

**KENSINGTON AND CHELSEA PARTNERSHIP STEERING GROUP  
- 23<sup>RD</sup> MAY 2002 MEETING**

**REPORT OF THE ASSISTANT CHIEF EXECUTIVE OF THE ROYAL BOROUGH  
OF KENSINGTON AND CHELSEA**

**DEVELOPMENT OF THE LOCAL PUBLIC SERVICE AGREEMENT**

The Council has committed to developing a Local Public Service Agreement. Officers of the Council have started work and this report offers a provisional list of “stretch” targets that the Council could include.

The Steering Group is invited to comment on the suggested targets.

**FOR COMMENT**

## **1. INTRODUCTION**

- 1.1 In November 2001 the Cabinet decided to negotiate a Local Public Service Agreement (LPSA) with Government. This report explains what an LPSA is, sets out some potential themes for the LPSA and outlines what has been happening to develop targets for the agreement.
- 1.2 The Steering Group’s views are sought on the suitability of the suggested themes and the choice of targets. These views will inform the Council’s further work. At its meeting on 25 July the Council’s Cabinet will be asked to decide on which targets should be put forward for negotiation with Government between September and November. The agreement, once signed, is then expected to run from April 2003 for a period of two and a half to three and a half years.

## **2. WHAT IS A LOCAL PUBLIC SERVICE AGREEMENT?**

### **2.1 An LPSA is:**

- A negotiated agreement between the Council and Government whereby the Council undertakes to achieve 12 or 13 specific performance targets that address national and local policy priorities. The majority of these targets must come from a list of 35 national targets prescribed by Government<sup>1</sup>. The targets must “stretch” performance over and above what would otherwise have been achieved.

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<sup>1</sup> A list of these targets are available on [www.local-regions.dtlr.gov.uk/lpsa](http://www.local-regions.dtlr.gov.uk/lpsa), or in hard copy from Sarah Mowbray tel 020 7361 3691.

- In order to help them to achieve these targets, Councils can negotiate with Government for pump-priming grant, and for freedoms and flexibilities in relation to Government regulations and financial controls. Councils can also seek guarantees of continued funding in special funding streams from Government to support achievement of a target.
- Each LPSA must contain at least one from among the national targets relating to:
  - Education
  - Social Services
  - Transport
  - Cost effectiveness (no definition on this yet)

plus one further target on either education or social services.

- Up to five targets can be locally defined. These should cover issues that consultation indicates are important local concerns. Targets that involve collaborative or partnership working will be well regarded by Government. Councils are able, if they wish, to pay pump-priming money and Performance Reward Grant (see above) to partners where their inputs are critical to delivering an outcome or where they make a significant contribution to achieving a target.
- The limit for pump-priming grant is £940,000 revenue payable in the first year of the Agreement and permission to borrow around £1m through an Unsupported Credit Approval (UCA). This UCA must deliver substantially more than its value.
- There is a Performance Reward Grant (PRG) of up to 2.5% of the Council's net budget requirement for 2000/01. PRG for the Royal Borough would be in the region of £4m. The PRG is divided equally between the targets and is paid half as capital and half as revenue in two equal instalments in the two financial years following the end of the Agreement. The figures can be pro rata down to 60% for reduced performance but below this there is no PRG. There is scope to pay up to one fifth of the PRG a year before the end of the agreement assuming that interim targets have been agreed and achieved in full.

*N.B. Depending on the targets chosen the Cabinet will consider paying some of the pump priming money to partners where their inputs are important to delivering an outcome. The amount will depend on a number of things but will be negotiated with the partner on the basis of an assessment of what the partner is offering and its cost/value to the target. The position in relation to PRG will be reviewed towards the end of the period of the agreement at which time the Cabinet will consider, with delivery partners, how the money may be used to develop further innovative and stretching schemes.*

### **3. POSSIBLE THEMES FOR THE LPSA?**

- 3.1 The Council has carried out some preliminary work with health, police and fire service colleagues to develop possible targets. The current list of suggested targets is shown at appendix 1. They have been grouped into three themes which reflect priorities identified in the community strategy:
- A safer place to live
  - A cleaner, greener environment
  - A better chance for the young, the elderly and the socially excluded
- 3.2 The transport target, which has not yet been developed, is likely to fall under one of the latter two themes.
- 3.3 The cost effectiveness target that must be in every LPSA does not fit exclusively into any of these themes.

### **4. DEVELOPING LPSA TARGETS**

- 4.1 There are potentially 19 targets to choose from in the appendix and they are shown with explanatory notes assembled by the target leaders and senior managers who would contribute to their achievement. The content of the notes is still fairly raw and depends on the degree to which the target has been thought through. The contributions of other partners in the voluntary sector will help to refine the targets. Target leaders will be in contact with those organisations that can make an obvious contribution to discuss how this can be facilitated but any voluntary sector organisation is free to contact any of the target leaders (via Sarah Mowbray 0207 361 3691) to offer their services. The LPSA will ultimately require 12 to 13 targets but there is not a free choice between potential targets because of the LPSA rules. Appendix 2 illustrates the choices.
- 4.2 A further 4 targets were suggested which are unlikely to be developed because there are too many uncertainties about accurate measurement, or their achievement is too uncertain for them to be good candidates given the rules of the LPSA and the need to perform sufficiently well to win the PRG. These relate to educational achievement of looked after children, the rate of re-conviction of young offenders, reduction of serious crime and disorder at the Notting Hill Carnival and achieving the national E-government target a year early in 2004. There was also a suggested target on abandoned cars and this may form part of one of the other targets. Each of the rejected targets will be appraised for inclusion in other Royal Borough service plans or improvement programmes.
- 4.3 Each target has a senior manager of the Council or senior officer from another agency who will be responsible for its further development. Between now and the end of June this lead officer will take responsibility for:-
- Establishing current performance
  - Establishing expected performance without stretch over the period of the LPSA

- Establishing the stretch that will be achieved for the purpose of the LPSA
- Assembling a delivery mechanism including involvement of partner organisations
- Identifying any pump priming or other money required
- Identifying any flexibilities or freedoms needed
- Judging the likelihood of achieving between 60 and 100% of the stretch

It is quite likely that some of the targets may prove to be unsuitable as this happens and the themes may need to be adjusted accordingly.

- 4.4 Nearly all of the targets will require significant and sustained input from a number of the Council's Business Groups, other agencies and the voluntary sector over the period of the LPSA. They will also need the support of Cabinet Members and as they develop careful reference must be made to the developing action plan for Golborne and St Charles wards.

## **5. TIMETABLE AND PROCESS**

- 5.1 The timetable is attached as appendix 3. The next phase is for the current long list to go through a full cycle of Overview and Scrutiny Committees between 27th May and 1<sup>st</sup> July. Progress on development of the targets, and the views of the Steering Group will be reported to the Cabinet meeting of 30<sup>th</sup> May.
- 5.2 The LGA has confirmed that the Borough has a negotiating slot of 23<sup>rd</sup> September to 15<sup>th</sup> November and assuming that the negotiated agreement is acceptable a key decision to sign it would be sought from the Cabinet on 28<sup>th</sup> November.

## **6. CONCLUSIONS**

- 6.1 Comments of the Steering Group are sought on:
- ❑ the themes for the LPSA
  - ❑ the long list of draft targets
  - ❑ any additional suggestions for targets or involvement of other partners

**FOR COMMENT**

**Paul Morse**  
**Assistant Chief Executive**

## Long list of potential LPSA targets

### Royal Borough of Kensington and Chelsea Local Public Service Agreement

#### Better City Life

#### Theme - Crime & Disorder

#### "A safer place to live"

#### 1. Reduce repeat victimisation of race crimes (local)

##### Team leader: Chief Inspector Rick Algar

There is currently a target in the Crime & Disorder Reduction strategy to reduce reports of repeat victimisation by 10% by March 2005. PSA funding would enable us to enhance the response of various agencies to race crime. This is a particularly worthy area of work as it focuses on some of the more vulnerable members of the community. The downside is that the numbers are relatively small and potentially volatile

##### Possible contributions towards achieving target

Assistance and support needed from education, TMO, RSLs, Social Services
Community Relations Team to run appropriate education programmes to facilitate this
Police to consider a positive policy of prosecution wherever possible
TMO would contribute to a comprehensive victim support package incorporating police, landlords, social services etc
Increase the amount of information, discussion etc. through event, tasks etc in 'neutral' community spaces – libraries
Use of GIS/CLPG to identify crime location and cross ref with other factors

#### 2. Reduce robbery in our principal cities by 14% by 2005 (national)

##### Team leader: Chief Inspector Rick Algar

Existing borough targets - achieve a 0% growth in street crime by March 2003; achieve a 5% reduction in robbery on the northern three sectors by March 2003. These targets are from the Borough Policing plan for the coming year. Targets have not been set for the 3 year period of the Crime & Disorder Reduction Strategy. The reason for this is that external variables may render a target unrealistic (too easy or too hard), over such a period. The aim of reducing street crime and robbery will remain and the target will be reviewed annually. If this were to be selected as a LPSA target, we would clearly need to review our target setting and develop a longer-term target.

Whether or not this becomes a LPSA target, it is our intention that a multi-agency street-crime reduction strategy should be developed and implementation started over the next few weeks. LPSA funds would enable us to stretch our targets.

Note that the LPSA target refers only to 'robbery' (theft with the use or threat of force) and not to 'snatch' (grabbing property from someone without using or threatening force). Robbery and snatch offences together are what are referred to in the MPS as 'street crime'. For the LPSA we would need to concentrate on robbery.

### Possible contributions towards achieving target

Borough Constable Scheme
Parking Attendants can be trained to assist police in “eyes & ears” role (would require increased establishment & pay levels)
Working with schools to improve attendance (see target on truancy)
Meet/exceed best practice targets for getting people into drug treatment programmes – from arrest referral schemes, Drug Treatment and Testing and the community
Press work on awareness campaign
Street lighting improvements in key areas

### **3. Reducing low level crime & disorder, fear of crime (local)**

#### **Team leader: Norman Cook, Director of Leisure and Waste Management**

This target would need careful definition but could include for example things like littering, black bags left on the street, graffiti and petty vandalism. It would be the Trojan horse for the introduction of the Borough Constabulary if one is needed. The Police view is that this is probably an excellent opportunity to obtain funding for a pilot site and that the sort of target that should be considered would be to reduce crime and disorder on the wards with wardens by x% more than those without wardens.

### Possible contributions towards achieving target

Pilot a Borough Constables scheme and, if successful, roll out to remainder of the Royal Borough
Reducing absence from school (see education targets)
Improvements to street lighting
Consolidate CCTV monitoring via TMO call centre
Extend role of TMO caretakers to incorporate security work
Extend TMO resident involvement in local action
Small grants for home security for elderly and vulnerable people
Anti-Graffiti lessons at schools to deter offenders - increased nos. of school visits or pupils seen
Better communications with the local population over action being taken
More Intergenerational work/bring different age groups together

### Possible freedoms and flexibilities, pump priming grants for crime and disorder targets

The formation of a Borough Constabulary (Police Reform Bill to become law)  
Retention of fines from fixed penalty notices  
Funding to extend junior citizen scheme  
Power to charge for removal of vehicles and large items like fridges etc  
Funding for more CCTV cameras and more effective monitoring  
Freedom to spend CP Reserve more widely e.g. on CCTV on street and monitoring

**Theme - Sustainable Living**  
**“A cleaner greener environment”**

**4. Increase re-cycling and re-use of building materials within the borough (local)**  
**Team leader: Terry Ward, Director of Building Control**

Most of the building sites within the Borough are subject to regulation by Planning and Building Control and some by Environmental Health. There are many suppliers of re-used materials (bricks, slates, copper pipe work, timber etc) and there are opportunities to influence the choice of materials used by owners, architects contractors demolition companies and developers so that waste going to landfill and incineration and the abstraction of non-renewable virgin materials is minimised.

Possible contributions towards achieving target

Facilitating contact with schools - School competitions Environmental Health Project in schools
Give RICS (or our own) leaflets about re-cycling to developers Links on website to sources of info Monitoring level of re-cycling on building sites
Train Building Control staff so they can give advice
Draw on experience from partnerships with Social Landlords e.g. their demonstration projects

**5. Increase the number of homes that actively recycle waste (local)**  
**Team leader: Bob Read, Head of Waste Management**

It is not seen as possible to reach the government's national target to recycle or compost 17% of household waste in the Royal Borough partly because waste tonnage is increasing more quickly than the tonnage recycled. However a good move in this direction would be to engage more households in recycling generally through a range of initiatives many of which are already in train. The theory would be that once people have started, albeit in a small way, they are more readily persuaded to increase their commitment.

Possible contributions towards achieving target

Promote recycling through TMO link and RSL tenant newsletters and tenant associations
Help tap into the time and energy older people have to organise/promote different initiatives – to the benefit of the initiative and to the health/welfare benefit of older people
Introduce competitions and rewards for local recycling heroes or residents associations. Look for sponsorship by business, those who recycle get reward of case of wine, magazine subscription etc. Also a general PR campaign
Waste Management to target social housing estates
Bearing in mind many E. H. frontline staff meet residents in their own homes there is an opportunity for promotion and dissemination of information.
Mail shot to Council Tax/Business Rate Payers and Benefit claimants to encourage use
Significant role could be played here by the voluntary sector

**6. Reduce the environmental impacts (noise, dust, car/lorry parking etc) created by building sites (local)**

**Team leader: Neil Herbert, Acting Director of Environmental Health**

This target would need careful definition but there are many complaints of different types received in different departments about the impacts of building sites on neighbours and the vicinity.

Possible contributions towards achieving target

Control environmental impacts on repair/major works contracts by the Council, TMO and RSLs.
Prior enforcement of special conditions under S60 Control of Pollution Act to deal with and limit noise and dust. Education of contractors and developers alongside enforcement.
Create a special team of parking attendants to deal only with the building sites (could require increase in establishment)
Promote Considerate Contractor's Scheme and advise other sites not suited to CC scheme about minimising nuisance and managing local relationships
Consider additional planning conditions and better Building Control informatives
Draw on experience available from partnerships with Social Landlords – demonstration projects

**7. Improve the cleanliness, repair and design of the public realm (local)**

**Team leader: Craig Wilson, Director of Transportation and Highways**

This would need careful definition but really applies to the streetscape and possibly some areas of private land adjoining the street. Public space management is under discussion within the DTLR at the moment and it is quite likely that this may emerge as a government spending review priority in the summer. The model being developed is based on a “balanced score card” approach where the factors affecting satisfaction of the public are listed, weightings applied and then scored by survey. Any stretch target would require the satisfaction rating to be improved over the period of the LPSA. This is an untried area but one that lines up well with what the Council is trying to achieve. However officers are aware that the DTLR is having difficulty itself defining adequate measurement and this may make this a risky target for the LPSA.

Possible contributions towards achieving target

Use of CCTV to identify problems so they can be dealt with quickly
Clearance of rubbish, pest control (rats) on private land
Provide data & statistics regarding rubbish fires etc to assist targeting of rubbish accumulation etc
Introduce reliable and easy to use electronic fault reporting
Voluntary contribution scheme for business/residents to invest in local environment – and have influence over design – Business Improvement Districts
Higher ‘quality’ threshold for environmental improvements on TMO/RSL estates Higher standards of cleaning/graffiti on TMO/RSL estates ‘Adoption’ of street properties in cleaning contracts
More local enhancement schemes e.g. South Kensington/Earl's Court stations Better design guidance for owners, architects and developers More resources into graffiti



**8. Increase energy efficiency in residential accommodation – more warmth for less energy (local)**

**Team leader: Mark Baigent, Policy Development Manager (Housing and Corporate Strategy)**

This target also applies to the health and well being of vulnerable people (elderly and disabled) as well as to the sustainability theme. It adds impetus to the Home Energy Conservation Act targets that are already being pursued through the Affordable Warmth Strategy. The target would be based upon an overall reduction in energy use in the domestic sector or possibly by an increase in the average energy rating for the borough's housing stock.

Possible contributions towards achieving target

Promote affordable warmth strategy. Insulate and improve efficiency of heating systems through HRA Capital programme
If this target was expanded to cover the Council's operational buildings, we will have the energy figures for these buildings within our Asset Management database
Awareness Campaign
Grants for energy efficiency for owners and tenants
Publicity to people in rented accommodation

**9. Ensure that all social housing meets set standards of decency by 2010 (national)**

- ❑ **Reduce the number of households living in social housing that does not meet these standards by a third between 2001 and 2004**
- ❑ **And with most of the improvements taking place in the most deprived local authority areas as part of a comprehensive regeneration strategy**

**Team leader: Mark Baigent Policy, Development Manager (Housing and Corporate Strategy)**

This target could be met through the investment that would follow the creation of the arms length management company. It could also possibly be expanded to include unfitness in the private sector although in that case it would probably become a local target. An alternative would be to set an additional local target dealing with unfitness in the private sector.

Possible contributions towards achieving target

Financial analysis to support consideration of different investment options
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Freedoms and Flexibilities, Pump Priming Grants for sustainable living targets

Relax S20 Leaseholder requirements on consultation on major works to allow for strategic partnering with private sector

Relax requirement to competitively tender to allow partnering with contractors to help achieve decent homes standard

Funding for environmental education projects for school pupils and other young people

Freedom to collect all outstanding parking tickets before a vehicle is unclamped or released from the car pound - at the moment we can only collect the most recently issued ticket.

**Theme - Promoting Social Cohesion**  
**A better chance for the young, the elderly and the socially excluded**

**10. Maximise the contribution adoption can make to providing permanent families for children (national)**

**Team leader: Alastair Pettigrew, Head of Children and Families**

National wording is “Maximise the contribution adoption can make to providing permanent families for children. By bringing Councils' practice up to the level of the best:

- ❑ by 2004-05, increase by 40 per cent the number of looked after children adopted, and aim to exceed this by achieving, if possible, a 50 per cent increase;
- ❑ achieve this without compromising on quality, so maintaining current levels of adoptive placement stability;
- ❑ cut out drift and unnecessary delay for children by ensuring the adoption process takes place to timescales consistent with those set out in the National Standards. A specific target will be set when the standards have been finalised, and councils will be expected to meet this target by 2004-05”.

Between 1st April 1999 and 31<sup>st</sup> March 2002, 23 adoptions were finalised. We would assume continuation of this performance without stretch. With LPSA, we are fairly confident we can meet the stretch target required.

**Possible contributions towards achieving target**

Assistance needed from Press
Assistance needed from education in accessing potential parents
Developing contacts with ethnic minority groups to include the no of people from these groups willing to adopt.
Access via National broadcast to key ethnic minority groups
We need, in a small number of cases, to prioritise new adoptive families for larger council homes (3/4 bedrooms)

**11. Provide high quality pre-admission and rehabilitation care to the elderly to help them live as independently as possible (national)**

**Team leader: Peter West, Head of Community Care**

National wording is “Provide high quality pre-admission and rehabilitation care to the elderly to help them live as independently as possible, by reducing preventable hospitalisation and ensuring year on year reductions in delays in moving people over 75 on from hospital. At least 130,000 are expected to benefit from this care and progress will be monitored in the Performance assessment Framework”

This target is central to Community Care objectives and is a key objective in the NHS Plan. The local reasons for picking this target are:

- To make a long term difference to life expectancy and life quality for older people in the Royal Borough by focusing on the local population increase of 65-75 year olds;

- To develop services which meet the needs of a growing proportion of older people from minority groups to ensure they share the benefits of achieving the target;
- To achieve a step change in local performance on discharge delays from hospitals to ensure Government targets are met and to improve the experience for older people and their families;
- To dramatically reduce hospital admissions following falls to avoid older people getting caught up in the hospital system where they risk infection and loss of confidence;
- To reduce emergency re-admissions of older people caused by poor discharge arrangements following the first admission/discharge;
- To encourage maximum NHS investment and attention to this area of service development in the context of fierce competition for NHS growth monies;
- To capitalise on existing voluntary and statutory sector service provision for older people, giving impetus to the recent review of these services on Best Value principles;
- To enhance the opportunities for cross-service working to improve the lives of older people, a process already started through Better Government for Older People;
- To reduce the use of increasingly expensive nursing and residential care homes where the market is in a critical state;
- To give impetus to the programme of developing extra care housing as an alternative to more institutional forms of care;
- To reduce pressure on Community Care budgets over the longer term as resources become more constrained.

#### Specific Actions In Support Of Meeting The Target

##### 1. Reassessment and prioritisation of intermediate care new investment options

With the Primary Care Trust and Chelsea and Westminster NHS Trust, to develop an agreed investment plan for intermediate care services which will have greatest impact on achieving the target.

To agree a funding formula for such investment bringing together Performance Fund and LPSA pump priming monies (RBKC) and NHS earmarked sums for capacity building (PCT).

##### 2. Assessment of work undertaken by NSF Older People Task Groups

With all stakeholders, to review work undertaken to assess progress against standards set out in the National Service Framework and to identify those proposed actions which relate to the proposed LPSA target. In so doing, to identify application of existing or new resources considered to have greatest impact on that target either directly or indirectly. To ensure in this process, that consultation with older people and their involvement in developing future plans are central.

##### 3. Identification of barriers

In producing an updated action plan focused on achieving the LPSA target, to identify barriers for success which might be eased or removed by seeking Government concessions under the LPSA flexibilities heading. To amend or add to an initial list identified by RBKC officers:

- Removal of all specific grant conditions that apply to various special Community Care grants such as Carers', Promoting Independence and Capacity Building grants;
- Removal of constraints/regulations that might hinder the promotion and development of extra care sheltered housing as alternatives to care home provision.

#### 4. Review of planning groups

A review is needed to ensure that the right interests are able to contribute to achieving the target through the most appropriate structure of planning groups.

#### Possible contributions towards achieving target

Information taken to elderly and home bound by library staff – using laptop computers to 'connect' clients to: <ul style="list-style-type: none"> <li>• E - local/national government</li> <li>• Available services</li> <li>• Life Information</li> <li>• Using staff's skills as intermediaries</li> </ul>
Facilitating contact with schools to strengthen inter-generational contact and projects
Preview role of sheltered housing provision and role of community officers (A/A Wardens) to help achieve
Provide assistance on setting some targets with regard to Disability Discrimination Act

#### **12. Reduce school truancies by a further 1/3 (also potentially a target for crime and disorder) in the poorest performing schools and increase attendance levels by 1% in schools with attendance below national averages (national)**

**Team leader: Rose Johnson, Director of Schools**

National wording is "Reduce school truancies by a further 10% from the level achieved by 2002"

This target cross-references with the crime and disorder targets to a degree.

#### Possible contributions towards achieving target

Police assistance with truancy patrols
Interventions with those truants at risk of offending by youth offending team
Alternative programmes for those who would benefit from and attend off school sites
Community Relations Team to work with truants from ethnic minority groups who seem to figure disproportionately in truancy statistics
Borough Constabulary could help here

#### **13. Increase use of the libraries and the arts services by under-using groups (local)**

**Team leader: John McEachen, Head of Libraries and Arts**

The Library and Arts Service is concerned about the under use of its services by certain groups in particular some of the ethnic groups in the Borough who do not have English as a first language and the elderly. Consideration is being given to a survey to identify who the under

users are and what encouragement can be given to them to increase their use. The survey would offer a baseline against which the stretch could be determined.

Possible contributions towards achieving target

Community relations team to provide links into ethnic minority communities to help encourage use of libraries and arts.
More computers in the libraries for internet access
Family centres have access daily to 350 children – under 5 – 70-80% are from black and minority ethnic groups
Publicity to benefit claimants
Publicity Campaign

**14. Increase use of sports and parks facilities by under-using groups (local)**

**Team leader: Paul Dimmock, Head of Leisure**

Targets 17 and 18 could potentially be combined into a single target addressing social cohesion issues.

Possible contributions towards achieving target

Family centres have access daily to 350 children – under 5 – 70-80% are from black minority ethnic groups
Community Relations team to provide links into ethnic minority communities to help encourage use of libraries and arts.
Help re-negotiate contract with NKAT for use of facilities part financed by the Council
PR Campaign
More targeted work by Sports Development Team

**15. Improve the provision of north – south bus services in the Royal Borough (hoped for national)**

**Team leader: Graeme Swinburne, Head of Policy and Transportation**

The provision of north – south bus services is relatively poor and this is reflected in a low accessibility index along the western side of the Borough, particularly in the northwest. This target would be to establish a new bus route from the development site at Kensal Gas Works to the Lots Road area in southwest Chelsea via the Earl's Court one-way system.

The effect of introducing this route would be to raise the bus accessibility index (the index runs from 5 which is the worst accessibility to 1) for certain areas. The target might be expressed as “no part of the borough having an accessibility index of less than 3” although the DTLR are likely to want it expressed as an actual increase in bus use. This is currently subject to discussion between the DTLR and the Council.

Any service could be funded in a number of ways. Money has been earmarked through a section 106 agreement relating to the White City development due for completion in 2005/6. This funding would not be available until the development is complete but the new bus service could be introduced within the timeframe of the LPSA by direct funding from Transport for London, by using pump priming from the LPSA or by funding from the car park reserve.

**16. Reduce the number of accidental fire related deaths in the home, particularly amongst the vulnerable (national)**

**Team leader: Andy Hickmott, Borough Commander London Fire Brigade**

National wording is “Reduce the incidence of accidental fire-related deaths in the home per 100,000 population by 20% averaged over the 5 year period to March 2004 compared with the average recorded in the 5 year period to March 1999”. The Borough Commander is fairly confident this target can be achieved.

Possible contributions towards achieving target

With housing, develop more schemes to support vulnerable tenants to reduce risks of fire deaths (smoking/heavy drinking scenario). More generally improve access to work, daytime activities for vulnerable people (with mental health health/substance use problems) to limit their sense of self-esteem. Needs vital contribution from Benefits Agency/Employment Service.
If this were widened to “increasing the safety of elderly people in their home” (eg include Bogus Office Burglaries) a joint approach with the Police could be taken. This may also assist with the potential volatility of the current target.
Principal Brigade target locally and nationally
Enforcement to secure fire safety measures in houses of multiple occupation (private sector)
Access to home care users/other vulnerable clients to promote fire safety – e.g. When risk assessments are conducted before first visit.
Support installation of fire alarms in all TMO properties

**17. Increase participation of young people in decisions that affect their lives particularly through consultation and involvement in governance (local)**

**Team leader: Ian Comfort, Director for Community Education**

Recent guidance from the Children and Young People’s Unit, Connexions Service National Unit and the Local Government association provides a challenge and framework for service improvement. *Hear by Right*, produced by the LGA and the National Youth Agency, sets clear standards for local authorities for the active involvement of young people in democracy. Assessed against these standards the Royal Borough does not perform well. A stretch target for participation could be devised around the standards set out in *Hear by Right* and this would sit well with the service improvement plan proposed in the challenge report for the best value review of Services for Young People aged 13 to 19.

Possible contributions towards achieving target

Access to 350 young people who are/were looked after by the council.

Access to select groups of young people e.g. young people with disabilities

Consult young people about housing options and advice (links to Connexions)

E-consultation

- Support to set up Youth Parliament
- Speak to children in schools
- Engage children in Town Hall business
- Youth Publication
- Best practice group-sub group of Communication Forum – ‘Communication with Young People’
- Identify Youth Spokesmen

Encourage young people to use library resources to inform themselves on topics on which they are being asked to make comment.

‘Young Persons Cultural Users Council’

Establish Young Persons Website

Consultation team to develop options for young people to get involved in governance

Write to young benefit claimants with details of services available

#### **18. Improving life chances for children in temporary accommodation (local)**

**Team leader: Mark Baigent, Policy Development Manager (Housing and Corporate Strategy)**

The target would be based on BV183 (new from April 2002 onwards) - the average length of stay in (i) bed and breakfast accommodation and (ii) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.

In reporting on the above indicator the Council will need to identify the number of households in Temporary Accommodation (TA) that include dependent children or pregnant women.

This data collection exercise could be broadened to develop a profile of the households living in TA to include the following:

- household composition;
- type of TA - B&B hotels, Hostel, leased accommodation, B&B ‘annexe’ accommodation;
- location - in / out of the borough, who is host LA;
- whether children enrolled in school, if so where is school in relation to accommodation;
- whether households with children/ pregnant woman are registered with GP.

The PSA target could therefore focus on aspects of the above:

- number of households with children/ pregnant woman by type of TA – B&B hotels, Hostel, leased accommodation, B&B ‘annexe’ accommodation;
- number / % age of households with children/ pregnant woman placed out of borough by type of TA - B&B hotels, Hostel, leased accommodation, B&B ‘annexe’ accommodation;
- number / % age of children living in TA not enrolled in school (not systematically recorded at present);
- number / % age of households in TA with children/ pregnant woman not registered with GP (not systematically recorded at present).

The overall thrust of the target being the reduced use of B&B hotels, reduction in number of children in TA not enrolled in school, reduction in number of children and pregnant women in TA not registered with GP.

Freedoms and Flexibilities, Pump Priming Grants for addressing the “Promoting Social Cohesion - A better chance for the young, the elderly and the socially excluded” theme

- ❑ Relaxation of delegated levels of funding to schools

- ❑ Bringing all plans for young people together into **one** strategy
- ❑ Flexibility in Housing capital funding to allow public/private development of registered care homes
- ❑ Delivery of promised freedoms on Social Service specific grants for high performing Councils – also longer term planning/commitments
- ❑ Widening the use of Section 106 planning agreements to provide community facilities not necessarily physically linked to the development
- ❑ Guaranteed levels of funding for stretch target services (from government)
- ❑ Flexibility on use of housing capital receipts

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### **General targets**

#### **19. Overall annual improvements in cost effectiveness of 2% or more (national)**

##### **To be led by Finance**

The guidance on the cost effectiveness target is expected in the autumn and it is therefore not clear at the moment whether the Council will be able to define its own model or will have to follow the government's.



## Appendix 2

### Rules for choosing LPSA targets

(14 or 15 targets are required initially for negotiation but the final agreement may only contain 12 or 13)

<b>Box 1</b> <b>Education and Health &amp; Social Services National Targets</b>	<b>Box 2</b> <b>Other Mandatory National Targets</b>	<b>Box 3</b> <b>Other National Targets</b>	<b>Box 4</b> <b>Local Targets</b>
<p>10. Maximise the contribution adoption can make towards permanent families for children</p> <p>11. Provide high quality pre-admission and rehabilitation care to the elderly etc</p> <p>12. Reduce school trancies by a further 1/3 in the poorest performing schools etc</p>	<p>15. Improve the provision of north – south bus services in the Royal Borough</p> <p>19. Overall annual improvements in cost effectiveness of 2% or more</p>	<p>2.Reduce robbery in our principal cities by 14% by 2005</p> <p>3. Reduce the rate of re-convictions of all young offenders</p> <p>9. Ensure that all social housing meets set standards of decency by 2010</p> <p>16. Reduce the number of accidental fire related deaths in the home, particularly amongst the vulnerable</p>	<p>1. Reduce repeat victimisation of race crimes</p> <p>4. Increase re-cycling of building materials</p> <p>5. Increase no. of homes that recycle waste</p> <p>6. Reduce the impacts of building sites</p> <p>7. Improve the cleanliness, repair and design of the public realm</p> <p>8. Increase energy efficiency in residential accommodation</p> <p>13. Increase use of the libraries and the arts services by under-using groups</p> <p>14. Increase use of sports and parks facilities by under-using groups</p> <p>17. Increase participation of young people in decisions particularly through consultation and involvement in governance</p> <p>18. Improving life chances for children in temporary accommodation</p>
<p><b>Rule 1:</b>Must have 3 from 4 in Box 1 and truancy target <b>must</b> be included</p>	<p><b>Rule 2:</b>Must have both targets 19 and 24 from Box 2</p>	<p><b>Rule 3:</b>Must have at least 2 from Box 3 to make a minimum of 7 taken from the national set</p>	<p><b>Rule 4:</b>Any number may come from Box 4 local targets but total for the final agreement should not exceed 12 or 13</p>

## Appendix 3

### THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA

#### LPSA TIMETABLE 2002/03 and onwards

<b>Deadline</b>	<b>Tasks necessary to develop and negotiate LPSA</b>	<b>Opportunities for reporting to/informing Members</b>
<b>25/02/02</b>		<b>Cabinet</b> – Key Decisions on revenue and capital budgets, Council Tax
06/03/02		<b>Council</b> – Approve Budget
07/03/02		<b>Cabinet</b> –
11/03/02	PM to meet with Councillor Walker-Arnott – paper for Leader’s Group	
21/03/02	“Brainstorm” with business groups the potential targets and delivery mechanisms	<b>Leader’s Group</b> –
04/04/02		<b>Cabinet</b> –
17/04/02		<b>Council</b> –
18/04/02		<b>Leader’s Group</b> – Long-list of tentative targets (up to 25 at this stage)
02/05/02	Long-list of tentative targets for draft PSA to LGA for comments	Elections of whole Council
06/05/02	Report to Kensington and Chelsea Partnership Report to OSCs	Community Strategy published
23/05/02		<b>LSP</b> meeting
27/05/02		<b>OSC</b> ES, EH & PP – full BVPP and PIs
29/05/02		<b>OSC</b> HHSS – full BVPP and PIs
30/05/02		<b>Cabinet</b> – Key Decisions on full BVPP and PIs (with data as complete as possible by this time)  Possible update on LPSA development to Cabinet
05/06/02		<b>OSC</b> ELA – full BVPP and PIs
12/06/02		<b>OSC</b> CP & ED – full BVPP and PIs
13/06/02		<b>Leader’s Group</b> – Progress paper on PSA development
27/06/02		<b>Cabinet</b>  Possible update on LPSA development to Cabinet
1/07/02	Report to OSCs	<b>OSC</b> Cabinet Business

17/07/02	Report to Kensington and Chelsea Partnership	<b>LSP</b> meeting
25/07/02	Preparation of (final) draft PSA wording and background papers	<b>Cabinet</b> – Approval of target portfolio for (final) draft PSA
05/09/02	Group discussions between RBKC, other LAs with similar interests, LGA and Government on tentative targets	<b>Cabinet</b>
09/09/02		<b>OSC</b> Cabinet
16/09/02	Submission of draft PSA to DTLR	
18/09/02		<b>OSC</b> HHSS
23/09/02	Feedback from DTLR and circulation of draft agreement to other Gov't departments	<b>OSC</b> ES, EH & PP
24/09/02		<b>OSC</b> ELA
30/09/02	Negotiations for PSA begin with Government	
03/10/02		<b>Cabinet</b> – <b>OSC</b> CP & ED
16/10/02		<b>Council</b> –
28/10/02	Review of negotiations with DTLR	
30/10/02		<b>OSC</b> HHSS
31/10/02		<b>Cabinet</b> –
04/11/02		<b>OSC</b> Cabinet
05/11/02		<b>OSC</b> ELA
06/11/02		<b>OSC</b> CP & ED
07/11/02		<b>OSC</b> ES, EH & PP
11/11/02	Provisional agreement – text of draft PSA firmed-up (by RBKC?)	
14/11/02		<b>Leader's Group</b> – Draft PSA
18/11/02	Draft PSA to Ministers	
27/11/02		<b>Council</b> –
28/11/02		<b>Cabinet</b> – Key decision to sign the LPSA
02/12/02	Signing of Local PSA by Leader, TC&CE (and others?) with Government	
01/04/03	Pump-priming Grant paid to RBKC UCAs agreed (if applicable)	
01/04/05	Interim payment of PRG (if applicable) if agreed interim levels of “stretch” are met across all targets	

01/04/06	First tranche of PRG paid according to performance against agreed “stretch”	
01/04/07	Second tranche of PRG paid according to performance against agreed “stretch”	