

Foreword

Welcome to 'The Future of Our Community', an ambitious plan for the next ten years in the Royal Borough of Kensington and Chelsea. This plan has been jointly prepared by representatives from the Council, the Police, the Health Authority and members of the local community and voluntary sectors – collectively known as 'The Kensington and Chelsea Partnership Steering Group'.

Over the past year we have asked local residents, businesses, public agencies, voluntary groups and community organisations to think about the future of Kensington and Chelsea and tell us what their priorities are. Here we outline the main findings and identify ways in which we can work towards achieving the kind of future wanted by local people.

As an inner-London borough of a world city, we face many dilemmas and competing demands. This document sets out some of the challenges and opportunities that we face and the difficult choices we may have to make.

The main purpose of 'The Future of Our Community' is to reflect local priorities and challenges and set out a programme of action to improve the quality of life of local people in the future. We will only succeed if local organisations, agencies, business and residents work together.

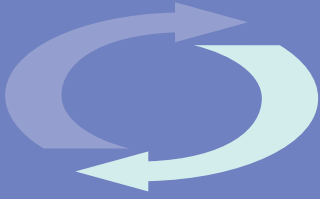
To help make this happen we invite you to become a 'Friend of the Royal Borough' by joining the Kensington and Chelsea Partnership. Membership is open to anyone with an interest in the future of the Borough. Details of how to join are at the end of this document. By joining, you will be signalling that you want to be informed and involved in this important work.

In the autumn of 2001 we held our first Borough Conference to help us develop these plans. This is now established as an important annual event where you can find out what we have achieved and how to get involved and give your views and ideas. The 2002 Borough Conference will be held on Saturday November 2nd. I do hope you will attend.

If you would like to find out more about the Kensington and Chelsea Partnership, the Borough Conference or anything else that appears in 'The Future of Our Community', please contact us or visit our website. You can find details on the back page of this document.



Councillor Merrick Cockell
Chairman of the Kensington and Chelsea Partnership Steering Group



Kensington and Chelsea now

Kensington and Chelsea is a unique location at the heart of London.

Although primarily a residential area, the Borough is also home to internationally recognised shopping centres, significant office provision, an internationally renowned arts and museum complex and the second largest concentration of hotel beds in any London borough. All this and much more is packed into just five square miles of land.

Kensington and Chelsea has an outstanding architectural heritage. Seventy per cent of the Borough is covered by conservation areas and there are 3891 listed buildings, many of national and international importance.

Kensington and Chelsea has a population of around 190,000 and is the most densely populated Borough in the United Kingdom with 153 people per hectare.

This is a Borough of extremes of wealth and poverty. The wards of Golborne and St. Charles are the areas which are most deprived in Kensington and Chelsea and are among the ten per cent most deprived wards in England. In contrast, seven wards in the Borough are amongst the least deprived.

There are 100 languages spoken in the Royal Borough's schools.

Residents trace their origins to many parts of the world, including Africa and the Caribbean, the USA, Middle East, the Republic of Ireland, Eastern and Central Europe, Central and South America, Australia, Canada and New Zealand. A significant number of people from all the world's religions are to be found living locally, including many denominations of Christianity, Islam, Sikhism, Hinduism and Judaism. The Borough also has a large population of refugee and asylum seekers.

Kensington and Chelsea has an active and lively community and voluntary sector, with over 350 residents and amenity groups and over 500 voluntary organisations.

Your future: your vision

The vision for the future of Kensington and Chelsea is based on what you have told us. During 2001 we spoke to local residents, businesses, public agencies, voluntary groups and community organisations to discuss their priorities for the future.

- You want Kensington and Chelsea to achieve the best possible balance between providing a quality residential environment and responding positively and creatively to the demands of being at the heart of a major world city.
- You want good information about local services and services that provide choice and cater for all members of the community. You want local services to work together and to be more co-ordinated.
- You want a greener Borough that has more trees and green spaces and that also exploits the potential of improved public transport, more recycling and green energies to reduce pollution, noise and congestion.
- You recognise that many things can help to make people feel healthy (not just what doctors or local health services do) and you want all services to recognise how they can help to improve local peoples' health.
- You want well-balanced neighbourhood communities which recognise the unique qualities of different areas of the Borough and in which all residents play an active role. You recognise the importance of affordable housing for people on low incomes and the challenge this poses in a Borough like ours.

- You want communities that are safe in which to live, work and play, where all services understand the impact of their actions on how safe you feel.
- You want learning, leisure and cultural facilities that everyone can benefit from and which enhance and enrich people's lives.
- You want successful local businesses that provide employment and you want good training and educational opportunities to ensure that local people are well skilled.

Your vision sets a major challenge for us all. In the next six chapters we set out how, by working together, we can begin to create the kind of future we all want.

You asked us to be honest about what we can achieve ourselves in the short term and what we can work towards over the longer term. You recognise that many crucial issues are not within local control and you want the Kensington and Chelsea Partnership to use its collective influence to lobby strongly for the interests of local people.

Each of the following chapters has both short and long-term targets that will contribute to the achievement of this vision as well as an honest view of some of the difficult challenges we shall face on the way. At the end of each chapter, we list the strategies where you can find out more details about these targets.



Environment and transport

What local people have told us:

Local people feel that Kensington and Chelsea should combine green spaces with a built environment that takes account of how they live and enhances their lives. In the future they think it is important that we give a higher profile to 'green' issues.

They want:

- Good quality public transport and less traffic congestion.
- Cleaner air and less noise pollution.
- Clean and clutter - free streets.
- More environmental education, the promotion of practices such as recycling, and for people to be given responsibility for the improvement of their own environment.
- A built environment that promotes good quality new architecture as well as preserving the old.
- Existing green spaces to be protected and enhanced and new ones to be developed.



The challenges we face

Kensington and Chelsea has an outstanding environment with many special qualities. However, some features of the Borough make protecting and caring for the environment a real challenge.

- With a 20% population turnover each year, raising and maintaining environmental awareness is not easy.
- Kensington and Chelsea has the highest residential density in the UK and the least open space per person.
- Local air quality currently falls below the national targets, particularly along the lines of major roads in the Borough.
- The Borough is just outside the Mayor of London's congestion charging zone. This could make things worse for local people.
- Over 63,000 people travel into the Borough to work each day.
- Over 70% of the Borough is within conservation areas.

Our environment is vulnerable to competing pressures, not all of which are within local control. We all want better air quality, but how far can and should the Council intervene to restrict car usage? How can we reduce congestion and pollution in Kensington and Chelsea whilst accepting London's need for an efficient road network? Should we create more open spaces at the expense of much needed affordable housing developments?

The quality of the environment is the responsibility of everybody. Real progress towards sustainable development requires a commitment from organisations throughout the Borough, as well as the active participation of local people.



Environment and transport

The direction we will take

Through partnerships between the Council, environmental groups, statutory and voluntary agencies, community groups and other London boroughs, we will pursue initiatives to protect and sustain the quality of the local environment.

In partnership we will continue our aims to:

Reduce air and noise pollution.

- By 2003 we will develop key components of the Council's Air Quality Management Plan, in particular the promotion of low emission vehicles, the joint-Borough emission testing scheme and an improved monitoring network.
- By 2003 we will develop a local strategy to reduce transport noise, taking account of the growth of the '24 hour city'.

Reduce the amount of traffic using Kensington and Chelsea's roads.

- By 2003 we will develop a public transport accessibility model for the Borough, to help identify areas poorly served by public transport.

- By 2003 we will review the effectiveness of on-street parking enforcement and develop a new resident's parking permit system.
- By 2003 we will conduct a feasibility study into the provision of a school bus service.

Reduce the energy used in the Council's buildings and in the housing stock.

- We will continue to work in partnership with the voluntary sector, local schools and Westminster City Council to promote energy efficiency through workshops and the 'Healthy Homes' scheme.
- By 2004 we will renovate a typical property in a conservation area, to incorporate cost effective, practicable energy efficiency measures that can be replicated in Kensington and Chelsea.

Increase the proportion of domestic and commercial waste being recycled.

- The Council will continue to work with its waste contractors to increase the tonnage of recycling produced by up to 1000 tonnes per year.
- The Council will work with consultant groups to review the current recycling infrastructure and education initiatives and to promote waste minimisation.

Bio-diversity and the Ecology Centres

A wide range of flora and fauna species in an area is a sign of a healthy ecosystem, so the more bio (or biological) diversity the better.

Kensington and Chelsea's Ecology Centres in Holland Park and the Canalside Centre are visited by around 5,000 children and 3,000 adults each year. Informal courses in the holiday periods also raise environmental awareness generally.



Conserve and enhance public spaces.

- We will continue to maintain and enhance the character and function of the Borough as a residential area, ensuring its continuing role as an attractive place in which to live and work.
- We will continue to care for the Borough's legacy of historic buildings in the application of planning and building control policies.
- By 2003 we will complete the implementation of the Kensington High Street improvement scheme.
- By 2003 we will develop a long-term improvement plan for parks and open spaces.

Enhance local 'Bio-diversity'.

- By 2003 we will develop new environmental education teaching materials for Key Stages 3 and 4.
- By 2003 we will conduct habitat surveys on the Borough's Sites of Nature Conservation Interest.

In partnership we will work towards change by:

- Seeking a safe, efficient and environmentally acceptable transport system for the Borough (whilst protecting the residential character, amenity and quality of Kensington and Chelsea).
- Improving the Royal Borough's townscape through rigorous enforcement and elimination of graffiti tags, fly-posting and on-street clutter.

In partnership we will influence change by:

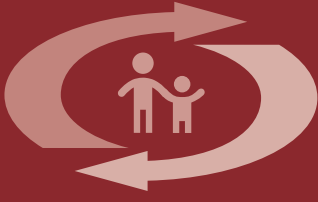
- Lobbying the Mayor of London to include Kensington and Chelsea within his proposed congestion-charging zone.
- Lobbying the Government and the Mayor of London for major investment in local public transport.
- Encouraging and helping partners to undertake a programme of environmental awareness training for staff.

Environment and transport – the key delivery partnerships

- Active participation in the Association of London Government Transport and Environment Committee
- Working with the Western Riverside Waste Authority on the shared objective of waste minimisation and increased recycling

Environment and transport – the key strategies

- The Unitary Development Plan
- The Transport Strategies (Local Implementation Plan)
- The Neighbourhood Renewal Strategy
- The Best Value Performance Plan



Health and well-being

What local people have told us:

Local people feel that the extent to which they are healthy and cared for will have a significant impact on their quality of life in the future. They tell us that it is important to have broad action to improve this aspect as well as having good quality, accessible health and social care services.

They want:

- Services that acknowledge the wider determinants of health and promote well-being as well as tackling disease.
- Services that aim to improve health and well-being in the most deprived parts of the Borough.
- Accessible health care services for all.
- More co-operation between services and joint service provision.

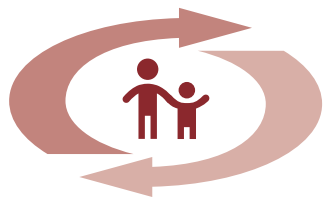


The challenges we face

Tackling the provision of accessible services and promoting well-being is a challenge in any community. Whilst some residents in Kensington and Chelsea have among the longest life expectancy in England there is also significant deprivation in the Borough.

- There is a growing gap between the health of those living in our wealthiest and our most deprived wards.
- A recent study found that older people were not aware of the divisions between Council services and those provided by other organisations.
- Kensington and Chelsea is home to a large number of refugees and asylum seekers, some of whom have complex health and social care needs.
- Local health services are going through a significant period of modernisation and change. Pressures include the lack of suitable premises for the delivery of accessible primary health care.
- There is a growing demand for expensive care placements for older people, disabled people, mentally ill people and looked after children.
- Local health and social care services are experiencing extreme difficulty in recruiting and retaining staff within central London.

There is a difficult balancing act between the Government's national priorities, making progress on agreed local and regional priorities and maintaining existing services. Well-being is not confined to the quality or availability of local health and social care. A variety of factors affect everybody's health. Promoting well-being requires commitment from many different organisations beyond the traditional health and social care providers.



Health and well-being

The direction we will take

Through partnerships between the Council, the Primary Care Trust, the Strategic Health Authority, statutory and voluntary agencies, community groups and other London boroughs, we will aim to improve the physical, emotional and mental health of local residents, encourage independence and create an environment which promotes the well-being of all members of the community.

In partnership we will continue our aims to:

Deliver high quality primary and community care through the establishment of a Primary Care Trust (PCT) in Kensington and Chelsea, working closely with the Council.

Tackle the local health service priorities by:

- Reducing the variation in the quality of primary care between general practices, against a range of core standards such as the provision of immunisation and cancer screening.
- Working closely with all health care providers to ensure that in 2002, patients wait no more than 12 months for non-emergency operations and 21 weeks for outpatient visits.

- Working in partnership with users and providers in the planning and delivery of care. All NHS organisations must establish Patient Advice and Liaison services and have a Patients' Forum by 2003.

Improve the delivery of co-ordinated health and social care services by:

- Continuing to integrate services for people with mental health needs, learning disabilities, physical disabilities, children, older people and people misusing substances. We will do this by exploring the opportunities for health and social care to plan and deliver better services jointly or to pool budgets.
- Maintaining the low numbers of older people whose discharge from hospital is delayed, by closely monitoring and addressing problems as they arise, working across agencies.

Improve the accessibility of health related services to all members of the community by:

- Ensuring that the diversity of the local population is fully recognised and that vulnerable, socially excluded or disadvantaged groups receive responsive services.
- Continuing to work with GPs to make permanent registration of homeless refugees and asylum seekers easier and increase the use of interpreting services.

Improving quality of life – SRB programmes

The Golborne United and 'Raising the Dalgarno' Single Regeneration Budget programmes are Government-funded initiatives aimed at improving the quality of life in some of our more deprived communities. These programmes will be implemented until 2006.



Improve social care provision.

- Improving the recruitment and retention of social care staff through a range of activities including achieving Investors in People accreditation.
- Implementing Quality Protects plans for children's services, including improving placement choice and adoption outcomes.
- Aiming for Charter Mark quality accreditation for family centres through development and user feedback.

Develop initiatives that impact positively on the wider determinants of health and well-being by:

- Increasing opportunities for all sections of the community to engage in physical activity.
- Developing initiatives to improve the health of those with the greatest burden of disease or risk of future illness.
- Providing a wide range of services and support for 0-3 year olds and their families through Sure Start programmes in the most deprived areas.

In partnership we will work towards change by:

- Increasing our focus on prevention whilst maintaining our high standards in health care.

- Introducing new ways of assessing the impact on health of major developments.
- Ensuring equal access to social care services through systematic consultation with minority groups which is then acted upon.

In partnership we will influence change by:

- Demonstrating that greater empowerment of users and front-line staff in health care decision-making benefits the health of the population.
- Lobbying the Government for the fair distribution of resources so that inner-city boroughs such as Kensington and Chelsea are able to tackle the impact of deprivation on health.
- Piloting national best practice and social care standards initiatives for the Department of Health, the Community Care Development Centre and the Social Care Institute of Excellence.

Health and well-being – the key delivery partnerships

- The Kensington and Chelsea Joint Health Partnership Board

Health and well-being – the key strategies

- The NHS Plan
- The Health Improvement and Modernisation Plan (HIMP)
- The Joint Investment Plans (prepared jointly by the local health service and the Council, setting out how shortfalls in services will be met by identifying investment needed to reshape them)
- The Neighbourhood Renewal Strategy
- The Supporting People Strategy
- The Best Value Performance Plan



Homes and housing

What local people have told us:

Local people feel that being housed is about more than just having a roof over their heads. Good quality, affordable, accessible housing is high on their list of priorities for the future.

They want:

- Housing that supports socially mixed, balanced and sustainable communities.
- More good quality, affordable housing to rent or own.
- More support for homeless people, local families and key workers.
- Housing that is more accessible for people with mobility problems.
- Unused buildings to be turned into homes wherever appropriate.



The challenges we face

Supporting a balanced and sustainable community through the provision of high quality, affordable homes, poses particular dilemmas in the Borough. Kensington and Chelsea has:

- The highest property prices and private sector rents in the country.
- The highest residential density in London.
- An excess of demand over supply for all types of housing.
- Record numbers of households in temporary accommodation.
- Limited opportunities for people on middle incomes to rent or become homeowners.

Tackling the pressures of high housing need with such a scarce supply of affordable housing is therefore a significant challenge, especially when density levels are already high. Kensington and Chelsea has a polarised housing market where only the needs of high income and low income groups can be met by the open market and social housing respectively.

On the other hand, the fact that Kensington and Chelsea are residential locations of choice for higher earners adds considerably to local prosperity and employment. Meeting the competing demands of the homeless, local families and key workers to build balanced communities is not easy. The ability to make changes often requires the co-operation of other organisations, such as private sector landlords, that may have different priorities. However, there are steps that we can take.



Homes and housing

The direction we will take

Through partnerships between the Council, the Tenant Management Organisation, tenants, residents, housing providers, statutory and voluntary agencies, community groups and other London boroughs we will work creatively to meet housing needs and deliver quality housing services to enhance the quality of life for the whole community.

In partnership we will continue our aims to: Promote the creation and maintenance of vibrant, balanced, inclusive communities.

- By 2003 we will implement a Rapid Response Protocol for dealing with crack houses on Council estates.
- By 2003 we will evict anti-social tenants within two months of serving notice for seeking possession.
- By 2005 housing services will achieve level 3 of the Equality Standard for Local Government.

Prevent homelessness by the provision of high quality advice and assistance and meet housing need by promoting the supply of affordable housing in all tenures.

- By 2003 we will develop 165 new units of housing for affordable rent and 11 for affordable ownership in Kensington and Chelsea.

- By 2003 we will bring 25 long-term empty private sector homes back in to use.
- By 2003 we will improve standards in the private rented sector by signing up 50 more homes to the Landlords' Charter.
- By 2003 we will reduce the number of people sleeping rough by two thirds to less than a dozen in the West London Zone.

Support independent living through the strategic commissioning and monitoring of services and housing adaptation.

- By 2003 we will prepare a Supporting People Strategy. This new system of payments provides local authorities with greater control over the funds for supported housing, which should lead to the provision of services that are more responsive to local needs, and the improved monitoring of standards.
- By 2003 we will introduce a new system of commissioning, payments and monitoring for supported housing through the Supporting People programme.
- By 2003 we will develop 5 units of housing for people with learning difficulties and additional units of housing for adults with mental health problems.
- During 2002/03 we will spend £150,000 in grants to help disabled people remain in their own homes.

The 'Keep London Working' project

The Council is working in partnership with a number of London boroughs and the Peabody Trust SRB on this initiative to provide several hundred bed spaces for key workers across London by 2003.



Improve the physical condition of the housing stock and surroundings and promote greater energy efficiency.

- By 2003 we will undertake enforcement action on 100 private sector properties, starting with those in the worst condition.
- During 2002/03 we will spend £1m in grants improving housing conditions for low income owner occupiers. Funding will also be targeted at private landlords who charge affordable rents to help them to provide safe, warm and secure homes for their tenants.

In partnership we will work towards change by:

- Developing the Housing Capacity Study – finding sites that can be redeveloped to accommodate more affordable housing.
- Using the Supporting People programme to improve standards in local supported housing and care.
- Working with housing providers and the private sector to find temporary accommodation that is available long-term and move families out of Bed and Breakfast hotels.

In partnership we will influence change by:

- Lobbying the Government to make low cost home ownership affordable in high value areas.
- Working with employers to find new solutions to meet the needs of key workers.

Homes and housing – the key delivery partnerships

- The Tenants Management Organisation (TMO) Board
- Partnerships with housing providers
- Multi-agency work with care providers and voluntary agencies
- Work between the Council, the Police, the TMO and Housing Associations to tackle anti-social behaviour

Homes and housing – the key strategies

- The Housing Strategy 2002-2007
- The Housing Revenue Account Business Plan 2001-2006
- The Unitary Development Plan
- The Neighbourhood Renewal Strategy
- The Best Value Performance Plan



Learning and leisure

What local people have told us:

Local people place the availability of learning and leisure opportunities and recreational facilities for people of all ages high on their list of priorities for the future of Kensington and Chelsea.

They want:

- Improved access to arts, leisure and sports facilities.
- Encouragement for young people to participate in the local community through the provision of targeted facilities.
- More post-16 educational opportunities, including learning for pleasure.
- Opportunities to share and explore the cultural traditions and the diversity of the many different communities in the Borough.
- Better access to IT services.

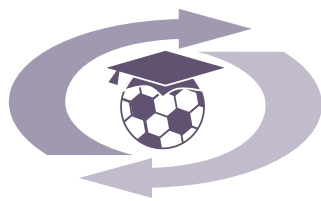


The challenges we face

Kensington and Chelsea has a strong record in the field of education. With cultural assets that include two house museums of significant artistic interest, three art galleries, 37 Local Education Authority schools (including 17 faith schools), 68 independent schools and nurseries, six libraries, an in-house opera company and nine public parks as well as being home to three world class museums and numerous private facilities, there is a firm foundation for learning and leisure. However, there are challenges.

- Government is directing funds for education and leisure away from London.
- The high cost of living in London is making it increasingly difficult to recruit and retain teachers, youth workers and librarians.
- Our one secondary community school does not have enough places to meet the needs of those leaving our primary schools.
- There are over 100 languages spoken in Kensington and Chelsea's schools.
- Recent surveys of library users have found that people want longer opening hours, more IT provision and better physical access to buildings.
- Converting or improving listed buildings for Sport and Leisure purposes is costly and it can be difficult to raise funds.

Against a backdrop of decreasing Government funding, local people's expectations of services are increasing. In this context we need to make sure that resources are being allocated to the best effect.



Learning and leisure

The direction we will take

Through partnerships between the Council, schools and other learning institutions, leisure service providers, statutory and voluntary agencies, community groups and other London boroughs we will work creatively to provide high quality learning and recreational opportunities for residents of all ages.

In partnership we will continue our aims to:

Work with the Learning and Skills Council who fund and regulate post-16 education in all local authorities to ensure that the needs of local residents are met.

Secure a new building for Holland Park School and investigate the potential for a new secondary school to help more pupils leaving our primary schools to continue their education in the Borough. This is dependent on securing a suitable site and appropriate funding.

Raise standards in our schools so that they remain above the national average in all core subjects.

- By 2004 we will increase the proportion of children achieving the expected standard at Key Stage 2 in our primary schools to 85% for both English and mathematics.
- By 2004 we will increase the proportion of secondary age pupils achieving five or more good GCSE grades to 59%.

Raise standards in Information and Communications Technology (ICT) in our schools.

- By 2004 we will increase the proportion of pupils aged 14 achieving the expected standard for ICT at key stage 3 in our secondary schools to 85%.

Raise and support the achievement of ethnic minority children, including those developing English as another language (EAL).

Explore opportunities to work more closely with independent schools.

Ensure that 'citizenship' is reflected in the ethos, values and curriculum of all schools.

Remove barriers to access in our libraries.

- We will work with other authorities to develop a common policy for membership.

Partnership working in schools

There is close working between the Local Education Authority and the faith and community schools in the Borough including the Consortium of Supplementary Schools, who provide additional support for pupils from minority ethnic groups. Recent examples of collaboration with independent schools include the multi-faith RE syllabus adopted by both independent and faith Schools, the Christmas Festival and the Art Exhibition at Leighton House.



- We will provide disabled access to Notting Hill Gate and Chelsea Libraries by March 2003.
- We will continue to provide free public access to the internet in all our libraries.

Provide access to the arts and our heritage.

- We will open Linley Sambourne House – a key local Victorian residence – to the public by early 2003.
- We will develop an arts strategy by March 2005.

Improve access to, and availability of, our sports facilities.

- By March 2003 we will review the current Sports Strategy.
- We will conduct research among 'low participation' groups to find ways to encourage these groups to take part in existing or new sports activities.

In partnership we will work towards change by:

- Developing a Cultural Strategy for Kensington and Chelsea to engage the skills, talents, creative energy and diversity of the community and celebrate arts and cultural opportunities in the Borough.

- Finding new ways to work with young people through the Connexions strategy. This will provide specialist advice, guidance, support and personal development opportunities for 13-19 year olds in the Borough.
- Undertaking a review of Leisure provision in the Borough which will include the consideration of issues such as access.

In partnership we will influence change by:

- Working with others to influence Notting Hill Carnival to be a first class set of events and educational opportunities.
- Meeting with Government, other national bodies and councils to develop strategies to overcome recruitment problems.
- Implementing the Government's proposed new curriculum for 14-19 year olds and working in partnership with the Learning and Skills Council to give young people access to a range of high quality general, mixed and vocational options, including Modern Apprenticeships, with clear progression routes into further learning and employment.

Learning and leisure – the key delivery partnerships

- The Schools Organisation Committee
- The Early Years Development and Childcare Partnership
- The Connexions Partnership
- The Lifelong Learning Forum

Learning and leisure – the key strategies

- The Education Development Plan 2002-2007
- The Annual Library Plan
- The Adult Learning Plan
- The Sports Strategy
- The Connexions Strategy
- The Cultural Strategy (to be developed)
- The Neighbourhood Renewal Strategy
- The Best Value Performance Plan



Safe communities

What local people have told us:

Local people continue to place community safety high on their list of concerns. They tell us that tackling crime and the fear of crime is a key priority for the future.

They want:

- Streets that are free of crime and communities where they feel safe to go out, especially at night.
- Co-ordination between agencies on health issues that affect how safe they feel, such as domestic violence, drug misuse and mental health.
- A more positive attitude towards young people in the context of crime and the encouragement of active citizenship to reduce crime.
- More involvement from local business in community safety issues.
- More visibility of police on the streets.



The challenges we face

In Kensington and Chelsea there is a strong history of partnership working to enable people to feel safe. There are many success stories but as a Borough at the heart of a world city the challenges continue.

- One in five overnight visitors to London stays in Kensington and Chelsea. Visitors are a target for burglars and street robbers but it is difficult to get the tourist industry to invest in protecting their safety.
- As home to a number of high profile embassies, Kensington and Chelsea is a potential target for terrorist activity. Preventative work places a huge burden on resources.
- The relatively high unemployment and deprivation in the north of the Borough has a negative impact on crime levels.
- In a recent crime survey 32% of respondents reported feeling unsafe at night. 81% of respondents wanted more visible policing.

Change is not always in local control. For example, whilst we have lobbied the Metropolitan Police Authority successfully in the past for police numbers not to be decreased, persuading them to increase local policing is more of a challenge.

We need to ensure that local people feel safe but we also need to protect visitors from crime. We must tackle crime hot spots in the north whilst keeping an eye on the Borough as a whole. We want to address local priorities but these are not always the same as the ones that Government sets. This is a difficult balancing act that we will take steps over the coming years to address.



Safe communities

The direction we will take

Through partnerships between the Council, the Police, statutory and voluntary agencies, community groups and other London boroughs, we will aim to provide services that enable people to feel safe in their communities, both in their homes and when they are out and about.

In partnership we will continue our aims to:

Reduce reports of disorder and antisocial behaviour to the Police by 5% by March 2003 and repeat calls to the Council's Noise and Nuisance Service by 5% by March 2005.

- We will continue to address effectively noise and nuisance complaints through the provision of a 24-hour Council service and by March 2005 we will extend joint police and local authority enforcement activity across the whole Borough.

Reduce drug and drug related crime by 10% by March 2005.

- By April 2003 we will establish a programme to provide drugs education in schools and youth settings with the aim of preventing drug misuse and publicising local services to encourage young drug users to seek help.

Encourage reports to the police of domestic violence and thereafter reduce reports of repeat victimisation by 10% by March 2005.

- By April 2005 we will implement a common system of recording domestic violence data by all statutory agencies.

Encourage reports of racial incidents to the police and thereafter reduce reports of repeat victimisation by 10% by March 2005.

- We will continue to exceed the target annual detection rate of 18% for reported race crime.
- By 2003 we will undertake race equality training with year 6, 7 and 8 pupils and teachers in schools.

To stop the growth in street crime, reduce burglary offences by 1% and motor vehicle crime by 5% by March 2003.

- By April 2003 we will undertake preventative and proactive operations in specific geographical locations to impact on specific crime problems and achieve a 5% reduction in robbery in the three Northern Sectors.

Burglary reduction initiatives

Neighbourhood Renewal Funding has been used to provide security improvements to commercial and residential premises that have in the past been repeatedly burgled. To date, nearly 140 commercial and 215 residential premises have benefited, with none of these locations being subsequently burgled.



To achieve the targets set by the Youth Justice Board to reduce offending by young people.

- By April 2004 we will reduce vehicle crime amongst young people by 30%.
- By April 2005 we will reduce robbery by young people by 15% and domestic burglary by young people by 25%.

We will increase the willingness of victims to report homophobic crime and to ensure that 75% of victims who report crimes to the police are satisfied with the service they receive.

- By April 2003 we will establish third party reporting sites for victims of homophobic crime.

Reduce incidents of bogus callers by 30% by March 2005.

- By April 2003 we will establish a system that enables crime prevention advice to be given to older people by professionals who care for, or visit, them at home.

In partnership we will work towards change by:

- Developing joint initiatives between statutory, voluntary and community organisations to raise people's confidence about the handling of mental health issues in the community.
- Looking for further engagement with the business community to understand how they can become more involved in tackling community safety issues as part of a wider effort to engage local business, and thereafter put in place a programme of action.
- Carefully considering the feasibility of piloting a Borough Constables project, which would aim to complement current levels of policing and enforcement in the Borough.

In partnership we will influence change by:

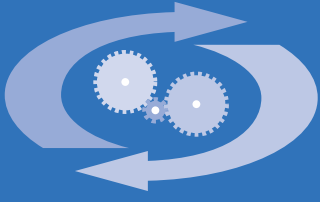
- Lobbying the Government to influence the practices of mobile phone companies in order to reduce mobile phone robbery.

Safe communities – the key delivery partnerships

- The Community Safety Programme Board
- The Youth Offending Team
- The Community Safety Team

Safe communities – the key strategies

- The Community Safety Strategy 2002-2005
- The Kensington and Chelsea Internal Policing and Performance Plan 2002-2003
- The Youth Justice Plan 2002-2005
- The Neighbourhood Renewal Strategy
- The Best Value Performance Plan



Work and business

What local people have told us:

Local people tell us that the state of the local economy will have a significant influence on their quality of life in the future.

They want:

- Support for local shops and businesses.
- Local employment, business and training opportunities for local people, especially in deprived areas.
- The business sector to invest and be active in the local community.
- Improved communication between business and other sectors.

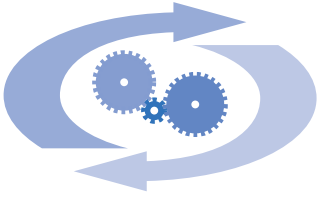


The challenges we face

With over 12,000 businesses and 127,000 jobs, the Borough contributes substantially to the London economy. In Kensington and Chelsea:

- A significant proportion of employment is in the retail and hotel sectors. This means that much of the Borough's economic activity is dependent on visitors and London's appeal as a destination.
- High land values and a shortage of development opportunities mean that there is a shortage of business premises.
- Whilst unemployment in the Borough is below 4%, there are still pockets of deprivation. In North Kensington unemployment is over twice the Borough average and in Golborne and St. Charles wards it is above the inner-London average.
- The new White City development poses a threat to the Borough's shopping centres, particularly Kensington High Street.

An expanding economy can have adverse effects on the quality of life locally. This includes congestion and poor air quality, house prices beyond the reach of many people and pressures on the physical environment. By considering development opportunities from a range of perspectives, we will aim to strike an appropriate balance and to secure local benefits.



Work and business

The direction we will take

We will endeavour to promote a vibrant and sustainable local economy. We will do this in partnership with the Council, the Chamber of Commerce, the London Development Agency, the Central London Partnership, the Employment Service, the London Central Learning and Skills Council, the Portobello Business Forum, the Portobello Business Centre, the North Kensington Opportunities Centre, the SRB Programme Boards, Business Link for London, statutory and voluntary agencies, community groups and other London boroughs.

In partnership we will continue our aims to: Facilitate partnership working where this will bring economic and employment benefits to the Borough's residents and businesses.

- The Fighting Unemployment in North Kensington (FUNK) SRB Programme supports locally based business, training and employment initiatives in North Kensington delivered by a range of voluntary and statutory sector agencies. An Economic Development Fund (EDF) is being set up to generate alternative sources of income from Council assets when FUNK comes to an end in March 2003.

Promote Kensington and Chelsea as a place for business and industry to locate, in accordance with the Borough's Unitary Development Plan (UDP).

- There are three Employment Zones in the Borough's UDP: Kensal, Freston Road and Lots Road. Any loss of business in these traditional business areas will be resisted.

Offer advice and support to entrepreneurs and small businesses.

- The Council will continue to fund the Portobello Business Centre to offer business advice and support to residents wishing to start up businesses and to existing businesses in the Borough.
- The Council's current planning policy is to protect local shops and encourage a mix of uses in principal shopping centres. The Council currently owns 110 retail units let to provide local shopping opportunities.

Work and business – the Council's Unitary Development Plan (UDP)

The Council's UDP encourages developers to provide community facilities related to the scale and size of the development, such as a workplace nursery in an office block. It also requires developers to make an additional effort to employ local staff and offer training to assist the unemployed into the jobs on offer.



Promote employment and vocational training opportunities for Borough residents.

- Through the Council's work based training provision (Training for Skills) we will continue to provide work based learning opportunities for local young people.
- We will continue our aim to increase participation rates in employment and training opportunities by Black and Minority Ethnic (BME) groups.

Further the employment prospects of Borough residents.

- We will continue to support the North Kensington Opportunities Centre, offering one-stop information, guidance and counselling services for people looking for work and training.
- We will continue to support the Joint Investment Plan (JIP) 'Welfare to Work for Disabled People' which is examining ways of improving access to jobs in the Public Sector for disabled people.

In partnership we will work towards change by:

- Investigating Business Improvement Districts (BIDs) to combat the effects of large developments such as White City. In order to establish a BID it must have the support of the majority of businesses in that district.

- Working with the business representative on the Local Strategic Partnership Steering Group to encourage local business to be more active in their community.
- Setting up an electronic 'Business Panel' to allow direct communication between the Council and the business community.

In partnership we will influence change by:

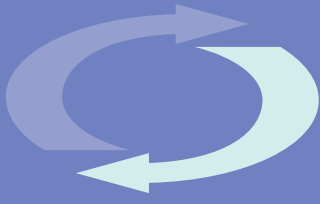
- Lobbying for a Chelsea-Hackney underground line to ease the pressures on the existing transport network, attract new visitors to the Borough and reduce reliance on motorised transport.
- Lobbying for increased Government funding and access to special funds for regeneration and community development.
- Lobbying Transport for London and the Department for Culture, Media and Sport to improve the pedestrian facilities on Exhibition Way and the pedestrian subway linking the museums to the underground.
- Lobbying against Government proposals to change planning legislation that would make it more difficult to resist non-shop uses.

Work and business – the key delivery partnerships

- The FUNK SRB programme board
- The Chamber of Commerce
- The Portobello Business Forum
- The Regeneration Exchange

Work and business – the key strategies

- The Unitary Development Plan (UDP)
- The FUNK Delivery Plan
- The Neighbourhood Renewal Strategy
- The LDA Economic Development Strategy
- The Central London Learning and Skills Council Strategic Plan
- The Visitor Management Strategy
- The Best Value Performance Plan



Delivering through partnership

In Kensington and Chelsea a rich mixture of large and small organisations and partnerships are hard at work in the local community and seeking to plan future developments in the Borough. This includes the Council, the Police, the Primary Care Trust, the business community, over 350 tenants' and residents' associations, a wide range of voluntary organisations and a large number of informal working partnerships.

The Kensington and Chelsea Partnership was launched in March 2002. This is an umbrella group that brings together all such organisations and partnerships within the Borough. A small Steering Group co-ordinates 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.

The Steering Group works with all those involved in the wider partnership to:

- co-ordinate and therefore try to improve the overall delivery of services provided by public bodies and voluntary organisations.
- consult upon and approve the Community Strategy and its sister document – the Neighbourhood Renewal Strategy – and review them annually.

- coordinate and add value to the work of the many partnerships already operating in the Borough.
- agree the use of the Neighbourhood Renewal Fund.
- lobby central and regional Government on issues of concern to the Partnership.

Underpinning this work are the principles of:

- valuing the rich diversity of people living and working in the Borough and 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 commitment to community consultation and involvement and which is reviewed from time to time to ensure that it is still fit for its purpose.
- recognising the general obligation that public money should be used wisely and therefore that the interests of those whose financial support pays for these services should be acknowledged.

The voluntary and community sector has taken a leading role in the development of the Kensington and Chelsea Partnership and developing the vision set out at the start of this document. Particular emphasis has been placed on engaging and consulting with hard to reach and marginalized groups.

