

‘The Future of your Community’

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Foreword

Welcome to 'The Future of Your Community' an ambitious plan for the next ten years in the Royal Borough of Kensington & Chelsea.

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

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

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

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

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

Councillor Merrick Cockell
Chairman of the Kensington & Chelsea Partnership

Note to readers

The 'we' used throughout this document refers to the organisations represented on the Kensington & Chelsea Partnership and the other partnerships that they represent.

Word count = 257/370

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Kensington & Chelsea Now

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

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

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

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

This is a Borough of extremes of wealth and poverty. Two wards in the borough (Golborne and St, Charles) are in the 10% most deprived wards in England, whilst seven wards are amongst the least deprived.

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

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

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Your Future, Your Vision

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

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

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

Word count = 373/370

Environment and Transport

What local people have told us

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

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

But there are challenges

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

- With a 20% population turnover each year, raising and maintaining environmental awareness is not easy.
- Kensington & Chelsea has the highest residential density in the UK, and the least open space per person.
- Over 50% of households in the Borough own one or more cars. At the same time local air quality currently falls well below the national targets.
- The Borough is just outside the Mayor for London's congestion charging zone. This could make things worse for local people.
- Approximately 30,000 people travel into the borough to work each day.
- Over 70% of the borough is within conservation areas.

Our environment is vulnerable to competing pressures. We all want better air quality, but to what extent should the Council intervene to restrict car usage? Should we create more open spaces at the expense of much needed affordable housing developments? How can we reduce congestion and pollution whilst accepting London's need for an efficient road network? The quality of the environment is the responsibility of everybody. Real progress towards sustainable development requires a commitment from organisations throughout the borough as well as the active participation of local people.

The direction we will take

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

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In partnership we will:

Continue our aims to* . . .

- **Reduce air and noise pollution**

By 2003 we will compare the Council's air quality measurements with Government limits to determine any necessary pollution reduction measures.

By 2003 we will assess the scope for noise reduction measures in areas where licensed premises are heavily concentrated.

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

By 2003 we will work with London transport buses to complete the London Bus Priority Network in the Borough and to improve the quality of local bus services.

By 2003 we will develop a programme of work to help to improve conditions for pedestrians in the Borough and to improve the quality of local bus services.

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

We will ensure that, as built or modified, all buildings are safe, healthy, accessible and, where possible, energy saving by design.

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

By 2003 we will implement waste prevention initiatives to halve the predicted increase in municipal waste.

By 2003 we will increase the recycling participation levels to 75% in households and 60% in commercial properties.

The doorstep collection scheme

The Council operates a twice-weekly doorstep collection for recyclables from all homes in the borough.

- **Conserve and enhance public spaces and protect significant buildings from demolition**

By 2003 we will improve wheelchair and pushchair access in all parks wherever possible

- **Enhance local 'bio diversity'**

By 2003 we will produce a Bio-diversity Action Plan for the Borough

By 2003 we will develop and implement an educational 'package' of work including an environmental education website for schools.

The Ecology Centre

Kensington & Chelsea's Ecology Centre is visited by around 5,000 children and 3,000 adults each year. Informal courses in the holiday raise environmental awareness generally.

*These aims are taken from the Council's Environmental Policy Statement 2000-2003

Work towards change by . . .

- Seeking a safe, efficient and environmentally acceptable transport system for the Borough (whilst protecting the residential character, amenity and quality of Kensington & Chelsea).

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- Making fundamental improvements in the appearance and design of our streetscape, setting national standards for the quality of materials used, workmanship, and design.
- Improving the Royal Borough's townscape through rigorous enforcement and elimination of graffiti, fly-posting and on-street clutter.
- Protecting and enhancing all our parks and open public spaces.
- Pursuing opportunities to take a strategic approach to the disposal and purchase of land and buildings across services and agencies through the Council's Asset Management Plan.
- Seeking resources to enable the Council and the Police to address traffic pollution through enforcement in partnership with other London boroughs.

Influence a change by . . .

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

Environment and Transport – the key partnerships

Active participation in the Association of London Government Environment and Transport Committee
The Transport for London Borough Liaison Group

Environment and Transport – the key strategies

The Environmental Policy Statement 2000-2003
The Unitary Development Plan
The Interim Local Implementation Plan
The Neighbourhood Renewal Strategy

Environment and Transport – the key targets

We will aim to set local targets in line with the Governments National Air Quality Strategy targets by 2003. (To be confirmed with ES)
We will aim to recycle or compost 17% of household waste by 2004.

Word count = 594/370

Health and Well-being

What local people have told us

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

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

But there are challenges

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

- The gap between our healthiest (and most affluent) and unhealthiest (and most deprived) wards is growing.
- The biggest killers locally are coronary heart disease and cancer.
- Kensington & Chelsea is home to a large number of refugees and asylum seekers, and this group has complex health needs.
- A recent study found that Older People could not distinguish between Council services and those provided by other organisations.
- The local health service is going through a significant period of modernisation and change, putting additional pressure on resources.

Funding health and social care initiatives involves a difficult balancing act between the Government's national priorities, making progress on agreed local and regional priorities and maintaining existing services. Current resources are inadequate and the skewing of Government funding away from London as a whole and Kensington & Chelsea in particular compounds this challenge. Well-being is not confined to the quality or availability of local health and social care. A variety of factors affect everybody's health, and promoting well-being requires commitment from many different organisations beyond the traditional health and social care boundaries.

The direction we will take

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

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In partnership, we will aim to:

Continue . . .

- **To develop initiatives that impact positively on the wider determinants of health and well-being.**

In 2002 the current successful 'Prescription for Exercise' GP referral scheme at Kensington Sports centre will be extended to Chelsea Sports Centre.

By September 2002 we will carry out research with Kensington & Chelsea residents to identify barriers to participation in a healthy lifestyle.

We will continue to pursue joint approaches between agencies such as joint planning on the Health Improvement Plan (HiMP).

By 2004 we will implement the Air Quality Action Plan to reduce air pollution so that it presents minimum risks to health.

We will develop initiatives to improve the health of the unhealthiest people in the community such as the Golborne and Raising the Dalgarno SRB programmes which will be implemented up until 2006.

- **Our aim to deliver high quality primary and community care through the establishment of a Primary Care Trust (PCT) in Kensington & Chelsea.**
- **Our aim to further integrate health and social care provision.**

In 2002 we will co-locate social care staff that work with older people alongside primary health care staff such as GPs and District Nurses.

In 2002 we will integrate services for people with learning disabilities.

In 2002 we will create joint health and social care teams for people who work with those who use substances.

In 2002 we will further integrate the Community Mental Health teams.

In 2002 we will implement joint assessment for older people.

- **To improve the accessibility of health related services to all members of the community.**

By WHEN we will implement the 'filling the gap' pilot to improve transport links to key sites such as major hospitals and health facilities.

By 2003 we will implement a work programme to improve access to and availability of written materials, interpretation services and staff training on anti-discrimination practices and tackle racial harassment.

By 2003 we will work with GPs to ease permanent registration of homeless refugees and asylum seekers with GPs

By 2003 we will commission race specific mental health and counselling services for refugees and asylum seekers, interpreting services and family support services

- **To tackle the local clinical priorities.**

By 2003 we will reduce the number of five year old children experiencing dental caries to 60%

We will increase coverage of breast cancer screening by 3% each year

By 2005 we will reduce smoking in young people to 11%, adults to 2% and pregnant women to 18%

By 2005 we will achieve waiting times of 1 month from GP referral to treatment for all cancer patients

Work towards change by . . .

- Targeting additional services that could benefit from further integration so that the user sees one service.

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- Introducing a way of assessing the impact on health of all major development work in the borough.
- Sharing information about resources and developing joint approaches (e.g. lead commissioning, pooled budget or integrated provision) that enable different service providers to work more closely.
- Agreeing with the Government a PSA target around reducing health inequalities.

Influence a change by . . .

- Lobbying the Government for the fair distribution of resources so that inner-city boroughs such as Kensington & Chelsea are able to tackle the impact of deprivation on health.

Health and Well-being – the key partnerships

The Kensington & Chelsea Joint Health Partnership Board

Health and Well-being – the key strategies

The Health Improvement and Modernisation Plan (HiMP)

The Neighbourhood Renewal Strategy

Health and Well-being – the key target

We will work towards the Government target to ensure that the gap between areas with the lowest life expectancy at birth and the population as a whole is narrowed by at least 10% by 2010.

Word count = 616/370

Homes and Housing

What local people have told us

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

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

But there are challenges

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

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

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

The direction we will take

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

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In partnership we will aim to:

Continue . . .

- **To promote the creation and maintenance of vibrant, balanced, inclusive communities.**
By 2003 we will implement a Rapid Response Protocol for dealing with crack houses.
By 2003 we will evict anti-social tenants within two months of serving notice for seeking possession.
By 2003 we will work with 80 long-term victims of domestic violence and their families, and reduce repeat domestic violence.
By 2005 housing services will achieve level 3 of the Commission for Racial Equality's standards for racial equality.
- **To prevent homelessness by the provision of high quality advice and assistance and meet housing need by promoting the supply of affordable housing in all tenures.**
By 2003 we will develop 165 new units of housing for affordable rent and 11 for affordable ownership.
By 2003 we will work with other London boroughs to secure additional affordable housing outside of Kensington & Chelsea through the London Housing Partnership
By 2003 we will bring 25 long term empty homes back in to use.
By 2003 we will reduce the number of people sleeping rough by two thirds to 11 in the West London Zone.

The Kensal Gasworks project

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

The 'Keep London Working' project

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

- **To support independent living through the strategic commissioning and monitoring of services.**
By 2003 we will prepare a Supporting People Strategy.
By 2003 we will introduce a new system of commissioning, payments and monitoring for supported housing through the Supporting People programme.
By 2003 we will develop 5 units of housing for people with learning difficulties and additional units of housing for adults with mental health problems
- **To improve the physical condition of the housing stock and surroundings, and promote greater energy efficiency, to enhance quality of life in all tenures.**
By 2003 we will deliver a 'Healthy Homes' programme to promote energy efficiency in the private sector.

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By 2003 we will implement an affordable warmth strategy to reduce the number of households living in 'fuel poverty'.

Work towards change by . . .

- Developing the Housing Capacity Study – finding sites that can be redeveloped to accommodate more affordable housing.
- Using the Supporting People programme to improve standards in local supported housing and care.
- Finding long term temporary accommodation and moving families out of Bed and Breakfast hotels.

Influence a change by . . .

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

Homes and Housing – the key partnerships

The TMO Board

Partnerships with housing providers

Multi-agency work with care providers and voluntary agencies

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

Homes and Housing – the key strategies

The Housing Strategy 2002-2007

The Housing Revenue Account Business Plan 2001-2006

The Unitary Development Plan

The Neighbourhood Renewal Strategy

Homes and Housing – the key performance target

We will ensure that all social housing meets the Government's standards of decency by 2010

Word count = 573/370

Learning and Leisure

What local people have told us

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

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

But there are challenges

Kensington & Chelsea has a strong record in the field of education, and with cultural assets that include 3 world class museums, forty independent schools, 6 libraries, other smaller museums and galleries and nine public parks, there is a firm foundation for learning and leisure. Whilst the drive from Government is to raise standards even further, we face many hurdles in our efforts to do so.

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

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

The direction we will take

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

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In partnership we will:

Continue . . .

- To work with the Learning and Skills Council who fund and regulate post-16 education in all local authorities to ensure that the needs of local residents are best met.
- To secure a new building for Holland Park School.
- To investigate the potential for a new secondary school to help more of the pupils leaving our primary schools to continue their education in the borough.
- Our aim to raise standards in Information and Communications Technology (ICT) in our schools.
- Our aim to raise the achievement of ethnic minority children, including those developing English as another language (EAL).
- To ensure that citizenship is reflected in the ethos, values and curriculum of all schools.
- Our strategy to remove barriers to access in our libraries. For example, we will work with other authorities to develop a common policy for membership; we will provide disabled access to Notting Hill Gate Library and we will continue to provide free public access to the internet in all our libraries.
- To ensure that the community has access to electronic learning opportunities, for example by providing internet facilities in our libraries.

Work towards a change by . . .

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

Influence a change by . . .

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

Learning and Leisure – the key partnerships

The Schools Organisation Committee

The Early Years Development and Childcare Partnership

The ConneXions Partnership

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Learning and Leisure – the key strategies

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

Learning and Leisure – the key targets

We are already achieving the government targets in this area. Need to identify alternatives.

Word count = 391/370

Safe Communities

What local people have told us

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

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

But there are challenges

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

- One in five overnight visitors to London stay in Kensington & Chelsea. Visitors are a target for burglars and street robbers but it is difficult to get the tourist industry to invest in protecting their safety.
- As home to a number of high profile embassies, Kensington & Chelsea is a potential target for terrorist activity. Preventative work places a huge burden on resources.
- The relatively high unemployment and deprivation in the north of the borough has a negative impact on crime levels.
- Anecdotal evidence indicates that there is under-reporting of certain hate crimes in the borough such as homophobia, domestic violence and racial harassment.
- In a recent crime survey 32% of respondents reported feeling unsafe at night, citing poor street lighting, general fear of crime and concerns about drugs as reasons why. 81% of respondents wanted more visible policing.

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

The direction we will take

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

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In partnership we will:

Continue our aims to . . .*

- **Reduce reports of disorder and antisocial behaviour to the Council and the Police**
By 2003 we will establish an information system to co-ordinate actions and responses to incidents of disorder and antisocial behaviour Reduce repeat victimisation in domestic violence.
- **Reduce drug and drug related crime**
By 2003 we will expand the drug action team to include a specialist in alcohol related issues.
- **Reduce incidences of domestic violence**
- **Reduce repeat victimisation in racial incidents and racially motivated crime**
By 2003 the Racial Harassment Forum will assist a further X agencies to set up systematic reporting and recording procedures to improve monitoring and response to racial incidents.
- **Reduce street crime, domestic burglary and motor vehicle crime**
By 2003 we will implement the results of a review of the Crime Prevention Officers' function to provide better Crime Prevention advice in planning applications.
- **Reduce youth crime**
By 2003 we will appoint a drugs worker to the Youth Offending Team to work both with persistent young offenders and on preventative measures with young people in the borough.
By 2003 we will undertake youth projects in all of the boroughs schools to encourage active citizenship as part of the Connexions strategy.
- **Reduce homophobic crime**
By 2003 we will undertake an awareness campaign to improve reporting of homophobic crime.
- **Reduce crimes against the elderly**
By 2003 we will an advice booklet for elderly people to show how they can improve their defences against crime.

* These are dummy targets pending the agreement of draft targets for the next Crime and Disorder Reduction Strategy (due mid-Jan 02).

Work towards change by . . .

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

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Influence change by . . .

- Lobbying the government to provide match funding to increase the amount of drug interventions that the police can pursue.
- Lobbying the government to review section 8 of the misuse of drugs act to include drugs other than opium and cannabis, to enable the closure of crack houses.
- Lobbying the government to ensure that the judicial system deals effectively with domestic violence cases.

Safe communities – the key partnerships

The Community Safety Programmes Board

Safe communities – the key strategies

The Crime and Disorder Reduction Strategy 2002-2005

The Neighbourhood Renewal Strategy

Safe communities – the key target

We will work towards the government target to reduce domestic burglary by 25% by 2005.

Word count = 454/370

Work and Business

What local people have told us

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

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

But there are challenges

With over 11,000 businesses and 113,000 jobs, the borough contributes substantially to the London economy. In Kensington & Chelsea:

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

An active economy can also have adverse effects on the quality of life locally. These include congestion and poor air quality, house prices beyond the reach of many people and pressures on the physical environment. Supporting the local economy whilst minimising the wider impact of sustained economic activity is difficult. But by continuing to debate these and other issues we can work towards a balance.

The direction we will take

Through partnerships between the Council, the Chamber of Commerce, the Portobello Business Forum, The Portobello Business Centre, the SRB Programme Boards, Business Link for London, statutory and voluntary agencies, community groups and other London boroughs we will endeavour to promote a vibrant and sustainable local economy.

Word count = 299/370

In partnership we will . . .

Continue our Economic Development Objectives . . .

- **To facilitate partnership working where this will bring economic and employment benefits to the borough's residents and businesses.**

The Fighting Unemployment in North Kensington (FUNK) SRB Programme supports locally based business, training and employment initiatives in North Kensington delivered by a range of voluntary and statutory sector agencies. Funding comes to end in March 2003, an exit strategy is being developed.

We will continue to engage with the Mayor for London in the development of his strategies.

We will continue to pursue joint initiatives between the London Development Agency, the Central London Partnership, the employment service, Business Link for London and the London Central Learning and Skill Council to maximise employment and training opportunities for Borough residents.

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

The UDP will continue to have policies that encourage major developers to give something back to the community.

The Council will continue to let a portfolio of 110 shops, 21 business units and 30 artists studios to assist the local economy.

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

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

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

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

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

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

Through the Council's Training Centre, we will continue to provide training and employment opportunities for local young people.

We will continue our aim to increase participation rates in employment and training opportunities by BME groups.

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

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

We will continue to widen access to services through the use of IT and other systems.

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

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Work towards change by . . .

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

Influence a change by . . .

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

Work and business – the key partnerships

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

Work and business – the key strategies

- The Unitary Development Plan (UDP)
- The FUNK Delivery Plan
- The Neighbourhood Renewal Strategy

Work and business – the key targets

In line with the Government's targets for Neighbourhood Renewal we will aim:

- To generate more sustainable enterprise in disadvantaged communities.
- By 2004, taking into account the economic cycle, to increase the employment rate of people with disabilities, lone parents, ethnic minorities and over-50s and to narrow the gap between these rates and the overall rate.
- To improve Kensington & Chelsea's economic performance as measured by trend growth in GDP per capita.
- To assist approximately 60 business start-ups per year.

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Delivering through partnership

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

The Kensington & Chelsea Partnership was launched on **Insert date when revised partnership structure is officially launched**. This is an umbrella group that brings together all such organisations and partnerships within the Borough. A small Steering Group reports to the partnership, made up of elected Councillors, and representatives from a number of local organisations. It is the Partnership's policy to ensure that at all times at least half of its members live locally.

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

- consult upon, approve and implement a Community Strategy and its sister document - the Neighbourhood Renewal Strategy
- coordinate and add value to the work of the many partnerships already operating successfully in the Borough;
- value the rich diversity of people living and working in the Borough and to act in an inclusive way so that all sections of the community are able to take part in improving the quality of life in Kensington & Chelsea;
- adopt a structure which is representative of the various stakeholders, with open and transparent decision-making and commitment to community consultation and involvement and which is reviewed from time to time to ensure that it is still fit for its purpose;
- improve the overall delivery of public services; and
- recognise the general obligation to make wise and best use of public monies and acknowledge the interests of those whose financial support pays for those services.

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Delivering through partnership – Membership of the Kensington & Chelsea Partnership Board		
The Council	Councillor Merrick Cockell Councillor Nicholas Paget-Brown	Leader of the Council Cabinet Member for Regeneration, Community Safety and External Relations Cabinet Member for Housing
	Councillor Thomas Fairhead	
The Local Health Service	Mr. Paul Haigh	Chief Executive, Kensington & Chelsea Primary Care Group
The Police	Chief Superintendent Moir Stewart	Kensington Police Station
The Voluntary and Community Sector	Susie Parsons	Acting Director, Notting Hill Social Council
	Kate Aldous	Director, Chelsea Social Council
	Reverend John E Davis	Chelsea Methodist Church
	Arts and Culture Representative (to be appointed)	The Voluntary Sector Forum
	Children and Families representative (to be appointed)	The Voluntary Sector Forum
	Education and Employment representative (to be appointed)	The Voluntary Sector Forum
	To be appointed	The Kensington & Chelsea College
The Business Sector	To be appointed	Residents representative
	To be appointed	Residents representative
	To be appointed	Residents representative

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Further information

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

Shirley Fryer
Telephone: 020 7361 2958
e-mail: info@kcpartnership.org.uk

or visit the Kensington & Chelsea Partnership's website at:
www.kcpartnership.org.uk

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