

THE KENSINGTON AND CHELSEA PARTNERSHIP

Neighbourhood Renewal Strategy - Strategic Objectives and a Framework for Action

This framework concentrates on where partnership working within the LSP and better-informed targeting of resources, to 'bend the spend' of mainstream services, could make a real contribution to fulfilling the vision of the Neighbourhood Renewal programme. The strategic objectives draws on and links strategies which are already in place and gaps or overlaps. It should be read in conjunction with the Community Strategy where such strategies are presented.

The Objectives and Framework will be supplemented by an Action Plan for the priority areas focussing on Golborne and St Charles wards. This will include all projects and initiatives to be undertaken in North Kensington in 2002/03, including use of the Neighbourhood Renewal Fund, plus local performance targets related to NR national targets.

The vision:

- Within 10 to 20 years, no-one should be seriously disadvantaged by where they live.

The long-term goals:

- In all the poorest neighbourhoods, to have common goals of lower worklessness and crime, and better health, skills, housing and environment;
- To narrow the gap on these measures between the most deprived neighbourhoods and the rest.

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<i>Progress towards Achieving Vision</i>	<i>Barriers to Achieving Vision</i>	<i>Strategic Objective</i>	<i>Action Point [illustrative]</i>
<p>A vibrant, well-functioning multi-cultural community in the most densely occupied borough in the UK.</p> <p>Concerted effort stated across the different services to explore and address needs of black and minority ethnic (BME) groups.</p> <p>Large, diverse and multi-skilled voluntary sector.</p>	<p>Lack of information on BME communities in the borough Officers aiming to target black and minority ethnic (BME) groups often not sure how to go about achieving this.</p> <p>Language. The extreme diversity of nationalities, languages and cultural backgrounds of residents can inhibit service providers from undertaking initiatives with specific communities.</p> <p>Service managers report uncertainties about how to approach and involve hard-to-reach groups and the lack of support structures and feedback mechanisms to assist them in this.</p>	<p>1. Promote achievement of equality of access to services provided by all authorities, departments, agencies and organisations within the LSP.</p>	<p>All services to have plans in place by 31 May 2002 to comply with the CRE's statutory Code of Practice on the Duty to Promote Race Equality.</p> <p>Joint work to assist service providers to contact, consult and engage hard-to-reach groups, including refugee organisations, travellers, faith communities.</p> <p>Research the housing needs of the borough's minority ethnic groups.</p>
<p>Sustained capital investment in social housing stock, school premises, business units and community infrastructure.</p> <p>Community safety and policing initiatives in e.g. Earl's Court, Golborne wards.</p>	<p>Estate based crime, fear of crime disorder and anti-social behaviour.</p> <p>Physical constraints on effecting major improvements of specific estates, notably Lancaster West, Worlds End (TMO); Wornington Green (KHT).</p> <p>Competing priorities, lack of funds.</p>	<p>2 Promote rights of all residents, but especially those in social housing, to the safe, secure and peaceful enjoyment of their home.</p>	<p>Develop the neighbourhood mediation service launched 1 April 2001.</p> <p>Establish a joint information system to map crime and disorder.</p> <p>Research the housing needs of vulnerable groups.</p> <p>Consider full range of options from refurbishment to redevelopment – e.g. Wornington Green.</p>
<p>A large and diverse youth service linked to voluntary projects.</p> <p>Best Value Review of service for young People.</p> <p>2202 launch of Connexions (youth support) service.</p>	<p>Youth crime linked to disaffection, underachievement and exclusion from school.</p> <p>Lack of local strategies and joined-up approaches?</p> <p>Children isolated at home.</p>	<p>3 Seek to engage young people more closely with their communities.</p>	<p>Introduce consistent monitoring systems across all organisations working with young people as the first stage in 'tracking' the development of individual 13-19 year olds.</p> <p>Explore Better Government for Young People / Youth Parliament initiative?</p> <p>Promote services, tailored to and responsive to the needs of young people, across range of advice agencies.</p>
<p>Externally validated high-performing services, including education and social</p>	<p>Concerns expressed about uneven performance of some services, notably primary health care in north</p>	<p>4 Reduce the gap in satisfaction ratings with borough-wide services</p>	<p>Lobby Government for joined-up initiatives at regional and national level.</p>

<p>services</p> <p>Range and variety of high quality programmes, projects and initiatives in North Kensington</p>	<p>of the borough:</p> <p>Number and overlap of Government department and agency initiatives competing for same target groups.</p> <p>Targets set at national level sometimes inappropriate to local needs or priorities.</p> <p>Needy areas and priority groups outside North Kensington could lose out if exclusive focus of area-based initiatives is in the northernmost wards.</p> <p>Relatively few groups serving the priority areas and target groups in centre and south of the borough.</p> <p>Widening health gap (mortality rates) between priority areas and rest.</p>	<p>between the priority areas and rest of borough.</p>	<p>Work to provide equal standards of service in the priority areas, as in the rest of the borough, especially:</p> <ul style="list-style-type: none"> • public realm (roads, pavements, lighting, waste collection, etc), • primary health care (GP services), • policing. <p>Take advantage of the alignment of primary health care provision with the boundaries of the Royal Borough to improve coherence between local authority services and the NHS, e.g.</p> <ul style="list-style-type: none"> • introduce single assessment process for older people; • explore possibilities of joint commissioning and pooled budgets for services for older people; • integrate services for adults with learning difficulties; • consolidate mental health services • coordinate public health responsibilities.
<p>Prosperous local economy</p> <p>Thriving small business sector (including retail, media and cultural) and small business support.</p>	<p>Persistent higher unemployment levels in North Kensington at twice the borough average and above the inner London average.</p> <p>Highest house prices in London a deterrent to retaining key workers, including school, police and NHS staff.</p> <p>New jobs seldom aligned to skills of local unemployed.</p> <p>Difficulties of engaging with business especially on borough-wide issues.</p>	<p>5 Maximise benefits to the borough and local communities from major development opportunities.</p>	<p>Build links with Employment Service following reorganisation of delivery areas</p> <p>Engage LSP and local community in scenario planning; prepare a neighbourhood renewal plan for Lots Road and Worlds End?</p> <p>Maintain neighbourhood lettings policy for shops owned by the Council.</p> <p>Secure affordable housing quota, on site where possible; where not possible, within the borough – e.g. Kensal Green Gasworks.</p> <p>Lobby for transport improvements and investment.</p>
<p>Areas of need have shrunk geographically (gentrification).</p> <p>While there are needy neighbourhoods few, if any, are in a cycle of decline.</p>	<p>Areas of acute need increasingly focused on social housing, as low-cost rented private sector has contracted; plus on-sale of former Council flats in popular blocks and street properties.</p> <p>Lack of overview of extent, use and occupancy of temporary accommodation within the borough.</p> <p>Variable standards between different social</p>	<p>6 Promote initiatives at a local level between statutory and voluntary agencies, including social landlords, to improve the delivery of services.</p>	<p>Priority 1. Dalgarno SRB area; St Charles); Earls Court; Priority 2. World's End (South Stanley); Golborne.</p> <p>Produce estate-centred neighbourhood profiles.</p> <p>Explore conduct of joint consultation exercises / attitudinal surveys.</p> <p>Investigate estate wardens concept</p>

	landlords across a range of housing-related standards.		Establish joint monitoring system within the LSP for use of temporary accommodation within the borough and population characteristics.
<p>New approaches to consultation and attitudinal research.</p> <p>Best Value Reviews prompting service providers to find out more about service users, potential users and their needs.</p> <p>Successful Better Government for Older people initiative, including 'mystery shopping' of Council Services.</p> <p>LSP, Community and Neighbourhood Renewal Strategy working has already resulted in closer working across service and organisation boundaries.</p>	<p>Mainstream and regeneration programmes insufficiently tied in with each other; no shared knowledge base about range of activities and initiatives.</p> <p>Applied research capacity available to the LSP is partial and fragmented. Lack of research capacity within the Council to undertake cross-service research and analysis, maintain an intelligence service, and disseminate findings and good practice.</p> <p>Information gaps encourage reactive rather than planned approach to service delivery.</p> <p>Continuing reorganisation within the Health Service.</p> <p>Uncertainty over future administrative boundaries of Employment Service.</p>	<p>7 Promote the transfer of knowledge and skills between different service providers, partners in regeneration and resident organisations.</p>	<p>Explore joint approaches to engage hard-to-reach groups, especially refugee organisations, faith communities, housebound people.</p> <p>Raise and maintain awareness among decision-makers and activists of the range of area-based programmes and projects.</p> <p>Improve local authority's ability to provide added value analysis to the wealth of data and information now collected for specific purposes but of cross-service utility.</p> <p>LSP to lead on cross-service analysis of Census 2001.</p> <p>Evaluate impacts of NKCC, FUNK and subsequent SRB programmes in North Kensington from comparison of 1991 and 2001 census findings, and residents' surveys.</p> <p>Produce handbook of good local practice drawn from over 30 years of regeneration activity in the borough.</p>