

DRAFT

THE FUTURE OF OUR COMMUNITY

**A Community Strategy for Kensington and
Chelsea**

Contents

	Page
Foreword	3
Kensington & Chelsea now	4
Your future: your vision	5
Environment and transport	6
Health and well-being	9
Homes and housing	12
Learning and leisure	15
Safe communities	18
Work and business	21
Delivering through partnership	24
Further information	26

Foreword

Welcome to 'The future of our community' an ambitious plan for the next ten years in the Royal Borough of Kensington & Chelsea.

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

As part of a world city, we face many dilemmas and competing demands. The interests of visitors and employees in the Borough do not always sit well with what residents want. Furthermore peoples' individual aspirations can sometimes conflict with long-term public welfare. For example, we need to reverse unsustainable trends such as ever-increasing car use, energy consumption and waste production. This document sets out some of the challenges that we face and the difficult choices we may have to make, before we can achieve a high and sustainable quality of life for everyone in the Borough.

This plan has been jointly prepared by representatives from the Council, the Police, the Health Authority and members of the local community and voluntary sectors – collectively known as 'The Kensington & Chelsea Partnership Steering Group'.

The main purpose of this Community Strategy is to reflect local priorities and challenges and set out a programme of action to improve the quality of life of local people in the future.

We will only succeed if local organisations, agencies and residents work together. Please let us know what you think about our plans. You can find details about our website and a feedback form at the end of this document.

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

Note to readers

The 'we' used throughout this document refers to the organisations that make up the Kensington & Chelsea Partnership Steering Group and the wider partnerships that they represent. See pages 24 and 25 for information about the partnership.

Kensington & Chelsea now

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

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

The Borough has an outstanding architectural heritage, demonstrated by the fact that 70% is covered by conservation areas and there are 3891 listed buildings, several of national and international importance.

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

This is a Borough of extremes of wealth and poverty. The wards of Golborne and St. Charles are the areas which are most deprived in Kensington and Chelsea and are in fact among the 10% most deprived wards in England. In contrast, seven wards in the Borough are amongst the least deprived.

Residents trace their origins to many parts of the world, including Africa and the Caribbean, the USA, Middle East, the Republic of Ireland, Eastern and Central Europe, the Horn of Africa, Central and South America, Australia, Canada and New Zealand. A significant number of people from all the world religions are to be found living locally, particularly Christianity, Islam, Sikhism, Hinduism and Judaism.

Kensington & Chelsea has an active and lively community and voluntary sector, with over 350 residents and amenity groups and over 300 voluntary organisations.

Your future: your vision

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

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

Your vision sets a major challenge for us all. In the next six chapters we set out how, by working together, we can begin to create the kind of future we all want. Each chapter has both short and long-term targets that will contribute to achieving this vision as well as an honest view of some of the difficult challenges we shall face on the way.

Environment and Transport

What local people have told us

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

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

The challenges we face

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

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

Our environment is vulnerable to competing pressures, not all of which are within local control. We all want better air quality, but how far can and should the Council intervene to restrict car usage? How can we reduce congestion and pollution whilst accepting London's need for an efficient road network? Should we create more open spaces at the expense of much needed affordable housing developments? The quality of the environment is the responsibility of everybody. Real progress towards sustainable development requires a commitment from organisations throughout the Borough, as well as the active participation of local people.

The direction we will take

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

DRAFT

In partnership we will:

Continue our aims to...

- **Reduce air and noise pollution.**

By 2003 we will develop key components of the Council's Air Quality Management Plan, in particular the promotion of low emission vehicles, the joint-Borough emission testing scheme and an improved monitoring network.

By 2003 we will develop a local strategy to reduce transport noise, taking account of the growth of the '24 hour city'.

- **Reduce the amount of traffic using Kensington & Chelsea's roads.**

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

By 2003 we will test out a local City Car Club scheme.

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

By 2003 we will work in partnership with National Energy Action and other stakeholders to implement the Affordable Warmth Strategy to reduce the number of households living in fuel poverty in the public and private sectors.

By 2003 we will work in partnership with the City of Westminster to implement the 'Healthy Homes' initiative to promote energy efficiency in the private sector.

- **Increase the proportion of domestic and commercial waste being recycled.**

We will continue to work with the Council's waste contractors to increase the tonnage of recycling produced by up to 1000 tonnes per year

Conserve and enhance public spaces

We will continue to maintain and enhance the character and function of the Borough as a residential area, ensuring its continuing role as an attractive place in which to live and work.

We will continue to care for the Borough's legacy of historic buildings in the application of planning and building control policies.

By 2003 we will complete the implementation of the Kensington High Street improvement scheme.

- **Enhance local 'Bio diversity'.**

By 2003 we will develop new environmental education teaching materials for Key Stages 3 and 4.

By 2003 we will conduct habitat surveys on the Borough's Sites of Nature Conservation Interest.

Bio-diversity and the Ecology Centre

A wide range of flora and fauna species in an area is a sign of a healthy ecosystem, so the more bio (or biological) diversity the better. Kensington & Chelsea's Ecology Centre is visited by around 5,000 children and 3,000 adults each year. Informal courses in the holiday periods raise environmental awareness generally.

DRAFT

Work towards change by . . .

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

Influence a change by . . .

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

Environment and Transport – the key delivery partnerships

Active participation in the Association of London Government Transport and Environment Committee.

Working with the Western Riverside Waste Authority on the shared objective of waste minimisation and increased recycling.

Environment and Transport – the key strategies

The Environmental Action Plan 2002-2003.

The Unitary Development Plan.

The Interim Local Implementation Plan.

The Neighbourhood Renewal Strategy.

Health and well-being

What local people have told us

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

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

But there are challenges

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

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

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

The direction we will take

Through partnerships between the Council, the Primary Care Trust, the Strategic Health Authority, statutory and voluntary agencies, community groups and other London Boroughs, we will aim to improve the physical, emotional and mental health of local residents, encourage independence and deliver services that promote the well-being of all members of the community.

DRAFT

In partnership we will:

Continue our aims to . . .

- **Deliver high quality primary and community care through the establishment of a Primary Care Trust (PCT) in Kensington & Chelsea.**
- **Develop initiatives that impact positively on the wider determinants of health and well-being by:**
Increasing access to leisure facilities for all groups.
Developing initiatives to improve the health of the unhealthiest people in the community. For example, the Golborne and 'Raising the Dalgarno' SRB programmes are government-funded initiatives aimed at improving the quality of life in some of our more deprived communities. These programmes will be implemented until 2006.
- **To tackle the local health service priorities by:**
Reducing the variation in the quality of primary care against a range of core standards such as the waiting time to see a GP or nurse.
Working closely with all health care providers to reduce waiting times for both outpatient and inpatient treatment.
Developing systems for involving patients in the planning and delivery of care, including the Chelsea and Westminster hospital trust.
- **To integrate further health and social care provision by:**
Continuing to explore the opportunities for integration within services for people with mental health needs, learning disabilities, physical disabilities, children, older people and people misusing substances, through joint commissioning, joint planning and pooled budgets.
- **To improve the accessibility of health related services to all members of the community by:**
Ensuring that the diversity of the local population is fully recognised and that vulnerable, socially excluded or disadvantaged groups receive responsive services.
Continuing to work with GPs to ease permanent registration of homeless refugees and asylum seekers.
- **To improve social care provision**
Improving the recruitment and retention of social care staff through a range of activities including achieving Investors in People accreditation.
Implementing Quality Protects plans for children's services including improving placement choice and adoption outcomes.
Aiming for Charter Mark quality accreditation for family centres through development and use of user feedback.

Work towards change by . . .

- **Increasing our focus on prevention as well as treatment in health care.**
- **Introducing new ways of assessing the impact on health of major developments.**
- **Ensuring equal access to social care services through systematic consultation with minority groups.**

DRAFT

Influence a change by . . .

- Demonstrating that greater empowerment of primary care and its partnerships benefit the health of the population.
- Lobbying the government for the fair distribution of resources so that inner-city Boroughs such as Kensington and Chelsea are able to tackle the impact of deprivation on health.
- Piloting national best practice and social care standards initiatives for the Department of Health, the Community Care Development Centre and the Social Care Institute of Excellence.

Health and Well-being – the key delivery partnerships

The Kensington & Chelsea Joint Health Partnership Board

Health and Well-being – the key strategies

The NHS Plan

The Health Improvement and Modernisation Plan (HiMP)

The Joint Investment Plans

The Neighbourhood Renewal Strategy

Homes and housing

What local people have told us

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

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

But there are challenges

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

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

Tackling the pressures of high housing need with such a scarce supply of affordable housing, is therefore a significant challenge. Kensington & Chelsea has a polarised housing market where only the needs of high income and low income groups can be met by the open market and social housing respectively. On the other hand, the fact that Kensington & Chelsea are residential locations of choice for higher earners adds considerably to local prosperity and employment. Meeting the competing demands of the homeless, local families and key workers to build balanced communities is not easy, but there are steps that we can take to get there.

The direction we will take

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

DRAFT

In partnership we will aim to:

Continue our aims to. . .

- **Promote the creation and maintenance of vibrant, balanced, inclusive communities.**

By 2003 we will implement a Rapid Response Protocol for dealing with crack houses.

By 2003 we will evict anti-social tenants within two months of serving notice for seeking possession.

By 2003 we will work with 80 long-term victims of domestic violence and their families and reduce repeat domestic violence.

By 2005 housing services will achieve level 3 of the Commission for Racial Equality's standards for racial equality.

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

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

By 2003 we will improve standards in the private rented sector by signing up 50 more homes to the Landlords' Charter.

By 2003 we will work with other London Boroughs to secure additional affordable housing outside Kensington & Chelsea through the London Housing Partnership.

By 2003 we will bring 25 long-term empty private sector homes back in to use.

By 2003 we will reduce the number of people sleeping rough by two thirds to 11 in the West London Zone.

The Kensal Gasworks project

This hi-tech, £70 million development will provide around 300 homes including 150 for shared ownership, 95 for affordable rent and 60 for private sale by 2007. The scheme will incorporate advanced solar energy panels, which should produce surplus electricity.

The 'Keep London Working' project

The Council is working in partnership with a number of London Boroughs and the Peabody Trust SRB on this initiative to provide 400 bed spaces for key workers across London by 2003.

- **Support independent living through the strategic commissioning and monitoring of services.**

By 2003 we will prepare a Supporting People Strategy.

By 2003 we will introduce a new system of commissioning, payments and monitoring for supported housing through the Supporting People programme.

By 2003 we will develop 5 units of housing for people with learning difficulties and additional units of housing for adults with mental health problems.

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

By 2003 we will undertake enforcement action on 100 private sector properties, starting with those in the worst condition.

DRAFT

During 2002/03 we will spend £150,000 in grants to help disabled people remain in their own homes.

During 2002/03 we will spend £1m in grants improving housing conditions for low income owner occupiers. Funding will also be targeted at private landlords who charge affordable rents to help them to provide safe, warm and secure homes for their tenants.

Work towards change by . . .

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

Influence a change by . . .

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

Homes and Housing – the key delivery partnerships

The Tenants Management Organisation (TMO) Board

Partnerships with housing providers

Multi-agency work with care providers and voluntary agencies

Work between the Council, the Police, the TMO and Housing Associations to tackle anti-social behaviour.

Homes and Housing – the key strategies

The Housing Strategy 2002-2007

The Housing Revenue Account Business Plan 2001-2006

The Unitary Development Plan

The Neighbourhood Renewal Strategy

Learning and leisure

What local people have told us

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

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

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

But there are challenges

- Government is directing funds for education and leisure away from London.
- The high cost of living in London is making it increasingly difficult to recruit and retain teachers, youth workers and librarians.
- Our one secondary community school does not have enough places to meet the needs of those leaving our primary schools.
- There are over 100 languages spoken in Kensington & Chelsea's schools.
- With a large population of refugee and asylum seekers, there is high pupil mobility in certain LEA maintained schools in the Borough. This makes setting and achieving education targets difficult.
- Recent surveys of library users have found that people want longer opening hours, more IT provision and better physical access to buildings.

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

The direction we will take

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

DRAFT

In partnership we will:

Continue our aims to . . .

- **Work with the Learning and Skills Council who fund and regulate post-16 education in all local authorities to ensure that the needs of local residents are best met.**
- **Secure a new building for Holland Park School.**
- **Investigate the potential for a new secondary school to help more pupils leaving our primary schools to continue their education in the Borough.**
- **Raise standards in our schools so that they remain above the national average in all core subjects.**
By 2004 we will increase the proportion of children achieving the expected standard at Key Stage 2 in our primary schools to 85% for both English and mathematics.
By 2004 we will increase the proportion of secondary age pupils achieving five or more good GCSE grades to 59%.
- **Raise standards in Information and Communications Technology (ICT) in our schools.**
By 2004 we will increase the proportion of pupils aged 14 achieving the expected standard for ICT at key stage 3 in our secondary schools to 85%.
- **Raise the achievement of ethnic minority children, including those developing English as another language (EAL).**
- **Explore opportunities to work more closely with independent schools.**

Partnership working in Schools

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

- **Ensure that citizenship is reflected in the ethos, values and curriculum of all schools.**
- **Remove barriers to access in our libraries.**
We will work with other authorities to develop a common policy for membership.
We will provide disabled access to Notting Hill Gate Library.
We will continue to provide free public access to the internet in all our libraries.
- **Provide access to our heritage.**
We will open Linley Sambourne House - a key local Victorian residence - to the public by December 2003.
We will provide internet access to our archives (a storehouse of local knowledge) by December 2003.

DRAFT

Work towards a change by . . .

- Developing a Cultural Strategy for Kensington & Chelsea to engage the skills, talents, creative energy and diversity of the community and celebrate arts and cultural opportunities in the Borough.
- Finding new ways to work with young people through the ConneXions strategy. This will provide specialist advice, guidance, support and personal development opportunities for 13-19 year olds in the Borough.
- Undertaking a review of Leisure provision in the Borough which will include the consideration of issues such as access.

Influence a change by . . .

- Working with others to influence Notting Hill Carnival to be a first class set of events and educational opportunities.
- Meeting with Government, other national bodies and Councils to develop strategies to overcome recruitment problems.

Learning and Leisure – the key delivery partnerships

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

Learning and Leisure – the key strategies

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

Safe communities

What local people have told us

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

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

But there are challenges

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

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

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

The direction we will take

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

DRAFT

In partnership we will:

Continue our aims to . . .

- **Reduce reports of disorder and antisocial behaviour to the Police by 5% by March 2002, establish a baseline for repeat calls to the Council's Noise and Nuisance Service and thereafter reduce them by 5% by March 2005.**
By April 2005 we will apply acceptable behaviour contracts throughout the Borough.
- **Reduce drug and drug related crime by 10% by March 2005.**
By April 2003 we will establish a programme to provide drugs education in schools and youth settings with the aim of preventing drug misuse and publicising local services to encourage young drug users to seek help.
By April 2003 we will conduct specific police operations against street dealers where there is intelligence regarding such activity.
- **Encourage reports of domestic violence to the police and thereafter reduce reports of repeat victimisation by 10% by March 2005.**
By April 2005 we will implement a common system of recording of domestic violence data by all statutory agencies.
- **Encourage reports of racial incidents to the police and thereafter reduce reports of repeat victimisation by 10% by March 2005.**
We will continue to exceed the target annual detection rate of 18% for reported race crime.
By 2003 we will undertake diversity training with young people in schools and other youth settings.
- **To stop the growth in street crime, reduce burglary offences by 1% and motor vehicle crime by 5% by March 2003.**
By April 2003 we will undertake preventative and proactive operations in specific geographical locations to impact on specific crime problems and achieve a 5% reduction in robbery in the three Northern Sectors.
- **To achieve the targets set by the Youth Justice Board to reduce offending by young people**
By April 2004 we will reduce the number of children on the child protection register by 9%.
By April 2004 we will reduce vehicle crime amongst young people by 30%.
By April 2005 we will reduce robbery by 15% and domestic burglary amongst young people by 15%.
- **We will increase the willingness of victims to report homophobic crime to achieve a 'satisfaction rate' of 75%.**
We will continue to exceed the target annual detection rate for homophobic crime of 16%.
By April 2003 we will establish third party reporting sites for victims of homophobic crime.
- **Reduce crimes incidents of bogus callers by 30% by March 2005**
By April 2003 we will establish a system that enables crime prevention advice to be given by professionals who care for, or visit, older people at home.

DRAFT

Work towards change by . . .

- Developing joint initiatives between statutory, voluntary and community organisations to raise awareness of health issues in the community.
- Looking for further engagement with the business community to understand how they can become more involved in tackling community safety issues as part of a wider effort to engage local business and thereafter putting in place a programme of action.

Influence change by . . .

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

Safe communities – the key delivery partnerships

The Community Safety Programmes Board
The Youth Offending Team

Safe communities – the key strategies

The Community Safety Strategy 2002-2005.

The Kensington and Chelsea Internal Policing and Performance Plan 2002-2003.

The Youth Justice Plan 2002-2005.

The Neighbourhood Renewal Strategy.

Work and business

What local people have told us

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

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

But there are challenges

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

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

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

The direction we will take

Through partnerships between the Council, the Chamber of Commerce, the London Development Agency, the Central London Partnership, the Employment Service, the London Central Learning and Skills Council, the Portobello Business Forum, the Portobello Business Centre, the North Kensington Opportunities Centre, the SRB Programme Boards, Business Link for London, statutory and voluntary agencies, community groups and other London Boroughs we will endeavour to promote a vibrant and sustainable local economy.

DRAFT

In partnership we will . . .

Continue our aims to . . .

- **Facilitate partnership working where this will bring economic and employment benefits to the Borough's residents and businesses.**

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

- **To promote Kensington & Chelsea as a place for business and industry to locate, in accordance with the Borough's Unitary Development Plan (UDP)**

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

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

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

- **To offer advice and support to entrepreneurs and small businesses**

The UDP will continue to have planning policies that support the provision and protection of small-scale business developments.

The Council will continue to fund the Portobello Business Centre to offer business advice and support to residents wishing to start up businesses and to existing businesses in the Borough.

- **To promote employment and vocational training opportunities for Borough residents**

Through the Council's work based training provision (Training for Skills) we will continue to provide work based learning opportunities for local young people.

We will continue our aim to increase participation rates in employment and training opportunities by Black and Minority Ethnic (BME) groups.

- **To further the employment prospects of Borough residents**

We will continue to support the North Kensington Opportunities Centre, offering one-stop information, guidance and counselling services for people looking for work and training.

We will continue to provide customised training opportunities for unemployed residents through the Borough's Employment Projects team.

We will continue to support the Joint Investment Plan (JIP) 'Welfare to Work for Disabled People' which is examining ways of improving access to jobs in the Public Sector for disabled people.

Work towards change by . . .

- Investigating Business Improvement Districts (BIDs) to combat the effects of large developments such as White City.
- Working with the Business Sector in Kensington & Chelsea to nominate a representative for the Local Strategic Partnership Steering Group and identify ways in which business can be encouraged to be more active in their community.
- Setting up an electronic 'Business Panel' to allow direct communication between the Council and the Business Community.

Influence a change by . . .

- Lobbying for a Chelsea-Hackney line to ease the pressures on the existing transport network, attract new visitors to the Borough and reduce reliance on motorised transport.
- Lobbying for increased Government funding and access to special funds for regeneration and community development.
- Lobbying Transport for London (TFL) to improve the pedestrian facilities on Exhibition Way.

Work and business – the key delivery partnerships

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

Work and business – the key strategies

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

Delivering through partnership

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

The Kensington & Chelsea Partnership was launched in March 2002. This is an umbrella group that brings together all such organisations and partnerships within the Borough. A small Steering Group reports to the partnership, made up of representatives from a number of local organisations including the Council, other key public sector organisations and the Voluntary and Community Sectors. It is the Steering Group's aim that where possible, at least half of its members live locally.

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

- Co-ordinate and therefore try to improve the overall delivery of services provided by public bodies and voluntary organisations.
- consult upon and approve the Community Strategy and its daughter document - the Neighbourhood Renewal Strategy - and review them annually.
- coordinate and add value to the work of the many partnerships already operating in the Borough.
- To agree the use of the Neighbourhood Renewal Fund.
- To lobby central and regional Government in the pursuit of the partnership's aims and objectives.

Underpinning this work are the principles of:

- valuing the rich diversity of people living and working in the Borough and acting in a positive way so that all sections of the community are able to play a part in improving the quality of life in Kensington & Chelsea.
- adopting a structure which is representative of the various stakeholders, with open and transparent decision-making and commitment to community consultation and involvement and which is reviewed from time to time to ensure that it is still fit for its purpose.
- recognising the general obligation that public money should be used widely and therefore the interests of those whose financial support pays for these services are acknowledged.

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

DRAFT

Delivering through partnership Membership of the Kensington & Chelsea Partnership Steering Group	
The Public Sector	
Kensington and Chelsea College (1 seat)	The Head of Kensington and Chelsea College
The Council (3 seats)	The Leader of the Council 2 Cabinet Members
The Local Health Service (1 seat)	Chief Executive, Kensington & Chelsea Primary Care Group
The Police (1 seat)	The Borough Commander
The Voluntary and Community Sector	
Local Residents (2 seats)	One representative to be elected from the Kensington and Chelsea Society PROCESS FOR NOMINATING SECOND REPRESENTATIVE TO BE INSERTED FOLLOWING STEERING GROUP MEETING 20-03.
The Forum of Faiths (1 seat)	Forum to elect a representative
The Social Councils (2 seats)	The Directors of the Social Councils (the two Social Councils are in the process of merging)
The Voluntary Organisations Forum (VOF) (3 seats)	VOF to nominate one representative for each of the following interest groups: <ul style="list-style-type: none"> • Children and Young People • Education and Employment • Arts and Culture
The Business Sector	
Business Representative (1 seat)	To be appointed.

Further information

If you would like a copy of any of the plans and strategies referred to, further information about any aspect of the Community Strategy or additional copies of this document please contact:

Shirley Fryer

Telephone: 020 7361 2958

or

Mark Beauchamp

Telephone: 020 7361 2402

e-mail: info@kcpartnership.org.uk

or visit our website at:

www.kcpartnership.org.uk