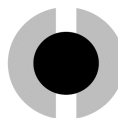

Kensington and Chelsea Community Strategy and LSP

Consultation

October 2001



***Office for Public
Management***

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1. Context

The Local Government Act 2000 introduced a programme of reform to strengthen the links between councils and local people. As part of this, there is a new agenda for community planning, in which councils are required to join with others to form a Local Strategic Partnership (LSP), and to prepare a Community Strategy.

The LSP is expected to bring together the public, private, business, voluntary and community sectors to identify the top priorities of the community and work with local people to address them. As a single body, the LSP will provide an overarching framework within which specific partnerships operate to tackle the issues that matter most to local people, such as crime, education, jobs, health and housing.

Specifically, the LSP is expected to:

- Articulate community needs and aspirations
- Co-ordinate existing activities across sectors
- Refocus and shape existing and future activity so that it effectively meets community needs and aspirations
- Link strategic decision-making with local priorities
- Promote sustainable development.

One of the main responsibilities of the LSP will be to produce and implement a Community Strategy for promoting and improving the economic, social and environmental well-being of the area and its inhabitants. Local Government Association (LGA) guidance says 'Community Strategies will require all those involved to break out of 'departmental and organisational cages' which are geared around *functions*, and instead look towards *issues* to be addressed and *outcomes* desired in the community'. The Community Strategy must contain:

- A long-term vision for the area, focusing on achievable outcomes
- Specific goals and priorities that will contribute to those outcomes
- An agreed action plan for meeting those goals and priorities
- A shared commitment to implement the action plan and proposals for doing so

- Arrangements for monitoring the implementation of the action plan, for periodically reviewing the Community Strategy, and for reporting progress to local communities.¹

The Community Strategy cannot realistically attempt to cover every issue that is relevant to the local community, but it should provide direction for the delivery of a whole range of services, including housing, education, transport, crime prevention, economic development, environmental health, culture and leisure. It should provide a mechanism for bringing together the national quality of life indicators (Local Agenda 21) with the key issues and priorities arising from the local community. Therefore, the vision and goals established in a Community Strategy should also inform and relate to corporate and organisational goals of all partners. For example, the LGA urges local authorities to work with their NHS colleagues to ensure that Health Improvement Programmes (HImP) and the Community Strategy fit together well. In addition, duplication of effort by different partners should be avoided, especially in relation to consultation, and joint plans may be developed if this is felt to be appropriate.

The Council in the Royal Borough of Kensington and Chelsea has taken a lead role in taking forward the development of the Local Strategic Partnership and the Community Strategy for Kensington and Chelsea. The Council is working towards the target date of February 2002 for the establishment of the LSP. In addition, the Council must agree a Neighbourhood Renewal Strategy with the LSP by April 2002. This is a requirement to qualify for Neighbourhood Renewal Funding, targeted on the areas of deprivation in the north of the Borough. The Neighbourhood Renewal Strategy must link closely with the Community Strategy.

In June, representatives from the voluntary and community sector, with the local health authority, the police, and the Council formed a 'shadow' LSP Steering Group. In order to embrace both the diversity of partnership working which already happens in the Borough, and the existing strategies and plans which have already been researched and consulted upon, the LSP Steering Group felt that the development of the LSP should follow an 'inclusive' approach. The 'inclusive' approach focuses partnership activity on 'partnership clusters', based around priority themes such as education and health. It is envisaged that:

- These groups will drive forward the key aims of the Community Strategy and Neighbourhood Renewal Strategy

¹ *Preparing Community Strategies: government guidance to local authorities*, DTLR 2000.

- A central steering group including senior figures from key strategic partners will provide co-ordination and support
- The partnership clusters will retain a high degree of autonomy and delegated authority to deliver the key strategies.

This represented a starting point for Kensington and Chelsea. In order to move forward on both the development of the LSP and the Community Strategy, during September and October the shadow LSP Steering Group has undertaken a consultation programme to help to establish:

- Community aspirations for the future of the area
- What action residents and other stakeholders feel might help or hinder the achievement of those aspirations
- What stakeholders feel about the suggested 'inclusive' approach

The Office for Public Management (OPM), an independent research and consultancy organisation, has been working with the Council and Notting Hill and Chelsea Social Councils to deliver the consultation programme, and to help make sure that there is effective community involvement in the development of the Community Strategy and LSP.

The Social Councils are significant partners in the process because of their co-ordinating role within the voluntary sector in Kensington and Chelsea. They are receiving money from the Community Empowerment Fund to ensure the voluntary and community sectors are fully involved in the Local Strategic Partnership, and to strengthen the Voluntary Organisations Forum as the Community Network for the Borough.

2. Methodology

A key element that differentiates a Community Strategy from previous local plans is the need to engage the wider community in its development, particularly in establishing a vision for the future and identifying the action that may help that vision come to fruition. In response to this, a three-stage process for the consultation programme was designed. Initially the focus was on the development of the Community Strategy (stages one and two), which aimed to:

- Involve a broad spectrum of the local residents in a discussion about their aspirations for their neighbourhoods and the Borough
- Develop a vision or series of visions of the Borough ten years hence that reflected the concerns of the diverse local population
- Provide an indication of what action and forces residents felt might help or hinder the achievement of aspirations.

Stage three aimed to:

- Inform partner and stakeholder organisations about residents' aspirations and residents' views of how those aspirations might be achieved
- Engage partner and stakeholder organisations in a more detailed discussion on what action and forces will help or hinder the achievement of community aspirations
- Move the discussion beyond the development of the Community Strategy and begin to look at a number of key questions about the structure and functioning of the pilot LSP.

Underpinning all the stages of the consultation programme was the need to acknowledge and record residents' and stakeholders' concerns about the issues which are impacting on them on a daily basis – the 'here and now'.

Stage one

Stage one was designed as a tool to consult with groups such as residents associations, and to ensure that those who normally find it hard to have their voice heard were included in the process. In addition, it was also designed to build the skills, knowledge and capacity of those working in the community to engage with the wider community in the future. During August, individuals were recruited through the networks supported by the Social Councils, the Council and partner organisations to lead visioning workshops in community settings. The workshops were entitled *Our Community Our Vision*. Training, supported by training materials, was delivered during the first week in September to community facilitators (25 people including paid staff and volunteers). The

community facilitators were also provided with resources and on-going support after the initial training.

The training provided each of the community facilitators with an introduction to Community Strategies and LSPs in general, and the developments in Kensington and Chelsea thus far, including the commitment to the consultation programme. In addition, it included guidance on running participative workshops and a series of activities to promote discussion on:

- What contributed to residents' quality of life at present
- What residents aspired to in terms of community and social life, the economy and the environment
- What residents felt would help and hinder the achievement of their vision.

The 21 workshops included:

- | | |
|--------------------------------------|-------------------------|
| • youth groups | • older people |
| • residents associations | • health-related groups |
| • ethnic minority support groups | • tenants associations |
| • refugee groups | • environmental groups |
| • area-based regeneration programmes | |

The results were analysed in order to establish:

- A number of key phrases which describe aspects of residents' vision of their neighbourhood and the Borough in 2011
- An overview of action and forces that may help and hinder the achievement of this vision
- Issues which impact on residents' present lives
- Whether any residents wished to continue to be part of the discussion in stages two and three.

Stage two

Stage two was an evening Mayoral Event on 8 October, designed to bring together delegates from the community workshops and members of the Residents Panel, which represents a 'best fit' of the local population, to further develop a vision for Kensington and Chelsea in ten years time. 89 people attended, 36 as delegates from the community workshops and 53 from the Residents Panel.

Residents were introduced to the concepts of LSPs and Community Strategies by the Chief Executive of the Royal Borough of Kensington and Chelsea and the Acting Director of Notting Hill Social Council. They then worked in small groups, focusing on the social and community life, the economy, or the environment of the Borough; groups were facilitated by Council officers, elected members and representatives from partner organisations, and the evening was chaired by OPM.

Each group discussed key phrases describing aspects of the residents' vision for the social and community life (29 key phrases), the economy (14 key phrases) and the environment (19 key phrases) for their neighbourhood and the Borough in 2011. Participants were asked whether they agreed or disagreed, before moving on to identify action and forces that would help or hinder the achievement of the vision.

Stage three

Stage three was a Borough Conference designed to bring together delegates from the community workshops and the Mayoral Event with members of the LSP pilot steering group and other stakeholders, including representatives from voluntary and community organisations, to discuss the development of the LSP in the light of the residents' aspirations. Over 100 people attended.

Participants were welcomed by the Leader of the Council, after which the Chief Executive of the Primary Care Group spoke about the development of the LSP and Community Strategy, and the Director of Chelsea Social Council gave the background to the community involvement. OPM then drew participants' attention to nine vision statements (see Appendix 1) which had been developed as a result of both the community workshops and the Mayoral Event. The vision statements sought to reflect the majority of residents' aspirations for their neighbourhood and the Borough in 2011. In particular, the statements had been written to reflect the way residents spoke about their aspirations, which was in a general rather than a thematic way. OPM also spoke briefly about actions and forces residents had identified as helping and hindering the achievement of their aspirations, and highlighted a number of dilemmas and choices facing the LSP.

Participants had been asked to sign up for a workshop on arrival at the conference. They were able to choose from:

1. Feeling safe in our communities
2. Living, working and travelling – a good environment for all
3. Feeling healthy, being cared for

4. Housing – more than a roof over our heads
5. Work and business – developing the economy, regenerating deprived areas
6. Learning and leisure – education, libraries, and the arts

Participants remained in the same group for the morning and afternoon workshops.

During the morning the workshop groups considered the vision statements. It was hoped that, because the majority of the statements cut across social and community life, the environment and economy, participants would be encouraged to think outside of 'departmental, organisational and issue-based cages'.

Groups were asked to consider what actions they felt would help and hinder the attainment of the visions and why? Participants were asked to bear in mind the underlying themes of involving people, encouraging diversity and promoting sustainability. After their initial discussion they were asked to identify what they felt would be the most significant helpful and hindering forces.

Concentrating on the most significant helpful forces, participants were asked to identify the key action messages that they wished to send to the other groups at the conference.

During the afternoon the Council cabinet member for Regeneration, Community Safety and External Relations presented the agenda for Neighbourhood Renewal. Participants then returned to their workshop groups to tackle two tasks:

- Consider a list of partnerships/initiatives, networks etc. which may fit into and/or be influenced by the LSP, in order to identify anything missing from the list, and why it should be included.
- Consider, in a realistic way and bearing in mind the aspirations expressed by residents, three key questions on partnership working. Specifically, they were asked how the LSP could best develop to involve people fully and to be:
 - Open and transparent
 - Inclusive – reflecting the diversity of local organisations and residents
 - Accountable – making visible and demonstrable progress.

Participants were then asked to consider the proposed structure for an 'inclusive' LSP in Kensington and Chelsea (see Appendix 2 – LSP Structure Diagram) in the light of their answers to the above questions.

3. Findings – Consulting Residents: Community Workshops and Mayoral Event

3.1 Issues of concern to residents

Although the consultation with residents was not primarily about identifying current issues, it is important to acknowledge the range of issues of significance to different communities (both geographic communities and communities of interest) that were highlighted during the process. Many of these issues will be familiar to both providers and users of public service. For example, the lack of recreational and play facilities for children and young people, homelessness, older people's fear of street crime, the lack of affordable housing, traffic congestion and the consequential air and noise pollution, the lack of secondary school places within the Borough, problems with parking, and the need to provide greater community and language support to refugee communities.

Issues recorded during the consultation process have been added to an analysis of community issues based on Council reports published in the last two years. This was originally produced as part of the training material for the community visioning workshops. This analysis (see Appendix 3) provides an overview of community needs and issues in relation to specific groups – older people, for example – cross-referenced to particular areas of concern such as housing, community safety, health and social care. It does not present a complete or detailed picture, but it is a starting point for the LSP and the Community Strategy. If more detailed information on current issues for a particular group is required, referral should be made to the records of the community workshops and, for the wider population, to the feedback notes taken at the Mayoral Event held by RBKC Consultation and Research Department.

3.2 Residents' aspirations and visions

Social and community life

Despite the fact that residents emphasised that different neighbourhoods would require different solutions, in considering the social and community life of their neighbourhoods and the Borough the majority of residents consistently felt that in the year 2011 it would be important to have:

- Good quality affordable housing which provides space to live

- Socially mixed and balanced communities
- Local people able to have a say in local services
- Easy access to services for all
- Services which provide choice, diversity and cultural sensitivity
- People respecting and understanding each other

How residents themselves would behave was seen as vitally important in any vision for the future. This was expressed in terms of people's need to belong to a community in which they were active citizens, in terms of being self-supporting and helping others. In particular, the need to take seriously and engage with young people was highlighted.

In addition to the aspiration for services to provide choice and diversity, residents also wanted to be well-informed and advised about services, which should operate in a joined-up way and regard them as a whole person. They wanted a high level of support to people such as carers and asylum seekers. They also wanted to have access to a range of services such as good quality child-care, information technology and communications, and to have the opportunity to develop new skills.

Residents also felt it was important to aspire to clean and safe streets, free from the dangers of traffic and crime. In response to the pressures of the 24-hour culture they aspired to a 'residentially responsible 24-hour culture'. Good quality public transport was not seen purely as an environmental issue but also as important to social and community life. Neighbourhoods should have spaces for people to play and meet, as well as low-cost leisure and sport facilities.

The environment

In considering the environment of their neighbourhoods and the Borough, residents consistently felt that in the year 2011 it would be important to have:

- Clean air
- Uncongested streets
- Good quality public transport for all
- Quiet places to live, walk and work
- Safe and clean streets

They wanted neighbourhoods and a Borough that combined green spaces with a built environment that takes account of how people live and enhances their lives; in which worthwhile older buildings are cherished, modern well-designed

buildings are utilised, and pedestrian and safe play areas for children are commonplace.

Residents aspire to a higher profile for green issues: an uptake of green energies, a high percentage of waste recycled, and best use of all means of transportation, including walking, cycling and the use of waterways.

The economy

In considering the economy of their neighbourhoods and the Borough, residents consistently felt that in the year 2011 it would be important to have:

- A mix of local shops and leisure facilities
- Local businesses employing local people
- Tourism managed
- Support for business start-ups and a positive attitude to wealth creation
- Effective use of space and development of affordable options
- Businesses investing in the local community.

In particular, residents felt it would be important for local businesses to take advantage of all the skills available in diverse neighbourhoods and to increase flexible approaches to work such as job sharing and home working; this would develop local employment for local people, cut down on travel and congestion and strengthen local identity.

An infrastructure to support e-commerce was also seen as important. Residents aspired to a situation in which young people would be highly skilled, re-training would be available to all, and people's transferable skills would be developed and used.

3.3 Factors that would help and hinder the achievement of the vision

What would help?

Residents suggested a wide range of action, from the strategic to the specific, which they felt would help their aspirations and vision actually happen.

Services

- Specific support and services targeted at vulnerable and disadvantaged members of the community
- Encouraging a feeling that local service providers listen and then *act*
- Have a greater focus on customer satisfaction
- Ensure that education is accessible to all
- Promote imaginative and effective use of existing facilities, such as schools
- Have better co-ordination and more working together by statutory service providers and the statutory and voluntary / community sector, particularly in the fields of social care and health
- Treat people as individuals

Interventions

- Generate political will for change
- Have the Council act as facilitator to bring people together
- Protect assets e.g. buildings, green spaces, quiet corners and leisure spaces where people integrate
- Intervene in new property and business developments to ensure promotion of community spirit and sustainability
- Support employment and wealth creation for socially excluded members of the community
- Encourage small local businesses
- Promote the arts and cultural activity
- Have the Council enforce its policies, e.g. consistency in planning decisions
- Develop traffic management
- Improve public transport where possible, and encourage its use
- Develop locally recruited neighbourhood wardens to promote safer streets and deal with parking issues

Interacting with residents

- Consult and provide opportunities for residents (of all ages) to be able to highlight issues and become involved in planning and decision-making at an early stage, and on a regular basis
- Support mechanisms that enable people to have a voice e.g. a youth council
- Provide opportunities for local people and groups to take action and improve their own neighbourhoods
- Promote cross-generational work
- Make greater use of the media to communicate with the local population
- Develop active citizenship education on the roles and responsibilities of being a member of the community

What would hinder?

In looking at what would hinder the attainment of their vision of the future, residents recognised that not everything is within local control. They also identified the following as detrimental.

Behaviours, attitudes and ways of working

- Bureaucracy
- Apathy and cynicism
- People focusing on their personal interest at the expense of others / 'the common good'
- Too much focus on individual 'rights' rather than responsibility
- A lack of support and commitment to community groups and projects
- Lack of co-ordination and communication between the different agencies involved in forward planning
- Poor communications and lack of information from service providers
- Undervaluing and lack of volunteers.

Resources

- A lack of investment in the long-term future
- A lack of funding to community groups and projects, particularly over the long term
- Lack of community meeting spaces.

General

- The high transient population

- Under-use of residential accommodation, e.g. second homes, and poor use of redundant space
- Deterioration of local economic infrastructure, e.g. the closure of local independent shops
- A lack of involvement from the police in local communities
- Legislation preventing refugee professionals from obtaining employment.

4. Findings – Consulting Stakeholder Organisations: Borough Conference

4.1 Views on vision statements

The 'Being healthy, being cared for' group was concerned that health was not specifically mentioned in the vision statements, especially as three of the vision statements focused on the environment. They felt that some reference to access to health, in its widest sense (not just focused on disease prevention) should be included, and this should cover both a neighbourhood and a Borough-wide approach.

Similarly, the 'Being safe in our communities' group was concerned that the vision statements did not define what residents meant by 'safe' places, in terms of crime or other issues which impact on their safety.

4.2 Key actions

Participants emphasised that Kensington and Chelsea has a strong foundation to build on for the future in terms of political will, cross-party support, present good practice (noted below), and the existing level of social responsibility present in the community.

However, in their discussion of forces that will help and hinder the achievement of residents' aspirations, and the messages participants wished to send to other groups at the conference, they placed a high level of importance on the need for genuine partnership between all sectors, including the wider community and the business sector. In particular, working together in a joined-up way with effective communication was seen as crucial.

Many of the groups stressed the need to tackle the significant issues of poor public transport and a lack of affordable housing. In addition, a number of key actions were consistently identified.

Key actions for the overall achievement of the visions

Develop a shared community development focus that is adequately resourced, including the provision of community meeting places, and which works in partnership with voluntary and community groups to...

- Create a community spirit and a sense of belonging, understanding and responsibility through:
 - A programme of citizenship education
 - Providing opportunities for communities to socialise
 - The promotion of joint working between different parts of the broader community, e.g. young and old
- Promote participation by:
 - Increasing residents' access to information
 - Encouraging a positive attitude to engagement by ensuring feedback on consultation
 - Building the capacity (skills and knowledge) of individuals in the community to influence and become proactive
 - Opening up planning and decision-making process to include local residents
 - Targeting members of the community who do not normally have their voice heard
 - Building on good practice (SRB and Surestart)
 - Promoting direct contact between users of service and service providers (Better Government for Older People (BGOP) as a model of good practice)
 - Changing professional attitudes

Create neighbourhood strategies and neighbourhood policies that reflect both local needs and the relationship and integration with Borough-wide strategies and policies.

Have the primary focus on long-term objectives (with some 'quick wins') and the creation of stability around changing structures.

Pay particular attention to the way information is co-ordinated and disseminated.

Provide information and support to increase access to services; community groups and the voluntary sector were cited as key partners in achieving this.

Have all service providers take a holistic view when assessing:

- Individual and community need

- The impact of specific developments on other areas, e.g. the impact on the environment, the impact on health and well-being, etc.

Participants also recognised that a number of difficulties would be experienced in putting the actions above into place. They confirmed a number of the dilemmas and choices highlighted at the beginning of the conference, recognising that not everything is within local control. For example:

- Changes to Government policy and legislation
- Market forces
- Physical limitations
- High property prices
- Different service boundaries, e.g. Benefits Agency

They were also concerned about the impact of:

- Conflicting priorities and different organisational agendas
- The transient nature of the population and people's pace of life on 'getting people involved'
- Political thinking being focused on the next election rather than the long term.

Detailed below are participants' suggestions for actions that would contribute to more specific aspirations.

Thematic Action

'Being healthy and being cared for'

The group felt that health and well-being should be specifically noted in the vision statements.

- Develop an attitude to health that focuses on well-being rather than disease
- Create local access points and one-stop shops for health and social care
- Use joint approaches to health and social care, education and leisure
- Take advantage of the potential provided by the PCT
- Develop ways to share information (including confidential information) and joint service approaches
- Provide support and information to empower individuals to be healthy in RBKC
- Consider the effects of housing and transport on health, e.g. asthma or access to services

- Ensure professionals and residents are aware of the facilities that are available
- Maintain and improve access to services (e.g. by reflecting the diversity of communities and providing interpreters and crèche facilities).

‘Feeling safe in our communities’

- Create a communications strategy for those involved with community safety
- Increase awareness of mental health issues in the community
- Develop links to support the police with health issues (domestic violence, drugs misuse, mental health)
- Identify people within communities who can recognise and help with health issues (domestic violence, drugs misuse, mental health) and feed into appropriate agencies
- Increase reporting of domestic violence, homophobic crime and racial incidents, to reduce repeats of these offences
- Promote the involvement of the business community in community safety issues.
- Encourage active citizenship to achieve a reduction in crime and disorder
- Work with planning and housing services to design out crime, particularly on estates.

‘Learning and leisure – education, sports, libraries and arts’

- Create opportunities to share the talent and artistic and cultural traditions of the different communities, through multi-cultural events
- Increase post-16 educational opportunities in the Borough, including learning for pleasure and opportunities for refugee and asylum seekers
- Increase the access to leisure and sports facilities (for example, for Muslim women needing women-only sessions and refugees/asylum seekers needing affordable prices)
- Provide facilities for young people
- Communication is key; north-south travel, inter-generational work, building links between minority groups, ensuring diversity views are welcomed
- Attitudes and perception – including education, ensuring the participation of young people, celebrating what is good
- Consultation and listening – recognise the importance of listening to local people and use/develop art as a medium to engage people

‘Living, working and travelling - a good environment for all’

- Develop a strategic view of the disposal and purchase of land and buildings across services and agencies
- Address traffic congestion and pollution through tougher enforcement. Award schemes for excellence, and encourage ideas such as the introduction of school transport
- Extend congestion charging to include the Borough
- Promote public transport with the community in mind, e.g. across the Borough, and to improve access to public service locations – hospitals etc.
- Increase environmental education
- Promote good quality new architecture as well as preserving the old
- Give people responsibility for the creation and improvement of their own environments
- Promote sustainable practices through recycling etc.
- Consider the effects of street homelessness on the environment
- Co-ordinate road works

‘Housing – more than a roof over our heads’

- Increase flexibility in social housing; think about building communities and supporting specific needs
- Use planning powers to ensure affordable housing (ideally on site or at specific alternatives)
- Allocate social housing to balance needs of homeless people, local families and key workers
- Increase the amount of accessible/mobility housing
- Provide a mediation service from the start of a person’s tenancy
- Approach re-housing with support needs in mind
- Create incentives to reduce under-occupancy, i.e. second/unused homes and empty houses
- Use the common housing register to set up chains for transfer and choice based lettings.

‘Work and business – developing the economy, regenerating deprived areas’

- Target unemployment in North Kensington
- Promote practical training, technical work, and apprenticeship schemes
- Use planning policies to protect the local economy – including the promotion of self-employment and small businesses
- Build a stronger and more representative Chamber of Commerce
- Improve communication between business and other sectors
- Support business involvement in the community through ‘business support officers’ and incentive schemes
- Develop ways in which large business developments put something back into the community in terms of housing, leisure and employment
- Map deprivation to highlight pockets of needs within affluent areas.

4.3 The Development of the LSP

4.3.1 Openness, transparency, inclusiveness and accountability

Participants felt that many of their suggestions had application across the board in ensuring the development of the LSP was open, transparent, inclusive in order to reflect the diversity of local organisations and residents, and accountable and able to demonstrate visible progress.

Broadly, six areas were felt to be of importance.

Communication

Communication (publicity, marketing and information) was seen to be vital to the effectiveness of the LSP, in particular:

- To let residents know what was going on, including the structure of the LSP and its ways of working
- In linking to aims and objectives, and making sure residents are aware of targets
- In linking to evaluation: providing information about successes and failures

It would be important that communication should take place ‘in all possible ways to all possible audiences’. It would be vital that communication was co-ordinated

to make sure of a flow of information both through the structure and external to the structure, and that sufficient time was allowed for effective communication.

In particular, in linking to engagement, it would be important that information and material in general was accessible to the wider community. A number of concerns about accessibility of information were highlighted:

- Language – clear, jargon-free and in community languages
- Clarity – information bulleted rather than ‘hidden’ in large reports
- Appropriateness – not over-burdening
- Capacity – the need to increase resources and improve people’s ability
- IT – its development with recognition of its limitations (resource and choice)

Many participants were keen that LSP meetings should be open to the public, but there were concerns that confidential matters may also have to be dealt with.

Setting aims and objectives

Participants placed emphasis on the need to establish clear, concise aims and objectives. This should involve priorities and targets, including any focus on particular groups of people.

It would be important to ensure that:

- In linking to engagement, residents were treated with honesty and maturity in the setting of aims, objectives, priorities, and targets
- In linking to evaluation, a simple performance management programme measured success and failure against targets
- In linking to both communication and engagement, residents were honestly informed about the level of achievement.

Engagement

A number of groups returned to some of the ideas for action discussed during the morning, particularly the suggestions made for promoting participation. These were felt to be relevant to this discussion. For example, there is a need to support and resource the community and voluntary sectors, which are key intermediaries in engagement. The discussion identified a number of elements needed in a strategic approach to engagement, for example the need to:

- Review existing community involvement – who it reaches and the methods used

- Identify gaps in participation so as to engage with the wider population, beyond issue and campaigning groups and including harder to reach groups
- Involve residents at a local level in planning and decision-making
- Define and co-ordinate ways in which residents' views feed into all levels of partnership; these to be realistic and appropriate, and address gaps in participation
- Set standards for good practice in engagement, e.g. flexibility, allowing sufficient time to consult, maximising access by using convenient meeting times and venues, having informal formats for engagement, etc.
- Communicate the results of engagement and consultation.

It should be noted that a number of participants felt that open access to LSP meetings would be particularly important.

Representation

Participants felt that it would be important to have a balance of sectors represented and to ensure that the LSP was not dominated by statutory agencies. Fundamental to this would be:

- Creating a 'level field' for participation from all partners, who may require support and capacity building to be representative
- Having a level of formality and democratic process that allows for flexible memberships, rolling chairs of various groups, etc.
- Celebrating difference rather than seek uniformity
- Linking to engagement: focus both on neighbourhoods and the whole Borough
- Linking to decision-making: ensure that representation also has 'some teeth'.

Decision-making

Participants identified that clear and open decision-making processes were at the core of LSP effectiveness. It would be important to have clarity:

- Linking to engagement: when and how stakeholders input into the process of decision-making, and the degree of influence/change that is possible
- Linking into both communication and engagement: the nature and timing of decisions, and their implications

Clarity in linking decision-making to accountability was felt to be particularly important.

The role of audits to assess a decision's impact on the environment, health, or other aspects of work was highlighted. One group felt that key issues, such as sustainability, had to be included in the LSP decision process.

Evaluation

Participants felt that evaluation had to be approached in a co-ordinated way, through the establishment of an evaluation framework which would:

- Instigate performance management against targets
- Link with decision-making by monitoring decisions
- Establish accountability
- Link to both communication and engagement, in order to build and sustain engagement by providing clear feedback on results, so residents are clear what they could have gained, and what they did gain
- Provide equality of scrutiny to the voluntary/community and statutory sectors

4.3.2 The proposed structure

In taking an **overview** of the proposed 'inclusive' structure participants made a number of comments and suggestions:

- Residents should be at the core of the clusters and the Steering Group should be placed on the 'external ring', in a co-ordinating role
- There should be equal representation from sectors on all LSP groups
- Consideration should be given to rotating the lead body of the LSP
- The structure should encourage and reflect greater sharing of resources
- A scrutiny committee, involving members of the public (appointed through a selection system) should be considered
- The opportunity should be taken to encourage a joint financial structure that is open, transparent and accountable to service users and residents.

They also identified a number of issues around **links and communication within the cluster structure**, in particular the need to establish

- Responsibilities, through individuals, between the clusters and the Steering Group
- Communication between groups

- Responsibilities for cross-cutting issues.

In order to encourage links it was felt that job sharing and shadowing across organisations should be encouraged.

In terms of **external relationships** they felt that it would be important to define how the relationship between existing partnerships and the LSP will work.

Much of the discussion focused on **engagement of the wider community**.

Suggestions included:

- Developing a tiered approach to provide an 'under-pinning engagement structure' to the LSP partnership clusters, in order to facilitate involvement and engagement at neighbourhood level
- Developing area forums and subject forums to provide the 'under-pinning engagement structure'
- Encouraging the involvement of young people through a 'youth parliament'
- Building on existing networks, and using outreach to involve hard-to-reach groups
- Engagement should be on issues rather than cluster headings, to help ensure that planning has residents, rather than service provision, as a starting point
- Each cluster could have a 'surgery' for residents
- Aiming for a 50/50 split on the steering group between the voluntary/community organisations and the statutory sector.

In considering the **clusters** it was felt to be important that:

- They should become the focus of delivery, and therefore they should be working groups which are accountable, rather than 'talking shops'
- There should be flexibility within the membership of the clusters to allow for interested resident and expert input.

There were concerns about the **coverage** of the cluster structure, in particular:

- The need for an additional cluster to cover black and ethnic minorities and faith groups
- That conservation and planning should either have its own cluster or be identified specifically within the environment and transport group
- That leisure, recreation and sport should have a separate cluster.

The **Borough Conference** was seen to be a fulfilling a valuable role; in future it may be important for:

- Renewing the vision and establishing how progress is being made
- Promoting links within an 'under-pinning engagement structure', between it and the cluster groups
- Allowing cluster groups to come together.

Finally, support for the LSP was also seen to be important; it would need to be:

- Adequate for planning, administration and delivery – a secretariat
- A secretariat from a cross-sector group
- A mapping of existing strategies and partnerships

In making final comments, participants were concerned about the terminology of LSP and Community Strategy, especially in light of the emphasis placed on engagement with the wider community. Less 'alienating' terms were felt to be highly desirable.

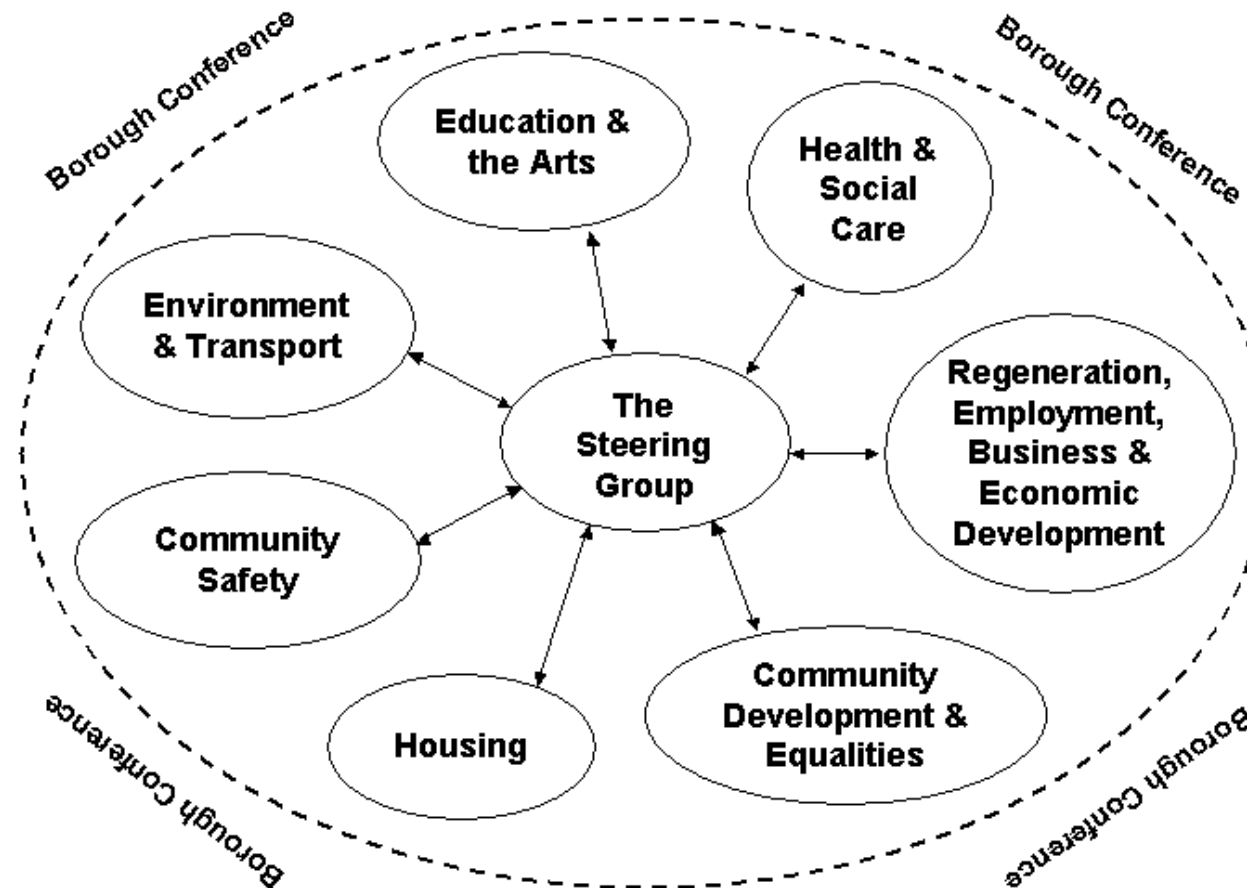
Appendix 1: Vision Statements

1. In 2011 Kensington and Chelsea will be a green city environment which balances the best of city life in terms of shops, tourism, cultural and leisure facilities with local green spaces, pedestrian areas, and residential streets which provide residents with quiet spaces, neighbourhood meeting places, and safe, clean areas in which to live, work and play.
2. In 2011 Kensington and Chelsea will have a built environment valuing the best of both old and modern architecture. This will enhance people's lives by providing quality, affordable housing, space to live, local access to services and accessible community meeting places, and will also support the development of local businesses, shops and recreational facilities.
3. In 2011 Kensington and Chelsea will be a Borough of neighbourhood communities that are socially mixed and balanced; communities where people feel that they belong, in which they are active, responsible, respectful, and understand and care for each other.
4. In 2011 Kensington and Chelsea will have a local economic infrastructure that promotes the development of local businesses, uses the skills of the local population, provides opportunities for flexible working conditions such as home working and job sharing, and encourages businesses to be active in making a contribution to their local community.
5. In 2011 Kensington and Chelsea will have learning opportunities for residents of all ages. This will enhance individual lives, promote the local economy through the development of new skills, and build people's capacity and confidence to access services.
6. In 2011 Kensington and Chelsea residents will be well informed about, and active in, the planning of good quality local services that provide choice and equality of access for all members of the community.
7. In 2011 Kensington and Chelsea will have services that are integrated and joined-up in their delivery, that take account of the whole person rather than a specific problem, and are culturally sensitive and provide different solutions to different neighbourhoods.
8. In 2011 Kensington and Chelsea will have an integrated approach to promote movement to, from, and around the Borough. This will reduce congestion, noise and

air pollution, and ensure equality of access to a good quality public transport system for all members of the community, the continued use of private cars, the inclusion of pedestrian and cycle routes, and the greater use of local waterways.

9. In 2011 Kensington and Chelsea will have a clean environment that is supported by waste management that encourages recycling and the use of green energies, and the planting of trees and flowers.

Appendix 2: Structure Diagram



Appendix 3: Analysis of Issues

COMMUNITY ISSUES AND NEEDS IN ROYAL BOROUGH OF KENSINGTON AND CHELSEA

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
Learning and skills	Need to improve skills of young school leavers Schools oversubscribed and general lack of choice	Adult education courses too expensive	Shortage of skilled workers in some sectors	Need to improve language and transferable skills of refugees Not enough courses provided in non-English languages Language education and support for all ages Children excluded from school without parents knowing or understanding why	Teacher shortages have greater impact on deprived communities than others Education standards often lower for deprived young people Lack of childcare Need to support those wishing to re-train	Teacher shortages Better access to ITC services Lack of secondary school places – declining provision

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
Economy and employment			<p>Fear over recession</p> <p>Over-reliance on tourism, finance and service industries</p>	<p>Higher unemployment amongst some ethnic minority groups</p> <p>Lack of income generation opportunities</p>	<p>Higher than average unemployment in deprived communities</p>	<p>Shortage of key public service workers</p> <p>Poor quality local shops and lack of individually owned shops</p> <p>Imbalance between business and residential accommodation</p> <p>Expensive and lack of office/business space</p> <p>Lack of retention of small local businesses</p>
Crime and community safety	<p>Police attitude to young people</p>	<p>Frightened to go out at night</p> <p>Street crime</p>			<p>Burglary and street robbery higher on estates</p> <p>Police harassment</p> <p>Need for greater police presence</p>	<p>Burglary and street robbery</p> <p>Street beggars</p> <p>Theft from cars</p>

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
Health and social care	Little consistency in GP – often a locum service	Better home/ health care delivery and a need for greater acknowledgment of individuality and the ‘whole person’ Greater choice in service to elderly Updated rehab services More day care required Home carers coming on time and better quality agency staff (contracting out) Isolation in care homes		Poor access to health care Stress and poor mental health due to poor housing conditions and lack of community support Malnutrition (some refugee families) Misconception of the role of social services (some refugee families)	Difficulties experienced in accessing health care in deprived communities Difficulties in accessing sexual health advice in some deprived wards Little post-disability rehab	
Environment	Lack of green space	Not enough plants and trees	Congestion problem needs to be tackled	Lack of green spaces Noise pollution Street cleanliness	Air and noise pollution from cars and aircraft	Lack of green and open spaces Pollution and poor air quality Waste management

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
						Noise pollution from traffic, aircraft, and pubs etc. Street cleanliness, litter, rubbish collection, and lack of responsibility from businesses/ restaurants/café Lack of recycling opportunities Lack of pedestrian areas
Regeneration and the built environment		Dangerous pavements	Shortage of business premises		Estates are often designed in a closed and oppressive way London missing out on regeneration funding	Graffiti and fly posting

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
Housing		Cost of housing		Installation of hot and cold water Dampness Overcrowding Long term temporary accommodation Poor housing effects on health and education	Repair back logs and poor quality work on houses	Shortage of affordable housing, particularly for key public service workers and ordinary people Poor housing management Record levels of temporary housing Growing demand for housing Imbalance between business and residential accommodation Ineffective management of social housing
Transport and Congestion		Illegal parking	Concern over the future of the Tube and public transport		Poor disabled access to public transport	Inadequate, poor, and unreliable public transport. Difficulties with cross-Borough journeys

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
						<p>Need to rigorously impose parking regulations</p> <p>Traffic congestion</p> <p>Large delivery lorries and congestion caused during unloading</p> <p>Congestion from tourists – particularly coaches</p>
Leisure, sport and culture	<p>Young people want more ITC in public places</p> <p>Little to do for young people on estates</p> <p>More facilities for young people – play and leisure</p>	<p>Physical assess to libraries is a problem</p>			<p>Lack of leisure facilities on deprived estates</p> <p>Poor play areas</p>	

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
Community development and the voluntary sector	Tensions between older and younger people	Tensions between older and younger people		Need to engage with black and ethnic minority communities Need for greater advocacy, interpretation and community support Lack of awareness of health and welfare entitlements	Neighbourhood Management Poor involvement by local people in community groups	Lack of community facilities – for meetings etc.
The council	Need to foster young people's interests in democracy More support for users of ITC		Communication between business and the Council Working with GLA to improve Public transport Over-zealous traffic wardens are scaring away business Better consultation on planning and licensing policies	Council needs to support and involve black and ethnic minorities Poor communication between council and black and ethnic minority community Short term funding to community support projects	Growing polarisation between deprived communities and prosperous wards Concentration of asylum seekers concentrated in deprived areas Lack of resources in deprived areas Ineffective communication with excluded groups	Lack of strategic vision Relationship with GLA and Mayor More transparent decision making Better customer focus Councillors to be truly representative of local communities Lack of responsiveness/

Community groups Issues/needs	Young people	Older people	Business community	Faith and black and ethnic minorities	Socially Excluded	General
			A new business tax targeted at real issues and concerns of local businesses		groups	access/ information Need more community representation on the planning committee Need for more public forums

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