

INTRODUCTION

What is the Kensington and Chelsea Partnership?

The Kensington and Chelsea Partnership (KCP) bring together a number of organisations to work towards improving life in the Royal Borough. These include all the statutory sector organisations in the borough; the Council, the local Police, the Fire Service and the Primary Care Trust (PCT); the large number of voluntary and community organisations in the borough; and the extensive local business community.

What is a Community Strategy?

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

- a set of long-term ambitions;
- some specific aims and objectives that will help achieve these ambitions;
- identifying which partner/s will take the lead in achieving these and how;
- a set of measures to show progress; and
- a public report clearly showing the progress that has been achieved.

How has the new strategy been developed?

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

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

Within each thematic chapter, there is:

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

A PROFILE OF KENSINGTON AND CHELSEA

With a population estimated at 180,000, Kensington and Chelsea is the most densely populated borough in the country, packed into just five square miles of land. It is primarily residential but is an internationally recognised shopping destination, hosts world renowned arts and cultural facilities and events, and boasts some of London's most visited parks and outdoor spaces. It is also a borough of extremes with some of the wealthiest neighbourhoods in the country as well as some of the most deprived. Statistics on deprivation show that North Kensington and parts of Earls Court and South Chelsea face complex combinations of problems such as low incomes, relatively high unemployment and poor health.

North Kensington

The highest levels of deprivation are found in North Kensington, highlighting the need to focus on regenerating this area. In the past central government has made extra resources available to do this but changes in the way this funding is allocated mean that the borough no longer qualifies for this help. This means that the Partnership play an important role in working to direct mainstream resources – the money that the Council, the Police, the Fire Service, the Primary Care Trust and other partners spend on a day to day basis – towards co-ordinated and targeted initiatives that address the causes and consequences of deprivation in North Kensington.

In order to meet the achievement of the strategy's objectives the Partnership will identify a suitable suit of performance targets. Where it is possible to do so, specific targets seeking high levels of improvement will be set for North Kensington.

LOCAL DEVELOPMENT FRAMEWORK

In 2004 the Government introduced a new kind of development plan – the Local Development Framework (LDF). The LDF is a portfolio of documents which set out how the Council and its partners should go about achieving elements of the Community Strategy.

The first of these documents, the Core Strategy, will set out key elements of the planning framework for the local area as well as a long term spatial vision and broad physical locations for delivering housing and other strategic development needs including employment, retail, leisure, community uses, essential public service and transport development. It will also include the North Kensington Plan, which provides detailed actions on regenerating North Kensington. It brings together policy initiatives across a range of services delivered by the Council and other organisations in relation to a single place within the borough, and sees if and how they relate.

The Council intends to consult local people on the content of the Core Strategy during summer this year. This will provide an opportunity for people to comment on the future direction of planning policies and the final version, including the North Kensington Plan will be submitted to central government in March 2009. This timetable will be kept under review to ensure that the framework reflects any Government changes to the planning policy.

The LDF and the community strategy must share a close relationship since the LDF focuses on policies supporting physical development and the community strategy is the broad overall statement of ambitions for the local area. Currently the Core Strategy is structured around a number of principles, two of which – ‘Keeping Life Local’ and ‘Fostering Vitality’ - cut across each of the themes within the community strategy. To show this relationship, each chapter of the strategy will contain a text box highlighting elements of these principles that are supported by and contribute to the delivery of the ambitions in that chapter of the community strategy. The LDF will continue to develop beyond publication of the new community strategy, so the relationship between the two will be updated in future versions.

CROSS CUTTING THEMES

As in the current strategy, the Partnership is keen to address a number of cross cutting issues affecting the borough. These are discussed below:

Health and Well-being

People’s health and well-being depends upon a wide range of factors including lifestyle choices, living and working conditions, economic circumstances and access to goods and services. These influences are not independent of one another and each chapter in the strategy can impact them. Therefore, a number of objectives in each chapter have been highlighted because they can contribute to improving health and well-being. These are identified use the symbol **X**.

Safer Communities

Community Safety is an issue that we know local residents care greatly about. People are concerned about levels of crime and anti-social behaviour even though instances of these in Kensington and Chelsea are low. Many Community Safety initiatives contribute to delivering other ambitions at the same time. For example, efforts to encourage active citizenship within the local population can help people to feel a greater sense of community, thereby having an impact on the fear of crime and perceptions of anti-social behaviour. Where objectives in each chapter contribute to Safer Communities, they are flagged up using this symbol **Y**.

Equalities

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

CHILDREN, YOUNG PEOPLE AND FAMILIES

Strong Families at the Heart of Strong Communities

Underpinned by Government legislation, a Children and Young People’s Plan was published in 2006 and is the first single, strategic plan for all services working with children and young

people in Kensington and Chelsea. The plan was developed alongside the previous community strategy and reflects national government policy by aiming to ensure that children and young people are being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being. It also emphasises two important additional themes, which are:

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

The plan has been reviewed this year to take account of what has been achieved and to identify the next steps. A new plan will be published in April 2009 which will aim to incorporate new challenges and opportunities, and will be informed by the new community strategy.

SUSTAINABILITY

The KCP recognises that a successful, thriving and sustainable community needs to balance the things that contribute to economic, social and environmental well-being. The Partnership believes that the key to such communities is 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 ways of linking people to jobs, schools, health and other services and that also 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.

To deliver those desirable traits the Partnership is keen to identify ways in which action on one issue (such as community safety) can have a positive impact on another (such as securing a

thriving business sector). The Partnership also recognises that sometimes mutually desirable objectives can pull in different directions, and that trade-offs need to be made. Each chapter contains a 'sustainability wheel' that illustrates how the Partnership is making these choices in a small urban area.

LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

Celebration and Legacy

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

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

The London 2012 Games will be a hook for better promotion, deeper engagement and closer partnership working, but will also help to create new programmes that ensure true and lasting legacies in Kensington and Chelsea.

WHAT WILL HAPPEN NEXT?

As last time, the KCP will publish a monitoring plan with performance targets to track progress towards achieving the goals, aims and objectives in the strategy. This will be finalised early next year and published the final LAA in April 2009. The plan will fulfil a new legal requirement on local partners to develop and agree a set of targets to improve the services they deliver. A sub set of these addressing national priorities will be negotiated with government. A report against this will be produced and published annually and the Partnership, as before, will scrutinise progress.

Although the community strategy is a 10 year vision, the KCP will update it again and publish a new one 5 years from now. Since all the up to date information can never be captured at the right time in the same place, the KCP will also revise the content of the strategy in light of new and emerging plans and strategies in two years time.

ENVIRONMENT AND TRANSPORT

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

To achieve this we will:

- protect and improve the borough's environment;
 - deliver services and work with local people day by day to make the borough a pleasant and safe place to be in;
 - improve local transport management, services and networks;
 - promote energy efficiency, recycling, waste minimisation and the reduction of pollution; and
 - mitigate the causes of climate change by those living and working in the borough and adapt to the effects that are likely to occur.
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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 parks and open spaces help to provide the peaceful and almost “village” like feel that sets Kensington and Chelsea apart from many other inner London areas.

Maintaining that character is not easy...

- Like most inner urban areas there are many pressures on the borough's environment. The borough has a high residential density with 178,000 people living in 4.5 square miles. Large numbers of people travel into the borough to work, many more travel through the borough and a large proportion of working residents travel to jobs outside the borough every day. Thousands of visitors also come to experience the world-class cultural attractions offered by the borough.
- One of the Partnership's main aims is that the borough should remain an attractive place for those who live, work or visit here. Through its role in the planning system, the Council endeavours to protect the character of the area and prevent inappropriate development. This will be achieved through the new LDF and its component parts.

- Planning policies protect and encourage facilities which are easily accessible to meet the needs of those who live, work and study in the borough - such as hospitals, clinics, schools, colleges, welfare and community centres. Many of the Council's other policies – for instance on parks and green spaces, the street scene, and trees – also seek to protect and enhance the quality of the local environment.
- For such a densely populated area, the borough is fortunate to contain a number of excellent open spaces and wildlife habitats – from well known sites such as Holland Park and Kensington Gardens to smaller but also valuable open spaces such as Chelsea Physic Garden and Meanwhile Gardens. The Council has taken over management of Little Wormwood Scrubs in north of the borough, previously managed by Hammersmith and Fulham, and has an ambition to achieve a Green Flag Award for each of the main parks in the borough by 2015.

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

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

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

- i. protecting and enhancing the borough's residential and historic character, services and amenities, trees, parks and open space; X
- 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; Z
- 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;
- v. enhancing local biodiversity and preserving local habitats;
- vi. identifying contaminated sites and ensuring that remediation plans are implemented to deal with any pollution risks; X and
- vii. providing environmental awareness and workplace safety training. X

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...

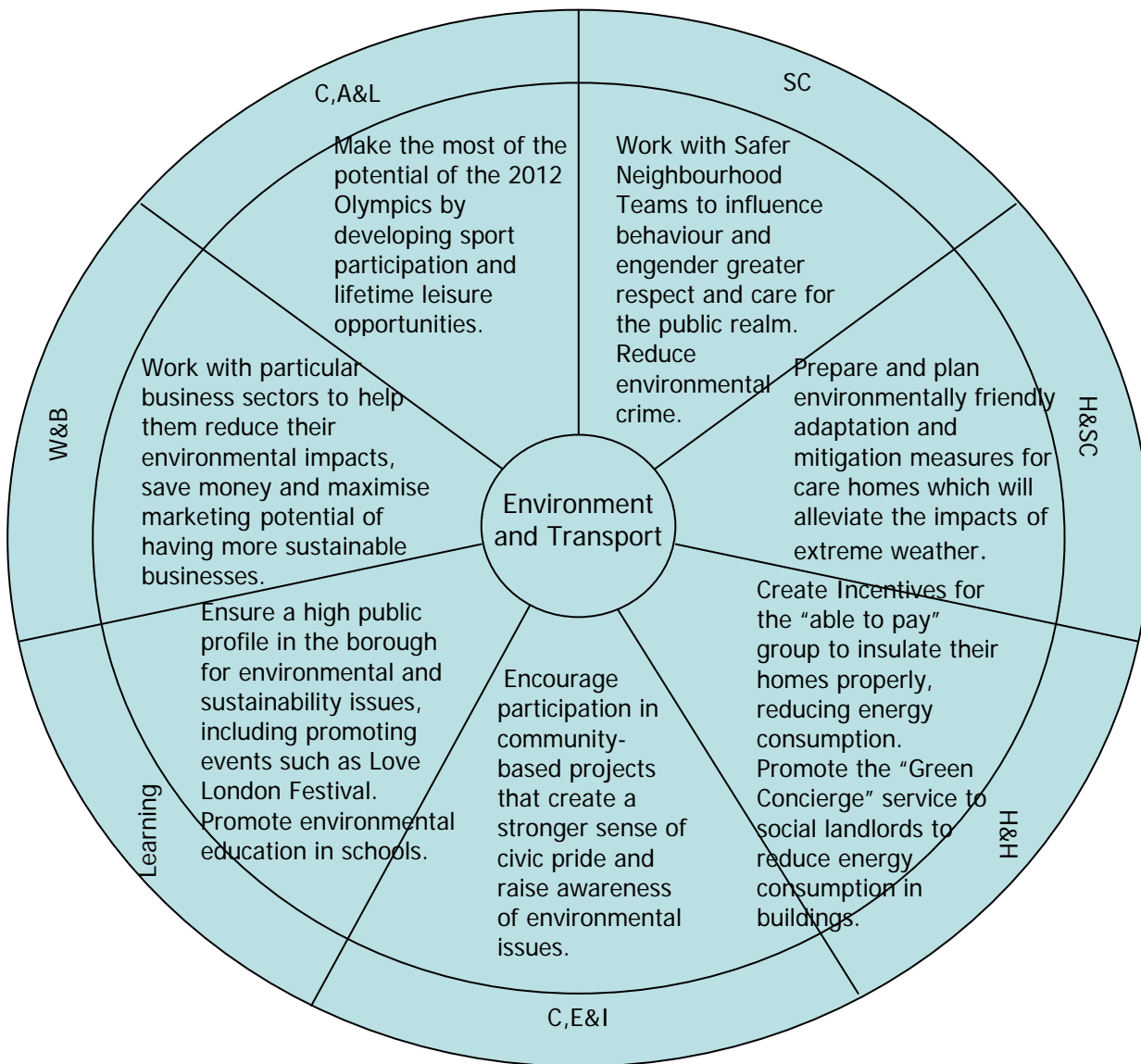
- A responsible approach to issues such as street cleanliness, noise and waste disposal by people who live in, work in or visit the borough can make a huge difference to the local environment and the quality of life. Residents' and tenants' associations and other community groups have important roles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

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

- The efficient regulation of licensed premises, pest control, noisy neighbours and construction work is essential if the borough is to be a desirable place in which to live and work.
- It has been 3 years since the introduction of the Licensing Act 2003 and 24-hour liquor licences. During that time there has been no additional complaints regarding the operation of licensed premises. The introduction of the pilot scheme 'Best Bar None' in 6 wards, which measures the standard and quality of operating licensed premises, is aimed to help reduce complaints from residents and promote good practice.
- Residents have said that crime, traffic congestion and street cleanliness are the things that have the most impact on their quality of life, and that traffic congestion and clean streets are the two that need most urgent improvement.
- Recent efforts to tackle litter, black bags on the pavement and dog fouling have met with some success. There has been a 14 per cent reduction in the number of fly-tips in the north of the borough and nearly all streets in the borough meet or exceed the minimum standard for cleanliness as defined by ENCAMS (formerly the Tidy Britain Campaign). Our results are consistently among the very best in London.
- The standards of street cleanliness in the borough are amongst the best in the country and performance for 2007/8 was outstanding. A Government defined survey of 300 sites found that only six of them had unacceptable levels of litter and detritus.
- The Council recognises the economic importance of Heathrow Airport and its convenience for those living in West London, but objects to the current proposal to build a third runway. The main cause of concern is that the expansion of Heathrow will result in an increase in air and noise pollution as well as traffic congestion.

- The Council will be pressing the Government to include the possibility of noise mitigation measures for dwellings next to busy roads, in the forthcoming National Ambient Noise Strategy.

SUSTAINABILITY CHOICES AND CHALLENGES.....



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

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

Keeping Life Local - Fostering Vitality

Our LDF policies will:

- promote 'walkable neighbourhoods' which enable the day-to-day needs of the local population to be within easy reach;
- promote a more attractive pedestrian environment by both improving conditions for walking and improving the public realm as places to be in; and
- improve public transport infrastructure in the Borough, especially by improving access to public transport in North Kensington and South-West Chelsea and supporting better north/south bus routes through the borough.

GETTING AROUND THE BOROUGH

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

- Public transport is vital to people who live and work in the borough, determining the ease with which they can shop, work, visit friends and family and access services. Some 50% of households in the borough do not have access to a car. Many car owners still need to rely on public transport for their journeys.
- People are more satisfied with public transport services in the borough than 3 years ago, 74% of residents say they are satisfied with the quality of local bus services and 65% are positive about public transport provision overall. However, people feel public transport is becoming less affordable.

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

- Residents of Kensington and Chelsea rely largely on Transport for London (TfL) to deliver reliable public transport services. In 2008 -09 TfL allocated some £2.8 million to the borough to deliver transport related schemes, including road safety education programmes. TfL also fund and work closely with the Council to develop public spaces such as Exhibition Road. Major decisions on transport investment get taken at a London-

wide level, increasing the importance of attempts by the Partnership to influence regional bodies through lobbying to express local priorities.

- Residents still say that moving from north to south in the borough by public transport is less easy than moving from east to west. Although the borough has 12 underground stations and just over 30 bus services, areas in the north-west and south of the borough are relatively poorly served by public transport. The Council and its partners have been raising these issues with TfL who are about to consult on two new bus routes in the north of the borough.
- Public transport plays a vital role in getting people to work. Residents will only be able to exploit the wealth of jobs on offer in London if they have effective ways of travelling to them.
- Many vulnerable people, like the elderly, face barriers to using public transport. The Council and the voluntary and community sector provide alternative transport provision (through Kensington and Chelsea Community Transport) that meets the needs of vulnerable people. Through London Councils, every resident over the age of 60 or who is registered as disabled is entitled to a "Freedom Pass" that allows free travel on London Transport.
- The Taxicard scheme helps people with serious mobility problems travel in licensed London radio taxis at a reduced rate. The Council's Purple Badge scheme helps people with a physical disability to park close to their destination.
- The Council has long been concerned about personal injuries suffered on board buses, particularly by older people, and it submitted evidence to the recent Greater London Authority (GLA) Scrutiny of Bus Driving Standards. The Council is receiving an increasing number of complaints from residents about noise and vibration and will continue to press TfL to raise the quality of bus drivers' customer service and driving skills.
- TfL is the highway and traffic authority for all Red Routes in London. Therefore, whilst the Council can lobby TfL to make changes and improvements, it has no powers to make the changes itself to these roads. Although the Council manages all other roads, the creation of a 'Strategic Road Network' has increased the number of roads that the Council will need agreement from TfL to improve or maintain. A borough transport and streetscape strategy has been recently published.
- The Partnership welcomes the news that Crossrail will be built and is very keen that this important transport link should provide direct benefits to parts of North Kensington. The potential for a station serving Ladbroke Grove and the implications that this would have for the local area will be examined during the consultation on and development of the North Kensington Plan.
- The Partnership want to ensure that there are a range of travel options available throughout the borough. Walking and cycling cause less harm to the environment than motorised travel and can have health benefits, but effort is needed to make urban areas feel safe for pedestrians and cyclists.

- The Council is investigating alternative layouts to allow bicyclists to use one-way streets in the opposite direction safely with minimal signing and without the need for splitter islands. The Council also has an established programme of providing bicycle parking at main attractions, shopping areas and in response to individual requests. To date there are nearly 2,000 bicycle parking places located around the borough. Most of these are located in areas where they do not obstruct pedestrian movements. There is now limited scope to provide many more bicycle racks on the footway so innovative provision of bicycle racks on the carriageway in underused pay and display bays at locations where there is a heavy demand for bicycle parking is being explored.

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

- 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; Z
- maintaining streets to a high standard so that walking is easy and safe and cyclists, buses and other vehicles can move safely; X
- ensuring that the Council's ability to implement locally supported policies and schemes is not affected by the creation of the Strategic Road Network;
- continuing to lobby Transport for London and the Mayor of London for increased influence over Red Route roads within the borough;
- 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; X Y and
- ensuring that recreational, educational, health facilities and shopping centres are easily accessible by public transport. X Z

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...

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

local employers and residents should be encouraged and expected to “do their bit” to reduce and recycle waste, use energy efficiently and reduce pollution.

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

- Over the last three years, the rate of recycling and composting of household waste has increased by nearly 10 per cent to 27.9 per cent, and nearly 90 per cent of residents now recycle their waste. The council has set targets to achieve a recycling rate of 33.2 per cent by 2010/11. There are also very ambitious Government targets to reduce the amount of biodegradable waste going to landfill. By 2020 this must be no more than 35 per cent of the amount that went to landfill in 1995. Between now and 2020 the Council must hit a number of intermediate targets. If it misses these it will face heavy financial penalties. Government consent for the Energy from Waste Plant at Belvedere in Bexley was vital so that the Western Riverside Waste Authority (WRWA) can dispose of the borough's waste there.
- Planning approval has been granted to build a state of the art Materials Recovery Facility at WRWA's transfer station. This facility will process over 80,000 tonnes of mixed recycling materials and WRWA plan to have the new facility up and running by the end of 2009.
- The Council will work in joint “Innovations Forums” with its waste collection, recycling and street cleansing contractor SITA to develop new schemes aimed at improving the borough's recycling rate and street cleaning.

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

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

Local air quality worries many residents...

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

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

Insert a consultation comment

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

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

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

AIM 4: To promote energy efficiency, recycling and the reduction of pollution by:

- i. encouraging and involving residents and businesses to take part in recycling and waste minimisation schemes in order to reduce waste sent to landfill;
- ii. improving the borough's waste collection service, including thrice weekly collection for households with the least amount of storage space, and ensuring that high standards are maintained by SITA;
- iii. seeking to develop a consensus among residents and businesses for radical changes in behaviour so that biodegradable waste is not mixed with other waste;
- iv. promoting environmental education in schools;
- v. refreshing the Council's Air Quality Action Plans with the help of residents, the PCT and the Health Protection Unit, due for publication in 2008; X

- 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; X
- vii. working with Transport for London and London Councils to minimise the environmental effects of noise, congestion, and air pollution caused by transport; X
- 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; X
- xi. promoting the use of public transport and powered two-wheelers as alternatives to the car; X and
- xi. leading and supporting a number of enforcement and education initiatives to reduce emissions from vehicles and improve air quality. X

CLIMATE CHANGE

There is general scientific consensus that climate change is largely attributable to human activity over the past fifty years and has potentially damaging environmental, social and economic impacts....

- The Partnership recognises that this has led to increasing concern about Climate Change. The Council has developed a climate change strategy to be published in 2008, and intends to lead, locally, on both mitigating against the causes of climate change and adapting to the effects that are likely to occur. The strategy takes account of new legislation, new national government performance indicators, and the growing public interest in climate change as an issue. Through the strategy, the Council aims to make a difference in the operation of its own estate, deliver services in a better way and stimulate change amongst other organisations.
- As part of this commitment the Council has joined the Carbon Trust's Local Authority Carbon Management Programme and a detailed 5-year action plan will follow.
- Measures to deal with climate change should go hand in hand with measures to promote sustainability and better air quality. Where possible, a holistic approach should be adopted to ensure that action planning avoids possible conflicts, such as promoting the use of bio-fuels without considering the relationship to food production.

AIM 5: To mitigate the causes of climate change by those living and working in the borough and to adapt to the effects that are likely to occur:

- i. working to reduce the Council's carbon footprint;
- ii. seeking to achieve a significant reduction of greenhouse gases within the borough through promoting alternative solutions to energy sourcing and use, travel and transport options and waste production and disposal;

- iii. encouraging sustainable procurement practices across the Council, PCT, police, businesses and the voluntary and community sectors through promoting sustainable procurement policies including participation in the Mayor of London's Green Procurement Code; X Y
- iv. identifying the problems arising from climate change and working with local businesses and organisations to mitigate their impact. X

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:

- encourage active participation in, and build an informed and critical audience for arts and cultural activity;
 - develop excellence in artistic practice;
 - encourage literacy, reading and life long learning for people's economic good and cultural and personal development;
 - improve the quality and accessibility of sports and leisure provision for all in the Royal Borough and encourage participation in physical activities; and
 - improve the quality and accessibility for all of the public open space within the Royal Borough.
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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 rich in art and culture, hosting national institutions such as the Victoria and Albert Museum and the Royal Court Theatre, located at it's heart. The Saatchi Gallery opens in Chelsea in the autumn of 2008 and other major cultural institutions like the Serpentine Gallery, the Albert Hall and the Louise T Blouin Institute are close by. Major cultural and creative industry and businesses of the calibre of the BBC, EMI and Granta are in or adjacent to the borough. Kensington and Chelsea is home to significant cultural events including the Chelsea Flower Show, London Fashion Week and the Notting Hill Carnival. These shape residents' and others' perception of the local area.
- Such rich and dynamic resources both contribute to and benefit from other arts activities within the borough. The voluntary sector is pivotal to the vibrant cultural life of the borough in developing and delivering arts projects and initiatives within the community.
- We know of more than 600 artists and cultural organisations, 190 cultural businesses and nearly 13,000 commercial creative businesses including designers, architects and galleries in Kensington and Chelsea. Thirty two per cent of the total workplaces in the borough are used by creative businesses. We can safely assume that the numbers of creative individuals and organisations are higher than this. A full audit of the creative and cultural industries in Kensington and Chelsea will be undertaken during 2008.
- The Council has made significant capital investments in Opera Holland Park's new seating and canopy, to the built environment of Exhibition Road and to Phases 1 and 2 of the refurbishment of Leighton House. It also provides associated revenue support to a range

of reading, opera, museum and arts programmes as well as continuing and increasing provision to Notting Hill Carnival, the Tabernacle and local festivals.

- Six public libraries provide free access to a wide range of literature, poetry, drama and information about fine arts and other subjects, as well as running activities to encourage reading and learning. Three main public leisure centres serve the borough (Kensington Leisure Centre, Chelsea Sports Centre and the Westway Sports Centre, which is run by the Westway Development Trust) and each of the five main parks has a range of sports facilities on offer. These facilities cater for over two million visitors each year and provide opportunities for residents to pursue active lifestyles. They are also well used by local schools and clubs.
- Some of these facilities enable users to develop their skills to the highest level. Westway Sports Centre for example, is home to the largest indoor climbing centre in Europe and is recognised by the Lawn Tennis Association as a Performance Tennis Centre, coaching over 300 children from the borough's schools each week. An agreement with the Council enables the Sports Centre to provide special access for Royal Borough schools, including free use of facilities during school time and after-school programmes for local children which involve over 700 children every week.
- In addition to the Westway Sports Centre, the Westway Development Trust runs and manages the Portobello Green Fitness Club. The club operates a reduced cost membership scheme for under 18s, over 60s, and patients referred by GPs. The club also runs dedicated sessions for targeted community groups, such as recovering drug users, and groups requiring women-only or men-only exercise sessions for religious or cultural reasons.
- There are also numerous private health and fitness clubs, operated by private companies and the numerous hotels throughout the borough.

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

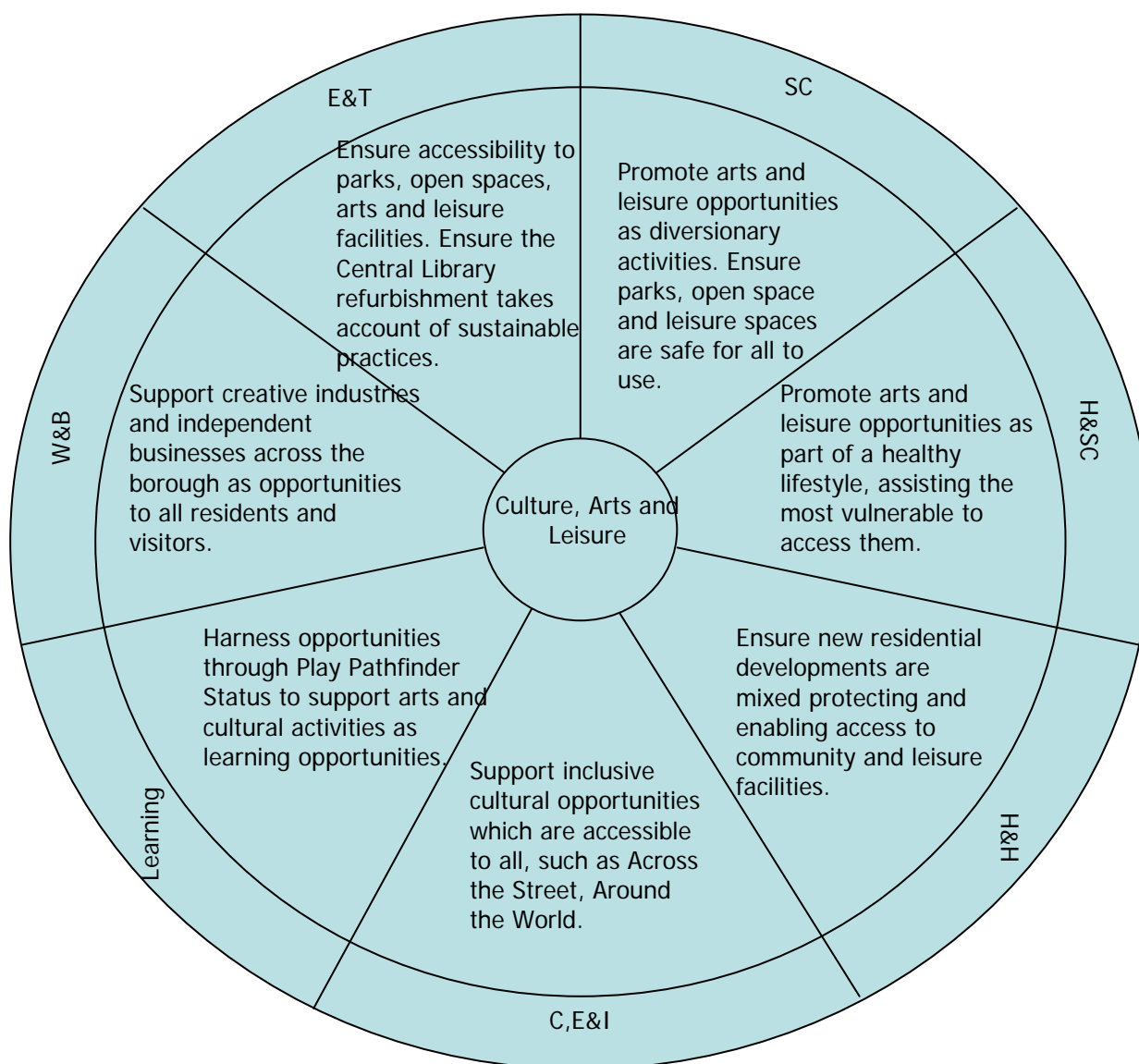
- Arts and sports programmes supported by the Council, the voluntary and community sectors and the PCT give a focus for engagement with young people. They can provide learning opportunities, help to tackle antisocial behaviour and promote citizenship and community involvement. Some sports programmes 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 combating graffiti and brightening 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 and the Primary Care Trust are working together to improve nutrition and food safety among the community and to increase physical activity among older people, people with heart disease and lone parents living in the borough.
- The Notting Hill Carnival attracts visitors from all over the world, as well as providing employment opportunities all year round for a variety of local businesses.
- The borough's parks and open spaces provide venues for Holland Park Theatre, the Portobello Film Festival and a variety of arts based events, as well as a host of informal and organised sports and leisure activities.
- Borough libraries host projects such as reading groups for the visually impaired and classes in English, Basic Skills and Information Technology which can give residents greater confidence to exploit the opportunities that living in the borough provides. Local museums work with older people's groups on literacy projects.
- Securing, enhancing and 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.

Aim 1: To encourage active participation in, and build an informed and critical audience for arts and cultural activity by:

- i. increasing active participation in arts and cultural activity from its current level by 2 per cent per year; X Y
- ii. fostering a climate where residents will be proud of and take an active part in a wide range of arts and culture;
- iii. enabling residents of all ages to be actively involved in their local communities, and to influence the programme of cultural activities on offer to them; Z
- iv. developing a stronger sense of civic pride and community, with greater understanding of the different cultures in the borough, fostering a stronger sense of health, well-being and happiness; X Y Z
- v. providing opportunities for residents to take part in informed debates about art and culture and to expect to be challenged by the work they see – either in public spaces or in venues; Z
- vi. supporting a climate where risk-taking and creative challenge is encouraged and where artists from all disciplines are supported; and
- vii. broadening the audience base for art and cultural activities so that people will be keen to seek out new experiences.

SUSTAINABILITY CHOICES AND CHALLENGES.....



SUPPORTING THE ARTS

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

- The Cultural Olympiad, from the summer of 2008 through to the end of the Paralympics in 2012, gives us the opportunity to showcase to an international audience the very best of the borough's talent and creative excellence.

- The Council is developing a ten-year strategy for arts and culture in Kensington and Chelsea. Arts and cultural organisations in the borough have not always worked well together to champion and promote their work. Strong leadership in the broader context of arts, culture and creative industries could encourage new cultural practitioners from across the borough.
- Kensington and Chelsea can be proud of all its arts and culture and promote this to strengthen the borough's reputation for creative excellence. Marketing should reach outside the borough boundaries to influence a national and international audience. In the longer term this may encourage greater investment, attracting a wider range of artists and creative businesses to the Royal Borough.
- Artists, designers and makers across all art forms need space to experiment, create, develop, rehearse and sell their work. The Council's provision of studio space, though good, has been opportunistic and unplanned. More thought should be devoted to developing and sustaining an infrastructure for artists and cultural organisations through the provision of affordable studios and work spaces, both at start up and grow-on levels.
- By creating new public spaces new relationships with the people who use them are also created. It is important to find the right way to allow residents and visitors to find creative ways to use public spaces in the borough. The Council intends to explore how events and opportunities can occur spontaneously and give event organisers and local residents the opportunity to use public spaces in new ways.
- Better communication between artists, cultural practitioners and local residents to help cultural organisations devise appropriate programmes of can be cultivated. There is a need to develop better relationships with private sector arts and cultural businesses to both promote the breadth of provision in the borough and help local practitioners make the most of the commercial offer in Kensington and Chelsea.
- The Council could be better informed and more strategic about public art, contemporary architecture, events management, tourism, creative industries, youth arts and arts in education. In each of these areas the Council has much enthusiasm and engagement, but lacks a broad and joined-up direction.
- The approach to embedding arts in education for instance, could be strengthened through the provision of better support and training for artists and teachers, and a clearer process for artists to engage with schools. This will provide artists with a better understanding of the needs of children and teachers, and teachers with a better understanding of the needs of artists.

Aim 2: To develop excellence in artistic practice by:

- i. enabling the Royal Borough to be home to a thriving artistic and cultural community with highly accomplished artists delivering their professional practice at the highest level;
- ii. ensuring the most ambitious arts and design is on offer to residents;

- iii. attracting new businesses and new residents to stay in the Royal Borough, enriching the social mix and fuelling the economy;
- iv. developing a range of spaces suitable for use by artists and cultural organisations to create, develop, rehearse or sell their work;
- v. encouraging innovative approaches to temporary use of vacant premises or spaces which may suit a wide range of artforms such as visual arts theatre, dance or designer-makers;
- vi. developing an international reputation for architectural innovation and the care and preservation of heritage; and
- vii. ensuring that elegant and enjoyable public spaces in the Royal Borough will have high quality innovative and traditional programmes of public art, activities and temporary interventions that will excite and delight. X Z

Keeping Life Local - Fostering Vitality

Our LDF policies will:

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

DEVELOPING THE LIBRARY SERVICE

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

AIM 3: To encourage literacy, reading and life long learning for the community's cultural and personal development and economic good by:

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

ENCOURAGING SPORT AND PHYSICAL ACTIVITY

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

- Surveys suggest that the proportion of users satisfied with the borough's public sports and leisure facilities has not changed greatly and is currently (2006/07) lower for Chelsea Sports Centre (66 per cent) than for the Kensington Sports Centre (72 per cent) – reflecting the range and quality of the facilities on offer. These figures are comparatively low and show a need to address on going issues.
- A shortage of outdoor sports pitch provision across the borough means that 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.
- The swimming pool at the Chelsea Sports Centre has been restored to its former glory and the sports hall and the changing rooms have been modernised. Kensington Leisure Centre in North Kensington has also received a facelift including new air conditioning systems to both the fitness gym and dance studio. The Council plans to spend around £1.3 million in 2008/09 and £500,000 in 2009/10 on improving the facilities at leisure centres.

Increasing the participation of young people in sport and physical activity is a priority too...

- Young people tell us that they want to see fun emphasised in the borough's plans and strategies. Up to 88 per cent of pupils in schools in Kensington and Chelsea now participate in at least two hours of high quality PE and out of hours school sport in a typical week.
- Across the borough, 23 primary schools have been awarded the ActiveMark award and 1 secondary school is a SportsMark award winner, for the delivery of national PE and school sport strategy. In a recent national survey, two thirds of children (67 percent) surveyed in the borough said they 'play out' for at least four hours per week.
- The Schools Sports Partnership organises Physical Activity Days for primary schools across Kensington and Chelsea, aiming to include all children with varying abilities to try out new physical activities and events. Last July, over 700 children from 19 primary schools took part in events including athletics, football, team games, yoga, basketball and the Brazilian martial art 'Capoeira'.

AIM 4: To improve the quality and accessibility of sports and leisure provision for all in the borough and encourage participation in physical activities by:

- increasing levels of physical activity in Kensington and Chelsea; X
- improving the provision of sports and play facilities; X
- promoting physical activity as a means of improving quality of life and well being, especially for children, young people, the elderly and the disabled; X Y Z
- ensuring that a range of public and private venues are used for physical activity, including parks, leisure centres, youth clubs and schools; X
- providing a good quality of service in safe and well run facilities; X Y
- providing encouragement, expertise, advice and support to service providers and deliverers of local sport;
- ensuring that services are accessible to all; X Z and
- examining how sport provision in the south of the borough can be improved; X and
- using the London 2012 Games to better promote and engage residents in increased and continuing physical activity and wellbeing. X Y Z

PUBLIC PARKS AND OPEN SPACES THAT CAN BE ENJOYED BY ALL

The borough has popular parks and open spaces...

- When residents are asked what they think is the best thing about living in the Royal Borough they mention the local parks more often than any other aspect of life in the borough. 83 per cent of residents say they are satisfied with the quality of the local parks.
- Nevertheless, we know that investment is needed over the next few years to sustain and improve the quality of the borough's parks. And we know that improving safety, tackling vandalism and providing safe spaces for children to play are important issues for park

users. The Council has published a ten-year Parks Strategy that introduces management plans for individual parks and playgrounds.

- In a borough where 84 per cent of residents have no access to their own garden space, the borough's parks and open spaces have special importance. There are some green spaces in or near the borough such as Kensington Gardens that are not managed by the Council, but do provide opportunities for greater enjoyment by local people.
- The borough has participated in the London in Bloom competition four times in the last five years, achieving a gold award in 2007. The borough has also represented London in the Britain in Bloom competition, in 2005, 2006 and 2007.
- Kensington Memorial Park is the first park to benefit from the capital investment through the Parks Strategy. It received Green Flag status in 2007, along side Holland Park which has achieved this status every year since 1996, when the award began. In addition Westfield Park achieved a 5 star rating for design and accessibility. Maintaining these high standards is a key priority.
- Following some consultation with local residents on the appearance and usability of St Luke's Gardens, planning permission has now been sought to work on some physical improvements including a new playground, games area, toilet block and railings.

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

- Children aged five to 13 who took part in a recent survey to measure satisfaction with play facilities in the borough reported higher levels of satisfaction than any other local authority who carried out the same survey. 58 per cent of those surveyed said the range of play facilities in the Royal Borough was good or very good and 59 per cent rated the quality of these facilities as good or very good.
- The range and quality of play and recreation opportunities for children and young people in the Royal Borough have increased. During 2007-08, over three thousand children took part in nearly 180,000 hours of constructive play activities during the school holidays. An additional 240,000 hours of learning were achieved across the play service in school based play centres. In a national survey, 38 per cent of pupils in Kensington and Chelsea schools thought that things to do in the local area were 'good enough'. This was much higher than children and young people nationally; with only 26 per cent thinking the same.
- Working together with other organisations, the Council has improved the range of opportunities for play and recreation in the borough, especially for disabled children or families on low incomes. The number of children with disabilities using mainstream play facilities, with some support, increased from 6 to 21 in 2007/08. Fees to access play centres in the borough have not increased from 2006/07 and remain the most affordable in central London. All children who are in care in the borough now have free access to supervised play services.

- The Royal Borough has secured Play Pathfinder status which will result in an extra investment of over £2.5 million in play up to March 2009. This will help to further improve play opportunities for children and young people, including a new adventure playground in Chelsea and the refurbishment of 26 smaller play spaces.
- Through planning policies, new housing developments in the borough have to consider the need for play spaces and opportunities. The redevelopment of Little Wormwood Scrubs adventure playground will be funded in this way.
- Children and young people told us they were concerned about safety in parks, so the Council has used some Big Lottery Fund investment to employ a team of Play Rangers on housing estates and in parks from May 2008.

AIM 5: To improve the quality and accessibility of all public open spaces within the borough by:

- i. providing high quality parks and open spaces that all people can use; X Z
- 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; X Z
- iii. providing spaces for relaxation, recreation and exercise and making parks feel safe for everyone to enjoy; X Y Z
- iv. using good quality design and materials to improve and maintain the borough's parks and open spaces; Z 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;
 - tackle the use of illegal drugs and the misuse of alcohol; and
 - reduce the numbers of young people involved in crime and disorder either as victims or perpetrators.
-

INSERT CONSULTATION QUOTE

PREVENTING AND REDUCING CRIME

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

- There were 23485 Total Notifiable Offences (TNO) in Kensington and Chelsea during 2007/08. Kensington and Chelsea was the 4th safest inner London borough based on TNOs per 1000 population. Less tech and more consistent terms.

And the trend is downwards...

- In 2005/06 there were 12438 British Crime Survey (BCS) comparator crimes reported to the Police and 11532 in 2006/07 and 10460 in 2007/08. This marks a reduction of 1978 crimes or 15.9 per cent reduction since 2005.
- Reports of disorder or antisocial behaviour to the police also fell from 8510 in 2005/06 to 8251 in 2007/08.
- A wide range of new powers are available to tackle antisocial behaviour, including Antisocial Behaviour Orders and the introduction of more fixed penalty notices to tackle issues such as litter, graffiti and flyposting. Not new anymore.

We know that residents and visitors are feeling 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 the last Residents' Panel survey in July 2007 92 per cent of respondents indicated that they felt safe or very safe in their local area during daylight (a two percent increase on 2006 levels). 64 per cent of respondents felt safe or fairly safe during darkness showing a 7 per cent increase since 2006.

- An independent Public Attitude Survey is undertaken for the Metropolitan Police each year. Of the 221 interviews in the borough for this survey in 2006/07, 85 per cent were 'not very' or 'not at all' worried about crime in their neighbourhood. In response to the question about how good a job the police are doing in their area, 75 per cent of those interviewed in Kensington and Chelsea said that they were doing a 'fair', 'good' or 'excellent' job, the third highest rating of all London boroughs.
- Children and young people in Kensington and Chelsea generally feel very safe. Road safety has improved through work in schools and the number of children harmed in road accidents has reduced by 73 per cent, exceeding the nationally set target of 50 per cent.

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

- Good data is an important tool in reducing crime and anti-social behaviour. A new system that brings data together from a range of partner organisations will soon be launched. This will help us work together more effectively and will also provide a way of giving more information to the public about community safety in their area.
- The Safer Neighbourhoods programme is a London-wide initiative consisting of neighbourhood policing based on local authority wards. It involves a dedicated team of officers consisting of one sergeant, two constables and three Police Community Support Officers (PCSOs). Through purchasing additional PCSOs the Council has increased the size of these teams and now there are at least 6 PCSOs in each team. This style of policing encourages local communities to have a real say in deciding the priorities for their area, allowing the police to provide local solutions to local problems, whilst maintaining a focus on reducing crimes that are a high priority.
- Residents have also made it clear that they want to see more uniformed enforcement staff on the streets. The Council is currently allocating £1.5 million per year to provide an extra 76 PCSOs.

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

- There has been a fall in Violence Against the Person offences from 3325 offences in 2005/06 to 3168 in 2007/08. However in Kensington and Chelsea, violent crime, particularly serious youth violence is of concern to residents. Events elsewhere in the capital have drawn a lot of attention to this type of crime.
- There were 689 domestic offences recorded by Kensington and Chelsea Police in 2007/08. This marks a decrease of 24% on 2005/06 figures of 912 but domestic violence remains an issue of concern given the serious nature of this often unreported crime.
- Theft from a motor vehicle has increased from 2330 crimes in 2005/06 to 2360 crimes (1.3% increase) in 2007/08.

- There is also increasing concern among residents and businesses about antisocial behaviour associated with begging, rough sleeping, street drinking and posting prostitute advertisement cards in telephone boxes.

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

- Reports of domestic burglary are most frequent in the central wards of the borough; Earl's Court and Redcliffe, and in the north; Golborne ward. Reports of street crime are generally highest in areas in the north of the borough, such as Golborne and Coville.
- Concentrations of reported motor vehicle crime are found in the Notting Barns, Golborne, Norland, Holland and Earls Court Wards. Demand for action to clean up graffiti is heavily concentrated in the north of the borough.
- Areas which have reputations for high levels of crime and disorder, and where fear of crime is high, find it difficult to develop vibrant communities and local economies. People who can manage to do so leave the area, and businesses fail to thrive, adding to the sense of deprivation. Tackling crime is therefore fundamental to wider efforts to turn such areas around.

We also know that many crimes are preventable...

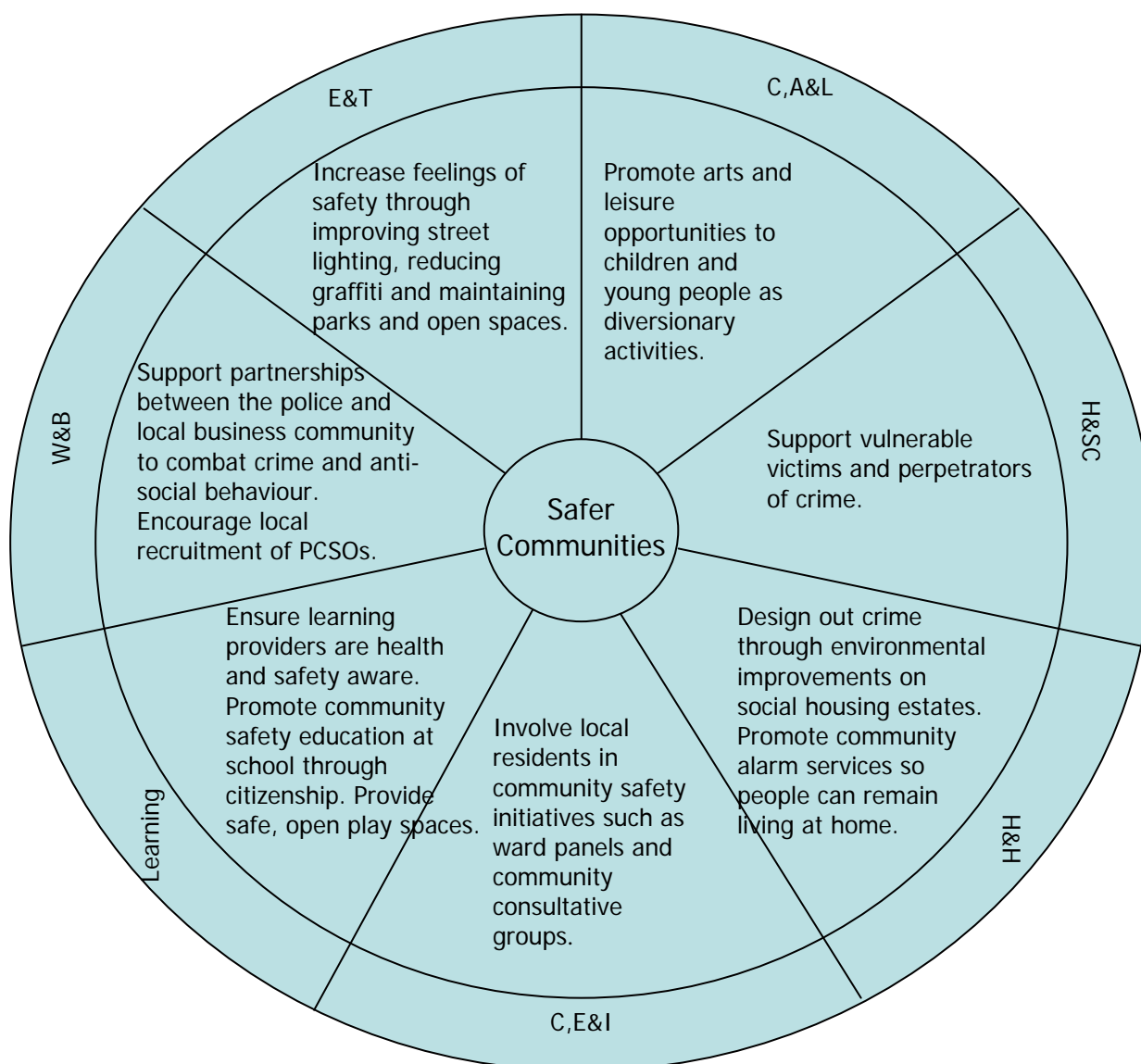
- Some residents leave windows and doors open and make it easier for burglars. Some motorists leave valuable items on display in their parked cars. Many residents and visitors are not aware of the danger of snatch thefts when using a mobile phone whilst walking in the street, and some multi-occupation properties do not have adequate front doors and locks.
- Action can 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 has decreased by 64.7% in the periods 2005/06 and 2007/08.
- Residents play their part in helping to deter crime - for instance there are approximately 150 Neighbourhood Watch schemes in the borough.

AIM1: 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; Z

- 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; X Z
- v. coordinating enforcement, social care and housing responses to reduce antisocial behaviour associated with "Street Populations" – rough sleeping, street drinking, begging and the posting of prostitute cards in telephone boxes; X
- vi. improving processes for designing out crime when any changes to the built environment are being considered; X Z
- vii. improving support for vulnerable adults at risk of becoming victims; Z and
- viii. improving partnership work with private and social landlords to tackle domestic burglary and antisocial behaviour. X

SUSTAINABILITY CHOICES AND CHALLENGES.....



CATCHING AND DEALING WITH OFFENDERS

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

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

INSERT CONSULTATION QUOTE

AIM2: To catch and convict more offenders, stop them from re-offending and ensure that victims are properly supported by:

- i. focusing attention on catching and convicting those responsible for disproportionate amounts of crime in the borough through the successful management of the Prolific and Priority Offenders Scheme;
- ii. 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; X
- iii. adopting a tough stance on domestic violence by always arresting the alleged perpetrator of such violence and protecting and supporting victims; Z
- iv. reducing opportunities for stolen and counterfeit goods to be sold in the borough;

- 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;
- vi. improving the use of public and private CCTV systems to prevent crime and disorder, provide intelligence and assist enforcement;
- vii. making effective use of powers to tackle antisocial behaviour;
- 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;
- ix. developing the use of volunteers in schemes to prevent crime and disorder, provide intelligence and assist enforcement;
- x. developing a better understanding of crime and disorder in Kensington and Chelsea and more effective joint working between local partners and with neighbouring boroughs; and
- xi. improving support for victims both at the time they report an offence and afterwards. Z

Keeping Life Local/Fostering Vitality
Our LDF policies will:

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

DEALING WITH PROBLEMS CAUSED BY DRUGS AND ALCOHOL

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

- In a survey of residents in 2007, 27 percent believed that people using or dealing drugs is a big or fairly big problem in their area.
- Possession of drugs offences have increased from 771 crimes in 2005/06 to 2638 crimes in 2007/08. These figures reflect changes in Police practice in response to the reclassification of cannabis. The vast majority of these offences are cautions for cannabis possession.
- A wide range of national research has established that offences such as theft and burglary are frequently driven by drug misuse. The Drug Intervention Programme supports offenders who use drugs into drug treatment. This helps to significantly reduce drug related offending.

AIM 3: To tackle the use of illegal drugs and the misuse of alcohol by:

- i. increasing the number of drug using offenders who sign up to and complete drug treatment programmes; X
- 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; X
- 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;
- vi. taking effective action to tackle street drinking problems; and
- vii. continuing to provide education and, where appropriate, enforcement to tackle the sale of alcohol to children. X

YOUNG PEOPLE

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

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

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

- In a survey of residents in summer 2007, 30% of residents raised concerns about groups of intimidating youths. One resident said: "*Groups of youths hanging around the streets / parks – the young ones pre to early teens actually seem to be more aggressive to members of the public than the older ones*".

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

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

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

AIM 4: 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; X
- ii. continuing to develop effective community safety education programmes for young people to prevent them becoming victims; offenders or substance misusers; X
- 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; Z
- 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; X
- 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. Z

HEALTH AND SOCIAL CARE

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

To achieve this we will:

- improve and protect the overall health of people living in the borough and reduce inequalities in health;
- improve the quality and access offered by local health and social care services;
- improve the experience of patients, carers and users of local health and social care services and offer greater choice of service;
- 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...

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

HEALTH AND SOCIAL CARE IN KENSINGTON AND CHELSEA

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

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

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

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

range of health indicators, and evidence suggests that the gap between the healthiest and least healthy areas of the borough is growing.

- Poor health in the borough tends to concentrate in areas of social housing, where levels of self-reported poor health are three times higher than among people who own their own homes. People with significant health needs are often the most likely to be allocated social housing, further increasing the concentration of people with poor health on social housing estates.
- Poor health and illness are more prevalent in black and minority ethnic groups than among white people. In Kensington and Chelsea 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 Council and the PCT have responded to this by developing a new joint public health strategy: *Choosing Good Health – Together*. This sets out seven priorities for improving health and helping local people make healthier choices

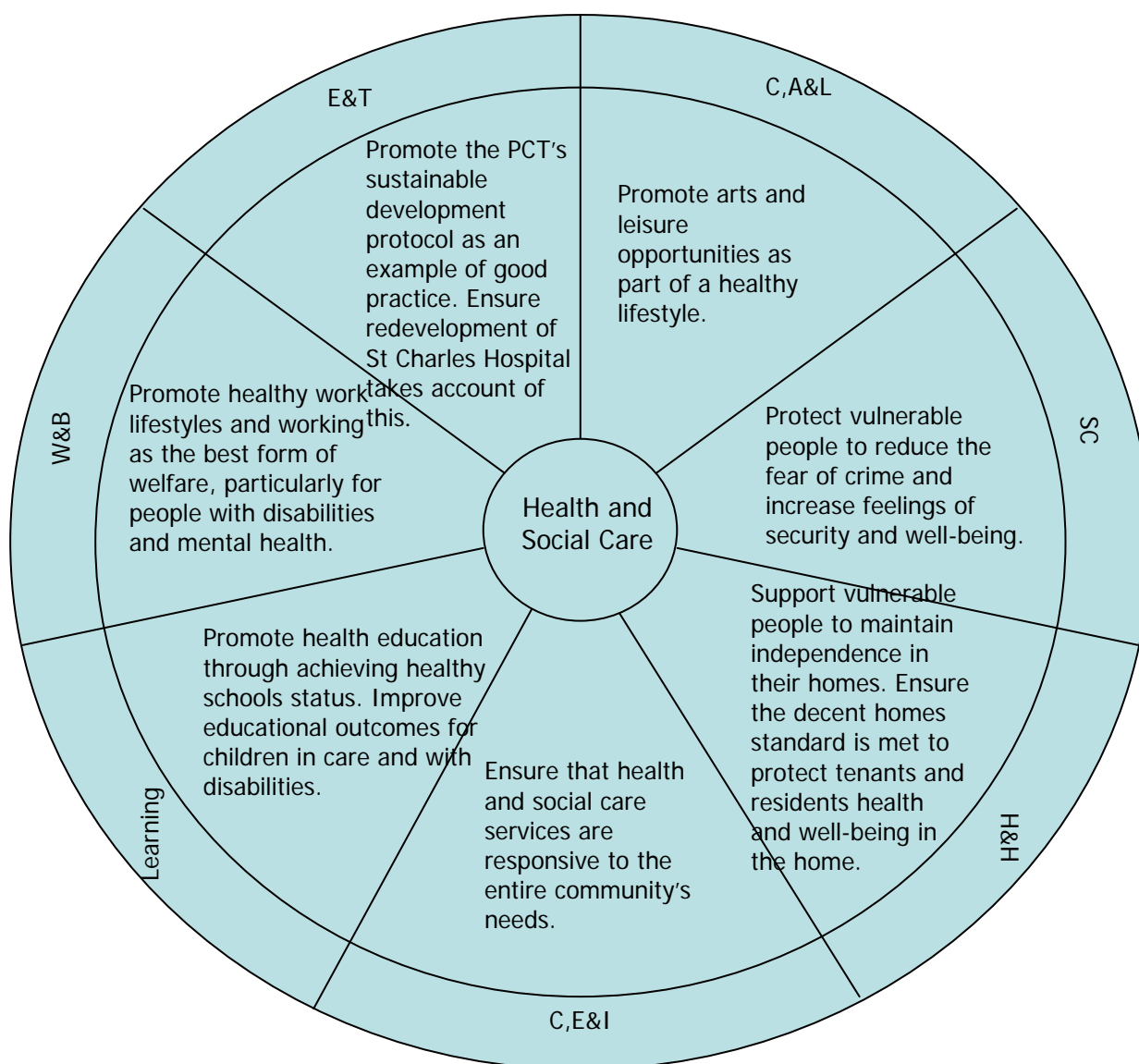
The public's health needs safeguarding...

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

AIM 1: to improve and protect the overall health of the local population and reduce inequalities in health by:

- i. reducing the number of premature deaths caused by the main killers – cancer, heart disease and stroke;
- ii. addressing our public health priorities: smoking, physical activity, nutrition, drugs and alcohol, mental health, sexual health – and the wider determinants of health; Y Z
- iii. 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; and by joint planning to prepare for emergencies; Y and
- iv. protecting vulnerable adults from harm or neglect. Y Z

SUSTAINABILITY CHOICES AND CHALLENGES.....



IMPROVING LOCAL SERVICES

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

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

- Waiting times for hospital care have been dramatically reduced. Having met its target for this, the PCT is now investing to reduce waiting times for community services.
- The PCT also continues to meet national targets for access to primary care. However local people report varying experiences of trying to see a doctor and for some it remains difficult to get a convenient appointment. As a result, the PCT has increased the opening hours of GP surgeries.
- The PCT has also met recent targets on helping people who misuse drugs, on improving people's working lives and on patient waiting times. But the Trust found it harder to manage within existing resources and to get people to improve their health by giving up smoking.
- Many local people told us that more community-based services should be provided as an alternative to hospitals. Accordingly the PCT is increasing the range of services provided through GP surgeries and in the community. For example a new community diabetic team means patients do not need to travel to hospital to see specialist nurses.
- The Council and the PCT cannot increase the range and choice of services by themselves and will work with the voluntary and independent sectors to do this and to identify and responds 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.
- Again as elsewhere in inner London there are high levels of mental ill health locally.
- 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 ameliorate these problems.

- The borough has a high proportion of smaller GP practices for who it is more challenging to provide the full range of services and longer opening hours that patients and the PCT expect. The PCT is developing a new approach to primary care which will support GPs working collaboratively across practices to ensure that all patients have access to the same range of services, if not at their usual GP's surgery then at a neighbouring practice.
- Changes are proposed to health services across London with the creation of specialist centres for trauma, heart attacks and strokes as well as improvements in the clinical quality of children's services and the provision of more choice in maternity services. As specific proposals which effect Kensington and Chelsea are developed the PCT will consult with local people and organisations.
- The PCT will be opening a new Community Hospital at St Charles in North Kensington which will provide new premises for 5 GP practices and allow local people to access a range of services, such as X-rays, blood tests and dentistry, all on one site.

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

- i. ensuring that services are equitably provided to the whole population, and reducing any inequalities in access to the quality of services; Z
- ii. ensuring that, when they need them, patients, users and carers receive services as promptly and conveniently as possible including effective "out-of-hours" services;
- iii. 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; Y
- iv. providing suitable outreach and early intervention services for people with mental health problems, appropriate mental health crisis services for all people who need them, and a comprehensive mental health service for families, children and adolescents; Z
- v. increasing the attention paid by health and social care to the physical health of people with learning disabilities and mental health problems; Z
- vi. working with community and voluntary sector organisations to engage with service users and potential users (especially those who are hardest to reach) to enable them to improve their own health and to influence the ways in which services are delivered to them; Z and
- vii. successfully delivering major new health and care facilities in the borough. Z

Keeping Life Local/Fostering Vitality

Our LDF policies will:

- provide health care closer to people's homes, moving services from hospitals to community settings; and
- harness opportunities to promote health and well-being through spatial planning, such as encouraging sport, walking and cycling.

RESPONDING TO RESIDENTS' RISING EXPECTATIONS

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

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

AIM3: To improve the experience of patients, carers and users of local health and social care services by:

- i. increasing the choices that local people have about where, when and how they access health care; Z
- ii. ensuring that people are able to make an informed choice about care and treatment options and that information on making healthier choices and making the best use of services is accessible to all; Z
- iii. working hard with local communities to improve our understanding of the service needs of the borough's residents; Y Z
- iv. listening to users' experiences and expectations of our services and responding to these; and;
- v. ensuring the safety of patients and service users through using processes and working practices that prevent or reduce the risk of harm. Y

CHILDREN AND YOUNG PEOPLE

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

- One of the most effective ways we can address health inequalities is by improving things for mothers and children. Doing so can help prevent ill-health and deprivation passing from one generation to the next – and the next.
- We have excellent services for children and young people. Children themselves tell us they feel healthy; in a national survey 43 per cent of Kensington and Chelsea school children considered themselves to be 'very healthy' compared with only 31 per cent of school children nationally. In the same survey, 28 per cent of pupils in the borough said they ate 5 or more portions of fruit and vegetables a day compared with 23 per cent nationally. However there are still areas of concern around sexual health and drugs. The dental health of young children is not good enough locally and too few children receive their immunisations. As elsewhere in the country, childhood obesity is a concern.

- Work to encourage children and young people not to abuse drugs and alcohol is showing positive results. More pupils in Kensington and Chelsea said they had never smoked a cigarette than elsewhere in the country; 84 per cent compared to 73 per cent nationally. Only 19 per cent of pupils in our schools have ever had an alcoholic drink, significantly lower than the 48 per cent recorded nationally.
- Sexual health education and advice is readily accessible which has resulted in a 20% reduction in teenage pregnancy since 1997; twice the average drop in London and one and a half times the national drop. More children and young people thought that advice on sex and relationships in Kensington and Chelsea was good than nationally (70 per cent compared to 63 per cent nationally).
- The Children and Young People's Plan has highlighted each of these priorities for improvement, adding to this increasing immunisation take-up and developing comprehensive mental health services.

Supporting and safeguarding vulnerable groups.....

- The range of support services for families in the borough is also excellent. The use of Family Group Conferencing as a means of involving extended families and networks in making plans for children at risk of becoming looked after has increased.
- The number of children who are in care or looked after in the borough has fallen by 11 per cent in the last 12 months. This is in line with the national average and significantly below that of neighbouring authorities. For those children who are looked after, extra investment has contributed to a Virtual Head Teacher, whose role is to closely understand the learning needs of each looked after child and develop a programme of support to help them achieve their greatest potential.

AIM 4: To support children and young people to stay safe and be healthy we will:

- i. halt the year on year rise in childhood obesity;
- ii. improve food, nutrition and oral health in deprived communities;
- iii. improve access to sexual health services and enable young people to make positive choices;
- iv. increase the number of children immunised;
- v. encourage and support children to have healthy lifestyles and not smoke, drink alcohol or take illegal drugs;
- vi. develop joint child and adolescent mental health services;
- vii. ensure that all partners continue to work together effectively to protect children from harm;
- viii. continue to provide excellent services to support and safeguard vulnerable children and those in greatest need; and
- ix. improve outcomes for every looked after child.

Choice, independence and living well – the Personalisation Programme

The Council and its partners want to transform the way residents are supported over the next three years to achieve a greater focus on personalisation, independent living and acting early to prevent reliance on services. We want all adults with care needs to be supported to live well as active citizens and full members of their communities. We want to ensure that:

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

- As well as our residents' rising expectations, health and social care services face demographic challenges over the coming years as more people are living longer. It is important that we change significantly if we are to meet these challenges head on and are to continuously improve our services and more importantly, local people's lives.
- To do this, the Council and its partners are moving towards a system where the person is firmly at the centre of everything, particularly of identifying what is important to them and where services and support are tailored to meet individual needs and fit individual lives.
- For social care, self-directed support is an important part of this approach. This is a system which will make personal budgets available to all those accessing services. Residents will be able to control and direct the resources available to meet their needs, to build on the bedrock of family, friends, community resources and technology and to expect support to live better lives.
- But personal budgets alone are not the solution – increased choice and control needs to be backed-up by easily accessible information and advice, available to the whole community and provided by high quality staff who are empowered to work creatively and get things right first time. It will also require a diverse market of advocacy, brokerage support and different services.

AIM 5: Work to increase residents' choice and control to improve their independence and quality of life by:

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

HOMES AND HOUSING

OUR GOAL: A borough with outstanding quality of housing, across all tenures, which is sustainable and enables people from different backgrounds and at different stages in life to live together.

To achieve this we will:

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

Renewing the legacy...

- For over three hundred years, Kensington and Chelsea has been one of the most desirable places to live in London. This has left a rich architectural heritage and created a vibrant and attractive urban life. There are 36 conservation areas, covering 72 per cent of the borough, and it has the highest population density in the country.
- Alongside this wealth there have always been the less well off – whether in the former hostels of Earl's Court or the larger areas of social housing in the north of the borough. The process of providing decent affordable housing has been a long one, pursued by both the Council and social landlords over more than a hundred years.

Popularity comes at a price...

- The Royal Borough has the highest property prices in the United Kingdom. In March 2008, the average price of a home in the borough was £841,000, almost three times the London average.

High house prices make renting a popular choice...

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

The draft Core Strategy of the LDF states that the long term vision for the borough is to achieve a better city life so that by the year 2028:

“The borough will have a reputation for outstanding architectural quality, with new developments being well designed and built, complementing both the quality built and natural environment.”

Core Strategy – Interim Issues and Options; LDF Development Plan Document; February 2008

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

- One third of the borough is not designated as conservation areas. There are sites and locations where improvements could be achieved through redevelopment initiatives so that these areas may become the conservation areas of the future.

IMPROVING THE SOCIAL RENTED SECTOR

The Decent Homes Standard measures whether homes are in a reasonable state of repair, have modern facilities and provide reasonable warmth and insulation from the outside climate....

- In April 2008, 1,350 Council owned homes fell below the standard, The TMO plans to improve all these homes by early 2009 - ahead of the government's national target. RSLs also have to bring their properties up to the standard by 2010/11.

Housing Stock Options – Meeting the Challenges

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

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

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

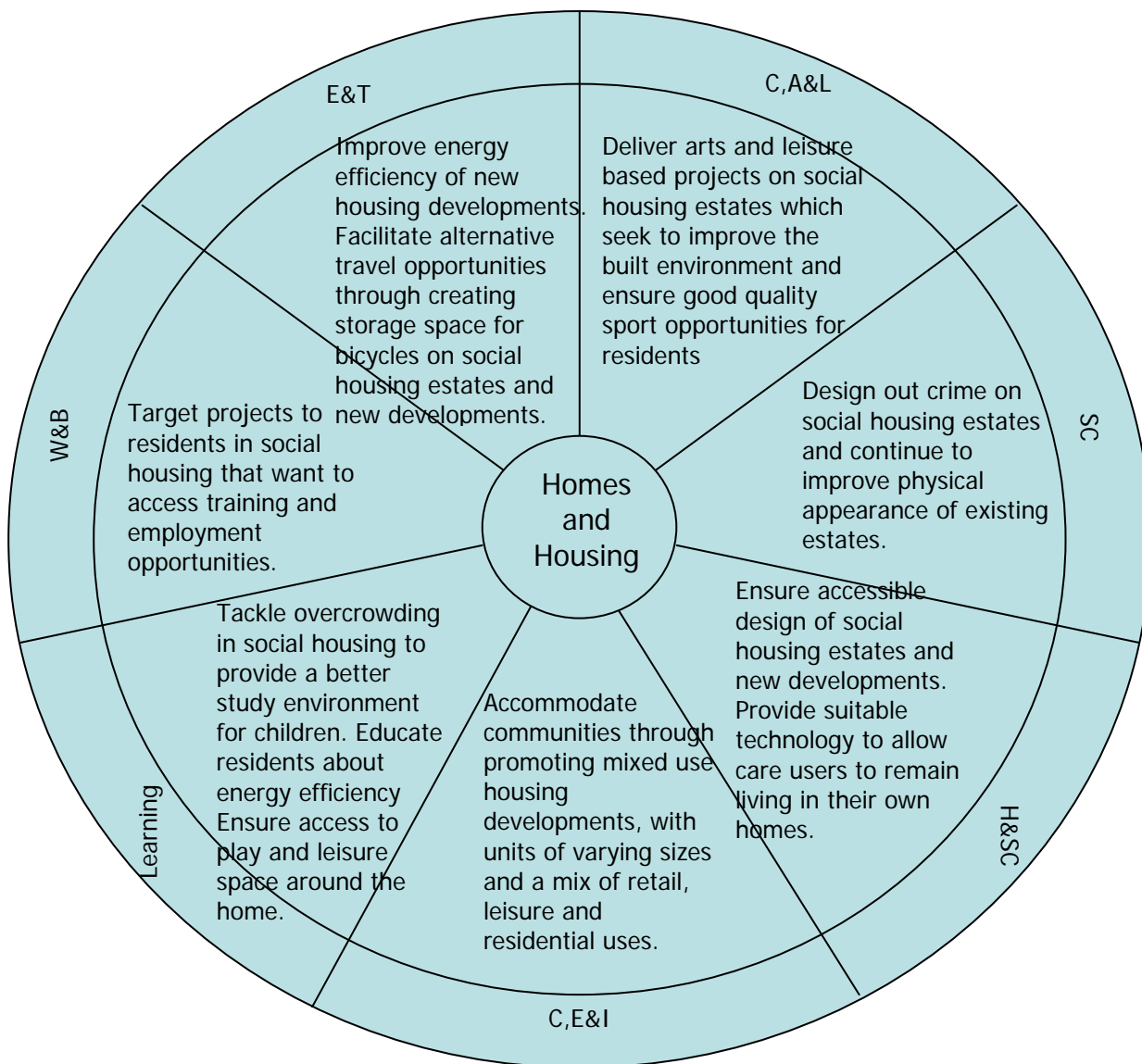
Option 3 - Transfer the stock to an existing or newly set up RSL that would then own and manage the homes. Alternatively, the Council can set up a 'community gateway' model, which would continue to give tenants considerable control on the Board of the organisation.

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

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

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

SUSTAINABILITY CHOICES AND CHALLENGES.....



IMPROVING THE PRIVATE SECTOR

The Private Sector Renewal Strategy 2008 sets out a commitment to addressing poor living conditions in the private sector....

- The strategy takes forward the findings of the 2006 Private Sector House Condition Survey which estimated that 35 per cent of private dwellings failed the Decent Homes standard.
- The Council spends some £500,000 a year giving grants to home owners with limited incomes to help them to maintain or renovate their homes, enable disabled access and make homes more energy efficient. In 2007/08, over 100 residents benefited from such improvements to their homes. In the same year, the Council licensed 120 houses in multiple occupation (HMOs), safeguarding living conditions for around 1,800 residents.

Aim 1: To improve the quality of housing across all tenures by:

- i. achieving the Decent Homes standard for all Council properties; X Y Z
- ii. reducing the number of non-decent private sector homes occupied by vulnerable households; X Y Z
- iii. facilitating Home Improvement Agency grants for owner occupiers; regulating the use of Houses of Multiple Occupation (HMOs) to improve standards in the poorest quality properties; X Z and
- iv. negotiating larger internal space standards on new affordable housing schemes delivered through planning agreements. X

By the year 2028:

“There will be an increased number of homes, including more family accommodation and more, better quality affordable housing. There will be a greater mix of tenures in those areas currently dominated by either public or private housing, producing mixed and balanced communities throughout the borough, to benefit the area as a whole. All new build housing will be designed to be accessible to all”.

Core Strategy – Interim Issues and Options; LDF Development Plan Document; February 2008

The Royal Borough accommodates a diverse population....

- There is a need to deliver neighbourhoods that are mixed in tenure, size and suitability to people at different stages of life. In line with the London Plan, the Council is proposing that all new build homes will be constructed to the *Lifetime Homes* standard, so that they support the changing needs occurring throughout a family's life cycle. Lifetime Homes are ordinary homes incorporating a number of design features that can be universally applied to housing design at minimal cost. This supports the fundamental aim of enabling people to maintain their independence and to stay in their own homes.
- In line with a growing national policy emphasis on older person's accommodation, the Council's forthcoming LDF will encourage the provision of new housing suitable for older people living in the borough. Although many older people are now staying at home for longer because they are able to receive care services in their own home, there is still a need for some additional care facilities in the borough. So the Council will aim to increase provision in order to provide greater choice for residents.

Supporting vulnerable people is an important role....

- The Council takes account of the housing and support needs of vulnerable people and also assists them to gain the skills they need to live independently as full members of the community. Support and services are offered to vulnerable people so that they can look at available housing and support options, and find or maintain a place to live where they are safe, healthy, respected and independent.

- Although the borough is composed mostly of small households, it is ranked fourth out of all local authorities in England and Wales for the proportion of households that are deemed overcrowded. The Public Health and Well Being Strategy recognises that overcrowding can seriously affect both physical and mental health and the educational achievement of children. The problem is particularly acute in the social housing sector where there is a severe shortage of larger accommodation.
- A specific Crowding and Space Enforcement Policy has been adopted to address this issue by giving additional priority to severely overcrowded households. A number of initiatives to tackle overcrowding are being developed by the Council in partnership with RSLs. The Council will also attempt to negotiate larger internal space standards and a greater proportion of larger sized units on new affordable housing schemes.

Bringing empty homes back into use is a priority....

- Empty properties represent a significant waste of housing in the borough and deprive people of homes. They can depress local property values and act as a magnet for anti-social behaviour such as vandalism and rubbish. There are approximately 1,200 long term empty dwellings in Kensington and Chelsea. Additional resources have been allocated in 2008/09 to develop and implement an Empty Homes Strategy which aims to bring empty properties back into useful occupation.

The local housing market presents many challenges....

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

Building mixed and sustainable communities.....

- Affordable social rented housing has historically been provided in the form of large estates in the less expensive areas within the north and south-west of the borough. There is a need for more affordable housing to be sought on smaller sites throughout the borough in order to help address the chronic shortage of such housing.
- Current intermediate housing schemes in the borough (such as shared ownership or sub-market rented housing) are priced towards the top end of the intermediate housing range

and remain inaccessible for many low and middle income households. In areas with already high concentrations of social housing, the introduction of more financially accessible intermediate housing could help to build more mixed and balanced communities.

- The London Plan has a London wide target of 50 per cent affordable housing across the borough. Changes to this target may follow, as a result of the May 2008 Mayoral elections. However, the Council's over-riding approach will be to ensure that there is an appropriate mix of housing types, sizes and tenures to suit the needs of all the community.
- There are substantial new housing developments planned around Warwick Road and in the north of the borough on Wornington Estate. The Warwick road development will include a new school, a health facility, open space and some affordable housing mixed with other amenities to provide a balanced community. The Wornington Green Estate, owned and managed by Kensington Housing Trust, is due to be re developed to replace existing social housing and provide additional market housing, which will help subsidise the redevelopment.
- The Council also takes account of the housing requirements of gypsies and travellers and jointly funds, with the London Borough of Hammersmith and Fulham, a site for travellers in north Kensington. Funding to improve the site is being sought.

Aim 2: To increase the type and number of homes to build mixed, sustainable communities by:

- i. encouraging developers to adopt the Lifetime Homes standard in all new developments;
- ii. increasing the percentage of vulnerable people achieving independent living; X Z
- iii. implementing the Crowding and Space Enforcement Policy to tackle overcrowding; X
- iv. increasing the number of private sector empty homes brought back into use;
- v. increasing the net additional homes provided and increasing the gross number of affordable homes delivered; and
- vi. Supporting the provision of affordable ownership and intermediate rent schemes. Z

Keeping Life Local/Fostering Vitality

Our LDF Policies will:

- promote mixed and balanced communities by ensuring an appropriate mix of tenures, housing types and sizes within a local area;
- encourage a greater range of housing provision to enable people to retain their independence and stay in their own homes; and
- ensure that the proportion of social-rented housing is determined according to local need.

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

- Although the Council manages to avoid placing families with children in bed and breakfast accommodation, there are over 900 households that can currently be placed only in other types of temporary accommodation rather than in permanent homes. The Council receives over 1,000 further homeless applications each year and about one quarter of these are unintentionally homeless and in housing need.
- In recent years the borough has seen an increase in the numbers of rough sleepers. The last street count in March 2008 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 partners to provide services for rough sleepers and people who are single and homeless.
- The Royal Borough is a key partner in the West London Housing Employment Link Project (HELP) which refers people living in temporary accommodation to employment and training services. The HELP project surveyed households in temporary accommodation in West London and focus groups were held with households to identify the key issues and barriers they faced in finding employment. HELP project staff have worked to set up referral links with key agencies in each borough, alongside a web-based tracking system to monitor outcomes. They have also prepared housing needs staff for the change in working practices expected as a result of the scheme.
- Housing advice provided by Council and RSL staff, and independently by the Housing Advice Service Kensington and Chelsea (HASKC), helps people to avoid homelessness, improve their current housing and understand their housing options. HASKC also train voluntary and community organisations to provide housing advice and information.

Other things can help too...

- The Council's rent deposit scheme has been reviewed to ensure it meets the needs of both local landlords and users. Efficient processing of housing benefit claims ensures that private tenancies are maintained and more stable. The Council works with private sector landlords so that there is better co-ordination between statutory and private sector housing agencies.

Looking beyond the borough's boundaries...

- A lack of available sites and very high land prices means that investment in new affordable housing within the borough does not go very far. The Council helps households to move out of London if this is an option that will improve their quality of life.

- Close work with neighbouring boroughs is also undertaken because it recognises that more can be achieved by working with other councils and funding bodies over a wider area. However, this creates its own difficulties because of competing priorities between organisations. For example, in 2006 the Council lost nomination rights to place Kensington and Chelsea residents in a considerable number of newly built homes across west London because the west London allocations distribution formula was changed.

Aim 3. To provide a range of housing options to prevent homelessness and promote mobility by:

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

IMPROVING THE QUALITY OF PEOPLE'S LIVES

Housing plays a vital role in determining people's health and quality of life so it is important that housing and related services are delivered at the highest standards....

- If estates look run down, people can be discouraged from taking care of their immediate environment. Parts of the estate may become no-go areas and the potential for anti-social behaviour and crime increases. In recent years the Housing Regeneration Programme has sought to improve the environment on TMO and RSL managed estates. For instance, by improving refuse storage, providing new play areas and carrying out planting schemes. RSLs have also invested considerable resources in matching investment to fund improvements on their estates.
- Through the promotion of the London Landlord Accreditation Scheme, the Council has supported private sector landlords in providing high quality accommodation. In April 2008, over 100 landlords in the borough had achieved accredited status and were running efficient, profitable businesses providing good quality homes for private sector tenants.
- Added to this, the Council consistently out performs other west London boroughs for the quality of temporary accommodation into which statutory homeless households are placed. All rent deposit scheme units are also inspected for quality.

SUPPORTING THE VULNERABLE

The Supporting People programme delivers a range of housing support services to promote people's independence and thereby reduce the pressure on more intensive health and care services....

- In 2007/08, £11.6 million was spent providing services to 3,550 people from vulnerable client groups such as older people, people with alcohol or drug problems, the homeless and victims of domestic violence.
- Similarly, the TMO provides a floating support service that currently supports 280 older vulnerable residents to improve their quality of life. Locally based staff carry out regular planned visits to ensure residents are aware of the range of TMO services available, report repairs, offer advice on budgeting and benefits and signpost residents to other professionals for further assistance if needed.
- The 'Launch Pad' scheme has been piloted on local estates, which offers families in social housing life coaching to help raise and achieve their ambitions.

Residents expect an improving level of service....

- The Royal Borough established the country's first borough wide Tenant Management Organisation in 1996. A survey of all tenants in 2006 found that 72 per cent were satisfied with the overall service provided by the TMO, an increase of two per cent over the 2004 figure. This compares favourably with the 63 per cent benchmark for London local authorities.
- In summer 2006, the TMO was independently assessed by the Audit Commission as providing an excellent service, with excellent prospects for improvement. This is the highest rating possible. The following year, the Supporting People service was also awarded this highest possible rating by the Audit commission.

Prioritising children and families.....

- The 'under occupancy scheme' offers incentives of up to £5000 per year for tenants in social housing to free up larger properties suitable for families. This has resulted in 33 moves since January 2008.
- Notting Hill Housing Group employs Community Development Managers to work with young people on housing estates to support them to get involved in community regeneration initiatives.
- Ensuring that young people who are leaving care placements are able to access suitable accommodation is a priority. Nearly 95 per cent of care leavers are currently recorded as living in suitable accommodation at age 19. This is higher than the national average of 87 per cent.

Aim 4. To ensure continuous improvement in the delivery and performance of housing and support services by:

- i. improving local authority tenants' satisfaction with landlord services;
- ii. supporting independent living for vulnerable people by delivering high quality and well planned housing and support services that complement existing care services; X Z
- iii. improving the time taken to respond to requests for environmental health services; and X Y
- iv. continuing to work with private sector providers to improve their performance.

By the year 2028:

"The borough will become one of the most sustainable boroughs in London, with the lowest carbon footprint per resident. All new housing will be zero emission and the waste we produce will be dealt with responsibly."

Core Strategy – Interim Issues and Options; LDF Development Plan Document; February 2008

BUILDING HOMES TO HIGH ENVIRONMENTAL STANDARDS

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

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

Aim 5. To improve the energy efficiency of dwellings and encourage sustainable development by:

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

COMMUNITY, EQUALITY AND INCLUSIVITY

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

To achieve this we will:

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

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. The Census tells us that whilst 50 per cent of borough residents are white British, a further 28 per cent are from other white ethnic groups (of Irish, European, 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 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 ten 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. The borough's population is increasing gradually but the changing nature of it makes it difficult to estimate the increase. The annual turnover of population in the borough averages 19%, rising to over 30% in one in ten of the borough's output areas (and as high as 73% in one such area). Such high levels of turnover in such small areas present significant challenges. In areas of high turnover it is difficult for people to develop a sense of neighbourhood or community, and equally difficult for public service providers to keep up to date with the needs of particular areas.
- 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.

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 has now become Europe's largest street carnival. It is an important celebration of Afro-Caribbean identity and the diversity of London's population, and it attracts visitors from all over the world.

In an area 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.
- The Partnership also want to see efforts to foster cohesion are directed not only at cultural, faith and ethnic minorities but also at socially excluded groups (such as older people, people with mental health issues or substance misuse problems, and the physically disabled) and those who are economically disadvantaged (including white working class families). It is important to recognise that as well as there being diversity amongst different communities there is also diversity within individual communities and this is significant to building cohesion.
- Eighty per cent of residents agree that people from different backgrounds get on well here, and only thirteen per cent disagree (compared to seventy six and twenty one

percent respectively across London). However, given the constant change in our population efforts need to continue in order to maintain and improve this perception.

- 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 almost one third of residents. But this is not a universal view – 13 per cent of residents see its diversity as one of the worst things about the borough.
- The 'Place Survey', planned to be conducted in every local authority area from 2008, will help provide a picture of residents' views on a wide variety of issues including quality of life in their local area. The Council expects to use this information to understand residents' perception about the area they live in and to make improvements for local people and places.

NATIONAL LEGISLATION AND POLICY DEVELOPMENT, 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, age or religion is illegal.
- The new Equality and Human Rights Commission (EHRC) brings together the work of the three previous equality commissions (Commission for Racial Equality, Disability Rights Commission and the Equal Opportunities Commission) the EHRC also takes on responsibility for the other aspects of equality: age, sexual orientation and religion or belief, as well as human rights.
- Central Government expects local authorities to play a greater role with their minority communities so that communities are not marginalised and misunderstood. The Preventing Violent Extremism strategy seeks to implement measures that build resilient communities.
- In the light of new equality legislation together with previous legal requirements the Council has produced a Single Equality Scheme and Action Plan to help deliver fair and accessible services. As part of this work the Council systematically reviews services to identify and address any inequalities in the way they are received by residents. A five-year review programme has recently been completed and a new programme is being

designed which will be introduced later in 2008. The Primary Care Trust is also planning to review its service areas to reduce inequality.

- The council has achieved level four of the current Equality Standard for Local Government, placing it in the top 5% of local authorities which have achieved this level. Early indications showed that Level 5 (the highest level) would have been achieved but the Standard is now due to be replaced by a new framework in 2009 and the council has decided to focus on achieving 'excellence' as defined by this framework.
- As part of its work on building resilient communities the Council will work with all communities and in particular the Muslim community to help build confidence. This will involve understanding the community's profile and delivering initiatives and projects to help Muslims and others who are vulnerable reject ideas and messages of violent extremism.
- The Council aims to draw its workforce from the widest possible pool of talent. Thirty per cent of staff are from black and minority ethnic (BME) groups and this figure is gradually increasing. The proportion of disabled staff is also rising and is currently 5.2%. Each year the Council provides work placements to 20 disabled residents. All licensed premises in the borough now receive free information on disability awareness. To encourage a workforce of all ages, the Council has traineeship schemes in place aimed at local people under the age of 25 and over the age of 55. However, only six per cent of Council staff in the top five per cent of earners are from BME groups
- The Annual Community Relations Forum provides an opportunity for people from all communities to discuss the issues that matter to them directly with service providers and decision makers. The forum is well attended but there is a need to build on this and provide more opportunities for residents to get involved in influencing how services are delivered.
- In 2008 the Council appointed Hestia Housing and Support as the host organisation to develop a Local Involvement Network. The network will help enable local residents, voluntary organisations and other interested parties to comment on health and social care services in Kensington and Chelsea. This will be an empowering opportunity whereby services users are supported to get involved and have a say in the improvement of service delivery.
- Since the introduction of the Civil Partnerships Act 2004 the Council has registered 665 same sex partnerships. Kensington and Chelsea is a popular place for registering Civil Partnerships as out of the 376 registration districts in England and Wales we have the third highest number of same sex couples choosing to register their partnerships each year.

Others are doing a lot too.....

- The Metropolitan Police have introduced a range of initiatives to increase trust and confidence in policing amongst all communities. The Citizen Focused Policing Programme is designed "to provide a citizen-focused police service which responds to the needs of

communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority ethnic communities”.

- They are also working together with the Metropolitan Police Authority to develop an engagement strategy which will aim to understand the communities they serve and work with other service providers to involve members of the public to help improve services. Part of this work will include establishing long term and ongoing dialogue with communities.
- The Metropolitan Police work to ensure that its membership reflects the diversity of London's communities and to increase the recruitment, retention and progress of minority ethnic recruits.
- The borough is divided into four sectors and communities get involved through four Sector Working Groups as well as Ward Panels that exist within the eighteen wards of the borough. The School Involvement programme seeks to broker an understanding between young people and police and there are specialist programmes that focus on children who are moving from primary to secondary schools.
- Community representatives also sit on the Police Community Consultative Group and provide advice to the police on issues affecting all communities. Local residents scrutinise the use of police powers to “Stop and Search” and “Stop and Give Account”. Following refurbishment, Kensington Police Station is now accessible to disabled people
- Figures for levels of racial incidents, hate crime, and complaints of racial discrimination – are low and give no cause for alarm, though we still need greater assurance that our reporting systems for some of these (notably racial incidents) are robust.
- The Primary Care Trust (PCT) has produced a Single Equality Scheme and intends to manage equalities commitments under one framework. The overall aim is to reduce health inequalities in *access* and *treatment*. The PCT has joined Stonewall's Diversity Champions programme which is a workforce based good practice forum for sexual orientation where employers can work with Stonewall, and each other, to promote diversity in the workplace. The Trust also supports the BME Health Forum which provides the PCT with an opportunity to listen to BME communities' experience of health services and to find ways of improving things to meet their needs.
- 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 Communities Forum, Action for Disability Kensington and Chelsea and the Race Equality Partnership Kensington & Chelsea (REPKC) which promotes diversity, justice and equality of access and opportunity for BME communities in the borough. A recent example of a successful partnership is the New Horizons Centre providing services for older people in Chelsea which has come about through partnership work between the voluntary sector, the Council and the PCT.

- Transport for London also has a key role to play in terms of improving disabled access to London's tube and bus services
- Voluntary and community organisations have a key role in promoting access to services for particular groups within the range of communities living in the borough. They also provide opportunities for the Council, the Police, the PCT and other partners to access views from hidden or harder to hear groups who access these services.

Children's centres and extended schools are a new kind of family and community resource...

- There are eight children's centres in the borough providing early learning, childcare, family support, health services, and access to training and employment advice. Over one third of schools in the borough are now extended schools, offering childcare, study support, parenting support, and community access to facilities such as information and communication technology.
- The library service also works closely with children's centres to establish independent satellite library collections of resources for children and their carers. Currently there are full library facilities in two of the centres with two more scheduled to be in place by September 2008.
- The council has piloted a 'team around the school' approach with three Family Support workers providing outreach services across fifteen primary schools. Services include individual one on one support, drop in facilities and signposting to other services. The pilot will be evaluated in July but early feedback is very positive.

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 5 per cent of the borough's working age population – around 6,600 residents are in receipt of incapacity benefit or other disability related benefits and are therefore economically inactive as a result. 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.

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

- The Council has been working with DisabledGo to provide up to date comprehensive disabled access information on the borough's public places, made available to residents and visitors. 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.
- More than half of all public buildings in the borough are now accessible to everyone. To progress further, 90% of all Council buildings have undergone access audits and have action plans in place to address access issues. Access audits of each of the Council's parks and open spaces have been carried out and priorities for early action have been highlighted. All licensed premises in the borough now receive free information on disability awareness.
- A combination of reviews of individual situations and flexible employment opportunities will encourage people who have been out of work for a long period of time back in to employment. Ensuring that disabled people have the appropriate level of support and advice so that they may access employment opportunities is crucial. Between 2006 and 2007 ninety disabled people received pre-employment training through the Action Disability Kensington and Chelsea training programme funded by the Council.

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

- Respite care has been identified as a priority for improvement in the borough. The Council has developed a partnership with Hammersmith and Fulham to access places in their respite facilities for Kensington and Chelsea residents. Following the closer of the borough's own in-house residential respite care centre during 2007, resources have been redirected into almost doubling capacity and choice of play and day-care for children with disabilities. A respite care fostering service has also been developed. These developments result in families receive a mixture of overnight, 1-1 support in the home, 1-1 support with play, and direct payments.
- A new centre for children with disabilities is due to open soon, along side a children's centre, to provide integrated and specialist services.
- Accessible play equipment is now available at new developments such as Westfield Gardens and Kensington Memorial Park. Westfield Gardens has now been awarded 5 stars by Royal Society for the Prevention of Accidents (ROSPA) for accessibility and play value. Usage of the park has increased as a result.
- The Cheyne Centre for children with severe learning disabilities was decommissioned in 2006 and funding will be reinvested into alternative services for disabled children, following a consultation period.

- A Disability Youth Forum has been set up to involve young people with a disability in developing services.
- A working party, involving parents of children with disabilities has been set up to improve the transition for children to adult services from age 14. The group also focuses on the range of services available to young disabled people aged 16 to 25.

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

To achieve this partners will:

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

GETTING ACCESS TO LOCAL SERVICES

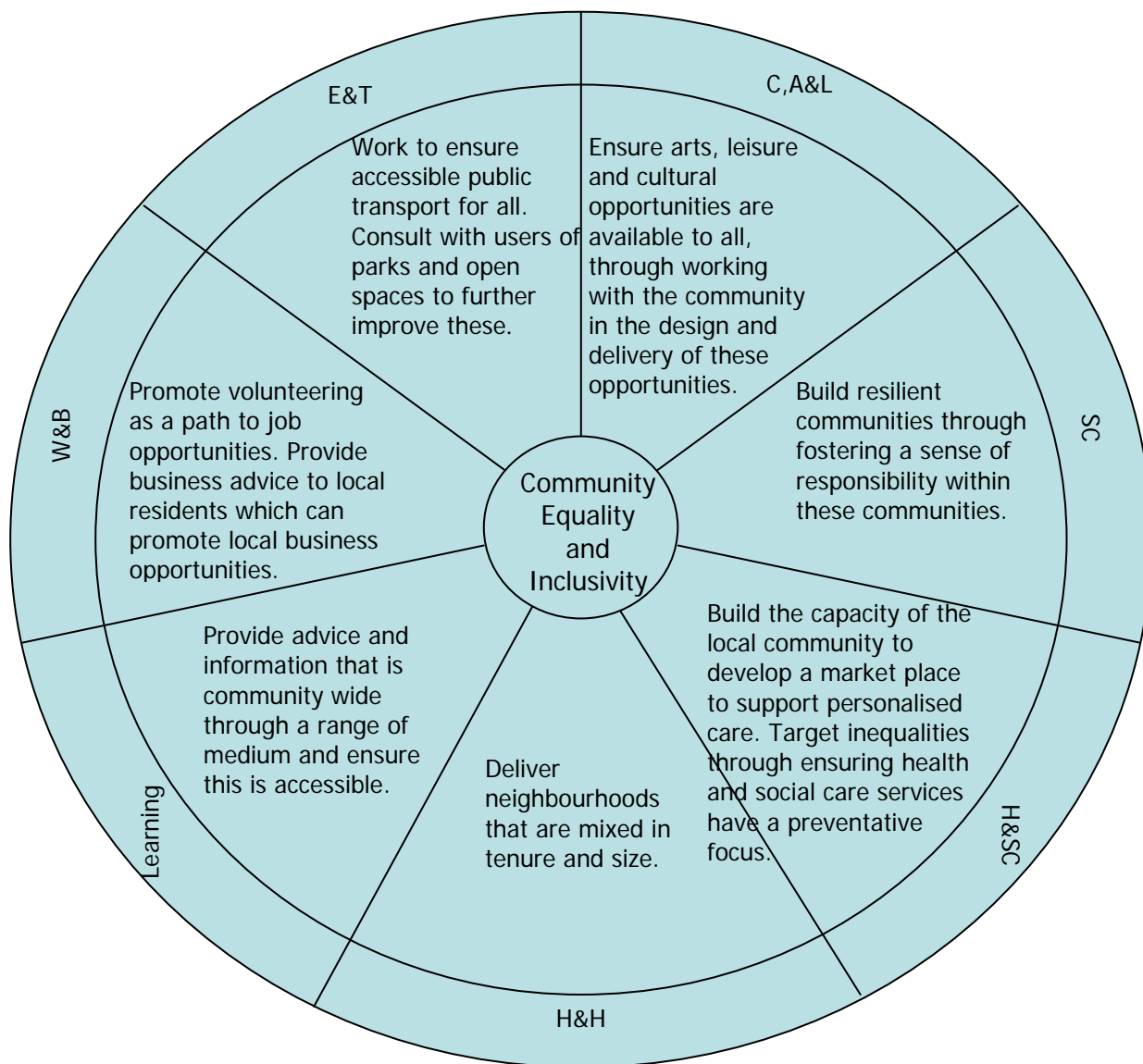
Though local services are generally good, and some are excellent, there is always room to improve...

- Public services in Kensington and Chelsea have never suffered from chronic underperformance that has beset service deliverers in 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...

- People's experience of dealing face to face with the Council, the PCT and other public services is varied. Everyone using these services has a right to be treated courteously, politely and with respect, and in many instances this happens – but we know from resident feedback that this does not yet happen in every case.
- Following a comprehensive review of translation and interpretation services, the Council is streamlining the way customers receive this service. Two providers have been identified who already work for central government departments and will bring high quality, consistent interpreting services to the borough for those residents who need it.
- 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.
- Parents and young people have told us that they want better information at the right times, such as the transitions in the journey to adulthood. The Council has prioritised improving the way parents, carers and children and young people get information about services in the borough.
- The Council has also set up the Public Information and Response Service. This brings together in one place, information on childcare, play, youth, and adult and family learning as well as training opportunities, complaints and our media design team.
- A Children's Services Directory and Extended Services Directory were published in January 2008, listing all services for parents. The directories are also available online and this summer the Council will pilot the use of electronic information points for parents, carers and families interested in out of school services across the borough.

SUSTAINABILITY CHOICES AND CHALLENGES.....



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

- i. improving and diversifying ways of communicating with residents and service users to take account of their different needs and language abilities, ensuring that good practice is shared; X Y

- ii. being consistently polite, courteous and helpful when dealing directly with the public; X
- 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 appropriate and relevant methods to gauge levels of satisfaction with services among different groups, and supporting communities to be able and confident to access and contribute to these opportunities. X

Keeping Life Local/Fostering Vitality

Our LDF policies will:

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

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.
- The Council's Across the Street and Around the World initiative is an example where the heritage of different cultures and traditions are showcased to facilitate dialogue, interaction and learning between different communities. Staff from the Council and other organisations also take part in events and activities alongside residents and this informal interaction adds to the Council's knowledge of the communities it serves.

- Although public institutions and partnerships cannot produce community life, they can provide some of the conditions that help to encourage it. The Commission on Integration and Cohesion's report 'Our Shared Future' makes recommendations to promote better community cohesion. The Council plans to implement systematic information gathering with partners, to monitor community cohesion issues in the borough, ensure all communities (not just minority communities who are typically seen as "hard to reach") are kept abreast of changes in service delivery and the reasons for them, and support the Forum of Faiths to explore opportunities for cross cultural and interfaith engagement in the borough.
- The Council's Annual Lecture in April 2008 was on Community Cohesion and over two hundred residents came to the Town Hall to hear how we could make the borough a better place for all communities to thrive. Wide scale interest in the vitality of the local community is clear.

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

- The borough has a large mix of voluntary organisations from small self help BME groups to large mainstream organisations such as the Citizens Advice Bureau 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 almost 400 tenants' and residents' associations in the borough. The Council has been working with these organisations to introduce a new award scheme - Gold Standard Award - that recognises and encourages well run and representative associations. The scheme aims to acknowledge the key role that these organisations have in conveying the views of residents to the Council and other service providers in the borough.
- Partnership working plays a vital role in ensuring the best quality services are provided to local residents. Relationships between the statutory sector (The Council, the local Police and Fire Service and the PCT) and the voluntary sector are structured around a series of jointly developed "compacts". The Compact is a code of practice agreed between both sectors, used as a guideline to assist working together.
- The Council and the PCT direct over £7 million to local voluntary organisations to support or deliver services to local communities. Much of this funding is made through commissioning services – a move away from traditional grant making. This enables the Council and the PCT to ensure that services meet priorities and makes longer term investment possible. The Council still intends to retain a grants programme in order to support small and emerging organisations as recognition that these groups reach those communities that find it hardest to be heard.
- The voluntary and community sector also attracts external resources to the borough. The annual funding event, FundingLink jointly organised between the Council and the Kensington & Chelsea Social Council help to broker relationships between external funders and borough-based community and voluntary organisations.

- 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. The VOF comprises thematic groups and the recently formed Engaging Communities VOF aims to provide a platform to share information on local and national developments on matters relating to equality, community cohesion, community safety and other related issues.

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. The Volunteer Bureau works to recruit members and match them with opportunities within the borough. The Kensington & Chelsea Social Council has established a governance project to train and assist in the recruitment and induction of new trustees, especially those with specialist skills, to serve with voluntary organisations in the borough.
- 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.
- Since May 2007 school governing bodies have had a duty to consider any views expressed by parents about their child's school. Many schools fulfil this duty by establishing a Parents' Council. Parents who feel that they are unable to commit the time needed to carry out the duties of a school governor or who are unsuccessful in parent governor elections can still have an influence on the conduct of the school through the Parents' Council.
- The London 2012 Games presents an unprecedented opportunity to raise the profile of volunteering, not only in the recruitment of 70,000 volunteers for the Games themselves, but to showcase the numerous ways of contributing to civic life locally.

AIM 3: To provide support to and empower communities and individuals to learn more about the borough and get involved in community life and leadership by:

- i. supporting the provision of community facilities, organisations and events particularly those that promote interaction between different communities; Y
- ii. bringing together the Forum of Faiths as a demonstration of tolerance, respect and the value of diversity, to address issues of common concern; Y
- iii. investing in physical resources (such as extended schools and children's centres) that provide a focus for local communities; X Y
- iv. helping people to get the advice and information they need, such as independent welfare advice, to tackle challenges, including dealing with harassment and discrimination; X Y

- 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 and providing opportunities to discuss and debate service provision with those who deliver them;
- vii. supporting efforts to assist those who find it hardest to be heard, get involved or get organised;
- viii. inviting opportunities for greater collaboration with and empowerment of service users and residents; X Y
- ix. promoting and supporting active citizenship and volunteering to widen participation in community decision-making, especially among children and young people and others who are often under-represented on governing bodies;
- x. seeking to exploit and support Government initiatives to build capacity and infrastructure of the voluntary and community sector and resilience in communities; Y and
- xi. maximising the opportunity for the borough's residents to be part of the official London 2012 volunteering programme, as well as boosting opportunities and raising the profile of volunteering locally. X
- xii. Adopting a strategic approach to commissioning services from the voluntary sector, involving assessing and analysing needs, identifying organisations which meet these needs and ensuring support for small organisations and flexible services which meet fluctuating needs.

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.
- The Council now operates at the advanced level of the 'Hear by Right' standard for involvement of young people and participation work with young people in the borough now has a national reputation. The Youth Forum is regularly involved in consultation with departments across the Council and members of the Youth Forum are on the Resident Review panel which means participating regularly in inspecting council services through "mystery shopping".
- The number of active members in the Youth Forum and Children's Forum has increased, particularly from under represented groups. The Council and other partnership are now working towards establishing the Hear by Right standard for 5 to 13 year olds. The Children's Forum has recently developed a guide for Council officers on how to involve children in the recruitment of staff. A number of children have also taken part in training to participate in mixed recruitment panels for new staff in the Council's Family and Children's Business Group.

ACHIEVING POTENTIAL

OUR GOAL: A borough which has outstanding learning services so that children, young people and other learners can reach their full potential.

To achieve this we will:

- **raise education standards and achievement; and**
- **support children and families to enjoy and achieve, make a positive contribution and achieve economic well-being.**

ENJOYING AND ACHIEVING

Continuing to raise standards at all key stages...

- The national 'Tellus' survey says 66 per cent of pupils in Kensington and Chelsea 'always' or 'most of the time' enjoy school, compared to only 58 per cent nationally. One in ten pupils in the borough also said they tried their best in school always or most of the time, higher than the national average of 81 per cent.
- Kensington and Chelsea schools achieve excellent results but it important that standards continue to improve to keep pace with the ambitions of our children and the demands of the twenty-first century workplace.
- Overall educational standards and achievement in primary and secondary schools are outstanding in Kensington and Chelsea, and they continue to improve. The progress pupils make between different key stages is well above national averages. The proportion of young people achieving GCSEs at grades A*-C is above national and neighbouring authorities' averages. The proportion of young people achieving GCSEs at grades A*-G rose sharply in the last year, giving the Council the fourth highest ranking in the country.
- The attainment of children who are in care or looked after is also good against national comparators; in 2007 the proportion of looked after children who achieved five or more GCSEs at grades A*-G was well above the national average. Funding is used to good effect, providing extra-curricular activities to enable looked after children to develop resilience, self-esteem and life skills. Provision for children and young people with learning difficulties and disabilities also results in excellent outcomes. School inspections since March 2006 judged 84 per cent of schools to be at least 'good' in relation to the progress made by pupils with learning difficulties and disabilities, with 8 schools judged to be 'outstanding'.
- Ofsted inspections since March 2007 have judged the vast majority (79 per cent) of schools in the borough to be 'good' or 'outstanding'.
- For GCSE, the percentage of students achieving 5 or more GCSEs at Grades A*-C rose to 69 per cent in 2007 (from 63 per cent in 2006), exceeding local targets and national averages. The percentage of students achieving 5 or more GCSEs at Grades A*-C including English and mathematics increased from 54 per cent in 2006 to 57 per cent in

2007, considerably above the national average for maintained schools (45 per cent). Holland Park achieved its highest level of achievement ever for GCSE at A*-C including English and mathematics at 52 per cent, which has more than doubled since 2004 (25 per cent). Holland Park was named the eighth most improved school in England between 2004 and 2007.

Improving the education and training on offer to 14-19 year olds...

- Exceptional exam results are achieved by young people attending Kensington and Chelsea schools. However, to make sure that every young person has opportunities to gain skills and develop their talents and interests, it is necessary to widen the range of educational options available for young people.
- A common timetable will be adopted by schools from September 2008 to enable collaborative programmes to be offered to all students through the options programme, within these schools and local colleges. This will enable students to undertake vocation courses in other schools and colleges and prepare for the introduction of the diploma.
- A new Diploma qualification in Construction and the Built Environment will be offered from September 2008 in collaboration with Ealing and Hammersmith & Fulham Councils, and from September 2009 the Creative and Media Diploma will be offered in partnership with Camden and Westminster Councils.
- Kensington and Chelsea College offer a broad range of collaborative vocational programmes including construction (based at the new KCC Transition Centre in Park Royal) as well as working with the Video College to offer 2-year courses for 14-16 year olds. Funding has been secured to offer a Young Apprenticeship programme in Hairdressing from September 2008, in conjunction with Kensington & Chelsea College and local employers.
- All post 16 programmes are recorded in CHOICE (the Pan London web based prospectus) to enable young people and their parents to view the full range of options available to them. This is in the process of being extended to include information about 14-19 options.

INCREASING PARTICIPATION IN LEARNING

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

- A broad range of complementary community based learning opportunities are offered through a number of voluntary sector organisations. Services that have been commissioned include study support which has been developed with St Marks Residential Home.

- Support is being offered to schools to improve provision for ethnic minority learners and those who speak English as an Additional Language (EAL). Examples of this include data tracking and analysis to identify underachieving pupils and groups.
- The range of alternative provision for children and young people in the borough is currently under review and consideration will be given to how local provision will align with proposals made in the Government's recent White Paper 'Back on Track'.
- Positive Action for Young People (PAYP) funds study support and play services which provides targeted support and learning opportunities for specific groups in the borough.

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

- Chelsea Academy is due to open in September 2009. The school is expected to transform educational opportunities for residents in the south of the borough. School provision in the North Kensington is currently under review and this is expected to result in proposals for a new secondary school as part of the Council's Building Schools for the Future programme
- Proposals on the development and expansion of Holland Park School have now reached the planning stages. The project will not increase the number of places at the school, but will provide state of the art facilities for its pupils. Royal Borough residents now make up more than 80percent of the school's intake.
- Pressure on primary places in the south of the borough has been identified. Added to the prospect of major new housing developments in the Earl's Court area, this is expected to result in proposals for the expansion of an existing school as part of the Council's Primary Capital Programme and the provision of a new primary school in association with the developers of a major housing site.

AIM 1: To raise education standards and achievement by:

- i. improving educational outcomes in all Key Stages;
- ii. improve the education and training opportunities to 14-19 year olds;
- iii. increasing accessibility of and participation in learning and development, particularly for those at risk of under-achievement and social exclusion; and
- iv. expanding the number of good local secondary school places.

MAKING A POSITIVE CONTRIBUTION

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

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

- In 2007-2008 there were nearly 100,000 attendances at youth services across Kensington and Chelsea. Satisfaction with youth services is consistently high. In the 2008 Youth Satisfaction Survey 93 per cent of respondents said they were 'very' or 'fairly satisfied' with the youth services in Kensington and Chelsea. Of those surveyed, 77 per cent agreed that youth clubs were open at the times they wanted and 80 per cent agreed that there was a wide range of activities.
- The Youth Forum involves young people in allocating £320,000 worth of projects and new services that help to ensure youth provision is appealing to all young people and effectively targeted at young people at risk of social exclusion.
- There is an integrated youth support service at Golborne Youth Centre which is a partnership between the Council's Youth Service, the Tenant Management Organisation, the local Police and the voluntary sector. The centre offers generic and targeted youth work as well as street based and offsite activity. The Golborne Ward Youth Partnership launched its Youth Forum on the 19 February 2008 which will link into the Borough wide youth forum.

ACHIEVING ECONOMIC WELLBEING

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

Efforts to help young people are paying dividends...

- The number of young people not engaged in education, employment or training (NEET) in Kensington and Chelsea continues to fall. Figures show a significant reduction since 2006 (5.8 per cent), below both the London and national averages.
- Sixty-two 62 young people are piloting "activity agreements" which provide a high level of support and alternative activities to build young people's skills and confidence. Forty per cent of these young people have been successful in going directly into education, employment or training.

- In a joint initiative by the Council and Kensington and Chelsea College, the College has recently been accepted as an 'Entry to Employment' course provider. These courses help to improve young people's confidence to gain entry into employment and take part in accredited courses, ranging from sport leadership awards to preparing for working life' certificates.

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

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

AIM 2: To support children and families to enjoy and achieve, make a positive contribution and achieve economic well-being by:

- i. ensuring that every child has opportunities to have fun, including easy access to a variety of high quality, enriching play opportunities that are also safe and inclusive;
- ii. increasing the availability and variety of youth support services;
- iii. reducing the number of young people not in education, employment or training;
- iv. increasing the number of young people gaining accredited outcomes; and
- v. increasing the income levels of target groups through income maximisation projects.

WORK AND BUSINESS

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

To achieve this we will:

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

THE LOCAL ECONOMY

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

- Some 124,200 people are estimated to work in the borough. Although some of these live locally (for example, 20 per cent of the Council's workforce), many more travel into the borough each day.
- Most businesses in the borough are very small. Three quarters of local businesses employ fewer than five people and only 1.3 per cent employ more than 50.
- The largest sectors of employment are real estate and business activities, which provide 21.3 per cent of local jobs; wholesale and retail (20.9 per cent); and hotels and restaurants (16.5 per cent). Over 11 per cent of local jobs are in Health and Social Work. Exploratory research indicates that up to one third of workplaces are used by businesses within the creative and cultural sectors, predominantly start-up businesses and small employers. The health of many of these sectors is closely linked to the health of the economy overall and is therefore especially sensitive to changes in national and global economies.
- The number of VAT registered companies has risen steadily each year, with over 10,500 such businesses located in the borough in 2006, over 95 per cent of which have fewer than 50 employees. Local organisations play a key role in maintaining this thriving small business economy. The Portobello Business Centre (PBC) provides personalised training and support to residents who wish to start their own business. In 2007/08 they provided 1,200 training sessions to businesses based in the borough and helped 60 businesses to start trading. The PBC has been very successful in attracting government and European funding and their portfolio of services continues to expand in line with the needs of residents and emerging government policy.
- The borough continues to be a sought after commercial and retail location, especially Knightsbridge and Chelsea, which have the highest concentration of jobs in the borough.

- Recent assessments of the health of the retail sector in the borough suggests that there is scope for growth in convenience retail, but with a possible drop, in comparison, in high street retail, as a consequence of the Westfield development at Shepherds Bush. Effective spatial planning through the LDF and careful town centre management are both needed to ensure that town centres in the borough remain economically healthy.

We need to work with neighbours and partners.....

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

There are opportunities to be grasped...

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

Supporting local businesses...

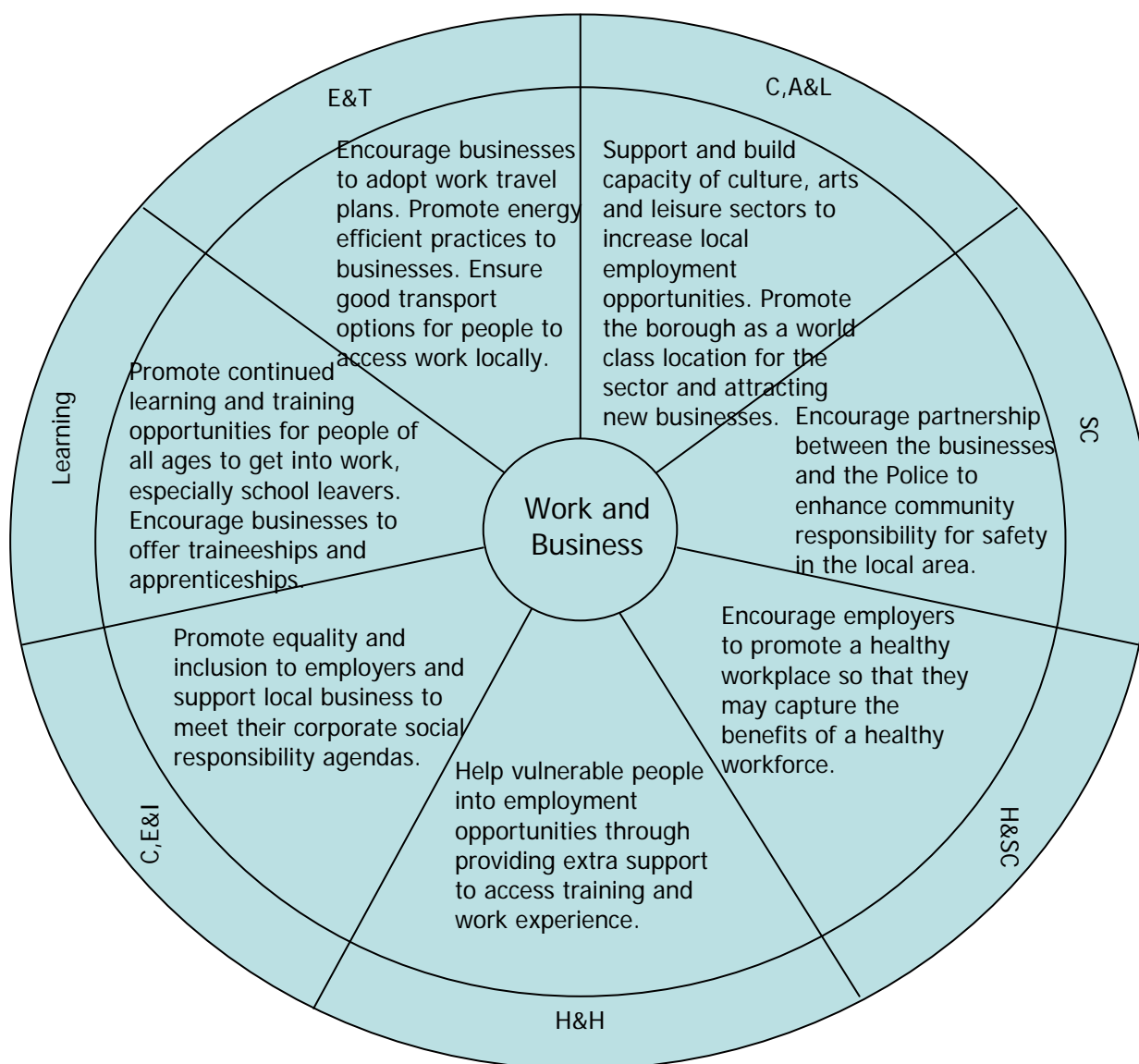
- The demand for land or properties to develop for residential use makes it particularly important to protect land for employment use within the Royal Borough. We will continue to look for opportunities to develop office and light industrial units for small businesses, while neighbourhood shopping policies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

the area. A particular feature of the partnership work is target-hardening where Council and Police officers advise small businesses on making their properties more resistant to potential burglars.

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

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

SUSTAINABILITY CHOICES AND CHALLENGES.....



EMPLOYMENT IN THE ROYAL BOROUGH

Levels of unemployment vary across the borough...

- Unemployment in the borough is relatively low (only 1.7 per cent of the borough's population were claiming Job Seekers Allowance in May 2008 compared to a London average of 2.6 per cent). Kensington and Chelsea has a relatively low economic activity rate which measures those who are in or seeking employment, 69.4 per cent of the working age population in Kensington and Chelsea are economically active compared with 75.1 per cent in London, the employment rate for the Royal borough is also lower than London. The economically inactive include people who have chosen not to work (in order to look after the family home, for example) or are unable to do so (because of a disability or illness, for instance). Economic inactivity in Kensington and Chelsea stands at 30.6 per cent compared with 24.9 per cent in London

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

- Unemployment levels (Job Seekers Allowance claims) in North Kensington have remained stubbornly higher than the borough average for many years. In the four northern most wards (Golborne, Notting Barns, Colville and St Charles) the percentage of people claiming unemployment benefit in May 2008 stood at 5.5 per cent, 3.7 per cent, 3.7 per cent and 3.8 per cent respectively, compared to a borough average of 1.7 per cent.

Targeting support where it is needed most...

- For those who are able to work, employment is the best route out of poverty. It helps to build self-esteem, independence and confidence, not just in individuals but in their families and communities too.
- Local partners' efforts are targeted at various groups, each of which need support and assistance to obtain and maintain a job. These include young people, people with low skills, people on incapacity benefit, parents in workless households and migrants and refugees.

Efforts to bridge the skills gap are continuing...

- The Adult and Community Learning Service is actively engaged in shaping projects and initiatives to meet the needs of those with low skills. The service also supports a significant ongoing demand for English for Speakers of Other Languages (ESOL). The Council, through its Adult and Community Learning Programme, funds ESOL training for permanent residents, refugees and asylum seekers. This is provided by both the Kensington and Chelsea College and the voluntary and community sector. This training is delivered in a variety of ways to suit individual needs including drop in classes and women only sessions.

People claiming Incapacity Benefit are a priority for JobCentre Plus...

- There are over 6,000 people claiming incapacity benefit in the borough, 77.8% percent of whom have been claiming for over two years, this equates to around 5 per cent of the working age population which is just below the London average of 6.1 per cent. JCP helps harder to reach customers to find employment and also targets the numbers of people on Incapacity Benefit and Income Support. This group have been a priority for Job Centre Plus since December 2007 when the Pathways to Work scheme was introduced to the borough. The scheme is mandatory for new Incapacity Benefit claimants, although existing claimants can join the scheme in a voluntary basis, and offers tailored support to help people get back into work.

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

- The barriers facing parents wanting to return to work include lack of adequate and affordable childcare and a lack of confidence and the basic skills needed to work in this technological age. NOVA New Opportunities is a voluntary organisation which helps many

people into work in Kensington and Chelsea. In 2007/08 NOVA offered 635 residents information, advice and guidance, nearly a third of whom were lone parents.

- Seven of the eight children's centres in the borough provide extended day childcare. All provide childcare within the Working Tax Credit limits and six of these centres provide Childcare Affordability Programme (CAP) funded full and part time flexi places (the remaining centre providing childcare offers wraparound care and holiday provision for 3-5 year olds).
- The cost of after school play and childcare for 5-13 year olds is subsidised and is accessible to all families in the borough. Fees in after school childcare provision are lower than in neighbouring authorities and usage levels are much higher as a result.
- All children with disabilities can access childcare and play services for five days per week and during holidays.

Working Links in Chelsea

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

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

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

New arrivals need support too...

- Kensington and Chelsea is home to a large number of new migrants, refugees, and asylum seekers, some of whom have no direct experience of working in the UK and find it difficult to access services that might help them to find a job. Some may be skilled individuals from overseas, or under employed, due language barriers or their qualifications not being recognised in the UK.
- Migrant and Refugee Communities Forum, a voluntary organisation based in the Royal Borough, supports such individuals by helping them to access information and advice, participate in the wider community and access to the appropriate accredited training.

A new scheme for older people returning to work...

- Returning to work after a prolonged absence can be challenging. The Council's new Restart programme offers job opportunities to unemployed people aged over 50 to help them to re-acclimatise to the world of work and build their confidence to look for permanent employment.

BUILDING THE PARTNERSHIP TO DELIVER IMPROVEMENTS...

- The KCP's Learning, Work and Business (LWB) Group brings together the Council, the Learning and Skills Council, JobCentre Plus and the private and voluntary sectors to co-ordinate a borough-wide approach to worklessness, address gaps in service provision, maximise fundraising and target services appropriately. The Group will also lead the borough's work with regional bodies such as the new London Skills and Employment Board.
- Working closely with businesses to identify their labour and skill needs can be mutually beneficial. Partners can plan provision so that local people are equipped to compete successfully for local job opportunities, and employers can tap into a suitably skilled workforce on their doorstep. For example, successful local customised pre-employment training has been developed for retailers such as McDonalds and Whole Foods. In addition, the 14 – 19 Partnership (which involves local secondary schools, the Learning and Skills Council, the Council and the voluntary sector) will seek to enhance its links with employers and ensure that the curriculum equips young people with the skills required to be successful in life and in work.
- The Westfield development at White City presents an opportunity for residents of North Kensington. Approximately 7,000 job opportunities are being created in 2008/9, while the Paddington Basin development is predicted to provide 30,000 jobs by 2013. Nearby Park Royal and Wembley are also growth areas. The LWB Group will work closely with the LDA and neighbouring local authorities to maximise the potential for residents to benefit from these job and business opportunities.
- The Learning and Skills Council will be wound up in 2010, and the Council will acquire additional responsibilities and funding. So considerable funding for 16 – 19 year olds to access training will be transferred to the Council.

AIM 2: To improve the employment prospects of residents, including young people, creating opportunities and tackling barriers which make it difficult for them to gain or retain employment by:

- enhancing skills and training projects for young people and other clients and strengthening networks of providers and employers to help access funding and identify clear routes into employment; X Y
- addressing the needs of unemployed and under-employed residents and promoting effective links with employers within Kensington and Chelsea and in neighbouring boroughs; X Z
- 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; X Z
- iv. establishing links between Connexions, the Education Business Partnership and other agencies dealing with school pupils and leavers and local and sub-regional employers' groups, including the Kensington and Chelsea Chamber of Commerce;
 - v. ensuring that local people have opportunities to find out about and secure jobs with new and established local employers, including major employers such as the Council and the PCT;
 - vi. developing geographically-targeted programmes in areas of the borough that have high levels of workless households, involving not just clients on Job Seekers Allowance but also those on Incapacity Benefit who wish to re-enter employment; X Y Z
 - vii. planning future childcare provision to help partners and carers to access training and work; Z
 - viii. continuing to negotiate local construction training commitments as part of major new developments in the borough; and
 - ix. working with employers to improve their workforce skill levels.

Keeping Life Local/Fostering Vitality

Our LDF policies will:

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