM 4:

To ensure continuous improvement in the delivery and performance of housing and support services by:

- i. improving local authority tenants’ satisfaction with landlord services;
- ii. delivering high quality and well planned housing and support services for vulnerable people, that complement existing care services; * ☹
- iii. improving the time taken to respond to requests for environmental health services; * ☺ and
- iv. working with private sector housing providers to improve their performance through landlord accreditation schemes and stricter quality checks controls.

BUILDING HOMES TO HIGH ENVIRONMENTAL STANDARDS

The Government has established a target that all new homes in England will have to be carbon neutral by 2016...

- With the on going regeneration needs in the north of the borough, there is potential to restructure the area to provide a new focus for homes and jobs. The combined areas of the four sites known as ‘Kensal Gas Works’ (the Sainsbury’s supermarket site, the Rail Depot on the south side of the mainline, the gas holders themselves and the vacant land adjoining) provide a potential opportunity for an exemplary development which meets the highest sustainability standards. This development will provide a clear focus for the regeneration of North Kensington and an important source of new housing.
- Whilst new build homes will benefit from the higher standards on energy efficiency and carbon emissions, existing stock also needs to be improved. The borough faces particular difficulties with the installation of energy efficiency measures. Approximately 80 per cent of the properties in the borough were built before 1919. The majority are located within conservation areas and, therefore, do not easily lend themselves to such improvements.
- Specific schemes will need to be developed to overcome these difficulties. The Royal Borough’s ‘Flagship HMO’ demonstrates that it is possible to achieve very high environmental standards despite heritage and architectural constraints – but with an equally high financial cost.
- The Council’s Affordable Warmth Strategy aims to help people out of fuel poverty and also to prevent people from getting into fuel poverty. Its origins lay in the Home Energy Conservation Act 1995 which sought to reduce Carbon Dioxide emissions from residential properties. The strategy is currently under review.

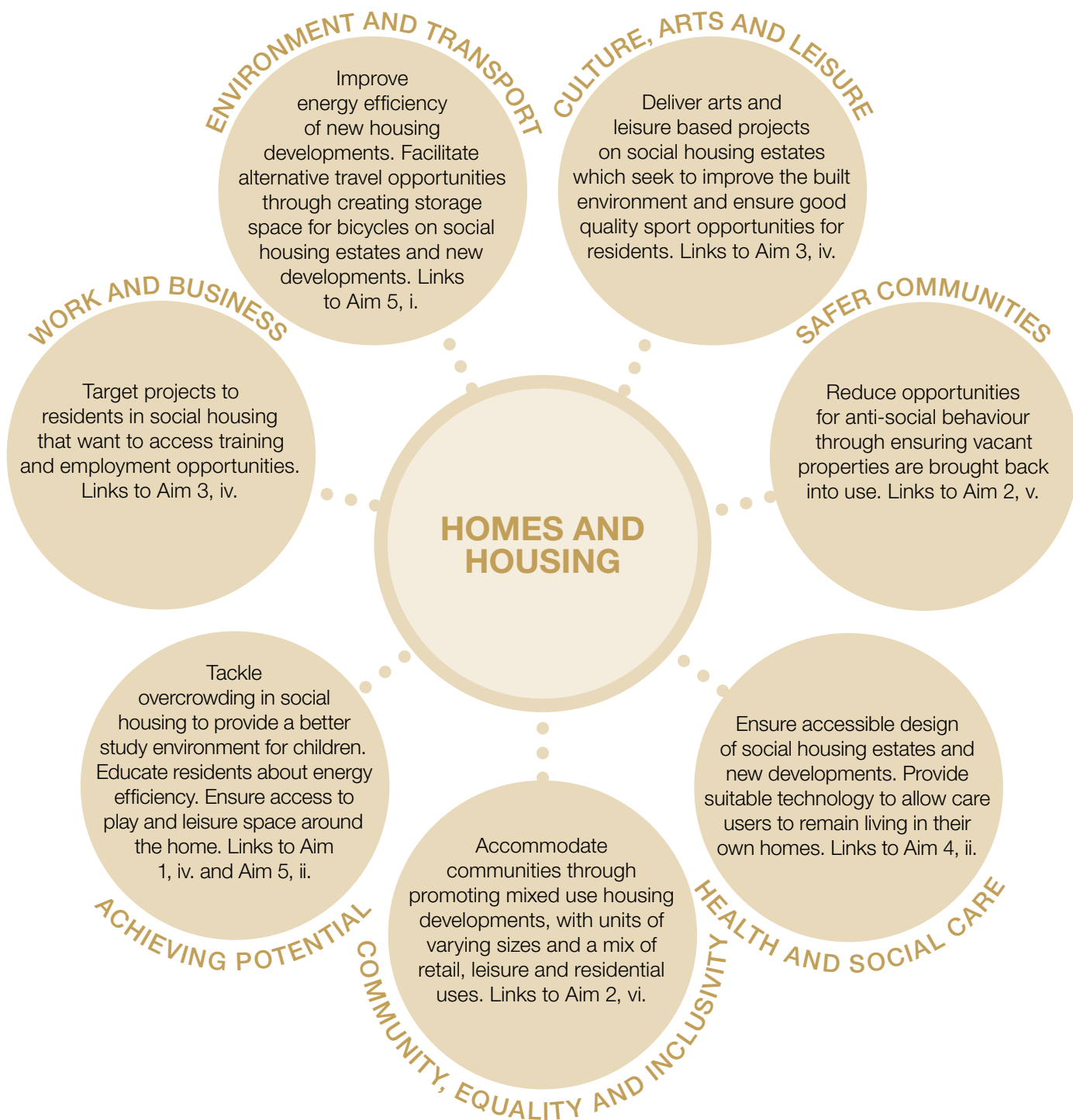


AIM 5:

To improve the energy efficiency of dwellings and encourage sustainable development by:

- i. improving the energy efficiency of local authority housing stock; ✱
- ii. improving the energy efficiency of dwellings inhabited by residents claiming income based benefits; ✱ ☹
- iii. tackling fuel poverty through implementing the Affordable Warmth Strategy; ✱ ☹
- iv. utilising previously developed land that has been vacant or derelict for more than five years; ☹ and
- v. progressing toward meeting the Government target that all new homes in England will be carbon neutral by 2016. ✱

Making connections...



06

Community, Equality and Inclusivity

OUR GOAL:

A borough where all local people feel acceptance by the wider community, and where everyone can access the services that they need.

To achieve this we will:

- improve the way that partners inform, communicate with, involve and consult local residents;
- improve the relevance and accessibility of local services to residents and other service users; and
- support and develop community life and leadership in the borough.

WHO LIVES IN KENSINGTON AND CHELSEA?

Kensington and Chelsea is one of the most culturally and ethnically diverse parts of London...

‘Diversity, mixed ethnic groups and mixed cultures are some of the best things about the borough.’

(Local resident, Dalgarno Neighbourhood Trust)

‘The community vibe and the diverse cultures living and working together is good.’

(Local resident, New Deal - long-term unemployed)

- There is a rich history of people from all over the world moving through or settling in the Royal Borough. The 2001 Census tells us that whilst 50 per cent of borough residents are white British, a further 28 per cent are from other white ethnic groups (of Irish, European or American descent for example). These communities are particularly common around the centre and south of the borough. Residents from the United States form 5 per cent of the total borough population.
- Kensington and Chelsea is ranked second highest of all local authorities in England for the proportion of residents born outside the UK (44 per cent) and the highest for proportion of residents born outside the UK but in European Union countries (16 per cent). Just under one in four residents in the borough belong to a black and minority ethnic (BME) group; this ranges from 44 per cent in Golborne ward to ten per cent in Stanley ward.
- The 2028 project recognised the diversity of the population as a key driver of change over the next twenty years, inspiring an increasing focus on community cohesion.
- These broad groupings are themselves very diverse, with regional and dialectic differences within individual minority communities. Over 100 languages are spoken in the borough’s schools.
- Some three quarters of the population have some form of stated religious affiliation. After Christianity (62 per cent), Islam has the second largest proportion of followers in the Royal Borough (8.2 per cent), followed by the Jewish faith (2.2 per cent). No other religions have more than 2 per cent of the local population as followers.

Accurate information on the borough's disabled population is scarce...

- There is no reliable detailed information about the borough's disabled population. Some 5 per cent of the borough's working age population – around 6,600 residents are in receipt of incapacity benefit or other disability related benefits and 14 per cent of residents report that they have a limiting long-term illness.

And the borough's population is constantly changing...

- Data from the 2001 Census indicates that the annual turnover of population in the borough averages 19 per cent, rising to over 30 per cent in one in ten of the borough's output areas and as high as 73 per cent in one such area. In areas of high turnover it is difficult for people to develop a sense of neighbourhood or community, and equally difficult for public service providers to gain an accurate picture of exactly who is living in the borough at any one time, and of their service needs.

INFORMING, INVOLVING AND CONSULTING RESIDENTS

People will only use services if they know enough about them...

- If service providers communicate effectively with potential service users and provide easily accessible and understandable information, then it is far more likely that people will use and value the services being provided.
- The Council operates publication standards on the use of plain English, evaluates the effectiveness of its communications, tests whether information is reaching the intended audience and delivers an A to Z of services regularly to every household in the borough. A Children's Services Directory and Extended Services Directory were published in January 2008, listing all services for parents.

- The CASweb website provides free webspace for online community organisations supplying a broad range of advice, guidance and information to local people across a wide range of issues. The Council is experimenting with new media – such as web logs, podcasts and internet film – to see what opportunities these offer to improve the information available to residents. The DisabledGo website provides residents and visitors with up to date comprehensive disabled access information on the borough's public places. All licensed premises in the borough now receive free information on disability awareness.

- The Public Information and Response Service brings together information on childcare, play, youth, and adult and family learning as well as training opportunities, complaints and a media design team.

And information needs to flow both ways...

- To make sure that their services stay relevant, deliverers need good information on the needs and expectations of service users. With a population as diverse as Kensington and Chelsea's, extra effort is needed to make sure that all parts of the community are able to express their views.
- The Council, Police, the Fire Service and PCT have established a wide range of methods for consulting and engaging with residents. These include the Council's Residents' Panel, Resident Reviewers, Annual Community Relations Forum and "Vital Messages" consultation programme. The Police tap in to residents' views in a variety of ways, including the borough-wide Police Community Consultative Group, four Sector Working Groups and eighteen Ward Panels, as well as a School Involvement programme that links local Police with local schoolchildren. The Fire Brigade's School Liaison Team operate in local primary schools with a dedicated Fire Brigade borough community liaison officer promoting fire safety in the home and gathering

resident’s feedback. The BME Health Forum provides the PCT and other services with a valuable mechanism to understand the views and health needs of ethnic minority residents.

- Voluntary and community organisations provide opportunities for the Council, the Police, the PCT and other partners to access views from hidden or harder to hear groups who use these services.

Extra effort has been made to consult and engage young people...

- The Council now operates at the advanced level of the ‘Hear by Right’ standard for involvement of young people. Participation work with young people in the borough now has a national reputation. The Youth Forum is regularly involved in consultation with departments across the Council and young people regularly take part in exercises to “mystery shop” public services through the Resident Review panel.
- Active membership of the Youth Forum and Children’s Forum has increased, particularly from under represented groups. The Council is working with partners to achieve the Hear by Right standard for five to thirteen year olds. A Disability Youth Forum has been set up to involve young people with a disability in developing services.

New ways of learning about and listening to residents are being developed...

- In 2008 the Council appointed Hestia Housing and Support as the host organisation to develop a Local Involvement Network (LINK). The network will help enable local residents, voluntary organisations and other interested parties to comment on health and social care services in Kensington and Chelsea.
- Six two-year pilot initiatives are underway to engage residents directly with their ward councillors in decisions on how to improve their areas. Each of the six wards has been given a specific budget of up to £35,000 to spend in each year.

- The Council’s Here to Help service programme includes a “customer insight” project to establish new ways of bringing together customer information so that services can be delivered in ways that meet the diverse needs and preferences of Council service users.
- The Council has launched a “Gold Standard Award” scheme to recognise and encourage well run and representative tenants’ and residents associations.
- A biannual national ‘Place Survey’ will be carried out in every local authority area from 2008 and provide a picture of residents’ views on a wide variety of issues including the quality of public services in their local area.

AIM 1:

To improve the ways that partners inform, communicate with, consult and involve residents by:

- i. improving and diversifying ways of communicating with residents and service users to take account of their different needs and language abilities, ensuring that good practice is shared; * ◎
- ii. consulting effectively with all parts of the local community;
- iii. providing effective information about how organisations work, the services they deliver, and the opportunities they offer for residents to get involved in and influence decision-making; and;
- iv. using a range of methods to gauge levels of satisfaction with services among different groups, and supporting communities to be able and confident to access and contribute to these opportunities. *

FAIR, RELEVANT AND ACCESSIBLE SERVICES

Though local services are generally good, and some are excellent, there is always room to improve...

‘Language barriers are an issue for accessing services.’

(Local resident, Midaye Somali Group)

‘In terms of physical access, there are not enough dropped kerbs, steps and slopes into shop entrances.’

(Local resident, ADKC)

- Public services in Kensington and Chelsea have never suffered from the chronic underperformance that has beset service deliverers in other parts of the country. Indeed, for many years residents have had access to some services that have been acclaimed as among the very best available. However, people’s experience of dealing face to face with the Council, the PCT and other public services is varied. Everyone using these services has a right to be treated courteously, politely and with respect, and in many instances this happens – but we know from resident feedback that this does not yet happen in every case.

A long-standing framework of legal duties has led to equalities work being embedded in the delivery of public services...

- Efforts to tackle discrimination, improve access to services and respond to the diverse needs of residents now form an integral part of public service provision. These efforts are coordinated and managed through specific strategies such as the Council’s and the PCT’s Equalities Schemes, the Metropolitan Police Citizen Focused Policing Programme, the London Fire Brigade’s Combined Equality Scheme, and processes such as equalities impact assessments.
- The Council and the PCT direct over £7 million to local voluntary organisations to support or deliver services to local communities. Recently a higher proportion of funding has

been allocated through commissioning and contracts which enable the Council and the PCT to ensure that services meet priorities and makes longer term investment possible. The Council will retain a grants programme in order to support small and emerging organisations as recognition that these groups reach those communities that find it hardest to be heard.

- Services delivered on the Council’s or the PCT’s behalf by other organisations need to meet the same standards of responsiveness and relevance as those provided directly by the Council or the Trust. The ability of potential service providers to meet the needs of the diverse range of people who live in Kensington and Chelsea is taken into account right through the procurement process.
- Relationships between the statutory and voluntary sectors are not always defined solely by funding arrangements – sometimes they work together as partners on joint projects. A good example is the New Horizons Centre which delivers services for older people in Chelsea. The centre came about through partnership work between the voluntary sector, the Council and the PCT.
- The voluntary and community sector attracts external resources to the borough and also has a key role in promoting access to services for particular groups living in the borough.
- A “compact” agreed between the local statutory sector (the Council, the local Police, Fire Service, and the PCT) and the voluntary sector sets out a code of practice that governs relations between the two sectors.

Public services are among the largest local employers...

- The Council aims to draw its workforce from the widest possible pool of talent. Thirty per cent of staff are from black and minority ethnic (BME) groups and this figure is gradually increasing. The proportion of disabled staff is



also rising and is currently 5.2 per cent. Each year the Council provides work placements to 20 disabled residents and is developing new ways to increase the number of disabled people employed. The Metropolitan Police work to ensure that its membership reflects the diversity of London's communities and to increase the recruitment, retention and progress of minority ethnic recruits. The London Fire Brigade's operational and frontline staff in the borough are represented by 18 per cent BME, 4 per cent women, and 1 per cent disabled staff. This compares very favourably to Fire Service demographics as a whole.

New models of "joined up" service delivery are being introduced...

- The eight Children's Centres in the borough provide early learning, childcare, family support, health services, and access to training and employment advice. Two also provide library facilities, and these will be extended to two further centres later this year. A new centre for children with disabilities is due to open soon, alongside a children's centre, to provide integrated and specialist services.
- Over one third of schools in the borough now offer childcare, study support, parenting support and community access to facilities such as information and communication technology.

The borough's architectural heritage can make physical access to services difficult for people with mobility impairments...

- Kensington and Chelsea has over 4,000 listed buildings. Conservation areas cover 70 per cent of the borough. Most buildings in these areas are Victorian – tall, narrow, multi-floor premises, the majority with staircase entry – and most are now divided into flats. Some are used to provide public facilities, such as GP surgeries.
- Many of these buildings present formidable access problems for the disabled, and it is often difficult to make the structural adaptations to these buildings that would overcome these

problems. These difficulties affect disabled people both as residents and as users of community facilities. Planners, architects and developers receive technical advice from the Council to ensure that new buildings meet access requirements.

- Improvements to the accessibility of buildings continue to be made, and more than half of all public buildings in the borough are now accessible to all residents. Access audits have been completed on nine out of 10 Council buildings and all parks and open spaces, and actions to address access problems have been identified. Accessible play equipment is now available at new developments such as Westfield Gardens and Kensington Memorial Park.
- Whilst changing the physical environment of the borough will take some time, barriers caused by discrimination and inadequate organisational policies and planning – which can affect all minority groups, not only disabled people – can be addressed much more quickly. Effective training is an important part of this, as is swift and effective action to identify, tackle and learn from any inadvertent or deliberate acts of discrimination.
- Less formal learning events can help service providers to appreciate the richness and variety that a population as diverse as Kensington and Chelsea's brings to the borough. The Council's Across the Street, Around the World initiative seeks to showcase the heritage of different cultures and traditions. Staff from the Council and other organisations take part in events and activities alongside residents, adding to the Council's appreciation of the communities it serves.

Services for children with disabilities need improving so that families can see a real difference...

- Respite care was identified as a priority for improvement in the borough. Following the closure of the Council's residential respite care centre the Council has developed a partnership with Hammersmith and Fulham so that

Kensington and Chelsea residents can access places in this neighbouring borough’s respite facilities. The capacity and choice of play and day-care for children with disabilities has almost doubled and a respite care fostering service has been developed. Families can now receive a mixture of overnight, one to one support in the home, one to one support with play, and direct payments.

- The Cheyne Centre for children with severe learning disabilities was decommissioned in 2006 and funding will be reinvested into alternative services for disabled children, following a consultation period.
- A working party involving parents of children with disabilities has been set up to improve the transition for children to adult services from age 14. The group also focuses on the range of services available to young disabled people aged 16 to 25.

AIM 2:

To improve the relevance and accessibility of local services to residents and other service users by:

- being consistently polite, courteous and helpful when dealing directly with the public;
- following best practice advice from the Equality and Human Rights Commission when procuring services from voluntary and private sector providers;
- taking account of people’s diversity—in ethnicity, faith, age, gender, sexual orientation, physical, language and mental ability and so on – when delivering services and information to them; * ◎
- employing a labour force that broadly reflects the diversity of the population being served;

- providing suitable training in diversity and equality issues for decision makers and staff at all levels;
- operating robust and effective complaints procedures and dealing effectively with incidents of illegal discrimination and harassment; * ◎
- working together to implement voluntary and community sector codes of good practice;
- adopting a strategic approach to commissioning services from the voluntary sector, involving assessing and analysing needs, identifying organisations which meet these needs and ensuring support for small organisations and flexible services which meet fluctuating need; ◎
- working in partnership to remove barriers to inclusion for disabled people;
- complying with the spirit as well as the letter of equalities legislation; * ◎ and
- improving provision of respite for parents and carers of children with disabilities, including school and holiday activities for disabled children with complex needs. *

SUCCESSFUL COMMUNITIES

In an area as densely populated and diverse as Kensington and Chelsea people living side by side have to get on with each other successfully..

- Eighty per cent of residents agree that people from different backgrounds get on well here, and only thirteen per cent disagree (compared to 76 and 21 per cent respectively across London). Many residents value Kensington and Chelsea’s diversity – the mix of people living in the borough



is regarded as a positive thing by almost one in three residents. But this is not a universal view – 13 per cent of residents see its diversity as one of the worst things about the borough.

- Figures for levels of racial incidents, hate crime, and complaints of racial discrimination are low, though we still need greater assurance that our reporting systems for some of these (notably racial incidents) are robust.
- Since the introduction of the Civil Partnerships Act 2004 the Council has registered 665 same sex partnerships. Kensington and Chelsea is a popular place for registering Civil Partnerships as out of the 376 registration districts in England and Wales we have the third highest number of same sex couples choosing to register their partnerships each year.

Kensington and Chelsea has its own distinctive history of race relations...

- The Notting Hill area has attracted immigrants since the 1950s. They were mainly Afro-Caribbean from Britain's colonial territories, but unemployment and poor housing conditions in the area led to racial tensions. The Notting Hill riots occurred in 1958 and lasted for four days.
- The Notting Hill Carnival was first organised in 1964 and has now become Europe's largest street carnival. It is an important celebration of Afro-Caribbean identity and the diversity of London's population, and it attracts visitors from all over the world.

Successful communities cannot be manufactured...

- The Partnership can help to create the circumstances within which communities can flourish. The Kensington and Chelsea Partnership believes that people of different backgrounds and affiliations need to be able to coexist in the same local area without sacrificing their identity or individuality and preferably to have strong and positive relationships with one another in work, schools

and neighbourhoods. To do this people need to share some common principles, including at least tolerating but preferably valuing the difference of others, and recognising people's rights to receive public services.

- The Partnership also wants to see efforts to foster cohesion directed not only at cultural, faith and ethnic minorities but also at socially excluded groups (such as older people, people with mental health issues or substance misuse problems, the physically disabled, and people with learning disabilities) and those who are economically disadvantaged (including white working class families). Community centres and other neighbourhood resources such as Children's Centres can provide important focal points for such efforts.
- People's ability to get on successfully in their daily lives can be greatly enhanced if they can get timely information and advice that helps them to tackle life's challenges and problems – on issues such as employment, health, housing, education, consumer affairs and so on. Voluntary sector advice agencies such as the Citizens Advice Bureau in Chelsea and North Kensington and Nucleus in Earl's Court play an invaluable role in providing such services to local residents.
- In response to the recommendations contained in the Commission on Integration and Cohesion's report 'Our Shared Future' the Council will establish systematic information gathering to monitor community cohesion issues in the borough, ensure that all communities are kept abreast of changes in service delivery and the reasons for them, and support the Forum of Faiths to increase opportunities for cross cultural and interfaith engagement in the borough.
- The Partnership will continue to monitor and where necessary take action to counter any misinformation in the media that may contribute to tensions between different communities in the borough.

- As part of its response to the terrorist incidents in London and elsewhere in 2005 the Government has provided local authorities with additional funding with which to build greater resilience within Muslim communities to ideologies that encourage or support violent extremism. The Council will work with local organisations to develop a set of worthwhile projects with this aim in mind.

Kensington and Chelsea has a thriving voluntary and community sector...

- The borough has a large mix of voluntary organisations from small self help BME groups to more established organisations such as the Citizens Advice Bureau and Age Concern. Several organisations work specifically on behalf of minority communities such as the Migrant and Refugees Communities Forum, Action for Disability Kensington and Chelsea and the Race Equality Partnership Kensington & Chelsea. There are over 80 black and minority ethnic and 85 faith organisations either based in and/or serving the borough. The Voluntary Organisations Forum (VOF) brings voluntary and community groups together to work on issues of common interest, share information and provide voluntary and community sector representatives on local partnerships – including the Kensington and Chelsea Partnership.

Voluntary activity by residents contributes a great deal to quality of life in the borough...


- As in other busy urban areas, residents participate in community life through a wide variety of activities: neighbourly help; volunteering; taking part in the work of community and voluntary organisations such as the 400 tenants and residents' associations in the borough; representing local interests and views to decision making bodies or service deliverers; organising specific campaigns to protect or improve local life; and meeting with others to participate in a sport, hobby or interest or to follow a particular faith.








- The Council leads on a campaign called 'It Takes All of Us' which intends to increase residents' investment in their communities and improve levels of voter registration and participation in local democracy. The campaign encourages residents to get involved in their communities by volunteering with charitable organisations, local interest groups and participating in cultural activities.

- Voluntary organisations and local schools rely on volunteers to sit on their governing boards. The Volunteer Bureau works to recruit members and match them with opportunities within the borough. The Kensington & Chelsea Social Council has established a governance project to train and assist in the recruitment and induction of new trustees, especially those with specialist skills, to serve with voluntary organisations in the borough.
- The London 2012 Games presents an unprecedented opportunity to raise the profile of volunteering, not only in the recruitment of 70,000 volunteers for the Games themselves, but also to showcase the numerous ways of contributing to civic life locally. The Council will develop a programme with the voluntary and community sector to inspire more residents to either give time and expertise to local groups or to use their philanthropic donations to support local organisations.

AIM 3:

To provide support to and empower communities and individuals to learn more about the borough and get involved in community life and leadership by:

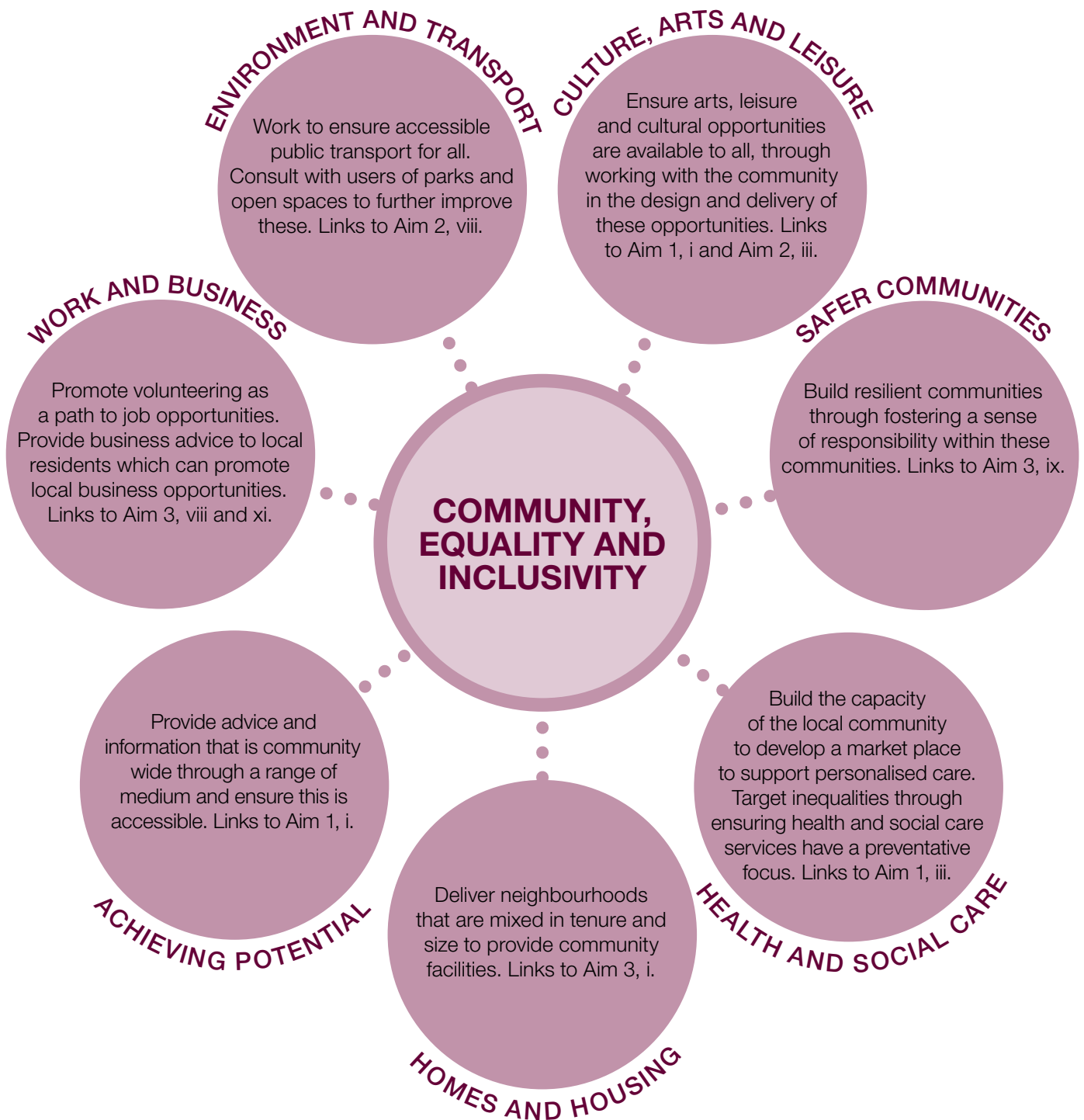
- supporting the provision of community facilities, organisations and events particularly those that promote interaction between different communities; 

- ii. supporting the Forum of Faiths to increase opportunities for cross cultural and interfaith understanding and engagement in the borough. 
- iii. helping people to get the advice and information they need, such as independent welfare advice, to tackle challenges, including dealing with harassment and discrimination;  
- iv. providing accurate local information to counter inaccurate and occasionally irresponsible reports in the national media; 
- v. identifying and scrutinising issues of concern to residents and providing opportunities to discuss and debate service provision with those who deliver them;
- vi. supporting efforts to assist those who find it hardest to be heard, get involved or get organised;
- vii. inviting opportunities for greater collaboration with and empowerment of service users and residents;  
- viii. promoting and supporting active citizenship and volunteering to widen participation in community decision-making, especially among children and young people and others who are often under-represented on governing bodies;
- ix. seeking to exploit and support Government initiatives to build the capacity and infrastructure of the voluntary and community sector and resilience in communities; and
- x. maximising the opportunity for the borough's residents to be part of the official London 2012 volunteering programme, as well as boosting opportunities and raising the profile of volunteering locally. 

Proposed LDF policies that will support this aim include:

- protecting and improving local social and community facilities – such as facilities for children, young and older people – where they service a well established need; and
- ensuring that all residents have easy access to local shops and services – such as a GP surgery, post office, pharmacy and a public house – strengthening local shopping centres that meet the day-to-day needs of local communities.

Making connections...



07

Achieving Potential

OUR GOAL:

A borough with outstanding services that is a great place for children and young people to live and to reach their full potential.

To achieve this we will:

- ensure children and families have opportunities to enjoy and achieve; and
- support children and families to make a positive contribution and achieve economic well-being.

ENJOYING AND ACHIEVING

Children and young people tell us that having fun and enjoying life are at least as important as achieving academically and economically...

Young people from the Venture Centre said that one of the best things about living in the borough is the space to play and ride bikes.

- Children and young people told us that they wanted to see fun emphasised in the borough's plans and strategies.
 - The range and quality of play and recreation opportunities for children and young people in the Royal Borough have increased. During 2007-08, over three thousand children took part in nearly 180,000 hours of constructive play activities during the school holidays. An additional 240,000 hours of learning were achieved across the play service in school based play centres. In a national survey, 38 per cent of pupils in Kensington and Chelsea schools thought that things to do in the local area were 'good enough'. This was much higher than children and young people nationally; with only 26 per cent thinking the same.
 - The national 'Tellus' survey says 66 per cent of pupils in Kensington and Chelsea 'always' or 'most of the time' enjoy school, compared to only 58 per cent nationally. Nine in ten pupils in the borough also said they tried their best in school always or most of the time, higher than the national average of 81 per cent.
- Continuing to raise standards at all stages...
- The 2028 project also identified the educational landscape as a key driver of change during the course of the next twenty years.
 - Kensington and Chelsea schools achieve excellent results but it is important that standards continue to improve to keep pace with the ambitions of our children and the demands of the twenty-first century.
 - Overall educational standards and achievement in primary and secondary schools are outstanding in Kensington and Chelsea, and they continue to improve. The progress pupils make between different key stages is well above national averages. The proportion of young people achieving GCSEs at grades A*-C is above national and neighbouring authorities' averages. The proportion of young people

achieving GCSEs at grades A*-G rose sharply in the last year, giving the Council the fourth highest ranking in the country.

- The attainment of children who are in care or looked after is also good against national comparators; in 2007 the proportion of looked after children who achieved five or more GCSEs at grades A*-G was well above the national average. Funding is used to good effect, providing extra-curricular activities to enable looked after children to develop resilience, self-esteem and life skills. Provision for children and young people with learning difficulties and disabilities also results in excellent outcomes. School inspections since March 2006 judged 84 per cent of borough schools to be at least 'good' in relation to the progress made by pupils with learning difficulties and disabilities, with eight schools judged to be 'outstanding'.
 - Ofsted inspections since March 2007 have judged the large majority (79 per cent) of schools in the borough to be 'good' or 'outstanding'.
 - For GCSE, the percentage of students achieving five or more GCSEs at Grades A*-C rose to 69 per cent in 2007 (from 63 per cent in 2006), exceeding local targets and national averages. The percentage of students achieving five or more GCSEs at Grades A*-C including English and Mathematics increased from 54 per cent in 2006 to 57 per cent in 2007, considerably above the national average for maintained schools (45 per cent). Holland Park achieved its highest level of achievement ever for GCSE at A*-C including English and Mathematics at 52 per cent, which has more than doubled since 2004 (25 per cent). Holland Park was named the eighth most improved school in England between 2004 and 2007.
- Improving the education and training on offer to 14-19 year olds...
- Exceptional exam results are achieved by young people attending Kensington and Chelsea schools. However, to make sure that every young person has opportunities to gain skills and develop their talents and interests, it is necessary to widen the range of educational options available for young people.
 - Schools and colleges are now working towards adopting elements of common timetables to enable collaborative programmes to be offered to all students through the options programme, within these schools and local colleges. This will enable students to undertake vocation courses in other schools and colleges and prepare for the introduction of the diploma.
 - A new Diploma qualification in Construction and the Built Environment will be offered from September 2008 in collaboration with Ealing and Hammersmith & Fulham Councils, and from September 2009 the Creative and Media Diploma will be offered in partnership with Camden and Westminster Councils.
 - Kensington and Chelsea College offer a broad range of collaborative vocational programmes including construction (based at the new KCC Transition Centre in Park Royal) as well as working with the Video College to offer two year courses for 14-16 year olds. Funding has been secured to offer a Young Apprenticeship programme in Hairdressing from September 2008, in conjunction with Kensington & Chelsea College and local employers.
 - All post 16 programmes are recorded in CHOICE (the Pan London web based prospectus) to enable young people and their parents to view the full range of options available to them. This is in the process of being extended to include information about 14-19 options.

INCREASING PARTICIPATION IN LEARNING

Participation and learning is especially important for those at risk of under-achievement and social exclusion...

- A broad range of complementary community based learning opportunities are offered through a number of voluntary sector organisations. Services that have been commissioned include study support which has been developed with St Mark's Residential Home.
- Support is being offered to schools to improve provision for ethnic minority learners and those who speak English as an Additional Language (EAL). Examples of this include data tracking and analysis to identify underachieving pupils and groups.
- The range of alternative provision for children and young people in the borough is currently under review and consideration will be given to how local provision will align with proposals made in the Government's recent White Paper 'Back on Track'.
- Positive Action for Young People (PAYP) funds study support and play services which provides targeted support and learning opportunities for specific groups in the borough.

Expanding the number of good local secondary school places is important too...

'The only thing I don't like about the borough is that there's only one community secondary school in the whole area.'

(Local resident, Nova Adult Learning service user)

- Chelsea Academy is due to open in September 2009. The school is expected to transform educational opportunities for residents in the south of the borough.

- Proposals for a new secondary school in North Kensington have been approved as part of the Council's Building Schools for the Future programme.
- Proposals on the development and expansion of Holland Park School have now reached the planning stages. The project will increase the number of places in sixth form and will provide state of the art facilities for its pupils. Royal Borough residents now make up more than 80 per cent of the school's intake.
- Pressure on primary places in the south of the borough has been identified. Added to the prospect of major new housing developments in the Earl's Court area, this is expected to result in proposals for the expansion of an existing school as part of the Council's Primary Capital Programme and the provision of a new primary school in association with the developers of a major housing site.

AIM 1:

Ensure children and families have opportunities to enjoy and achieve by:

- providing opportunities to have fun, through easy access to a variety of high quality, enriching play opportunities that are also safe and inclusive;
- improving educational outcomes in all Key Stages;
- improving the education and training opportunities to 14-19 year olds;
- increasing accessibility of and participation in learning and development, particularly for those at risk of under-achievement and social exclusion; and
- expanding the number of good local secondary school places.

Proposed LDF policies that will support this aim include:

- Expand the number of good local secondary school places in the borough and enhance education provision in North Kensington.
- Resist the loss of buildings and land in educational use through redevelopment or change of use, where education use is still needed.

MAKING A POSITIVE CONTRIBUTION

- Young people want more opportunities to have fun safely and to get skills and qualifications. Youth services play an important role in providing positive alternatives to crime, drugs and antisocial behaviour.

Increasing the availability and variety of youth support services will be a priority...

- In 2007-2008 there were nearly 100,000 attendances at youth services across Kensington and Chelsea. Satisfaction with youth services is consistently high. In the 2008 Youth Satisfaction Survey 93 per cent of respondents said they were 'very' or 'fairly satisfied' with the youth services in Kensington and Chelsea. Of those surveyed, 77 per cent agreed that youth clubs were open at the times they wanted and 80 per cent agreed that there was a wide range of activities.
- The Youth Forum involves young people in allocating £320,000 worth of projects and new services that help to ensure youth provision is appealing to all young people and effectively targeted at young people at risk of social exclusion.
- There is an integrated youth support service at Golborne Youth Centre which is a partnership between the Council's Youth Service, the Tenant Management Organisation, the local Police and the voluntary sector. The centre offers generic and targeted youth work as well as street based and offsite activity. The

Golborne Ward Youth Partnership launched its Youth Forum on 19 February 2008 which will link into the Borough wide youth forum.

ACHIEVING ECONOMIC WELLBEING

- Nearly 70 per cent of children and young people who took part in the 'Tellus' survey said that they hoped to study and go on to university when they leave school. This was much higher than the national average of 50 per cent.
- Educational outcomes for young people after the age of 16 continue to improve. For A-Levels, both schools in the borough with a sixth form made considerable improvements in the percentage of pupils achieving at the very highest grades in 2007. At Holland Park, the percentage of papers awarded a grade A or B rose from 33 per cent to 40 per cent and at Cardinal Vaughan from 77 per cent to 85 per cent.

Reducing the number of young people who are not in employment, education or training...

- The number of young people not engaged in education, employment or training (NEET) in Kensington and Chelsea continues to fall. Although 5.8 per cent of our young people are still NEET, this has significantly reduced from 2006 levels and is now well below both the London and national averages.
- 'Activity agreements' have been piloted with 62 young people. The activity agreements provide high level support and alternative activities for young people to engage with to build their confidence and skills. Over 40 per cent of these hard to reach young people have been successful in going directly into education, employment or training.
- In a joint initiative by the council and Kensington and Chelsea College, the College has recently been accepted as an 'Entry to Employment' course provider. These courses help to improve



young people's confidence to gain entry into employment and take part in accredited courses, ranging from sport leadership awards to preparing for working life certificates.

Increasing the number of young people gaining accredited outcomes...

- Qualifications help young people to get good jobs and to build confidence and skills so this was set as a key priority in the Children and Young People's Plan.
- In 2007-08 there were 2,067 participants in youth activities across the Royal Borough. In total 443 young people aged 13-19 achieved an accredited outcome, which accounts for 21 per cent of all participants. The Duke of Edinburgh award made up 65 per cent of all accredited awards achieved; other awards ranged from Arts Awards, Sports Coaching and skills awards.
- A Summer Uni 4U programme has been established which provides training projects to support young people to become confident, independent and effective learners. 454 children and young people completed the course of which 94 per cent felt that they would be able to use the skills they had learnt in the future.
- A Peer Tutor programme has also been developed, accredited through an approved awarding body, to enable young people to provide study support through the Peer Tutoring scheme.
- The Helping Hands volunteer scheme for ten to 17 year olds enables them to work in play centres and facilities during term-time and holidays.

Tackling the causes and consequences of child poverty...

- Kensington and Chelsea is, overall, an extremely prosperous place but there are large variations in income and employment. In common with inner London as a whole, rates of child poverty are relatively high.

The London Child Poverty Commission found that this is due mainly to low rates of parental employment in inner London.

- A league table published by the campaign group End Child Poverty in 2008 showed that children entitled to free school meals (those from less well off families) did better at Kensington and Chelsea schools than any other local authority in England. Fifty Nine per cent achieved five or more GCSEs A*-C compared to just 21 per cent in the poorest performing area.
- Although the number of children in families dependent on workless benefits (the current proxy for child poverty) has steadily fallen in recent years, the Council's Management Board have commissioned work to identify innovative ways to make further progress. Child Poverty and worklessness are high national priorities too and the Council has set challenging targets around these issues to be achieved over the next three years to 2011.

AIM 2:

Support children and families to make a positive contribution and achieve economic well-being by:

- increasing the availability and variety of youth support services;
- reducing the number of young people not in education, employment or training;
- increasing the number of young people gaining accredited outcomes;
- reducing child poverty and worklessness; * and
- developing innovative ways to identify children facing multiple disadvantages and increasing their aspirations and opportunities. *

Making connections...



08

Work and Business

OUR GOAL:

A borough which enjoys stable levels of economic growth and employment, with the benefits of increasing prosperity enjoyed across the borough.

To achieve this we will:

- create and maintain an attractive and vibrant business environment in the borough; and
- improve the employment prospects of residents including young people and parents, creating opportunities and tackling those barriers which make it difficult for certain groups to gain or retain employment.

THE LOCAL ECONOMY

The local economy is characterised by a large number of small employers...

- Some 123,700 people are estimated to work in the borough. Although some of these live locally (for example, 20 per cent of the Council's workforce), many more travel into the borough each day.
- Most businesses in the borough are very small. Three quarters of local businesses employ fewer than five people and only 2 per cent employ more than fifty.
- The largest sectors of employment are real estate and business activities, which provide 21.3 per cent of local jobs; wholesale and retail (20.9 per cent); and hotels and restaurants (16.5 per cent). Over 11 per cent of local jobs are in health and social work. Exploratory research indicates that up to one third of workplaces are used by businesses within the creative and cultural sectors, predominantly start-up businesses and small employers. The health of many of these sectors is closely linked to the health of the economy overall and is therefore especially sensitive to changes in national and global economies.
- The number of VAT registered companies has risen steadily each year, with over 10,500 such businesses located in the borough in 2006, over 95 per cent of which have fewer than 50 employees. Local organisations play a key role in maintaining this thriving small business economy. The Portobello Business Centre (PBC) provides personalised training and support to residents who wish to start their own business. In 2007-08 they provided 1,200 training sessions to businesses based in the borough and helped 60 businesses to start trading. The PBC has been very successful in attracting Government and European funding and their portfolio of services continues to expand in line with the needs of residents and emerging Government policy.
- The borough continues to be a sought after commercial and retail location, especially Knightsbridge and Chelsea, which have the highest concentration of jobs in the borough.
- Recent assessments of the health of the retail sector in the borough suggests that there is scope for growth in convenience retail, but with a possible drop, in comparison, in high street retail, as a consequence of the Westfield development at White City. Effective spatial planning through the LDF and careful town

centre management are both needed to ensure that town centres in the borough remain economically healthy.

We need to work with neighbours and partners...

- Economic development issues – employment, business engagement, skills and training – do not observe local authority boundaries. Neighbouring boroughs can benefit from collaborating with one another to tackle these issues. Such collaboration can improve the effectiveness of economic development policies and initiatives and also help to ensure that funding allocated regionally by organisations such as the London Development Agency is used well.

There are opportunities to be grasped...

- The London 2012 Games will provide a boost to London's economy through opportunities for new businesses, jobs and volunteering. Given the vibrant hospitality, retail, culture and tourism sectors in Kensington and Chelsea, the borough is well-positioned to take advantage of such opportunities.
- Working patterns were identified by the 2028 project as a key driver of change that could offer positive opportunities, such as reduced pressures on public transport and less traffic congestion.
- There are a number of potential development sites which could provide an economic boost and valuable employment opportunities for local people. Work to develop the sites adjacent to the Kensal Gas Works will present similar opportunities to those provided by Paddington Basin and White City, all coming to fruition in the next decade.
- Similarly, improvements to London's transport infrastructure, which may include a Cross Rail station and a new over-ground station on the West London Line, will have a major impact. The Partnership intends to exploit any opportunities that these will bring.

Supporting local businesses...

Retail areas such as Kensington High Street and Knightsbridge and markets in the borough such as Portobello were seen as some of the best things about living in Kensington and Chelsea by ADKC.

- The demand for land or properties to develop for residential use makes it particularly important to protect land for employment use within the Royal Borough. We will continue to look for opportunities to develop office and light industrial units for small businesses, while neighbourhood shopping policies will seek to protect independent shops providing goods and services.
- Street markets bring income, life and interest to areas of the borough such as Golborne Road and Portobello Road. These are highly valued by local people who appreciate the chance to buy good value food and other more exotic goods locally. The markets also draw in shoppers and tourists from London and beyond which in turn, boosts the local economy.
- The Council and the police work closely with many employers in the borough and a Business Crime Reduction Partnership has been established. This has helped focus attention on practical measures, such as a radio contact system for retailers that warns of shoplifters in the area. A particular feature of the partnership work is target-hardening where Council and Police officers advise small businesses on making their properties more resistant to potential burglars.

Retail Commission

In 2006, the Council set up a Retail Commission to look at the ways in which larger chains and small neighbourhood shops could coexist in order to maintain a mix of retail opportunities and to protect local areas from becoming 'cloned'. In 2007 the commission made a series of recommendations, the majority of which have been supported by the Council. As a result, the Council has agreed to:

- develop a clear vision of how town centres will evolve in the future;
- appoint a Town Centre Initiatives Manager to promote and secure diverse and vibrant shopping centres across the borough;
- include policies within the LDF which will assist in the provision and maintenance of a range shop types within the borough's town centres and which will try to maintain the special character of our centres;
- expand the Neighbourhood Shopping Policy which seeks to protect a diverse ranges of shops which support local needs;
- support the retention of small shops where possible, recognising niche and specialist areas as well as convenience shopping where a need has been identified;
- support the borough's existing markets as contributions to the vitality, viability and diversity of local centres, and
- lobby Government to change the planning rules to give local planning authorities some control over the types of 'town centre uses' allowed within centres.

AIM 1:

To create and maintain an attractive business environment in the borough by:

- i. seeking to offer a range of business, office and retail premises to suit different budgets and different needs;
- ii. working with business to tackle crime, antisocial behaviour and environmental problems; * @
- iii. promoting networking between businesses;
- iv. ensuring that procurement policies and practices provide opportunities for local businesses to compete to provide services; =
- v. retaining existing business units and supporting the development of new affordable business units for business start-ups in the borough, and promoting their availability to local businesses;
- vi. recognising and seeking to meet the needs of small businesses that wish to expand within the Royal Borough;
- vii. influencing, contributing to and exploiting pan-London programmes to harness talent and creativity, drive economic growth and promote social inclusion; *
- viii. continuing to protect land for employment use within the borough;
- ix. ensuring that the borough's markets remain viable and continue to contribute effectively to the economic vibrancy of the area by retaining the sole trader retail identity and the current diverse pattern of street stall holdings; and
- x. ensuring businesses are able to harness opportunities arising from the London 2012 Olympic and Paralympic Games. * =

Proposed LDF policies that will support this aim include:

- ensuring the borough's town centres continue to flourish through active management so that they remain competitive and attractive, maintaining an appropriate mix of shops and services, improving the public realm and retaining their distinctive character;
- maintaining the distinctive character and diversity of the borough's town centres, such as Portobello Road and Westbourne Grove, by protecting the independent trader and maintaining local character; and
- retaining the supply of accommodation for small businesses by resisting the change of use to housing and promoting new small units above shops in town centres.

EMPLOYMENT IN THE ROYAL BOROUGH

'With going to work, the hardest thing is coming off the benefits.'

(Local resident, Mental health service user)

Levels of unemployment vary across the borough...

- Unemployment in the borough is relatively low (only 1.7 per cent of the borough's population were claiming Job Seekers Allowance in November 2007 compared to a London average of 2.5 per cent). Kensington and Chelsea has a relatively low economic activity rate which measures those who are in or seeking employment: 70.6 per cent of the working age population in Kensington and Chelsea are economically active compared with 75 per cent in London. The employment rate for the Royal Borough is also lower than London. The economically inactive include people who have chosen not to work (in order to look after the family home, for example) or are unable to do so (because of a disability or illness, for instance). Economic inactivity in

Kensington and Chelsea stands at 29.4 per cent compared with 25 per cent in London.

There are significant inequalities between different parts of the borough...

- Unemployment levels (Job Seekers Allowance claims) in North Kensington have remained stubbornly higher than the borough average for many years. In the four northernmost wards (Golborne, Notting Barns, Colville and St Charles) the percentage of people claiming unemployment benefit in November 2007 stood at 5.1 per cent, 3.8 per cent, 3.4 per cent and 3 per cent respectively, compared to a borough average of 1.7 per cent.
- For those who are able to work, employment is the best route out of poverty. It helps to build self-esteem, independence and confidence, not just in individuals but in their families and communities too.
- Local partners' efforts are targeted at various groups, each of which need support and assistance to obtain and maintain a job. These include young people, people with low skills, people on incapacity benefit, parents in workless households and migrants and refugees.

Efforts to bridge the skills gap are continuing...

- The Adult and Community Learning Service delivers and oversees projects and initiatives targeted to meet the needs of those with low skills. The Council, through its Adult and Community Learning Programme, funds ESOL training for permanent residents, refugees and asylum seekers. This is provided by both the Kensington and Chelsea College and the voluntary and community sector. This training is delivered in a variety of ways to suit individual needs including drop in classes and women only sessions.

People claiming Incapacity Benefit are a priority for JobCentre Plus (JCP)...

- There are over 6,000 people claiming Incapacity Benefit in the borough, 77.8 per cent of whom have been claiming for over two years. This equates to around 5 per cent of the working age population which is just below the London average of 6.1 per cent. JCP helps harder to reach customers to find employment and also targets the numbers of people on Incapacity Benefit and Income Support. This group have been a priority for Job Centre Plus since December 2007 when the Pathways to Work scheme was introduced to the borough. The scheme offers tailored support to help people get back into work. It is mandatory for new Incapacity Benefit claimants and existing claimants can join the scheme in a voluntary basis.
- A combination of reviews of individual situations and flexible employment opportunities will encourage people who have been out of work for a long period of time back in to employment. Ensuring that disabled people and vulnerable adults have the appropriate level of support and advice so that they can access employment opportunities is crucial. Between 2006 and 2007 ninety disabled people received pre-employment training through the Action Disability Kensington and Chelsea training programme funded by the Council.

Support for families and lone adults who want to work or train to get back into work is an essential part of achieving economic well-being...

- The barriers facing parents wanting to return to work include lack of adequate and affordable childcare and a lack of confidence and the basic skills needed to work in this technological age. NOVA New Opportunities is a voluntary organisation which helps many people into work in Kensington and Chelsea. In 2007-08 NOVA offered 635 residents information, advice and guidance, nearly a third of who were lone parents.
- Seven of the eight Children's Centres in the borough provide extended day childcare. All

provide childcare within the Working Tax Credit limits and six of these centres provide Childcare Affordability Programme (CAP) funded full and part time flexi places (the remaining centre providing childcare offers wraparound care and holiday provision for three to five year olds).

- The cost of after school play and childcare for five to thirteen year olds is subsidised and is accessible to all families in the borough. Fees in after school childcare provision are lower than in neighbouring authorities and usage levels are much higher as a result.
- All children with disabilities can access childcare and play services for five days per week and during holidays.
- Returning to work after a prolonged absence can be challenging. The Council's new Restart programme offers job opportunities to unemployed people aged over 50 to help them to re-acclimatise to the world of work and build their confidence to look for permanent employment.

Working Links in Chelsea

Chelsea Open Air Nursery School and Children's Centre, together with Working Links, have piloted a scheme helping parents by providing advice on benefits, tax credits, training and ways of returning to work.

“Meeting Simon of Working Links at my child's nursery changed my life... for the first time since becoming a mother, it felt the support was in the right place to help me explore all my options.”

(Local resident, Working Links)

Early successes have included helping six parents into the workplace and training. One parent is now even in the process of setting up her own business. Others have been given the encouragement and support to seek the help of other advice services such as the Law Centre and Children's Information Service

New arrivals need support too...

Kensington and Chelsea is home to new migrants, refugees, and asylum seekers, some of whom have no direct experience of working in the UK and find it difficult to access services that might help them to find a job. Some may be skilled individuals from overseas, or under employed, due to language barriers or their qualifications not being recognised in the UK.

The Migrant and Refugee Communities Forum, a voluntary organisation based in the Royal Borough, supports such individuals by helping them to access information and advice, participate in the wider community and to undertake the appropriate accredited training.

BUILDING THE PARTNERSHIP TO DELIVER IMPROVEMENTS...

- The KCP's Learning, Work and Business (LWB) Group brings together the Council, the Learning and Skills Council, JobCentre Plus and the private and voluntary sectors to co-ordinate a borough-wide approach to worklessness, address gaps in service provision, maximise fundraising and target services appropriately. The Group will also lead the borough's work with regional bodies such as the new London Skills and Employment Board.
- Working closely with businesses to identify their labour and skill needs can be mutually beneficial. Partners can plan provision so that local people are equipped to compete successfully for local job opportunities, and employers can tap into a suitably skilled workforce on their doorstep. For example, successful local customised pre-employment training has been developed for retailers such as McDonalds and WholeFoods. In addition, the 14 – 19 Partnership (which involves local secondary schools, the Learning and Skills Council, the Council and the voluntary sector) will seek to enhance its links with employers and ensure that the curriculum

equips young people with the skills required to be successful in life and in work.

- The Westfield development at White City presents an opportunity for residents of North Kensington. Approximately 7,000 job opportunities are being created in 2008-09, while the Paddington Basin development is predicted to provide 30,000 jobs by 2013. Nearby Park Royal and Wembley are also growth areas. The LWB Group will work closely with the LDA and neighbouring local authorities to maximise the potential for residents to benefit from these job and business opportunities.
- The Learning and Skills Council will be wound up in 2010, and the Council will acquire additional responsibilities and funding. Considerable funding for 16-19 year olds to access training will be transferred to the Council as a result.

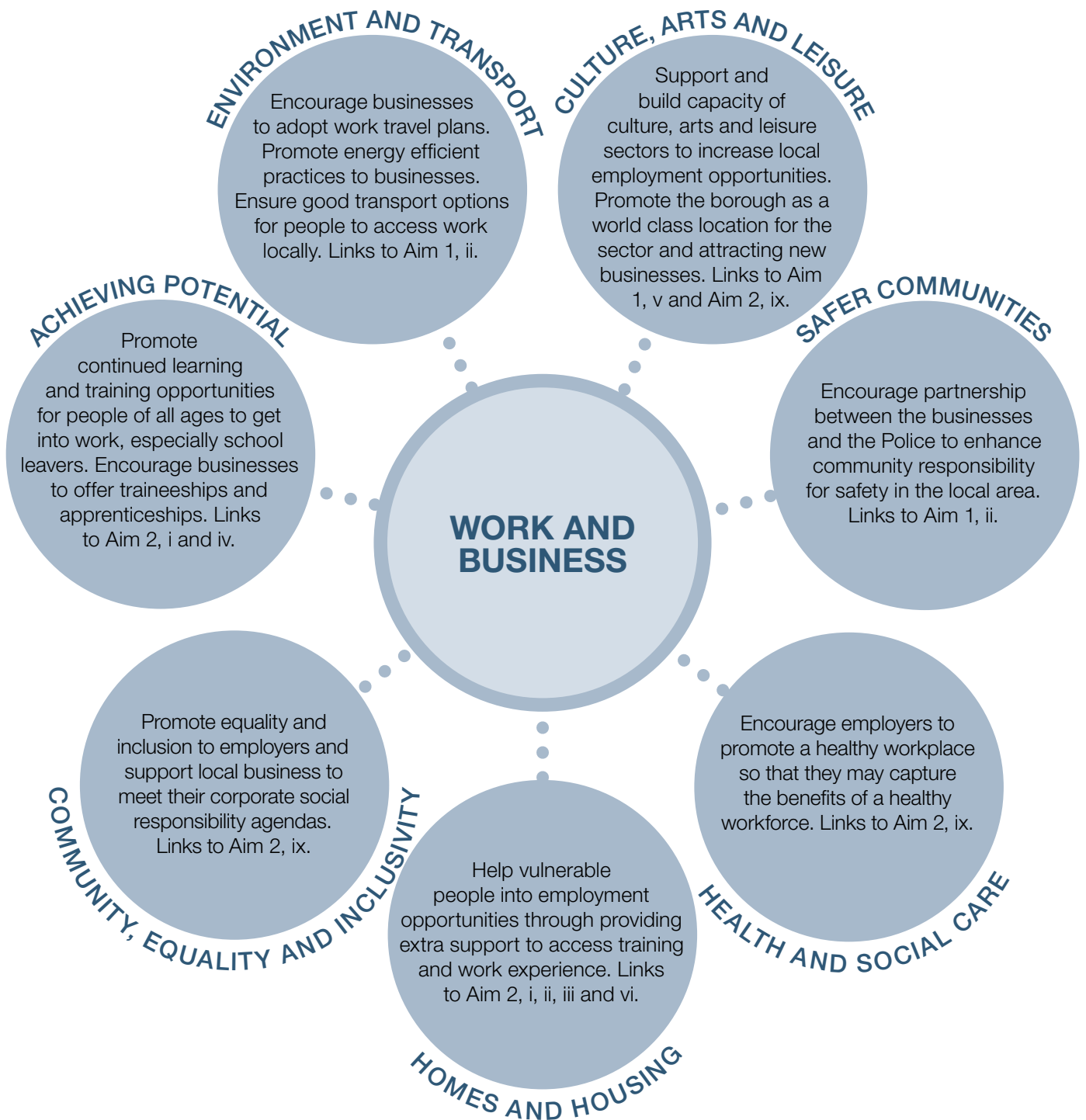
AIM 2:

To improve the employment prospects of residents, including young people, creating opportunities and tackling barriers which make it difficult for them to gain or retain employment by:

- enhancing skills and training projects for young people and other clients and strengthening networks of providers and employers to help access funding and identify clear routes into employment; ✱ Ⓞ
- working with JobCentre Plus, the Learning and Skills Council, the Primary Care Trust and other public and voluntary sector organisations to address the needs of unemployed and under-employed residents and promote effective links with employers within Kensington and Chelsea and in neighbouring boroughs; ✱ Ⓞ

- iii. ensuring that refugees have the support they need to access appropriate training and employment to enable them to become economically active, and that there are opportunities for them to convert their existing qualifications; ✱ ☹
- iv. establishing links between Connexions, the Education Business Partnership and other agencies dealing with school pupils and leavers and local and sub-regional employers' groups, including the Kensington and Chelsea Chamber of Commerce;
- v. ensuring that local people have opportunities to find out about and secure jobs with new and established local employers, including major employers such as the Council and the PCT; ✱
- vi. developing geographically-targeted programmes in areas of the borough that have high levels of workless households, involving not just clients on Job Seekers Allowance but also those on Income Support and Incapacity Benefit who wish to re-enter employment; ✱ 🎯 ☹
- vii. planning future childcare provision to help partners and carers to access training and work; ☹
- viii. continuing to negotiate local construction training commitments as part of major new developments in the borough; and;
- ix. working with employers to improve their workforce skill levels.

Making connections...



Glossary of Abbreviations

ACE - Arts Council England

The national development agency for the arts in England, distributing public money from the Government and National Lottery.

ADKC - Action Disability Kensington and Chelsea

A voluntary organisation that promotes and enhances the quality of life of people with physical and/or sensory impairments who live or work in Kensington and Chelsea.

BME - Black and Minority Ethnic

Individuals or communities of black or minority ethnic background.

CCTV - Closed Circuit Television

Connexions Service

Connexions is the Government's support service for all young people aged 13 to 19 in England.

CVS - Community and Voluntary Sector

Organisations that are run on a 'not for profit' basis usually governed by a voluntary committee.

GLA - Greater London Authority

Consists of the democratically elected Mayor of London and the London Assembly.

GP - General Practitioner

A physician whose practice consists of providing ongoing care covering a variety of medical problems in patients of all ages, often including referral to appropriate specialists. Also called family doctor.

HASKC - Housing Advice Service Kensington and Chelsea

HASKC provide free, confidential and independent housing advice for people who live, work or study in the Royal Borough of Kensington and Chelsea.

HMO - Houses in Multiple Occupation

A house which is occupied by persons who do not form a single household.

JCP - Jobcentre Plus

Provides help and advice on jobs and training for people who can work and financial help for those who cannot.

KCCC - Kensington and Chelsea Chamber of Commerce

A non-profit organisation, providing support and networking opportunities to businesses in the borough.

KCEL - Kensington and Chelsea Environment Limited

Provides grants for environmental projects and the repair and restoration of historic buildings.

KCP - Kensington and Chelsea Partnership

Brings together local public organisations such as the Council, the police and the Primary Care Trust, to work alongside the voluntary sector, business community and community groups.

KCSC - Kensington and Chelsea Social Council

Local umbrella organisation for the voluntary and community sector in Kensington and Chelsea.

LDF - Local Development Framework

A portfolio of Local Development Documents which together will represent the planning strategy of an area from 2007 onwards.

LSC - Learning and Skills Council

The Learning and Skills Council is responsible for planning and funding further education (post-16 education and training other than higher education) in England.

PBC - Portobello Business Centre

A business development agency that provides advice, training and support for businesses.

PCCG - Police and Community Consultative Group

A forum for the police and local residents to discuss community safety issues.

PCSO - Police Community Support Officers.

Provide a visible presence in the community, helping the police to tackle antisocial behaviour.

PCT - Primary Care Trust

Plans and purchases health care services for the local area.

SITA

Waste collection, recycling and street cleaning contractor in the borough.

TfL - Transport for London

Responsible for the planning and delivery of transport services in London. It manages London's buses, the Underground, the Docklands Light Railway (DLR) and London Trams as well as the London River Services, Victoria Coach Station and London's Transport Museum.

TMO - Tenant Management Organisation

The organisation that manages the social housing owned by the Council.

VOF - Voluntary Organisations Forum

Forum of voluntary organisations based in the borough.

WDT - Westway Development Trust

A development trust that owns and manages local property and leisure facilities and provides support to the voluntary and community sector.

WRWA - Western Riverside Waste Authority

Statutory body responsible for the disposal of household, commercial and industrial waste delivered to it by the London Boroughs of Hammersmith and Fulham, Lambeth, Wandsworth and the Royal Borough of Kensington and Chelsea.

YOT - Youth Offending Team

A partnership of providers including the police, probation service, social services, health, education and housing officers to co-ordinate the work of the youth justice services.

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