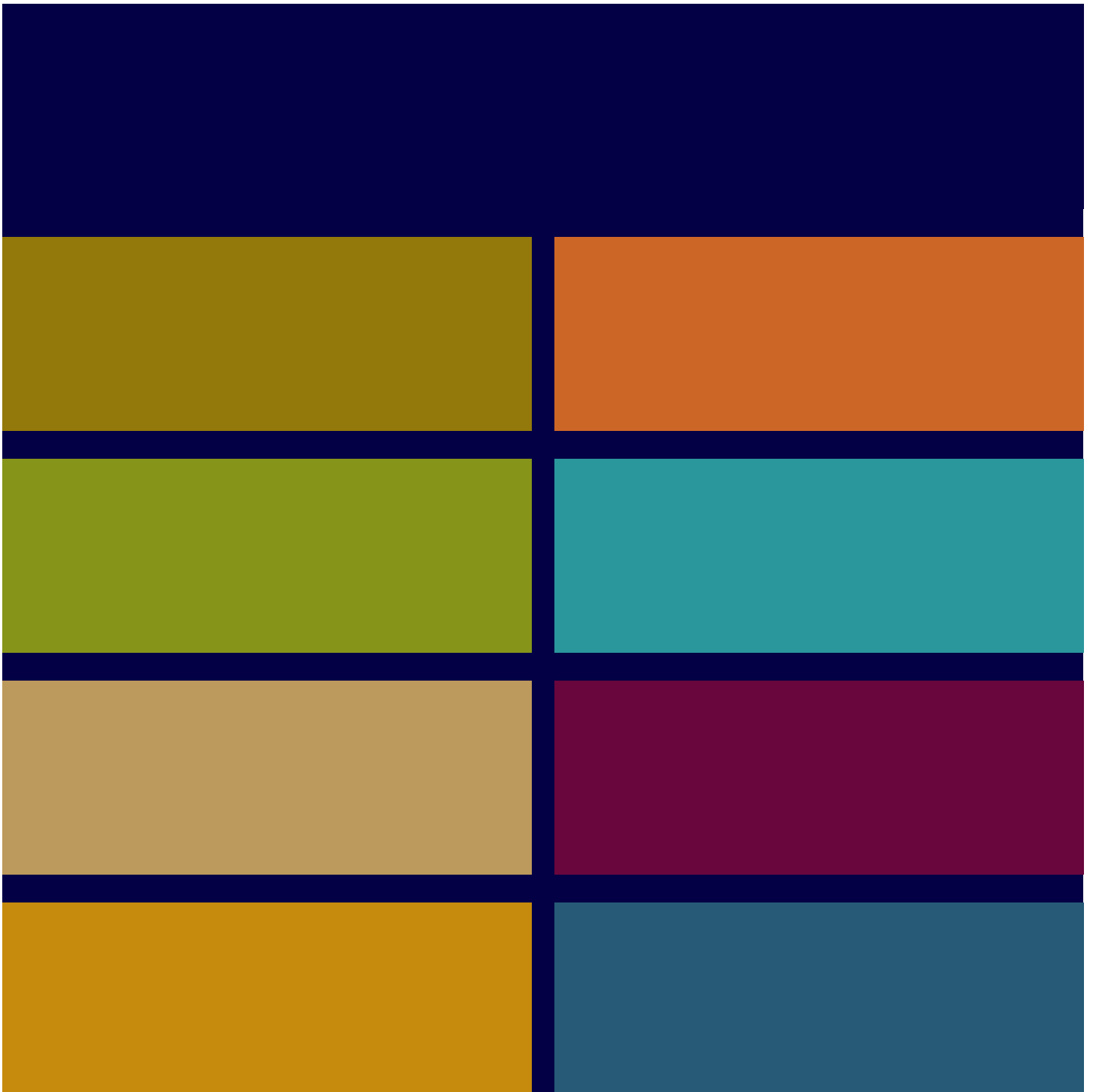


The Royal Borough of Kensington and Chelsea
Community Strategy 2005 – 2015

THE FUTURE OF **OUR COMMUNITY**



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 Primary Care Trust, the business community and the voluntary and community sector. A Steering Group meets every two months to co-ordinate activity within the Partnership. It is made up of representatives from a number of local organisations including the Council, other key public sector organisations and the voluntary and community sectors. It is the Steering Group's aim that where possible at least half of its members live locally.

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;
- adopting a structure which is representative of the various stakeholders, with open and transparent decision making and a commitment to community consultation and involvement; and
- recognising the general obligation that public money should be used wisely and that the interests of those whose financial support pays for local services should be acknowledged.

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Foreword

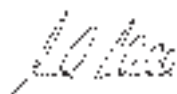
Welcome to the 'The Future of our Community 2005-2015' – the second community strategy prepared for the Royal Borough by the Kensington and Chelsea Partnership Steering Group (the 'KCP Steering Group').

Since the publication of the first community strategy in 2002, the Council, the police, the Primary Care Trust 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 Steering Group reported on progress against the first strategy in September 2004 ("Kensington and Chelsea Partnership: Progress Report 2004") and at around the same time began work on refreshing and updating the strategy.

This work has involved extensive consultation with organisations and individuals across the borough, as well as a review of the priorities and concerns of local, regional and national bodies whose work has an impact on the borough.

The results are reflected in this new strategy. It seeks to describe what the borough is like to live in, to reflect people's views on the things that need to change and improve, and to address these through a series of goals, aims and objectives which partners will aim to deliver 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 and contributed to the strategy.



Merrick Cockell

Chairman of the Kensington and Chelsea Partnership Steering Group

Introduction

WHAT IS IT LIKE TO LIVE IN KENSINGTON AND CHELSEA?

Members of Kensington and Chelsea Residents' Panel told us that the best things about living in the borough were the parks and open spaces, the shops and public transport. An elderly resident in North Kensington said "It's very lively here. There are different things for all age groups".

WHAT IS A COMMUNITY STRATEGY?

The Royal Borough is a vibrant and complex area at the heart of one of the world's major cities. It offers residents opportunities and presents them with challenges.

What it feels like to live in, work in or visit the Royal Borough is determined by the actions of many organisations and people - national, regional and local public agencies; local, London-wide, national and international businesses; hundreds of community and voluntary organisations; and hundreds of thousands of residents, visitors and workers.

Life in the Royal Borough is most likely to be improved when local people and the organisations that serve them agree:

- what they want to achieve;
- who is going to do what;
- what they will work on together;
- how these efforts will be supported; and
- how success will be measured.

A community strategy therefore seeks to identify:

- a set of agreed long-term goals;
- specific aims and objectives that will help organisations and individuals to work towards these goals;

- where lead responsibility for delivering these aims and objectives lies, and how achieving them will be resourced;
- ways of measuring progress in achieving the agreed aims; and
- ways of reporting progress so that people can see whether ambitions are being achieved and ask "why?" if they are not.

In developing this strategy, the KCP Steering Group is seeking to understand local needs and opportunities; set clear ambitions for the area; and identify how they will be delivered.

This is not a straightforward thing to do. Different parts of the Royal Borough have different needs. Competing (and sometimes conflicting) views and interests need to be balanced. Compromises and consensus may need to be reached around difficult issues. The bewildering variety of national and local initiatives and activities that are planned or already underway do not always pull in the same direction. Local ambitions need to take account of the capacity of organisations and people to deliver them in a way that lasts. Choices have to be made about what to do and when to do it. Finally, the complexities of living in and managing an urban area are such that, once priorities have been set, a complicated range of organisations and partnerships needs to be involved in their delivery.

HOW HAS THE DRAFT STRATEGY BEEN DEVELOPED?

Over the last twelve months the KCP Steering Group has sought to:

- develop a better understanding of what things are like in the Royal Borough;
- find out what local people think about living and working in the Royal Borough;
- develop a set of goals, aims and objectives which meet local people's needs and aspirations;
- identify the range of national, regional and local initiatives and activities that are planned or underway; and
- spot opportunities for new initiatives that will contribute to the achievement of these goals.

The strategy is organised around eight themes dealing with aspects of life in the Royal Borough:

- Environment and Transport
- Culture Arts and Leisure
- Safer Communities
- Health and Social Care
- Homes and Housing
- Community Equality and Inclusivity
- Learning
- Work and Business

The chapters that follow address each of these themes. Each chapter contains:

- a description of the position in the Royal Borough, including the views of local people and relevant national and regional factors; and
- a set of aims and objectives in relation to that theme.

In implementing the strategy the KCP Steering Group is keen to address a number of cross-cutting issues affecting the borough. These are discussed below.

Deprived neighbourhoods


We know from facts, figures and experience in delivering services that some areas of the borough, mainly but not exclusively in the Golborne and St Charles wards, have a combination of problems such as low incomes, high unemployment, high crime and poor health. Indeed, one part of Golborne falls in the worst five per cent of areas in England on a combination of such factors. Tackling these multiple problems in isolation is less effective than addressing all of them together – and that requires close working between organisations across the public, private and voluntary sector.

In the past central government has made available extra resources to help the Council and its partners to tackle problems in these neighbourhoods. Changes in relative levels of deprivation across England mean that such funding will cease from April 2006. This makes it even more important that mainstream resources – the money that the Council, the Metropolitan Police, the Primary Care Trust and other partners spend on a daily basis – are used in a coordinated and targeted way to tackle the combination of problems these areas face.

In developing the delivery plan for the strategy, the KCP Steering Group will look carefully at the case for coordinated initiatives targeted on specific areas of the borough.

Health and well being

The KCP Steering Group recognises that people's health and well-being depends upon a wide range of factors and not just the health and social care they receive. Some of these factors cannot be changed, for example age and genetic heredity, but many others can, from lifestyle choices to living and working conditions and access to goods and services. These influences on health are not independent of one another. For example economic circumstances and access to services can influence lifestyle choices and vice versa.

Each theme in this strategy has the potential to influence health and each chapter has objectives highlighted as contributing to improving health and well-being. For example transport systems can have a profound influence on health through effects on air quality, noise and access to services and by influencing how physically active people are. Physical activity promotes mental and physical health and can help older people maintain their independence. The aims of the culture and leisure chapter include improving the quality and accessibility of sports and leisure facilities. Links between housing and health are well known, with poor-quality housing directly affecting health through, for example, damp, cold or overcrowding. There is an established association between unemployment and poor mental and physical health, and the work and business chapter includes objectives which, through improving employment prospects and increasing skills in the local community, could improve health and well-being. Where a particular objective contributes to health and well-being it has been identified in the text with the symbol .


Children and young people

The Government has launched a major initiative, underpinned by legislation, to improve the lives of children, young people and their families. It sets out to ensure that all children and young people:

- are healthy and safe;
- enjoy and achieve within and outside school;
- make a positive contribution to their communities; and
- make a successful transition to adulthood, independence and the world of work.

Aims and objectives in support of this initiative can be found throughout the strategy. They will be brought together in a separate Children and Young People's Strategic Plan, to be drawn up by a cross sector partnership and published in April next year. A statement from the KCP Steering Group and the Council setting out their joint ambitions for the children and families in the borough can be found on page 41.

Equalities and inclusivity

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

Integrating economic, social and environmental well-being

The legislation underpinning this strategy – the Local Government Act 2000 – requires every local authority to produce a community strategy ‘for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom’.

Since this Act was passed a good deal of thought at national and local levels has gone in to defining the characteristics of ‘sustainable communities’.

The key components of such communities are that they are:

- active, inclusive, safe, fair and tolerant, with a strong sense of community, opportunities for cultural, leisure, community, sport and other activities, and good life chances for all;
- well-run, with effective and inclusive participation, representation and leadership in local governance and the community and voluntary sector;
- environmentally sensitive, providing places for people to live in ways that are considerate to the environment, and with appropriate and efficient use of resources;
- well designed and built, featuring a quality built and natural environment which retains local distinctiveness;
- well connected, with good transport services and communication linking people to jobs, schools, health and other services and that encourages walking and cycling;
- thriving, with a flourishing and diverse local economy that provides a wide range of jobs and training opportunities and has a strong business community with links to the wider economy;

- well served, with a good range of high quality public, private, community and voluntary services that are appropriate to people’s needs and accessible to all; and
- fair for everyone in the community, where individual rights and responsibilities are recognised and where there is due regard for future generations in current decisions and actions.

The idea of creating a ‘sustainable community’ needs to be applied very carefully to small urban areas – such as Kensington and Chelsea – that are nestled within larger cities. Nevertheless, there is an evident match between the goals and aims set out in this strategy and the description of a ‘sustainable community’ set out above.

The demand for homes and businesses means that the borough is set to continue to grow in the future and the challenge is to ensure that future growth is managed in a sustainable way. We need to plan for the future and make provision for new homes, shops and community facilities, whilst at the same time protecting and improving our environment and our use of resources. Land-use planning plays a critical role in this. The Council will consult widely on the issues that need to be addressed to achieve a suitably balanced mix of activities and land uses in the Royal Borough, as part of the preparation of the Local Development Framework.

Also, in working towards each of the goals in the strategy, the Kensington and Chelsea Partnership will look for opportunities to address more specific elements of sustainability – such as sustainable procurement, sustainable construction, energy efficiency initiatives and anti-pollution measures.

The 2012 Olympics

The 2012 Olympics and Paralympics provide tremendous potential for a variety of initiatives relating to community sports development, culture, public health, tourism, training and skills, community engagement and inclusion, volunteering and other aspects of life in the Royal Borough. The KCP Steering Group and the Council will work with the London Organising Committee of the Olympic Games, the Central London Partnership, the Association of London Government and other organisations, and with the local community, to identify and exploit these opportunities for the benefit of all residents in the borough.

LISTENING TO LOCAL PEOPLE

The Steering Group has undertaken a variety of exercises to identify the views of the local people:

- a review of the findings of consultation exercises carried out by partners over the last 18 months;
- a survey of the 1,000 members of the Council's Residents' Panel, accompanied by an open invitation to residents carried in newspapers, newsletters and on websites to let the KCP Steering Group know their views;
- eleven focus groups with residents from particular backgrounds (such as young people, parents of young children, and the Moroccan and Somali communities) and projects with a number of other groups (such as disabled people, Black Caribbean elders and young carers);
- consultation with organisations and partnerships that can help to deliver the ambitions set out in the strategy; and
- public consultation on the draft community strategy with stakeholders, partners and residents.

The results of all this work have been used to inform the goals, aims and objectives identified in the strategy.

WHAT WILL HAPPEN NEXT

The Kensington and Chelsea Partnership's next challenge is to develop a delivery plan that identifies milestones and targets for each aim in the strategy, who will lead on achieving them, and how progress will be delivered, monitored and reported to local people. The delivery plan is due to be published in Spring 2006. The Partnership will monitor and report progress against the strategy annually, undertaking a full review of priorities every three years.

The Council is currently developing a new framework for the spatial development of the borough. This 'Local Development Framework' will replace the current Unitary Development Plan in 2007. In preparing the Local Development Framework, the Council will take into account the community strategy's goals, aims and objectives as well as any land-use requirements arising from the strategy. Consultation on the community strategy will be used to inform the preparation of the Local Development Framework.

Further Information

Accompanying the community strategy there is a series of supporting documents including:

- a summary booklet providing a synopsis of the full strategy;
- a fact file which presents background data on each of the thematic chapters entitled 'A Picture of Our Community: Facts and Figures about the Royal Borough of Kensington and Chelsea 2005'; and
- a delivery plan detailing how the aims are to be implemented (due to be published in Spring 2006).

If you would like any further information, copies of the strategy or its supporting documents you can contact us by;

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Or alternatively visit our website where you can download all of these documents www.kcpartnership.org.uk

Environment and Transport

OUR GOAL:

A borough with an environment and amenities which enhance the quality of life of the whole community.

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 place to be in;
- improve local transport management, services and networks; and
- promote energy efficiency, recycling and the reduction of pollution.

A SPECIAL LOCAL ENVIRONMENT

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

- The borough has 36 conservation areas covering about 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 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. It has the highest residential density in the country with 174,000 people living in 4.5 square miles. An estimated 76,000 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. It does this through policies in the current Unitary Development Plan and, subject to consultation, will continue to do so under the new Local Development Framework, which will replace the Plan in three years time.
- The provision of social and community facilities – such as hospitals, clinics, schools, colleges, welfare and community centres – is essential if the vitality and amenity of residential areas is to be supported. Planning policies protect and encourage facilities which are easily accessible to meet the needs of those who live, work and study in the borough.
- 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.



"Although the cleaning has improved a lot lately, the problem is that often some residents do not take care of the estate - they leave litter and allow dogs to foul"

(Resident in World's End)

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

- To build on the success of the award winning streetscape projects such as in Kensington High Street, proposals are being developed for Exhibition Road, South Kensington, Sloane Square, Golborne Road and World's End. Changes are also being made to many residential streets as part of a streetscape pilot project and proposals are to be put forward to extend this to other wards within the borough. A Streetscape Design Guide sets out the Council's policies and approach to the design of the streetscape.

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...

- 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 people's 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.

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AIM 1: To protect and improve the borough's environment by:

- i. protecting and enhancing the borough's residential and historic character, services and amenities, trees, parks and open space;
- ii. continuously seeking to improve the borough's streetscape by undertaking major improvement projects, promoting good design, using high quality materials and workmanship and removing street clutter;
- iii. maintaining the borough's unique built environment and local heritage by preserving the borough's listed buildings and conservation areas;
- iv. ensuring that new buildings enhance the townscape; and
- v. enhancing local biodiversity and preserving local habitats.

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- 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. Fifty per cent of residents feel the levels of noise coming from traffic, buildings or road works are unacceptable. In 2003/04 the Council's Environment Health Service responded to over 9,000 complaints about noise and almost 2,000 complaints about nuisances.

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

- The efficient regulation of licensed premises, pest control, noisy neighbours and construction work is essential if the borough is to be a desirable place in which to live and work.
- The introduction of the Licensing Act 2003 and the potential for 24-hour liquor licences will need to balance carefully the wishes of commercial premises with the need to protect residents from noise and nuisance.
- 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.
- 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 things that need most urgent improvement.
- Recent efforts to tackle litter, black bags on the pavement and dog fouling (identified three years ago as the most frequent and annoying problems on the borough's streets) have met with some success. The borough exceeds the national benchmark for street cleanliness, with over 90 per cent of streets in the borough meeting the required standards of cleanliness compared to the national average of 74 per cent.

- Initiatives such as the recently launched 'Love the Streets You live In' campaign have proved popular. Two out of three residents feel that the streets are generally clean and one in two feels that the streets are generally clutter free.

AIM 2: To deliver services and work with local people day by day to make the borough a pleasant place by:

- providing an effective and speedy response to residents' complaints about noise and other nuisances; 📞
- protecting residents from noise and disturbance that might arise from the new licensing laws;
- creating and maintaining well-designed, well-managed, clean and safe streets and public areas;
- encouraging people to be considerate towards their neighbours, to take pride in their area and to join in efforts to improve it; 🗑️ and
- being clear with people about behaviour that has unacceptable environmental impacts, and how it will be dealt with.



GETTING AROUND THE BOROUGH

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

- Public transport is vital to many 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. Some members of car-owning households still need to rely on public transport for many of their journeys.
- Three in five residents say they are satisfied with the quality of local public transport, while one in five say that they are not. Some people list the quality of public transport as being among the best things about living in Kensington and Chelsea – others feel that it is one of the worst.
- 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, and improvements are needed. Moving from north to south in the borough by public transport is less easy than moving from east to west.
- Residents have said that improving the reliability of public transport is a top priority to enable them to move around the borough.

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

- Like other Londoners, the residents of Kensington and Chelsea rely largely on Transport for London (TfL) to deliver reliable public transport services. In 2004–05 TfL allocated some £1.7 million to the borough to deliver transport related schemes, including road safety education programmes. TfL also funds and works closely with the Council to develop public spaces such as Exhibition Road and Sloane Square. 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.
- 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. The relatively poor public transport links in the north west and south of the borough may be contributing to the difficulty some residents experience in getting and keeping jobs.
- Many vulnerable people, like the elderly, face barriers to using public transport. Both the Council and the voluntary and community sector provide alternative transport provision that meets the needs of vulnerable people. Through the Association of London Government, 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 Council funds a range of other transport services in partnership with Kensington and Chelsea Community Transport to help vulnerable people to obtain medical and social care services, to go shopping and to carry out other day-to-day activities.
- The Taxicard scheme helps people with serious mobility problems to 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.

TRANSPORT PROBLEMS IN DALGARNO

Residents of the Dalgarno Estate said they find it difficult to use the shops and services in Ladbroke Grove and other areas of North Kensington because of the lack of public transport to and from the estate. The long walk to the nearest bus stop means that residents with mobility problems are unable to get around the borough easily, and feel isolated where they live.

- Many local residents have complained about bus drivers either driving dangerously or lacking appropriate customer service skills. Regionally the London Bus Customer Service Board received some 6,751 complaints about 'poor or dangerous driving' in 2004. 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 will continue to press TfL to raise the quality of bus drivers' customer service and driving skills.
- The Council does not manage all the roads within the borough. Transport for London 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. Although the Council manages all other roads the creation of a 'Strategic Road Network' will increase the number of roads that the Council will need agreement from TfL to improve or maintain.

The extension of congestion charging poses new challenges...

- In September 2005, the Mayor of London confirmed his proposal to extend congestion charging into most of the Royal Borough. This was despite very strong opposition being recorded in both of his public consultation exercises: in the most recent consultation, fewer than 1 in 4 respondents supported the extension.
- The Mayor of London has also rejected calls from the Council, and others, to hold a public inquiry. The Council believes that an inquiry would have been the best means for the Mayor to explain to Londoners why he should proceed despite their overwhelming opposition.
- The Kensington and Chelsea Partnership continues to have serious concerns about the western extension of the Congestion Charge Zone, particularly over unresolved issues of great importance to residents and businesses in the borough – such as the likely effect of the extension on commercial (particularly retail) activity, on recruitment and retention of staff, on air quality, on the cluttering of the streetscape and on the Council's future ability to fund community transport and streetscape projects.

>>



Health and Well Being



Equalities and Inclusion








"Accessibility on buses is getting better but it still needs work"

(Chelsea Resident)

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- The technology that will be introduced to operate the scheme could be rendered obsolete within two years of installation if TfL rolls out a 'tag and beacon' scheme such as they have been successfully trialling.
- The Council is still opposed to the extension of the congestion charge and it will work hard to minimise the negative impacts of the extension. It has already secured a 90 per cent discount for all Royal Borough residents, but is now pressing TfL to provide a major package of transport improvements to complement the extension of the charge. The package includes measures to increase capacity on the public transport network and to help retain the vitality of the local area.
- The Council will develop and consult on a transport strategy for the borough.

AIM 3: To improve local transport management, services and networks by:

- i. working with strategic and operational partners to enhance the public transport system for the whole community, by expanding services where needed and by 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. ensuring that the Council's ability to implement locally supported policies and schemes is not affected by the creation of the Strategic Road Network;
- iv. continuing to lobby Transport for London and the Mayor of London for increased influence over Red Route roads within the borough;
- v. improving road user and pedestrian safety through promoting safer behaviour by drivers, cyclists and pedestrians, by tackling antisocial behaviour and promoting positive road safety messages in schools and with residents and the business community; 
- vi. ensuring that recreational, educational, health and shopping centres are easily accessible by public transport;   and
- vii. seeking to prevent or mitigate the negative impacts that the extension of the Congestion Charge Zone will have on the borough.

WASTE, RECYCLING, ENERGY EFFICIENCY 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...

- International agreements, European Union Directives and Government targets on environmental quality all depend on local action to deliver change. The Kensington and Chelsea Partnership 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. The Council's ambitions to do so are set out in the Environmental Policy Statement 2003–2006 and will also be reflected in a new five-year Environmental Strategy due to be published in April 2006.

Sometimes a balance needs to be struck between conflicting goals...

- Planning policies that preserve the architectural heritage and enhance the appearance of the borough can cut across other desirable goals such as installing double glazing to reduce energy use and providing additional storage in front of buildings to encourage recycling.

A major effort is needed if national recycling targets are to be met...

- The rate of recycling and composting of household waste has increased from 12.7 per cent in 2002/03 to 18 per cent in 2004/05. There is an ambitious Government-set local target to recycle 30 per cent of all household waste by 2005/06. The Council has set out ways to reach this target in its Municipal Waste Management Strategy and accompanying action plan. However, funding this strategy in full remains a challenge.

- 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.
- To avoid these penalties Government consent for the planned Energy from Waste Plant at Belvedere in Bexley is vital so that the Western Riverside Waste Authority (WRWA) can dispose of the borough's waste there. Otherwise, Kensington and Chelsea faces extra waste disposal costs of around £5 million a year, and rising, by 2012.
- The Council will work in joint 'Innovations Forums' with its recently re-appointed 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 has recently been taken back 'in house' to pursue better the Council's priority of achieving high levels of street cleanliness throughout the borough.

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Health and Well Being



Equalities and Inclusion



WORLD'S END ESTATE

In a focus group, World's End residents expressed a lot of concern over the traffic around the estate – describing it as an island between three major roads. They said that noise and pollution from the traffic causes them mental and physical health problems. They were also worried about the health of young people living on the estate, who have playgrounds next to major roads, and fear that their risk of asthma is increased.

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- 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.

Local air quality worries many residents...

- As many as two-thirds of residents worry about air quality and four out of ten are not satisfied with current air quality. At busy roadside locations, such as major road junctions, air quality can become very poor, especially during congested periods.
- 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.
- 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 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 27,000 residents' parking bays in the borough, but over 41,000 residents hold a residents parking permit.
- 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 resident's 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.
- The Council has also promoted the City Car Club which enables local residents to share a number of cars located throughout the borough, hence reducing the need for residents to own a car. The Council will also consider the possible introduction of graduated permits for different types of vehicles and is consulting residents on the possible extension of parking controls on Sundays in the borough's busiest shopping areas.


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 and ensuring that high standards are maintained by SITA;
- iii. working in partnership with Western Riverside Waste Authority to lobby Government to give consent to the new Belvedere waste plant;
- iv. seeking to develop a consensus among residents and businesses for radical changes in behaviour so that biodegradable waste is not mixed with other waste;
- v. promoting environmental education in schools;
- vi. encouraging and promoting the use of energy efficiency and anti-pollution measures across the Council, PCT, police, businesses and the voluntary and community sectors;


vii. working with Transport for London and the Association of London Government 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;

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. 



Health and Well Being



Equalities and Inclusivity



Culture, Arts and Leisure

OUR GOAL:

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

To achieve this we will:

- ensure that the conditions for a thriving arts sector are established, maintained and developed;
- encourage literacy, reading and lifelong 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...

- The borough is host to important arts institutions, such as the South Kensington Museums, cultural events with international reputations, such as the Notting Hill Carnival, and a number of successful and world-renowned further and higher education arts institutions.
- The Council provides direct support to the critically acclaimed Opera Holland Park and manages the Leighton House and Linley Sambourne Museums, and three commercial galleries: Leighton House Gallery, the Ice House Gallery and the Orangery Gallery.
- These rich and dynamic resources both contribute to and benefit from other arts activities within the borough. The voluntary sector is key to the vibrant cultural life of the borough, developing and delivering arts projects and initiatives within the community. It is estimated that there are over 600 arts organisations and artists based in Kensington and Chelsea.
- Areas such as the 'museum quarter' and Portobello Road have developed a distinctive cultural feel.
- 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 a special importance. They received a Silver Medal in the 2004 Britain in Bloom competition and a Gold Medal for London in Bloom. Kensington Memorial Park won the award for most improved park in London. Holland Park has won the Civic Trust's Green Flag award – the highest quality mark available for parks and open spaces.
- 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.

SPACE TO PLAY IN DALGARNO

One of the main concerns of residents who were invited to a focus group was the lack of safe space for young people to play on in the area – “There is nothing – we have CCTV cameras instead of children's facilities”. Despite Little Wormwood Scrubs (in Hammersmith and Fulham) being so close, people said that it was overgrown, badly maintained and a wasted resource. They reported that the play facilities that are available are damaged. They suggested using the space for football pitches, or organised activities.

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- 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 Borough schools, including free use of facilities during school time and an after-school programme for local children involving 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. In total, 38 per cent of the club's members benefit from such reduced cost schemes. 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 young people. They can provide learning opportunities, help to tackle antisocial behaviour and promote citizenship and community involvement. Some sports programmes are specifically targeted at housing estates in order to provide ongoing activities for local young people.
 - Arts projects are helping to deliver regeneration in the north of the borough and play a part in measures to combat graffiti and brighten up the borough.
 - Arts tutors working in day 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 is working with the Primary Care Trust to increase physical activity among older people, people with heart disease and lone parents living in the borough.

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- 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 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 have been working with older people's groups on a literacy project.
- Securing, enhancing and improving the 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.

SUPPORTING THE ARTS

The Council has long promoted the provision of high-quality public art...

- Over the last five years Kensington and Chelsea Environment Limited (KCEL), a company run by the Council to distribute funds contributed by SITA under the landfill tax credit, has supported a range of projects to preserve or enhance the borough's artistic and cultural heritage, including several sculptures in parks and open spaces and the restoration of several local churches.
- A Public Art Panel for Kensington and Chelsea is being developed to encourage and guide future public art initiatives. Work is also being undertaken with a partnership of central London boroughs on public art in open spaces.
- Planning and conservation policies help to encourage the provision of art works in housing, office and retail developments. The 'Percent for Art' campaign seeks to improve the built environment by employing the talents of Britain's artists and crafts people in building projects. A guide to the scheme has been produced by the Council's planning department.
- The Council encourages developers of buildings to incorporate works of art or performing arts spaces within their developments and seeks planning obligations to secure new provision in appropriate development proposals. The Council's planning policies also seek to preserve wherever possible the borough's numerous artists' studios, in recognition of their significant contribution to artistic and cultural life in Kensington and Chelsea.




Funding for arts is available from several places...

- Funding is available from Arts Council England (ACE) Grants for the Arts, other lottery distributors, Film First, the Royal Borough's Arts Grants Scheme, the London Borough's Grant Scheme and various local and national trusts and foundations.

Nevertheless, financial support for arts activities in the borough is stretched...

- Currently none of the borough's arts organisations receive funding through the London Boroughs Grant programme. ACE's Grants for the Arts scheme is heavily oversubscribed. The borough's past success at attracting ACE grants is no guarantee of success in the future, as ACE is reviewing its priorities. ACE is also seeking a greater financial contribution from local authorities for the arts, putting further pressure on local funding. Funders seldom support organisations' core costs and the ensuing insecurity can stifle creativity and prevent long-term strategic planning.
- Financial pressures on services such as education and social care, which the Council has a legal obligation to provide, put a squeeze on the Council's ability to support discretionary activities such as the arts. The Council's new Arts Grants scheme is oversubscribed – only one in four applications is successful – and other forms of funding such as the Neighbourhood Renewal Fund are coming to an end.
- The lack of affordable land and buildings in Kensington and Chelsea limits the kind of activities that can take place and makes it difficult for successful local cultural and arts organisations to grow without relocating elsewhere.
- There is a demand among local arts workers and organisations for training and advice on funding, marketing and working with volunteers, and for assistance with project and organisational development. Information sharing and networking, listings and publicity for events and a resource directory of organisations and venues have also been identified as priorities to support the sector.

AIM 1: To ensure that the conditions for a thriving arts sector are established, maintained and developed by:

- working with the arts sector to improve access for all people who wish to spectate or participate in the arts;
- ensuring the physical soundness of and access to venues managed by the Council; 
- widening the range of residents who enjoy the Council run museums, libraries and galleries, and Opera Holland Park; 
- encouraging people from local communities to try out forms of art and activity that are new to them; 
- helping artists and arts organisations to get financial advice, development and training opportunities and guidance on establishing and managing new art venues;
- improving the publicity and information available about art and culture in the Royal Borough;
- encouraging civic pride in the Royal Borough's arts and celebrating and promoting successes;
- seeking to preserve artists' studios so that there is a range of facilities suitable to the needs of artists who live and work in the Royal Borough; and
- establishing a Public Art Panel to encourage and guide the development of public art in the Royal Borough.



Health and Well Being



Equalities and Inclusion



DEVELOPING THE LIBRARY SERVICE


The borough's libraries deliver a good level of service...

- The Government's Public Library Standards measure the quality of libraries by looking at how easy it is for people to use them, the level of customer service people receive, how up to date and comprehensive the stock of books and other material is, how satisfied users are with their library, the contribution the service makes to efforts to improve literacy levels and so on. In 2004 the Library Service achieved an 'excellent' rating from the Government for progress in meeting these standards and its Charter Mark status, awarded for excellent customer service, was renewed for the third time in 2004.
- The most recent Public Library User Survey, carried out in 2003, found that over 90 per cent of respondents rated staff helpfulness, knowledge and expertise as good or very good.

To sustain and improve on this the Library Service must not stand still...

- New information technologies provide opportunities to deliver new types of library service (such as cheap access to the internet) and to provide established services in new ways (such as 'self-service' book lending). A balance needs to be struck, however, between the differing and sometimes competing demands of users for a traditional library service, on the one hand, and a service which exploits (and enables users to exploit) the opportunities afforded by new information technology on the other. Redesigning services can also mean that staff need to learn new skills or use established skills in new ways.
- Not all of the libraries are well-placed or designed to serve people with limited mobility and other impairments.

AIM 2: To encourage literacy, reading and lifelong learning for people's economic good and cultural and personal development by:

- i. ensuring that first class resources for reference and reading for pleasure are accessible to all who live, work or study in the borough;
- ii. promoting literature and reading;
- iii. increasing the use of libraries, especially by those traditionally under-represented amongst library users; 
- iv. ensuring that libraries are excellent providers of information;
- v. promoting informal learning opportunities and supporting formal learning providers;
- vi. providing high quality customer service; and
- vii. developing a Library Strategy to meet the present and future needs of residents.

SPORT FOR YOUNG PEOPLE

Young people from Wornington Green, and the Royal Borough’s Youth Forum, were asked about the sports and leisure facilities available to them. Youth Forum members said there are lots of things to do, but they are often too expensive for young people.










The young people from Wornington Green reported different experiences – though they appreciated what they had, there was not enough for them to do, and little choice of activities. They knew people did not like them ‘hanging around’ but they felt that they did not have other things to do.

ENCOURAGING SPORT AND PHYSICAL EXERCISE

Satisfaction with and use of local sports centres presents a mixed picture...

- Surveys suggest that the proportion of users satisfied with the borough's public sports and leisure facilities has not changed greatly over the last three years, and is currently far lower for Chelsea Sports Centre (64 per cent) than for the Kensington Sports Centre (81 per cent) – reflecting the range and quality of the facilities on offer.
- Against national benchmarks the proportion of users of the Kensington Leisure Centre who are young people, elderly, from ethnic minority groups or disabled is relatively low. The same is broadly true of the Chelsea Sports Centre although usage by young people and the disabled is greater here. These figures are influenced by the characteristics of the population living close to these sports centres. Equivalent data for the Westway Sports Centre is not available.
- A shortage of outdoor sports pitch provision across the borough means we rely heavily 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.

AIM 3: To improve the quality and accessibility of sports and leisure provision for all in the borough and encourage participation in physical activities by:

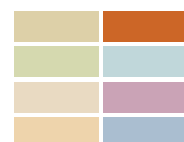
- increasing levels of physical activity in Kensington and Chelsea; 
- improving the provision of sports and play facilities; 
- promoting physical activity as a means of improving quality of life and well being, especially for children, young people, the elderly and the disabled;  
- ensuring that a range of public and private venues are used for physical activity, including parks, leisure centres, youth clubs and schools; 
- providing a good quality of service in safe and well run facilities; 
- providing encouragement, expertise, advice and support to service providers and deliverers of local sport;
- ensuring that services are accessible to all;   and
- examining how sport provision in the south of the borough can be improved. 



Health and Well Being



Equalities and Inclusion



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. Eighty five per cent of residents say they are satisfied or very satisfied with the quality of the local parks.
- 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 is starting to address these issues through the development of a local Parks Strategy that will introduce management plans for individual parks and playgrounds.
- Some green spaces in or near the borough – notably Brompton Cemetery and Little Wormwood Scrubs – are not managed by the Council, and may provide opportunities for greater enjoyment by local people.

AIM 4: To improve the quality and accessibility of all public open spaces within the borough by:

- i. providing high quality parks and open spaces that all people can use;  
- ii. 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;  
- iii. providing spaces for relaxation, recreation and exercise and making parks feel safe for everyone to enjoy; 
- iv. using good quality design and materials to improve and maintain the borough's parks and open spaces;  and
- v. exploring opportunities to make better use of green spaces within or adjoining the borough that are currently managed by other organisations.



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;
- reduce the numbers of young people involved in crime and disorder either as victims or perpetrators; and
- tackle the use of illegal drugs and the misuse of alcohol.

PREVENTING AND REDUCING CRIME

Kensington and Chelsea is not a high crime area...

- Government figures for November 2004 place the borough outside the top 40 local authority areas deemed to be 'high crime areas'. The borough is 60th in this league table, and only one of its immediate neighbours – Wandsworth – is in a lower position.

And the trend is downwards...

- In 2004/05, 26,237 crimes were reported to the police in the borough compared with 29,873 the previous year.
- Reports of disorder or antisocial behaviour to the police also fell from 12,130 in 2002/03 to 11,613 in 2003/04.
- A wide range of new powers is 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.

However, we know that some residents and visitors do not feel safer...

- 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 a recent Residents' Panel survey in July 2005:

- 55 per cent of respondents said that they felt 'very' or 'fairly' safe during darkness;
- 48 per cent of respondents said that they were very or quite worried that someone may steal something they were carrying, and a similar proportion worry that someone may steal something from their motor vehicle;
- six out of ten respondents said that they were 'very' or 'quite' worried that someone may break into or try to break into their home;
- 39 per cent of respondents said that they were 'very' or 'quite' worried that someone may physically assault or harm them.

- An independent Public Attitude Survey is undertaken for the Metropolitan Police each year. Of the 243 interviews in the Royal Borough for this survey in 2004/05, 74 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, 92 per cent of those interviewed in the Royal Borough said that they were doing a 'fair', 'good' or 'excellent' job. This comes within the top 25 per cent of responses by London Borough.

- Residents have also made it clear in such surveys that they want more uniformed enforcement staff on the streets. The Council is currently allocating £1.5 million per year to provide an extra 50 Police Community Support Officers (PCSOs).

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"I feel safe in the day but at night there are hot spots that you know not to go to because there is vandalism and drug related crime"

(Resident in Golborne)

"There's no point having a nice house if you're too frightened to leave it"

(Dalgarno resident)

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- Fear of violent crime needs to be tackled and the police and local partners have recently launched an initiative to reduce knife crime in the borough.

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

- The Safer Neighbourhoods programme is a London-wide initiative that offers neighbourhood policing based on local authority wards and involves a dedicated team of officers consisting of one sergeant, two constables and three PCSOs. Through purchasing additional PCSOs the Council is working to increase the size of these teams. 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 priority crimes.
- Through the establishment of the Partnership Tasking Group the Council and police are developing a co-ordinated approach to enforcement. The Group meets monthly to agree approaches to tackling issues that local residents have said are important to them. A new Enforcement Board that involves a range of agencies has been established to help take forward this joint approach.

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

- Street crime rose from 1,335 reports in 2002/03 to 1,532 reports in 2003/04 but fell to 1,312 reports in 2004/05. There are particular hotspots in the Notting Barns, Norland and Colville wards.
- Reports of burglary rose from 1,652 in 2002/03 to 1,769 in 2003/04 and fell in 2004/05 to 1,673. The Courtfield Ward is a hotspot.
- Reports of domestic violence rose from 1,450 in 2002/03 to 1,749 in 2003/04.
- Motor vehicle crime still causes concern, even though reports of offences fell by 11 per cent in 2003/04 compared with 2002/03 and records indicate similar reductions in 2004/05.
- Racist and homophobic crimes blight victims' lives. Reports of such incidents in Kensington and Chelsea are monitored carefully on a monthly basis. They are currently relatively low and have been falling. Such crimes are prone to under-reporting, however, and local partners will continue to improve arrangements for the reporting of such incidents.

ASSUMPTIONS ABOUT YOUNG PEOPLE

Young residents in Worrington Green told us they felt labelled by older residents who assume they will cause trouble – “... they think they'll get robbed and we'll terrorise them... under our hoods and hats”.

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

- Reports of domestic burglary are most frequent in the central wards of the borough – Courtfield, Brompton, Earl's Court and Redcliffe.
- Reports of street crime are generally highest in areas in the north of the borough, such as Golborne, Coville, Notting Barns, and Norland wards – but are also high in Holland ward.
- Concentrations of reported motor vehicle crime are found in the St Charles, Norland, Holland, Brompton and Redcliffe wards.
- The three wards with the highest concentrations of emergency 999 calls for disorder are in the north of the borough – Golborne, Notting Barns and Colville 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. Some 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 also 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 of hoax emergency calls has decreased from ten per cent of total calls in 2000/01 to five per cent in 2004/05.
- Residents play their part in helping to deter crime – for instance there are approximately 150 Neighbourhood Watch schemes in the borough.






DIFFERENT GENERATIONS WORKING TOGETHER

Residents in Chelsea told us about a scheme where young and elderly people share their knowledge and experience to help each other. One lady is visited regularly by an A-level student. The student helps with this lady's computer, and gets help with her A-level biology in return.


Another resident told us how she helps out with school meals at the local school, and how much she enjoys meeting the children there.

AIM 1: To ensure that residents are, and feel, secure in their homes and daily lives by:

- i. reducing the number of:
 - a. street crimes, domestic burglaries and motor vehicle crimes;
 - b. violent crimes, particularly 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 and antisocial behaviour and reassure residents and visitors;

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. improving processes for designing out crime when any changes to the built environment are being considered;

vi. improving support for vulnerable adults at risk of becoming victims;  and




vii. improving partnership work with private and social landlords to tackle domestic burglary and antisocial behaviour.

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.
- 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 discouraging or diverting people from offending or antisocial behaviour, and helping to address the causes that can contribute to such behaviour. Voluntary organisations provide drug and alcohol prevention and rehabilitation services, extended day schools to tackle offending by school children, 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:

- | | |
|--|--|
| <ul style="list-style-type: none"> i. focusing attention on catching and convicting those responsible for disproportionate amounts of crime in the borough; | <ul style="list-style-type: none"> vi. improving the use of public and private CCTV systems to prevent crime and disorder, provide intelligence and assist enforcement; |
| <ul style="list-style-type: none"> ii. identifying, at an early stage, people who show signs of developing antisocial and/or offending behaviour, working intensively with them so that they stay out of trouble, and imposing penalties if they fail to do so; | <ul style="list-style-type: none"> vii. making effective use of powers to tackle antisocial behaviour;  |
| <ul style="list-style-type: none"> iii. adopting a tough stance on domestic violence by always arresting the alleged perpetrator of such violence;  | <ul style="list-style-type: none"> viii. engaging more effectively with the business community to prevent crimes on their premises, including the expansion of the neighbourhood watch network to the business community and the establishment of a Business Crime Partnership; |
| <ul style="list-style-type: none"> iv. reducing opportunities for stolen and counterfeit goods to be sold in the borough; | <ul style="list-style-type: none"> ix. developing the use of volunteers in schemes to prevent crime and disorder, provide intelligence and assist enforcement; |
| <ul style="list-style-type: none"> v. increasing the proportion of offences where offenders are detected and caught and making sure that the local criminal justice system then deals with them effectively; | <ul style="list-style-type: none"> x. developing a better understanding of crime and disorder in the Royal Borough and more effective joint working between local partners and with neighbouring boroughs; and |
| | <ul style="list-style-type: none"> xi. improving support for victims both at the time they report an offence and afterwards.  |



YOUNG PEOPLE

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

- 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.



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

- In a survey of residents in April 2004, the largest issue of concern expressed by residents was about 'youths in groups displaying antisocial behaviour'. Youth disorder was also one of the three main concerns expressed in a survey in 2004 of tenants in TMO properties.
- In 2003/04, of those cases where offenders were caught, 7.5 per cent were young people aged between 10 and 17 years old. The number of young people requiring intervention by the Youth Offending Team (YOT) increased from 520 in 2002/03 to 746 in 2003/04.
- The Golborne and Notting Barns 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.
- Nearly one third of victims of knife crime in the year to August 2004 were under 21 years old.

AIM 3: To reduce the number of young people involved in crime and disorder either as victims or perpetrators by:







- i. publicising the many examples of positive work undertaken by young people in the borough;
- ii. continuing to develop effective community safety education programmes for young people to prevent them becoming victims or offenders; 
- 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;
- 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. promoting a consistent and effective approach to tackling offending behaviour in schools;
- vi. providing effective support and diversionary activities for those at risk of becoming offenders and dealing effectively with those who are already offending;
- vii. reducing the number of children and young people in the care of the Council who become involved in crime and disorder;
- viii. seeking punishments for young offenders, from the many different options available to the courts, that are most likely to stop or reduce their offending behaviour; and
- ix. providing support for young victims of crime. 

DEALING WITH PROBLEMS CAUSED BY DRUGS AND ALCOHOL

There are also concerns about the illegal use of drugs and the misuse of alcohol...

- Action to combat the illegal use of drugs has seen the number of people arrested and charged for drug offences rise from 936 in 2002/03 to 1,091 in 2003/04 and 1,046 in 2004/05.
- Analysis of offenders caught for committing acquisitive crimes such as theft and burglary suggest that they are often driven by a need to feed a drug habit. The misuse of alcohol and drugs is often a factor in antisocial behaviour and certain types of crime such as domestic violence.
- Residents have also expressed concerns. In a survey of residents in April 2004 three out of ten people said they had witnessed people using illegal drugs.

AIM 4: 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 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 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, and taking action against licensees who do not;  and
- vi. taking effective action to tackle street drinking problems. 



Health and Well Being



Equalities and Inclusion



Health and Social Care

OUR GOAL:


A borough where everyone has the opportunity to lead a healthy and independent life and can access good quality health and social care services when they need 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 quality and choice offered by local health and social care services;
- improve the experience of patients, carers and users of local health and social care services;
- help children and young people to stay safe and be healthy; and
- improve residents' independence and quality of life.

ADDRESSING THE UNDERLYING CAUSES OF POOR HEALTH

Prevention really is better than cure...

- This section of the strategy deals specifically with health and social care services. But the achievement of health and well-being is about far more than the effective delivery of such services. Other elements of the strategy will contribute to the important objective of preventing ill health in the first place.
- 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 for local people.
- Elsewhere in this strategy we have set out objectives that will help to achieve these goals. Objectives that address the underlying causes of poor health, and contribute to wider health and well-being in the borough, have been identified by this symbol .
- 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.

National policies and programmes affect what we do locally...

- Local priorities and actions are influenced by major national programmes to improve health and well-being, such as the recent Government initiatives on 'Choosing Health', the Children Act 2004 and the Green Paper 'Independence, Well Being and Choice' on the future of social care for adults in England.

HEALTH AND SOCIAL CARE IN KENSINGTON AND CHELSEA

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

- On average, men in the Royal Borough live longer than anywhere else in London, and life expectancy for women is the highest in all of England and Wales. In line with national patterns, the main causes of death in Kensington and Chelsea are 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 five years lower than the borough average and more than ten years lower than those in the healthiest wards. Golborne, St Charles and Notting Barns wards consistently demonstrate high levels of

HEALTHY LIVING

When asked what ‘healthy living’ meant to them, residents came up with ideas such as healthy eating, doing exercise, not smoking, and not drinking. However, people were not always clear what these things actually meant, and thought more clear and reliable information would be helpful to parents – one mother said **“healthy eating – whatever that means!”** Some people believed that good food and exercise activities are expensive and that how healthy your life was therefore depended on your income – that if you had more money, you could afford to be healthier.

poor health in comparison to London on a wide range of health indicators, and evidence from the 2001 Census 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 the Royal Borough the black ethnic groups report the highest rates of poor health and illness, in contrast to London as a whole, where the Asian groups report the worst health.

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.

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;
- tackling the causes of these diseases, and in particular to reduce adult smoking rates (especially among routine and manual groups); and
- safeguarding the public’s health by ensuring that it is not put at risk by poor food retailing, dangerous working practices or the sale of dangerous or inappropriate goods.



SEEING A DOCTOR

Residents told us mixed stories about how easy it was to see a doctor where they lived. Some we spoke to in World's End thought the health centre there was excellent, and had had no problems seeing doctors or nurses. Another resident in Chelsea told us "you can never get through on the phone, its always engaged and you can't leave a message. It's frightening when you're ill and on your own".

IMPROVING LOCAL SERVICES





The quality of services available to local people is variable...

- 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.
- Satisfaction with social services and with health care appears to be high. In a borough-wide survey, only 13 per cent of people said that they were dissatisfied with the quality of health and social services. The survey did not detect any significant differences in satisfaction by area, ethnicity or housing tenure. Indeed, recent surveys suggest that three-quarters of residents in high need areas of the borough (Golborne, St Charles and Cremorne wards) are satisfied with their health services, comparing favourably with national findings.
- Nevertheless, analysis carried out by the Kensington and Chelsea Primary Care Trust (PCT) in 2003 showed that residents in these areas have more limited access to GPs because of restricted opening hours and poorer availability of appointments. Primary care in these high need areas is also less successful on a range of quality indicators.
- The PCT has hit recent targets on overall access to primary care, on helping people who misuse drugs, on improving people's working lives and on patient waiting times. But the Trust found it harder to manage within existing resources and to get people to improve their health by giving up smoking.
- Recent investment in mental health services has resulted in improvements for local service users. The PCT and Mental Health Trust support service users to interview other users in order to monitor the quality of the service provided. In 2004/05 the majority of service users interviewed scored the service good to excellent.
- Many local people think that more community-based services (such as health visitors and community nurses) should be provided as an alternative to hospitals, and that more health care should be available through pharmacists and specialist nurses rather than GPs. The Government has highlighted the importance of effective working between the statutory and voluntary sectors to increase the range and choice of services available and to help identify and respond to community needs.

Pressures on the current services continue to grow...

- Demand for expensive care placements for older people, disabled people, mentally ill people and looked after children is growing.
- 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.
- Residents have said that they want better access to services for hard-to-reach and vulnerable people such as the elderly 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 to ameliorate these problems.
- The Council has drafted a planning brief which seeks to retain hospital use on part of the existing Brompton Hospital site rather than seeing it developed for additional housing.
- The Council is developing and up grading the Ellesmere residential home for elderly people to provide residential, day care and nursing care facilities. The Council is also currently reviewing options for the Edenham day centre.

AIM 2: To improve the quality and choice offered by local health and social care services by:

- ensuring that services are equitably provided to the whole population, and reducing any inequalities in service quality;
- ensuring that everyone can access primary care services, including a general practice, when they need them;
- 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;
- 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;
- ensuring that physical health, diet and exercise are addressed in care planning for people with disabilities or mental health problems; 
- working with the community to improve our understanding of residents' service needs; 
- working with community and voluntary organisations to enable service users and potential users (especially those who are hardest to reach) to improve their own health and influence the way services are delivered; 
- successfully delivering major new health and care facilities in the borough;  and
- developing a workforce strategy for health staff working in the community.



Health and Well Being



Equalities and Inclusion



RESPONDING TO RESIDENTS' RISING EXPECTATIONS

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

- Whether they are private sector organisations like banks, building societies or telephone companies, or public service deliverers such as hospitals or councils, 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.

AIM 3: To improve the experience of patients, carers and users of local health and social care services by:

- i. 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;
- ii. ensuring that patients, users and carers receive services as promptly and conveniently as possible including effective 'out-of-hours' services;
- iii. making services more responsive to the needs of users, including personalised care plans for the most vulnerable, greater control over their care packages for people who want it, and an opportunity to choose between different services and providers wherever possible;
- iv. supporting carers so that their quality of life, and their relationship with the person being cared for, are maintained; and
- v. ensuring the safety of patients and service users through using processes and working practices that prevent or reduce the risk of harm.

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...

- The Government has launched a major initiative, underpinned by legislation, to improve the lives of children, young people and their families. In response, the KCP Steering Group and the Council have developed a statement setting out their joint ambitions for children and families in the borough. The statement is reproduced on the following page. Many of the aims and objectives found elsewhere in the strategy are geared towards its delivery, which will be led by a Children and Young People's Strategic Partnership involving statutory, voluntary and community representatives.

AIM 4: To help children and young people to stay safe and be healthy by:

- i. continuing to provide excellent services to support and safeguard vulnerable children;
- ii. reducing the numbers of young teenagers who become pregnant, and providing good support for teenage parents;
- iii. halting the year-on-year rise in obesity among young children;
- iv. encouraging and supporting children to have healthy lifestyles and not to take illegal drugs; and
- v. providing integrated, flexible and responsive services for families, mothers and children.

STRONG FAMILIES AT THE HEART OF STRONG COMMUNITIES

This is a statement of our joint ambitions for children and families in our communities. It sets the direction for the Council and its partners to plan and provide services over the next three years. It makes a commitment to local people for what we aim to deliver.

We want all children and young people to have the best possible start in life:

- To respect themselves and others, and to engage positively with society
- To be enquiring and keen to learn, to help others and to enjoy life
- To grow up safely and healthily
- To get the extra help they need if they are in difficult circumstances
- To have their achievements recognised and built upon
- To be prepared for active, economically independent, participative adulthood

Families living locally have chosen to live in the inner city and face the stresses and strains that go with this. Demand for affordable housing and secondary school places outstrips supply; green space is limited; the city is noisy and busy, and crime is an everyday reality. We want to produce the best possible experience of city life, but certain constraints will always be with us. We expect parents to appreciate the significance of their demanding roles and to recognise that being a parent means making choices and sacrifices.

Strong family networks are the foundation on which strong communities are built. We continue to support parents and carers as the main contributors to their children's safety, success and well-being, and to build strong families at the heart of strong communities. We will help families to find the information and services they need before small concerns become major crises. We will prioritise children with the greatest needs, and those at risk of harm, to ensure their well-being and safety. We aim to be good parents to

children and young people in public care. We are ambitious for the children and young people who live or study in the Royal Borough of Kensington and Chelsea. We are proud of our high educational standards and we intend to improve children's attainment even further. We want all children to receive excellent teaching, a broad, rich and enjoyable curriculum, the promotion of healthy lifestyles, a positive learning environment and a range of additional support. We recognise the importance and impact that health can have on the lives of children and their parents and carers, and we want to ensure that we promote access to high quality health services in our community.

Many of our services are run with the involvement of parents and carers in a voluntary capacity. Listening to parents, carers, children and young people helps us to offer relevant, efficient, timely and effective family support and we will consult users more on how we shape services. We shall be open with parents and carers about decisions we make and about any steps we take to prevent harm to their children.

We recognise the diversity and differing needs of our population and we are committed to treating everyone fairly and respectfully. We aim for our services to be high quality, easy to access, and provided by skilled staff from the relevant professions working together. Services for adults will work closely with children's services. The Council and members of the Kensington and Chelsea Partnership are pledged to work together to improve the life chances of children and young people. We will involve voluntary organisations, community and faith groups who support families and children.

MENTAL HEALTH CARE

A group of Somali residents told us they were concerned about the lack of community based support for members of their community that were experiencing acute mental health problems. These individuals were often looked after by members of the immediate family who often did not know where to access mental health care support agencies. People felt they did not know what questions to ask to access the services they required. They felt that more community based health care sessions would significantly improve their quality of life.

SERVICES FOR ADULTS

For adults with long-term health or social care needs, independent living is often vital to their quality of life...

- Some 20,000 people in the borough are aged 65 or over. Whilst the health of many of these people is good, 43 per cent report that they have a limiting long-term illness. Around 6,660 people are claiming incapacity benefit or severe disability living allowance.
- The large majority of adults with long-term health and social care needs want to live lives as actively and independently as possible, and to stay living in their own homes. This improves their quality of life, helps them to maintain social contacts with neighbours and friends, and allows intensive services to be targeted more effectively at those who need them.
- Close working between the Council, the PCT, the Mental Health Trust, hospitals and the local community and voluntary sector is vital to the delivery of effective health and social care.

AIM 5: Working in partnership to improve residents' independence and quality of life by:

- i. supporting adults with long-term health and social care needs to live independently and in their own homes wherever possible, and keeping any stays in hospital as short as possible consistent with patients' needs and safety;
- ii. providing support and advice to vulnerable adults to safeguard their well-being and so that crises – such as accidents and falls inside and outside the home – can be avoided;
- iii. improving the provision of care in community settings, including day services for people with mental health problems;
- iv. delivering health and social care services in ways that help to address and link with service users' housing, education and employment needs, and with leisure and social activities; and
- v. improving or safeguarding people's health by encouraging and supporting healthy eating and increasing their level of physical activity and use of sports facilities.



Homes and Housing

OUR GOAL:

A borough with good quality housing that is well managed and put to the best possible use to meet people's needs.

To achieve this we will:

- improve the quality of housing;
- increase the supply of housing for a wide range of people;
- prevent homelessness and ensure temporary accommodation is of a suitable standard;
- engage with communities and enhance community life; and
- improve the delivery of housing services.

HOUSING IN KENSINGTON AND CHELSEA

Kensington and Chelsea is a popular place to live...

- The borough is well known for its high quality environment. Seventy per cent is designated as within conservation areas. This makes the borough one of the most desirable areas in London. It also has the highest population density in the country with 131 persons per hectare compared to a national UK average of 12 persons per hectare.

Popularity comes at a price...

- The Royal Borough has the highest property prices in the United Kingdom. The average property price in the borough is over £700,000, four times the average of England and Wales and well beyond the means of those on moderate incomes.

High house prices make renting a popular choice...

- There are an estimated 29,000 dwellings in the private rented sector. This represents 33 per cent of the borough's housing, one of the highest proportions of private renting in the country. One in ten households living in these homes receives Housing Benefit.

- The Council's Tenant Management Organisation (TMO) manages 9,500 homes. Some 2,500 have been bought under the right to buy scheme leaving approximately 7,000 for rented social housing.

- The fifty Registered Social Landlords (RSLs) operating in the borough own some 12,000 properties for letting. When new tenants are needed the Council can nominate people who are on the Common Housing Register. A half of all vacancies in one bedroom homes, and three-quarters of all vacancies in larger homes, are filled in this way.

Not all of this housing is in a suitable condition...






- The housing stock survey carried out in 2000 found that 4.3 per cent of private sector housing was unfit. A new housing stock survey is currently being planned and results will be available by Summer 2006.
- In September 2004 an estimated 2,800 TMO dwellings fell below the Government's 'Decent Homes Standard' (which measures whether homes are in a reasonable state of repair, have reasonably modern facilities and services, and provide a reasonable degree of comfort in terms of heating and insulation). The TMO plans to improve all these homes by 2008 (two years ahead of the Government target 2010). The TMO has secured an additional £43 million to pay for achieving the Decent Homes Standard ahead of the Government target.

WAITING LISTS

A Dalgarno resident described her overcrowding problem. Her children had nowhere to sleep apart from the living room, which was affecting both her and her children's health and well being. Her housing association told her to apply for larger accommodation through the Council, but she was offered something out of the area. Her children are settled in the area and she doesn't want to move them.

- Registered Social Landlords also have to bring their properties up to the Decent Homes Standard by 2010.
- The Council spends some £500,000 a year giving grants to home owners with limited incomes to help them to maintain their houses, enable disabled access, renovate properties, improve security and living conditions and make homes more energy efficient. The Affordable Warmth Strategy aims to ensure that vulnerable residents are able to maintain their properties and keep warm in winter.
- New powers for the Council to license houses in multiple occupation are scheduled to come into force in November 2005. To obtain a license landlords will have to meet a range of minimum standards regarding space, amenity, fire safety and other aspects of such dwellings.

AIM 1: To improve the quality of housing by:

- i. ensuring that all social housing in the borough is brought into a decent condition by 2010; 
- ii. increasing the number of private sector houses in decent condition that are currently occupied by vulnerable groups; 
- iii. improving access to appropriate housing for those with physical disabilities and increasing the supply of such housing; 
- iv. improving housing management services for tenants and leaseholders;
- v. identifying and regulating the use of HMOs so that standards in the poorest quality properties are improved;  and
- vi. implementing the Affordable Warmth Strategy. 



Health and Well Being



Equalities and Inclusivity



PRESSURES ON HOUSING IN THE BOROUGH

Demand for low-cost housing intense...

- The large number of overcrowded households living in TMO and RSL stock can result in some households having to wait up to five years for transfers to larger accommodation. Some RSLs have substantially longer waiting times. Delays are longest for families who need larger homes of four or more bedrooms.
- In common with many parts of London and the South East demand for social housing in the borough is very high and only a small number of properties become available each year for re-letting. In 2003/04, 750 TMO and RSL dwellings become available compared to 8,326 households on the waiting list for permanent accommodation in the borough.
- High house prices can also create staff recruitment and retention problems in the areas of education, health and social care and community safety. The Council's key worker housing policy provides home ownership and renting options for key workers as defined by the Council. The Council has nomination rights to schemes in the borough and six other west London authorities. Key workers working in Kensington and Chelsea are also eligible for national schemes such as the Key Worker Living programme.

And home owning families can face problems too...

- High levels of demand and high prices for private homes can make it difficult for homeowners with growing families to maintain their ties with the borough, especially in areas where conversions or extensions are ruled out by planning policies.

Easy solutions to the borough's housing pressures are not available...

- Housing density in the borough is already high. Many of the houses that can be divided into a larger number of smaller dwellings have already

been converted. There are very few large new sites within the borough suitable for housing development.

- The Council's planning policy seeks to resist the loss of residential accommodation, to develop land and buildings for residential use, to provide and retain a range of different housing types and sizes and to encourage the provision of affordable housing on suitable sites.
- The Mayor of London's London Plan sets a target of 10,800 new dwellings in the borough between 1997-2016, an average of over 500 per year. Since 1997 an average of 395 dwellings have been built in the borough each year, so this target was beginning to look very ambitious. The Mayor will be publishing alterations to the London Plan housing provision targets in 2005. The proposed alterations are subject to consultation and will not be brought into effect until April 2007.
- Residents feel strongly that vacant properties in the borough should be brought back into use. In a recent survey 85 per cent of residents said that this should be a priority. The Kensington and Chelsea TMO is one of the best performers in London in bringing empty properties back in use. In April 2004 there were estimated to be 68 empty TMO properties and some 1,715 properties in the private sector that had been vacant for at least six months.

Providing information about rights, choices and options helps to ease some people's housing problems...

- 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 attracts external money to train voluntary and community organisations to provide housing advice and information.

Other things can help too...

- The Council's rent deposit scheme is currently being reviewed to ensure it meets the needs of both local landlords and users. Efficient processing of housing benefit claims ensure that private tenancies are retained 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 Council, TMO and RSLs disapprove of residents abusing their tenancies either by sub-letting properties, misusing the right to buy or by behaving antisocially. Tenancy conditions are enforced to tackle sub-letting and the abuse of right to buy schemes. Some RSLs already make use of 'Introductory Tenancies' to reduce antisocial behaviour and the Council is currently considering using such tenancies.

To solve these problems in the longer term means 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. More can be achieved by working with funding bodies and neighbouring councils over a wider area. This lessens the Council's control over exactly where the new money goes, but ought to yield a higher number of new affordable homes overall.
- The majority of new affordable housing in central and west London is therefore likely to be located outside central areas like the borough, but the Council will have the right to place families in some of these homes. So permanent solutions to some people's needs will be found by providing housing outside the borough.

AIM 2: To increase the supply of housing for a wide range of people by:

- i. developing additional affordable housing within and outside the borough;
- ii. increasing choice and mobility by promoting properties in low demand areas outside the Royal Borough;
- iii. continuing to use planning policies to provide affordable housing in private developments in the borough, in line with local housing needs;
- iv. minimising the number of vacant properties in the borough and endeavouring to bring private sector properties that have been vacant for long periods back into use;
- v. developing housing options for those in housing need and promoting choice to those applying for TMO or RSL housing;
- vi. examining ways to make it easier for homeowners seeking extra space to meet those needs by moving within rather than outside the borough; and
- vii. supporting the provision of affordable ownership and intermediate rent schemes for staff who provide key services in the borough.






HELPING THOSE WITHOUT PERMANENT HOUSING

In the meantime, 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 still over 1,000 households that the Council has accepted a duty to house but who it can currently place only in other types of temporary accommodation, rather than in permanent homes.
- The Council receives over 1,000 further homeless applications each year and accepts about half of these as being unintentionally homeless and in housing need. The biggest cause of homelessness is eviction from family and friends' homes due to overcrowding.
- The usual length of stay in temporary accommodation is between three and five years.
- In recent years the borough has seen an increase in the numbers of rough sleepers, though the numbers often fluctuate. The last street count in March 2005 identified 12 rough sleepers, but it is estimated that there might be as many as 25 in the borough. The Council spends £4.45 million a year working with voluntary organisations and other partners to provide services for rough sleepers and people who are single and homeless. Some of the services for rough sleepers are delivered in partnership with the London Borough of Hammersmith and Fulham through the joint funding of the Broadway service that provides support services to the homeless.

AIM 3: To prevent homelessness and ensure temporary accommodation is of a suitable standard by:

- i. delivering and commissioning high quality housing advice and guidance that increases information on all housing options;
- ii. targeting support for those at risk and increasing the number of vulnerable people accessing support including young people, the elderly, ex-offenders, asylum seekers and substance users; 
- iii. providing support and long-term housing options to those fleeing domestic violence; 
- iv. developing affordable private sector housing options;
- v. avoiding the use of bed and breakfast as temporary accommodation for families with children wherever possible; 
- vi. promoting the intermediate housing market for middle-income earners; and
- vii. keeping the numbers of rough sleepers as close to zero as possible and halving the numbers of people in temporary accommodation by 2010.

IMPROVING THE QUALITY OF PEOPLE'S LIVES






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

- The housing that people live in, and its immediate surroundings, can have a profound influence on their mental and physical health, their sense of personal safety, and their feeling of belonging to a wider community.
- Providers of social housing need to work successfully with their tenants, public agencies such as the police and the PCT and local

voluntary organisations to safeguard or improve their tenants' quality of life.

- The Council established the country's first borough-wide Tenant Management Organisation in 1996. A survey of all tenants in 2004 found that 58 per cent of tenants were satisfied with their opportunities for participating in the management of their housing – an increase of ten per cent since 2001. These figures compare favourably with most neighbouring London Boroughs.
- If estates look run down, uncared for and have overgrown and unusable areas of public space, 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 Council's housing regeneration programme has sought to improve the environment on TMO estates, for instance by improving refuse storage, providing new play areas and carrying out planting schemes. RSLs have also invested resources in improving conditions on their estates.
- The Council's Supporting People Programme aims to deliver a range of housing support services, in partnership with a range of providers and service users, to promote people's independence and thereby reduce the pressure on more intensive health and care services. Last year £11.66 million was spent providing services to 3,549 people from vulnerable client groups such as the single homeless, older people, people with alcohol or drug problems, and women at risk of, or escaping from, domestic violence. The programme therefore supports the achievement of several aims and objectives in this strategy, not only in relation to housing but also to health and social care, community safety and equalities and inclusivity.

Aim 4: To engage with communities and enhance community life by:

- i. ensuring that housing organisations work in close partnership with the police, the Council and voluntary organisations to develop solutions to antisocial behaviour and drug related crime on estates; 
- ii. engaging with traditionally excluded groups, such as young people and black and minority ethnic groups, so that they become more involved in decision making; 
- iii. supporting independent living for vulnerable people by delivering high quality and well planned housing services that complement existing care services;  and
- iv. working in partnership with the PCT and other health providers to develop solutions to health problems caused or exacerbated by poor housing conditions; 
- v. continuing to upgrade the facilities on and appearance of social housing estates; and
- vi. seeking the resources to extend the home visiting services to vulnerable TMO and RSL residents. 

- The TMO has recently introduced a new home visiting service ('TMO2YOU') that will support the needs of initially 50 vulnerable TMO residents to improve their quality of life. Locally based staff will make regular planned visits to ensure residents are aware of the range of TMO services available, check customers are healthy, report repairs, offer advice on budgeting and benefits and signpost customers to other professionals for further assistance if needed. The major RSLs already provide similar services, funded either through Supporting People or from their rent programmes.



Health and Well Being



Equalities and Inclusivity



“The lift in the housing is always broken – it gets fixed and then breaks again soon”

(Golborne resident)

“Every housing officer should be made to spend three months on an estate – made to take an interest in people's lives”



(Worrington Green resident)

IMPROVING HOUSING SERVICES

Tenants expect an improving level of service...

- In 2004, the TMO surveyed all its tenants and 70 per cent were satisfied with the overall service they received, a slight increase of 2 per cent over the 2001 figure. The satisfaction rating achieved by RSLs in the borough varies from over 80 per cent to less than 50 per cent. The TMO and RSLs continually work to improve service delivery and increase the level of tenant satisfaction still further.
- Consultation has identified a need to improve the management standards of registered social landlords and to communicate the Council's work to promote equalities more effectively. People have expressed concern about the levels of support for vulnerable people on estates. There is also a need to improve the consistency of standards achieved by social landlords in the borough.

AIM 5: To improve the delivery of housing services by:

- i. supporting tenant and leaseholder participation in decision making;
- ii. increasing the responsiveness of providers to the needs of their service users;
- iii. increasing the provision of permanent accommodation and thereby improving access to such accommodation for those in housing need;
- iv. improving the housing options for elderly people; 
- v. improving the delivery of housing information and advice;
- vi. striving to eliminate unjustified discrimination in services received by people from different ethnic, faith and other minority groups. 

Community, Equality and Inclusivity

OUR GOAL:

A borough where all local people feel confident of their place in the wider community, and where everyone can access the services that they need.

To achieve this we will:

- improve the relevance and accessibility of local services to residents and other service users;
- improve the ways that partners inform, communicate with and consult local residents;
- support and develop community life and leadership in the borough; and
- the Kensington and Chelsea Partnership Steering Group will act in ways that make it easy for all organisations and individuals to be involved in and contribute to the Partnership's work.

WHO LIVES IN KENSINGTON AND CHELSEA?

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

- There is a rich history of people from all over the world moving through or settling in the Royal Borough. Whilst 50 per cent of borough residents are white British, a further 28 per cent are from other white ethnic groups (of Irish, European, American or Middle Eastern descent). 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 the 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 BME group; this ranges from 44 per cent in Golborne ward to 10 per cent in Stanley ward.
- Compared to London as a whole Kensington and Chelsea has a low proportion (5 per cent) of Asians (spread relatively uniformly across the borough) and a smaller than average proportion (7 per cent) of the black ethnic group. Black residents are more likely to be located in the far north of the borough, with the highest proportion in Golborne ward.

- These broader 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 (8.4 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.

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

- Data from the 2001 Census indicates that some 19 per cent of the population lived elsewhere one year previously. Between 2002 and 2003 the borough's population increased by an estimated 3.6 per cent.
- In these circumstances it is difficult to gain an accurate picture of exactly who is living in the borough at any one time, and of their service needs. Nevertheless, broad trends can be anticipated. For instance, as the Muslim community in the borough ages there is likely to be an increasing demand for culturally sensitive services for older Muslims.



COMMUNITY COHESION

A group of World's End estate residents told us some of the best and worst things about living there. They said that one of the best things is the people that live there, but one of the worst things is the lack of a 'heart' of the community, meaning that lots of people aren't aware of the services that are available to them, and there is nowhere for people to meet.

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

- The Notting Hill area attracted immigrants from 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 it 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 attracts visitors from all over the world.

In an areas this densely populated and diverse people living side by side have to get on with each other successfully...

- 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.

- We know that many residents do indeed value Kensington and Chelsea's diversity – a recent Council survey suggests the mix of people living in the borough is regarded as a positive thing by more than a third of residents. But this is not a universal view – 10 per cent of residents see its diversity as one of the worst things about the borough.

NATIONAL LEGISLATION, LOCAL ACTION

A series of laws protect people from discrimination, and now require public agencies to take positive steps to promote good community relations...

- The Council and other public bodies in Kensington and Chelsea have a duty to eliminate unlawful discrimination and promote equality of opportunity and good relations between people of different racial backgrounds.
- All service providers are required by law to make 'reasonable adjustments' to premises so that there are no physical barriers that make it unreasonably difficult for disabled people to use their services.
- Employment discrimination on the grounds of gender, race, sexual orientation, disability or religion is already illegal, and discrimination on the grounds of age will become illegal in December 2006.

“Consultations with the public are improving but it remains to be seen if this feeds back into changes”

(Chelsea resident)

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- The Government plans to merge the three existing equality bodies which tackle discrimination (the Commission for Racial Equality, the Disability Rights Commission and the Equal Opportunities Commission) into a single Commission for Equality and Human Rights.
 - The Metropolitan Police Authority is seeking to increase diversity, improve equality and tackle discrimination in all its activities.
 - Following the inquiry into the murder of Stephen Lawrence the Metropolitan Police have introduced a range of initiatives to increase trust and confidence in policing amongst minority ethnic communities. These include efforts to respond effectively to complaints of racist behaviour or attitudes within the police force, improve police practice and the investigation and prosecution of racist crime, and train the police force in racism awareness and valuing cultural diversity.
 - The Metropolitan Police is also seeking to ensure that its membership reflects the diversity of London's communities and to increase the recruitment, retention and progress of minority ethnic recruits.
 - Transport for London has a key role to play in terms of improving disabled access to London's tube and bus services.
 - The Equalities Standard is a five-stage process through which public service providers seek to ensure that all sections of the community can access the services they need. The Council is committed to achieving Equality Standard Level 5 by 2007. The Council seeks to draw its workforce from the widest possible pool of talent. One in four of its staff are from black and minority ethnic (BME) groups and the Council expects this to increase to 29 per cent by 2007. It also expects to increase the proportion of disabled staff from the current level of 1.9 per cent of the workforce to 2.5 per cent by 2006.
 - However, only six per cent of Council staff in the top five per cent of earners are from BME groups, and only 20 per cent of its buildings are accessible to disabled people.
 - The Primary Care Trust (PCT) is implementing a race equality action plan which will help meet its strategic priority to provide 'better health for all and better services'. It also supports the BME Health Forum, which identifies BME health issues for discussion by the PCT and the Council.
 - The Council has established an annual borough community relations forum where ethnic minority residents can discuss the issues that matter to them directly with service providers and decision makers.
 - Like other local authorities, the Royal Borough now organises Citizenship Ceremonies for new British citizens to give them a full understanding of the rights and responsibilities that come with British citizenship and to ensure that they are properly welcomed into the community.

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- Under powers granted under the Civil Partnerships Act 2004, the Council now offers Civil Partnership Ceremonies. The Act creates a new legal status for same sex couples who until recently had no way of having their relationship legally recognised.
- The local police force continuously seeks to work in partnership with the communities it serves in order to meet their needs. Communities get involved through five Sector Working Groups as well as Ward Panels. The School Engagement Programme seeks to broker an understanding between young people and the police.
- Community representatives sit on the Police Advisory Group and provide advice to the police on black and minority ethnic issues. Local residents scrutinise the use of police powers to 'Stop and Search' and 'Stop and Give Account'. Kensington Police Station is being refurbished to make it wheelchair compliant. The Council, the police and the PCT work closely with and provide financial support to voluntary organisations working on behalf of minority communities such as the Migrant and Refugees Community Forum, Action for Disability Kensington and Chelsea and the recently-formed Race Equality Partnership Kensington and Chelsea (REPKC) which promotes diversity, justice and equality of access and opportunity for BME communities in 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.

BEING DISABLED IN KENSINGTON AND CHELSEA

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


- There is no reliable detailed information about the borough's disabled population. Some 4 per cent of the borough's working age population – around 6,000 residents – have a severe disability and are economically inactive as a result and some 14 per cent of residents report that they have a limiting long-term illness. Five per cent of these are over 65 years of age.
- 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. For example, over half of GP surgeries are in converted residential premises and 52 per cent of surgeries are either not accessible or only partly accessible to disabled people.

Barriers such as poor design, inadequate information and discriminatory attitudes exclude people with impairments...

- The views of local disabled people suggest that progress in recent years has been slow in the venues where they most want improved access – shops, restaurants and cinemas. An access officer working for the Council ensures that new developments meet access requirements by providing technical advice to planners, architects and developers and making sure that guidelines are updated to meet the latest legal requirements on access issues. Whilst changing the physical environment of the borough will take some time, barriers caused by discrimination and inadequate organisational policies and planning can be addressed much more quickly.
- Action Disability Kensington and Chelsea's recent 'Inclusive Kensington and Chelsea' report recommends the establishment of a code of practice to ensure those with disabilities are not excluded from receiving services. The Code of Practice would involve the co-ordination of demographic information, a management and implementation process, physical access audits, attitude and awareness training, appropriate service delivery methods and provision of information. The report is currently being considered by the partners on the KCP Steering Group.

AIM 1: To improve the relevance and accessibility of local services to residents and other service users.

To achieve this partners will strive to:

- follow best practice advice from the Commission for Racial Equality when procuring services from voluntary and private sector providers;
- comply with the spirit as well as the letter of equalities legislation;
- take account of people's diversity – in ethnicity, faith, sexuality, gender orientation, physical, language and mental ability and so on – when delivering services and information to them; 
- employ a labour force that broadly reflects the diversity of the population being served;
- provide suitable training in diversity and equality issues for decision makers and staff at all levels;
- operate robust and effective complaints procedures;
- deal effectively with incidents of illegal discrimination and harassment;
- work together to implement voluntary and community sector codes of good practice; and
- work in partnership to remove barriers to inclusion for disabled people.



OPPORTUNITIES FOR DISABLED PEOPLE

Consultation with residents found that there is not always enough encouragement and support for disabled people to use leisure and sports facilities. For example, currently sessions at a local Sports Centre suitable for disabled people are only available during the day, not in the evenings or at weekends. This means that disabled people with day time jobs are not able to use the facilities.

GETTING ACCESS TO LOCAL SERVICES

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



- Public services in Kensington and Chelsea have never suffered from chronic underperformance that has beset service deliverers in some 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, individual service users are rightly more concerned with their experience of using services day by day than with broad labels that describe a service as 'good' or 'excellent'.

Simple things need to be done well...

- A wide range of consultation with local residents has shown that service deliverers in the borough are not yet doing enough to provide good information to them about the services on offer and how they can be obtained.
- People's experience of dealing face to face with the Council, the PCT and other public services is variable. 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.

- To make sure that their services stay relevant, deliverers need good information on the needs and expectations of service users. Extensive consultation already takes place, but 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.

AIM 2: To improve the ways that partners inform, communicate with and consult residents by:

- i. improving and diversifying ways of communicating with residents and service users to take account of their different needs and language abilities; 
- ii. being consistently polite, courteous and helpful when dealing directly with the public;
- iii. consulting effectively with all parts of the local community;
- iv. 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
- v. using a range of methods to gauge levels of satisfaction with services among different groups.

“It would be good to have better information on who to ring in the Council or TMO for different services”

(Chelsea resident)

COMMUNITY LIFE IN KENSINGTON AND CHELSEA

Kensington and Chelsea is not a self-contained unit...

- The borders of the local authority (which match those of the PCT and the local police force) define Kensington and Chelsea geographically and administratively. Life within it, however, is porous: people, organisations, money and transport move in and out at will. National laws, media and communications and international factors (such as the global economy, environment and migration) all influence the lives of the people who live in the Royal Borough.

Even so the local dimension in Kensington and Chelsea contributes a great deal to residents' quality of life...

- 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; 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.
- A recent Council survey suggests that around one third of residents are satisfied (or very satisfied) with the sense of community spirit in their area – but nearly a quarter of residents are dissatisfied.

- A positive community atmosphere can benefit public services in many ways. Problems and tensions that might otherwise become acute can be spontaneously handled by people's sense of responsibility in a low-profile way. Effective dialogue between people and local service deliverers makes it more likely that services will be relevant to and valued by their users.
- Although public institutions and partnerships cannot produce community life, they can provide some of the conditions that help to encourage it.

One indicator of a 'healthy' community life is an active voluntary and community sector...

- Kensington and Chelsea has a large mix of voluntary organisations which serve the residents of the borough, from small self help BME groups to large mainstream organisations such as the Citizens Advice Bureaux and Age Concern.
- Many voluntary organisations tend to be based in and around North Kensington. This includes a high number of black and minority ethnic voluntary and community organisations – there are over 80 black and minority ethnic and 85 faith organisations either based in and/or serving the borough. There are also more than 400 tenants' and residents' associations in the borough.



Health and Well Being



Equalities and Inclusion



“We need someone who can interpret for and liaise with individuals who have English as a second language when dealing with Council and housing services”


(Golborne Resident)

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- The Council and the PCT direct over £7 million to local voluntary organisations to support or deliver services to local communities. Relations between the statutory and voluntary sectors are structured around a series of jointly developed 'compacts'. The voluntary and community sector also attracts resources to the borough, bringing in £4.4 million in 2003 from external funding sources.
 - Like other elements of the Council's budget, however, its investment in the voluntary sector has come under pressure in recent years as a result of change in Government grants. This pressure is likely to continue for some years to come. Funding pressures also limit the scale of the PCT's grants to the voluntary sector.
 - The Government is investing £125 million nationally through the 'Futurebuilders' scheme to increase the role that the voluntary and community sector plays in the delivery of public services. And the national 'Change Up' programme is seeking to support performance improvement, workforce development, information technology, governance and financing in the voluntary sector.
 - These initiatives provide opportunities for better joined up working between voluntary and community organisations and the public sector as well as attracting more resources to the borough.
- Voluntary Organisations and local schools rely on volunteers to sit on their governing boards...
- Unfortunately, little is known about the ease with which local organisations recruit locally based trustees. Anecdotal evidence from the Volunteer Bureau suggests that, unlike some other areas of the country, voluntary organisations within the borough find it easy to recruit volunteers, there being often more volunteers than spaces to fill.
 - Volunteering to serve as a parent governor of a local school is an important way in which residents can contribute to community life. The vacancy rate for parent school governors in the borough remains fairly constant at between 12-14 per cent. The majority of vacancies are from schools based in north of the borough.

ACCESSING SERVICES

Members of the Somali community told us that they often felt that they did not know what questions to ask to access the services they needed.

AIM 3 : To support and develop community life and leadership by:

- i. supporting the provision of community facilities, organisations and events; 
- ii. bringing together the Forum of Faiths as a demonstration of tolerance, respect and the value of diversity, to address issues of common concern;
- iii. investing in physical resources (such as extended schools and children's centres) that provide a focus for local communities;
- iv. helping people to get the advice and information they need to tackle challenges, including dealing with harassment and discrimination;
- v. providing accurate local information to counter inaccurate and occasionally irresponsible reports in the national media;

vi. identifying and scrutinising issues of concern to residents;

vii. supporting efforts to assist those who find it hardest to be heard, get involved or get organised;

viii. being open to opportunities for greater collaboration with and empowerment of service users and residents;

ix. providing opportunities for communities to discuss and debate service provision with service deliverers;

x. nurturing training to support active citizenship and widening participation in community decision-making, especially among young people and others who are often under-represented on governing bodies; and

xi. seeking to exploit and support Government initiatives to build the capacity and infrastructure of the voluntary and community sector.



Health and Well Being



Equalities and Inclusivity



Citizenship became a formal part of the school curriculum in 2002, but this needs to be backed up by opportunities to put theory into practice...

- School children are now taught about social and moral responsibility, community involvement, and political literacy.
- Real citizenship means giving young people the opportunity to get involved in local democracy and decision making. Hear by Right offers standards against which organisations in the statutory and voluntary sectors can assess themselves on and improve the extent to which they involve children and young people in decision making and the design and delivery of services. The standards are divided into three levels of 'emerging', 'established' and 'advanced', with each level building on the last. The intention is to ensure that young people's involvement in local life is 'built in' not just 'bolted on'. The Council has committed itself to achieving the 'advanced' level of the Hear by Right standard by 2006.

SEEKING TO LEAD BY EXAMPLE

The Steering Group recognises that its own actions can contribute to openness and inclusivity in the Royal Borough...

AIM 4 : In carrying out its own work, the KCP Steering Group will:

- seek to ensure fair and equal access for all groups to the work of the Partnership;
- seek the views of all parts of the local community on its priorities and activities, inform the local community about its work on a regular basis and ensure that it gives feedback when it consults with the local community;
- recognise the strengths, weaknesses and capacity of the groups it is working with e.g. to attend board meetings, analyse large documents or quantities of data and so on;
- evaluate and monitor the impact of the projects it supports on ethnic minority communities and the disabled;
- carry out periodic surveys to assess which groups are receiving information about the Partnership and which are not;
- adopt joint approaches where possible to consultation and the communication of key messages; and
- provide regular and easily understood information on its activities and on the progress that is being made to achieve the aims and objectives contained in this strategy.

OUR GOAL:

A borough where everyone is a learner with high aspirations and achieves high standards whether for employability or personal development.

To achieve this we will:

- raise educational standards and achievement;
- increase accessibility to and participation in learning and development, particularly for those at risk of underachievement and social exclusion; and
- ensure that schools and children's centres are an effective community resource that support current and future national education and children's services initiatives.

RAISING STANDARDS AND ACHIEVEMENT

The borough has some of the best maintained schools in the country...

- There are 37 schools maintained by the Council, educating almost 11,000 children and young people. While the 26 maintained primary schools provide places for virtually everyone who wants one, there are only four secondary schools in the borough. The majority of our secondary aged children have to find places in maintained schools outside the borough.
- There are also 38 independent schools located in the borough. Such schools are popular with many parents – some 51 per cent of school-aged children are educated in independent schools. These schools make a vital contribution in providing education and increasingly work with maintained schools to mutual benefit.
- The local authority is graded 'excellent' for its education service and local schools are well managed and well resourced. The last academic year saw some of the best overall test and examination outcomes ever achieved by the Royal Borough's schools. For example, the borough's primary schools achieved more progress for their 11 year olds than schools managed by any other local authority.
- The percentage of young people leaving school with 5 or more GCSE grades A*-C has been consistently high compared with averages for England.

But there is room for improvement...

- Although education standards are improving year on year, some levels of achievement are lower than we expect.
- Some children leave primary school without having reached the expected national level of performance.

We face continual challenges...

- London and surrounding areas have particular difficulty in recruiting and keeping high quality teachers.
- There is a continuous stream of national regulation and initiatives to be implemented locally. For example, recent changes in the way schools are inspected mean that they will have new responsibilities to assess their own performance and identify areas for improvement.



SUPPORT FOR YOUNG PEOPLE

A group of young residents told us their top 'wants' for life.

The things most of them mentioned were:

- Money and a stable income
- Support in finding work
- Skilled work apprenticeships, training and experience
- Qualifications
- Free college places for the over 19s

AIM 1: To raise educational standards and achievement by:








- supporting schools to sustain high levels of achievement. In particular to increase the number of young people leaving school with 5 or more GCSE grades A*-C and improve upon the current high standards of achievement at Key Stage 2 for 7-11 years olds;
- refining our support to schools to help them take on fully their responsibilities for improvement;
- helping schools to ensure that they have suitably qualified staff who can be flexibly deployed;
- redeveloping Holland Park School to improve teaching and learning facilities, whilst maintaining the quality of outdoor play spaces;
- encouraging schools to extend their work in ways that improve pupils' achievement;
- increasing the opportunities available to accredit young people's learning and development out of school; and
- exploring opportunities to provide support to children living in the borough who move from Royal Borough schools to maintained schools in neighbouring authorities.

INCREASING PARTICIPATION IN LEARNING

- The Council has targets, agreed with the Government, to reduce truancy in schools and improve attendance. These targets were met in 2004, a year earlier than anticipated. Services are tailored to prevent exclusion and under achievement and maximise participation in learning by young people.
- The Connexions Service provides advice and support for young people aged 13 to 19 (up to 24 for those with a wide range of learning difficulties and disabilities). The Central London Connexions service, which is based in the borough, was found by Ofsted to be the only 'excellent' Connexions service in the country. The service is successful in helping young people in their transition to adult life.
- Schools play a vital role in children's social development. Schools' policies on pupil behaviour need to be successfully implemented so that problems such as racist and homophobic bullying can be tackled.
- The Accessibility Strategy 2004/06 aims to improve access to education and raise the achievement of pupils with disabilities through the adaptation of school buildings and by developing the range of facilities and access to materials for disabled pupils.

- All secondary, primary, nursery and special schools in the borough have undergone an accessibility audit that identifies barriers and the degree to which schools are accessible. The strategy clusters schools in groups of five or six and works towards achieving at least one wheelchair accessible community, Catholic and Church of England primary school in each geographical cluster. Progress is being made on this in consultation with the Diocesan Boards. In the secondary sector, the proposed rebuilding of Holland Park School will result in a fully accessible school and the Council is working with the three voluntary aided schools to improve accessibility.
- It is the aim of the Council to increase the number of fully accessible schools and extend the range of disabilities that schools can accommodate to give greater choice to disabled pupils and their parents.
- Learning should be a life long opportunity. The Council commissions a range of local organisations to provide education to adults in the borough. In the past year almost 10,000 adults enrolled on 1,000 local courses.
- A recent inspection of the Adult and Community Learning service identified the need for improvements in the way this service is planned and delivered.

AIM 2: To increase accessibility to and participation in learning and development, particularly for those at risk of underachievement and social exclusion by:

- supporting schools to identify challenging targets that reduce the risk of underachievement and to develop a wide-ranging, broad, balanced and exciting curriculum that engages all pupils; 
- providing more integrated services between the NHS, the Council and other partners, especially for children with high educational needs and disabilities;  
- promoting high educational achievement for looked after children; 
- working with schools, voluntary organisations and other partners to improve children's behaviour, attendance, safety, well-being and engagement in learning;
- using local facilities and resources to increase the diversity of the curriculum for 14-19 year-olds, so that it is relevant to everyone;
- securing and co-ordinating a broad range of complementary community-based learning opportunities, including supplementary schools, that meet the need of the community; 
- widening participation in learning, especially by traditionally under-represented groups of adults, to improve their choices, lifestyles and their economic well being;  and
- reducing the numbers of young people who are not in education, employment or training. 



SUPPORTING COMMUNITIES AND MEETING FUTURE NEEDS

- Last year, only 30 per cent of the borough's Year Six primary pupils obtained places in the Royal Borough's secondary schools, and many parents had to accept places for their children in schools elsewhere some of which were considered, quite reasonably, to be inadequate. This is why we intend to build a new secondary school in Chelsea.
- The Children Act 2004 places new responsibilities on councils and other service providers to improve children's lives. These include responsibilities to work more closely together.
- At any one time, pupils with Special Education Needs (SEN) make up some 18 per cent of the school population in the borough. This figure is in line with the national average. In many cases the learning needs will be temporary, and for the majority of pupils learning difficulties can best be addressed within mainstream schools through classroom support and adaptations to the curriculum. This enables them to mix with other children of their own age and they do not have to spend time being transported to schools further a field.
- A smaller number of pupils, some 2.4 per cent in total, have more pronounced special educational needs and have a statement that details the additional support and provision they require. This figure is in line with the average for the Royal Borough's statistical neighbours. Children with statements of special educational needs attend schools where their needs can be met, taking account of parental preference. Sometimes these needs can be met in local schools, but some pupils such as those with severe learning or emotional and behavioural difficulties require provision only in special schools.
- Suitable placements are sought in a wide range of specialist schools and transport is provided as necessary. Particular emphasis is placed on working with the parents of children with special educational needs to find the right school and support for their children.

- Specialist services are also provided to children identified with special education needs in mainstream play centres and in partnership with the voluntary sector.
- The Government's Ten-Year Childcare Strategy requires local authorities to make childcare provision more widely available and envisages that children's centres (providing a broad and coherent range of services for under fives and their parents) will be established in every community by 2010.
- The Government's recently published Five-Year Strategy for Children and Learners gives greater autonomy and freedom to schools, and seeks to increase the number of children's centres across the country and introduce extended services in all schools over time.
- Pressures on land and the need to be sensitive to the residential nature of much of the borough make it difficult for private schools to find premises for expansion.

AIM 3: To ensure that schools and children's centres are an effective community resource that supports current and future national education and children's services initiatives by:

- i. expanding the number of good local secondary school places including building a new school in Chelsea by September 2009;
- ii. expanding the range of services provided in schools including childcare;
- iii. providing four children's centres across the borough by March 2006, with further expansion by 2008;
- iv. ensuring that affordable childcare is available for parents who would otherwise be prevented from participating in learning; and
- v. examining policies that can make it easier for schools in the borough to grow and develop whilst protecting residential amenity.

Work and Business

OUR GOAL:

A borough which enjoys high and 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 business environment in the borough; and
- 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.

THE LOCAL ECONOMY

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

- Some 120,000 people are estimated to work in the borough. Although some of these live locally (for instance 22 per cent of the Council's workforce live in the borough), 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 three per cent employ more than 50 people.
- The largest sectors of employment are wholesale and retailing which provides 22 per cent of local jobs; real estate, renting and business activities (20 per cent); and hotels and restaurants (16 per cent). The health of business in these sectors depends on the health of the economy overall, so the local economy is sensitive to cyclical changes in the national economy.
- The number of VAT registered companies has been steadily rising each year, with approximately 9,000 such businesses located in the borough in 2002.
- The borough therefore continues to be a sought after commercial and retail location, especially Knightsbridge and Kensington, which have the highest concentration of jobs in the borough.

The borough forms part of a wider labour market and economy...

- London is Europe's greatest financial centre and contains a high proportion of international firms. The health and competitive position of the entire UK economy is affected by how London performs. Average productivity per person is around 20 per cent higher than in the rest of the UK.
- The London Development Agency supports London's sustainable economic growth and development. It receives around £350 million a year to fund economic development and regeneration in London. The Agency recognises that Central London is home to many of the capital's most important economic sectors.
- However, despite its acknowledgement that London's economic growth has failed to benefit a substantial proportion of the Capital's population, the Agency has not identified even the most deprived area of the borough as a priority for its investment. This may mean that the borough will not benefit from LDA funding in the future.



Health and Well Being



Equalities and Inclusion



“There should be a local post office and more choice in shops and services around Latimer Road”

(North Kensington resident)


There are opportunities to be grasped...

- The Agency is keen to exploit the potential that the fast growing creative industries (film, advertising, design, fashion, music, performing arts, architecture, crafts, publishing, TV and radio) offer to bring economic prosperity to London. It is seeking to establish 'creative hubs' – small areas with high numbers of such businesses which can support one another and generate rapid economic growth.
- North Kensington already has a number of creative businesses (such as those associated with the Notting Hill Carnival) and relevant training providers, as does neighbouring North Westminster. Work is currently being undertaken to develop a creative hub straddling the two boroughs. This seeks to recognise the value of the creative sector in the area, and to support it both as a driver of economic growth and a way of promoting social inclusion.
- Training and employment opportunities which engage and value individual's creativity, talents, imagination and specific culture often prove attractive to a wider range of people than more traditional training. These can provide not just a valuable route into work, but also help to develop creative industries which reflect and show-case the Capital's diverse populations.
- Working closely with incoming businesses to identify their labour and skill needs can help to ensure that local people are equipped to compete successfully for available job opportunities.
- There continues to be a number of sites with potential for development in the north of the borough which could provide an economic boost to the area and valuable employment opportunities for local people. Major developments in neighbouring boroughs, such as the redevelopment of the Paddington Basin and the White City development, also provide job opportunities for local people.
- In the longer-term, improvements to the Capital's transport infrastructure (the new bus station on the Great Western Road; the development of Cross Rail) will have a major impact, and the Partnership needs to ensure that it is ready to meet the challenges and exploit the opportunities that these will bring.

High costs and competing pressures for land can prevent businesses from gaining a foothold locally...

- The imaginative use of land – such as the long standing work of the Westway Development Trust, and more recent initiatives such as the Baseline Business Studios – have helped to create valuable premises for small businesses.
- Nevertheless, the limited supply of office space and light industrial units coupled with high rents in the borough means that some companies (especially start-ups and smaller firms) find it difficult to establish themselves within prime locations in Kensington and Chelsea. The high costs and availability of suitable premises may force established small businesses that wish to expand to move out of the borough.
- The changing nature of work – including the growth of self-employment – will affect the sort of premises that people seek, and may make smaller premises on flexible lease terms more attractive.
- The huge demand for land or properties to develop for residential use makes it particularly important to protect land for employment use within the Royal Borough. Neighbourhood shopping policies also seek to protect shops providing goods and services for local residents.
- Street markets bring money, life and interest to areas of the borough such as Golborne Road and Portobello Road. Valued by local people who appreciate the chance to buy good value food and other goods locally, they also draw in shoppers and tourists from London and beyond.

AIM 1: To create and maintain an attractive business environment in the borough by:

- seeking to offer a range of business, office and retail premises to suit different budgets and different needs;
- working with business to tackle crime, antisocial behaviour and environmental problems;
- helping to develop a skilled local workforce; 
- promoting networking between businesses;
- examining the possibility of partners buying more of the services they need locally, thus benefiting local businesses;
- 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;
- recognising and seeking to meet the needs of small businesses that wish to expand within the Royal Borough;
- influencing, contributing to and exploiting pan-London programmes such as Creative London to harness talent and creativity, drive economic growth and promote social inclusion;
- continuing to protect land for employment use within the borough; and
- 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.



Health and Well Being



Equalities and Inclusion



BARRIERS TO EMPLOYMENT

A group of Somali residents talked about the difficulties they had finding work here. They said that the language barrier made it hard to find jobs, and that advanced English courses would be a help, rather than just courses that teach a basic level of English.

EMPLOYMENT IN THE ROYAL BOROUGH

Levels of employment in the borough are generally high, and so is the level of economic activity...

- Kensington and Chelsea has one of the highest average rates of employment in inner London – only 2.1 per cent of the borough's population were claiming unemployment benefit in December 2004.

But these averages mask significant inequalities between different parts of the borough...

- Unemployment levels 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 June 2005 stood at 6.4 per cent, 5.1 per cent, 4.5 per cent and 4.0 per cent respectively, compared to a borough average of 2.1 per cent. The Department for Work and Pensions (DWP) has recently identified three of these wards as having acute employment problems and needing specific action to improve employment rates.
- Concentrations of workless households such as those in North Kensington can threaten the viability of local shops and other private sector services and have damaging social effects on educational attainment and levels of crime and antisocial behaviour.

- There are well-documented links between income poverty and ill health, and having many people out of work and on benefit in a small area puts pressure on local public services.

- For those who are able to work, employment is the best route out of poverty. Employment helps to build self-esteem, independence and confidence, not just in individuals, but in their families and communities.

- It is widely recognised that older people can face difficulties accessing employment opportunities, leading to increased levels of isolation and poverty. The Government is planning to introduce regulations that ban age discrimination at work and forced retirement before 65. These are due to come into force in October 2006. Jobcentre Plus delivers support for unemployed older people through the New Deal 50 Plus scheme that provides advice, training allowances and an 'employment credit' to help people move from benefits to employment.

- The Connexions service is a support service for all young people aged 13–19 years old and up to 25 years old for young people with learning difficulties and/or disabilities. It provides advice, guidance and information to young people on a range of issues such as education, jobs and training, housing, health and money.

- In conjunction with Connexions, the Education Business Partnership, funded by the Council, is striving to develop career opportunities and establish links with employers for 14–19 year olds.

- Young people with special educational needs often face exceptional barriers when making the transition from school to adulthood and the world of further education, training and work. As well as the Connexions Centre at Freston Road, Connexions personal advisers are located in community settings, secondary schools and colleges. They can support and help young people with learning difficulties and/or disabilities to make sense of their choices. The Council also works in partnership with the Kensington Recruitment agency which specialises in helping people with disabilities into employment.
- Kensington and Chelsea is home to a large number of new arrivals, 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 who are without work, or under employed, due to their qualifications not being recognised or language barriers.
- There is a wide range of English for Speakers of Other Languages (ESOL) training courses in the borough provided by both the Kensington and Chelsea College and the voluntary and community sector. The Council through its Adult and Community Learning Programme funds ESOL training for permanent residents, refugees and asylum seekers. ESOL provision in the borough is delivered in a variety of ways to suit individual needs including drop in classes and women only sessions.

An array of organisations seek to equip people with skills and knowledge, and help them into jobs or to start up their own businesses...




- The Central London Learning and Skills Council (LSC) co-ordinates and funds post-16 education in further education colleges and sixth forms, work-based learning and adult training. To do so, it works closely with local education authorities, schools, employers, industry bodies and providers in the formal and informal sectors. Last year it invested nearly £1.5 million in adult and community learning and support in the borough.
- The North Kensington Opportunities Centre (NKOC) works to secure jobs for local residents by providing training and matching people to job vacancies. In 2004/05 the Centre saw 3,456 borough residents and provided 517 information and guidance sessions. The Neighbourhood Renewal Fund has been an important source of income for the Centre in recent years.
- The Portobello Business Centre provides training and support to residents who wish to start their own business. In 2004/05 the Centre provided 1,263 training sessions to businesses based in the borough and helped 62 businesses to start trading. The Council funds the Centre's core costs and it has been very successful in attracting grants from elsewhere.



And there could soon be an important new agency in north Kensington...

- Jobcentre Plus (JCP – a central Government agency) is considering whether to establish a local office in Kensal Road. JCP helps harder to reach customers to find employment whilst reducing the numbers of people on Incapacity Benefit and Income Support. Certain JCP staff – ‘community employment advisers’ – currently work in some of the borough’s nurseries in order to help parents and carers to get jobs.
- The opening of the local JCP office within the borough will boost significantly the opportunities to tackle high levels of unemployment in North Kensington. The inclusion of the wards of Golborne, Notting Barns and St. Charles in the new DWP target on tackling unemployment should help to direct resources appropriately.
- Some 7,000 people in the borough are claiming Income Support. Around 4,000 are classified as either sick or disabled and 3,000 as lone parents. Some 2,000 people are claiming Incapacity Benefit and 4,000 are claiming Disability Living Allowance. Some people are entitled to more than one of these benefits, and so appear in more than one of these figures.


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:

- i. enhancing skills and training projects for young people and other clients and strengthening networks of providers and employers to help access funding and to identify clear routes into employment;
- ii. working with Jobcentre Plus, NKOC and other public and voluntary sector organisations to address the needs of unemployed and under-employed residents and to 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 employers' groups like the Paddington Business Network and the Kensington and Chelsea Chamber of Commerce;

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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 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. complying with regulations to ban age discrimination in the workplace and assisting those that wish to work beyond pensionable age to do so.



Glossary of Abbreviations

Abbreviation	Definition	Abbreviation	Definition
ACE	Arts Council England. The national development agency for the arts in England, distributing public money from the Government and National Lottery.	GLA	Greater London Authority. Consists of the democratically elected Mayor of London and the London Assembly.
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.	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.
ALG	Association of London Government. A think-tank and lobbying organisation that promotes the interests of London's 33 Councils.	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.
BME	Black and Minority Ethnic. Individuals or communities of black or minority ethnic background.	HMO	Houses in Multiple Occupation. A house which is occupied by persons who do not form a single household.
CCTV	Closed Circuit Television.	JCP	Jobcentre Plus. Provides help and advice on jobs and training for people who can work and financial help for those who cannot.
CLCS	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.		

KCCC	<p>Kensington and Chelsea Chamber of Commerce. A non-profit organisation, providing support and networking opportunities to businesses in the borough.</p>	NKOC	<p>North Kensington Opportunities Centre. Provides employment advice and guidance and training opportunities in the north of the borough.</p>
KCEL	<p>Kensington and Chelsea Environment Limited. Provides grants for environmental projects and the repair and restoration of historic buildings.</p>	NRS	<p>Neighbourhood Renewal Strategy. Government initiative to enable the 88 most deprived authorities to improve services thereby narrowing the gap between deprived areas and the rest of the Country.</p>
KCP	<p>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.</p>	PBC	<p>Portobello Business Centre. A business development agency that provides advice, training and support for businesses.</p>
LDF	<p>Local Development Framework. A portfolio of Local Development Documents which together will represent the planning strategy of an area from 2007 onwards.</p>	PCCG	<p>Police and Community Consultative Group. A forum for the police and local residents to discuss community safety issues.</p>
LSC	<p>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.</p>	PCSOs	<p>Police Community Support Officers. Provide a visible presence in the community, helping the police to tackle antisocial behaviour.</p>
		PCT	<p>Primary Care Trust. Provides primary health services including GPs and other healthcare professionals.</p>

<p>REPKC Race Equality Partnership Kensington and Chelsea. Promotes diversity and equality of access for BME communities in the borough.</p>	<p>TMO Tenant Management Organisation. The organisation that manages the social housing owned by the Council.</p>
<p>SC Social Council. Local umbrella organisation for the voluntary and community sector in Kensington and Chelsea.</p>	<p>VOF Voluntary Organisations Forum. Forum of voluntary organisations based in the borough.</p>
<p>SITA Waste collection, recycling and street cleansing contractor in the borough.</p>	<p>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.</p>
<p>SRB Single Regeneration Budget. Single budget distributed through the Regional Development Agencies to regenerate local areas in England. Due to come to an end locally in 2006.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>

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