Council Plan · 2026 2030

A better Kensington and Chelsea for everyone

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Contents

	Pages
Message from the Leader of the Council	3
Successes delivered through the Council Plan 2023-2027: A greener, safer, fairer borough	4 – 5
What this plan does	6 – 9
What makes Kensington and Chelsea unique?	10 – 11
Our budget at a glance	12
How the Council is funded	13
Listening to what residents said – Let's Talk K&C2030	14 – 15
Delivering the Council priorities	16
Working with partners and our communities	17
Priority 1 – Clean streets and amazing spaces	18 – 21
Priority 2 – Getting the basics right	22 – 25
Priority 3 – Making your life easier	26 – 29
Priority 4 – Value for money	30 – 33
K&C2030 – Making it happen	34
Measuring progress	35

Message from the Leader of the Council

Kensington and Chelsea is the best place to live in the UK; a place we're all proud to call home.

We have some of London's best services, including twice-weekly bin collections, a borough-wide parking permit, award-winning parks and outstanding care for older people, alongside some of the capital's best kept streets.

This is a vibrant borough, with residents of different ages, backgrounds, faiths and experiences. That vibrancy is one of Kensington and Chelsea's greatest strengths, reflected in our schools, local businesses, cultural life, voluntary organisations and neighbourhood networks.

Kensington and Chelsea really is all of London in one very special place.

Working with residents, businesses, and partners we have achieved a great deal since our last Council Plan. Our adults' and children's services have been rated the best in the country, we have created amazing new spaces at Sloane Square, Chelsea Green, Bute Street and Hogarth Road, and we have invested over £200 million in improving our social housing.

The next four years will be shaped by a new financial reality. A £100m cut from Government funding means this council will be forced to do things fundamentally differently and, in some cases, to do less than before. But we will still protect what matters to you the most. We will also carry the lessons of Grenfell with us, recognising that to be a better borough means a better borough for all.

Every decision we make will be driven by four principles that we hold dear, and residents have told us are the most important.

- ✓ **Clean streets and amazing spaces**
- ✓ **Value for money**
- ✓ **Getting the basics right**
- ✓ **and making your life easier**

With these principles, and the lessons of Grenfell close to heart, we will get results that reach every street.

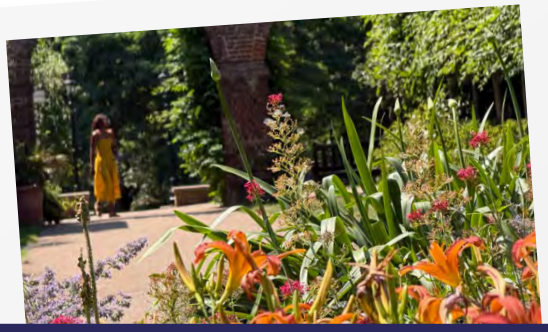
Leader of the Council

Cllr Elizabeth Campbell

Successes delivered through the Council Plan 2023-2027: A greener, safer, fairer borough

The 2023-27 Council Plan set out the Council's ambition to deliver a greener, safer and fairer borough. Lots of progress has been made since then, with highlights listed below.

The new Council Plan will build on these achievements, enabling the Council to continue providing core services and meet the financial challenge ahead.



A greener borough

Maintained twice-weekly household rubbish collections while achieving high resident satisfaction with waste collection and street cleaning.

Invested £7m in our parks – from Holland Park to St Luke's Gardens, plus work underway on a new riverside open space at Cremorne Wharf.

Reduced carbon emissions – for example by retrofitting six borough schools, and reducing carbon emissions by 20 per cent since 2018 on the Lancaster West Estate.

Planted 500 new trees – with more greenery and sustainable planting in every single ward in Kensington and Chelsea.

Expanded the on-street electric vehicle charging network so that more than 90 per cent of residents live within 100 metres of a charging point.

A safer borough

Increased CCTV coverage and installed eight acoustic cameras, including on Holland Road and Chelsea Embankment, leading to numerous fines for drivers of excessively noisy vehicles.

Maintained Outstanding children's services, securing a third consecutive Outstanding judgement and continuing strong support for children, young people and families.

Achieved an Outstanding rating for adult social care from the Care Quality Commission, recognising the high-quality and timely support provided to residents and the strong safeguarding and wellbeing outcomes achieved.

Delivered a new warden in every ward – meaning there is a dedicated enforcement officer in all our neighbourhoods to tackle anti-social behaviour.

A fairer borough

Maintained one of the lowest council tax rates in Britain while providing £100 of cost-of-living support to low-income households.

Independently ranked the most productive Council in the country in 2026 meaning we achieve better outcomes for every £1 spent, helping to protect services people need most.

Started work on 450 new homes, including 200 for social rent, and secured national recognition for the affordable homes at Kelso Cochrane House.

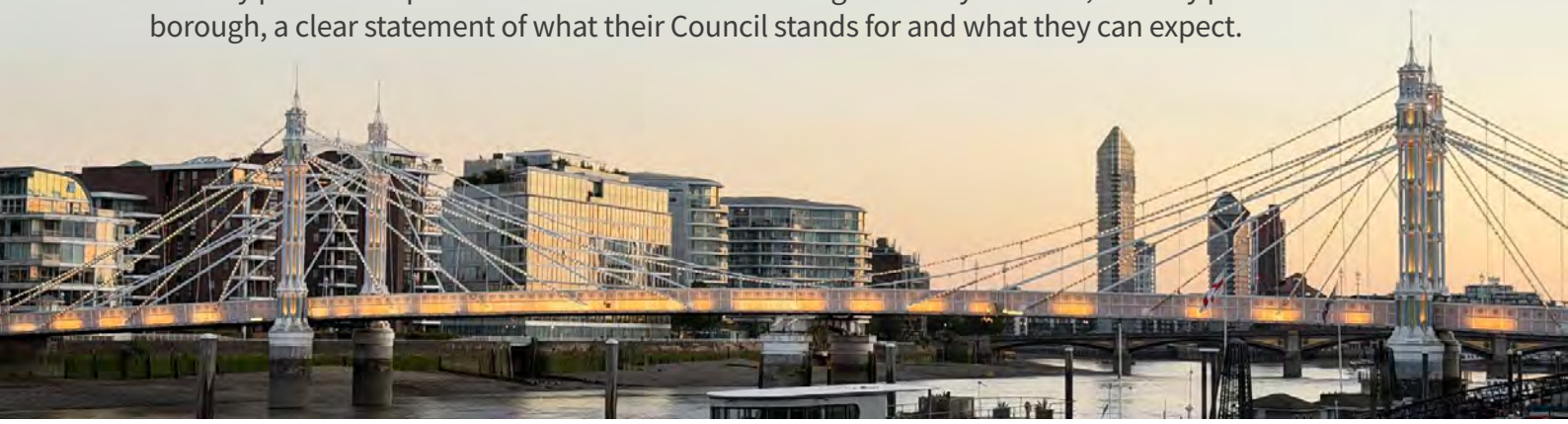
Worked with bereaved, survivors and residents to codesign the Grenfell Support programme, supporting over 800 bereaved and survivors and more than 2,500 residents in the immediate community.

Opened a new school for pupils with Special Educational Needs in North Kensington ('Kensington Queensmill'), improving support for young people.

What this plan does

This Council Plan sets out what the Royal Borough of Kensington and Chelsea will focus on over the next four years, the outcomes we want for residents, and how we will judge progress. It gives residents, staff and partners a shared direction, so that budgets, services and decisions are focused on the same goals.

In Kensington and Chelsea that carries particular weight. This is a borough of striking contrasts. Some of the most prosperous streets in the country sit alongside communities facing real hardship, and any plan must speak to all of it. The Council Plan gives every resident, in every part of the borough, a clear statement of what their Council stands for and what they can expect.



At its heart, this Plan is about shaping a better Kensington and Chelsea for everyone

That means building on what the borough does well. Residents are among the most satisfied in London with their local area and tell us they particularly value our parks and green spaces, clean and well-kept streets, markets and local amenities. Our schools are among the strongest in the country, our adult and children's social care services are rated Outstanding, and we prevent homelessness more successfully than most London boroughs. These strengths shape everyday life and make the borough distinctive. The task for the next four years is not to lose what works, but to protect it, improve it and make sure it is felt consistently across the borough.

This means being honest about the differences in people's lives and experiences. A better borough cannot mean excellent services and beautiful places for some residents only. It must mean high standards, dignity and opportunity in every part of Kensington and Chelsea.

A lasting legacy from Grenfell

Building a better borough also means continuing to change the Council itself. Since 2017, we have strengthened the way we listen to residents, report progress and hold ourselves to account. The legacy of Grenfell remains central to all of our work. Our response to the Grenfell Tower Inquiry, including commitments on complaints, culture, housing safety and long-term support for the Grenfell community, are all key milestones in shaping a better borough for everyone.

Partnership working: with residents, communities, the voluntary and community sector, businesses and institutions

The Council cannot deliver this alone. Our Public Participation Commitments guide how we involve local people in all Council decisions. This requires us to engage early, make participation accessible and inclusive, be clear about what can and cannot change, and explain how residents' views have shaped decisions. This is particularly important for our tenants and leaseholders.

We will work with residents to develop a Resident Pact, setting out what residents can expect from the Council and what can reasonably be asked of residents, communities and partners in return.

Voluntary and community organisations play a vital role, embedded within communities and providing support early and preventatively. We saw this most clearly in the days after the Grenfell Tower tragedy, when the community led the way. We will take responsibility for Council services but back them to lead where they are best placed.

Businesses and institutions are a big part of why this is a special place to live, as well as the heart of London's visitor economy. We will support our Business Improvement Districts, to improve our public realm; and Transport for London, as they set about making South Kensington station step free; and work closely with external agencies, such as the police and NHS to keep local people safe.

The challenges we must respond to

This ambition sits alongside real pressures that affect daily life, increased demand for services and requires clear choices about where effort and money go.

Rising and more complex demand	More residents need help, and often what they need is more complex, particularly in housing, care, mental health and family support.
Children and young people	Kensington and Chelsea is home to some of the best early years settings and schools, but strong provision does not mean every child is thriving. We need to improve school attendance, reduce inequalities in outcomes, and support more children to be active and healthy. Young people tell us they are concerned about their futures, and we need to ensure that all children and young people have the support and opportunities they need to fulfil their potential.
Housing and place	The borough is compact, dense and busy, with residents, businesses and visitors relying on the same streets, parks, high streets and public spaces. We have improved our social homes over the last 10 years but still have some way to go to ensure that all homes meet the Decent Homes standard. With little space for new development, improving and maintaining what we already have is essential.
Modern expectations	Residents expect services that are dependable, easy to use, secure and responsive. Our recovery from the 2025 cyber-attack showed the importance of resilient technology, good information and joined-up services, and we know there is more to do here.
Inequality and affordability	The borough contains considerable wealth and opportunity, but also deep inequalities between neighbourhoods and households. Average house prices remain around 26 times average earnings, and 10.7 per cent of households live in fuel poverty. Household income and life expectancy differ significantly between parts of the borough, and satisfaction with the Council varies by around 20 percentage points between our highest and lowest scoring wards.
Less money and harder choices	Rising costs, inflation, changes to national funding and growing demand mean the Council expects to have over £120 million less than we need over the next four years. We will need to transform how services are designed, delivered and prioritised so that resources go where they make the greatest difference.

Our priorities

The four priorities below are the Council's response to those challenges and to the promise to shape a better Kensington and Chelsea for everyone. They focus on what residents told us matters most, while recognising that the Council must become simpler, more efficient and more focused.

1

Clean streets and amazing spaces is about protecting the quality of the borough's streets, parks, high streets and public spaces, so that every neighbourhood feels clean, safe and well cared for.

2

Getting the basics right is about dependable services, clear accountability and support when residents need it most.

3

Making your life easier is about services that are straightforward, accessible and designed around residents and businesses.

4

Value for money is about using public money carefully, doing all we can to keep council tax low and protecting the services residents rely on most.

What makes Kensington and Chelsea unique?

Kensington and Chelsea is London's smallest borough by area, and one of the most recognised places in the world. Between Exhibition Road, Portobello Market, Notting Hill Carnival, the King's Road and Kensington Palace, millions of people come here every year. Our high streets and markets are known nationally and internationally.

This is a diverse and vibrant borough with local neighbourhoods that have their own character, history and way of doing things. People are loyal to their particular corner of it: 91 per cent say they feel they belong in their local area.

This is not a coincidence. It is the result of decades of work by proud communities, by businesses large and small, by voluntary organisations and faith groups, and by people who chose to care about where they live. That is what we are building on.

A small borough with a global population

- 144,500 residents, and c. 250,000 more here on a typical day
- 89% say people from different backgrounds get on well together
- 13% are children under 16 and 15% are residents aged 65 and over
- 36% are from a Black, Asian or other ethnically diverse background
- c.25% do not use English as their main language

A green borough

- More than 30 parks and open spaces, 10 with Green Flag status
- 632 public electric vehicle charge points per 100,000 residents
- 3/4 of our wildlife sites are actively managed for nature
- Air pollution has halved over the past 15 years

A borough that works

- 968 businesses per 10,000 residents
- 1,615 new enterprises started in 2024
- Median full-time pay of £1,023 a week
- 68% of working-age residents qualified to degree level or above
- 84% of 18 to 24 year olds in full-time education or employment

A place where services work well

- 74% of pupils meet the expected standard at Key Stage 2
- All schools are at Expected Standard or above in Ofsted's new framework
- Children's services rated Outstanding three times running
- Adult social care rated Outstanding, with the fourth highest satisfaction in London
- 64% of homelessness cases prevented or relieved

A place residents' value

96% satisfied with their local area as a place to live

89% of residents satisfied with parks and green spaces

96% feel safe during the day

87% satisfied with waste collection

85% satisfied with street cleaning

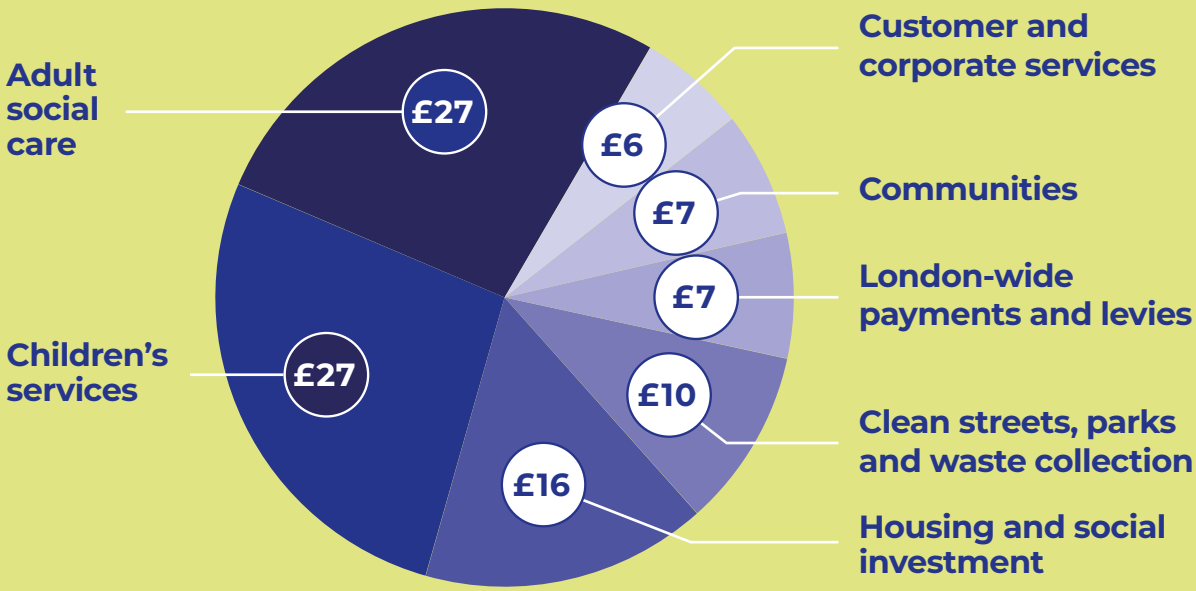
Our budget at a glance

The Royal Borough of Kensington and Chelsea has a proud track record of delivering great services and keeping taxes low. But the next four years will be the biggest challenge we have faced in more than a generation.

Rising costs, inflation, government changes to national funding and growing demand for statutory services mean the Council expects to have over £120 million less than needed to deliver services over the four years. This means public money must be focused where it makes the greatest difference, with stronger value for money, less waste and duplication, and clearer choices about what the Council can and cannot do.

The diagram below illustrates how each £100 of council tax is allocated to different areas of spending for 2026 to 2027. Seventy per cent of the Council budget is spent across children's and adult's social care and supporting people with housing. This demonstrates the Council's commitment to spending money where it is needed the most and we will continue to consult on budget plans annually, so that residents can tell us their views on how to meet the challenge ahead.

How each £100 of council tax is spent



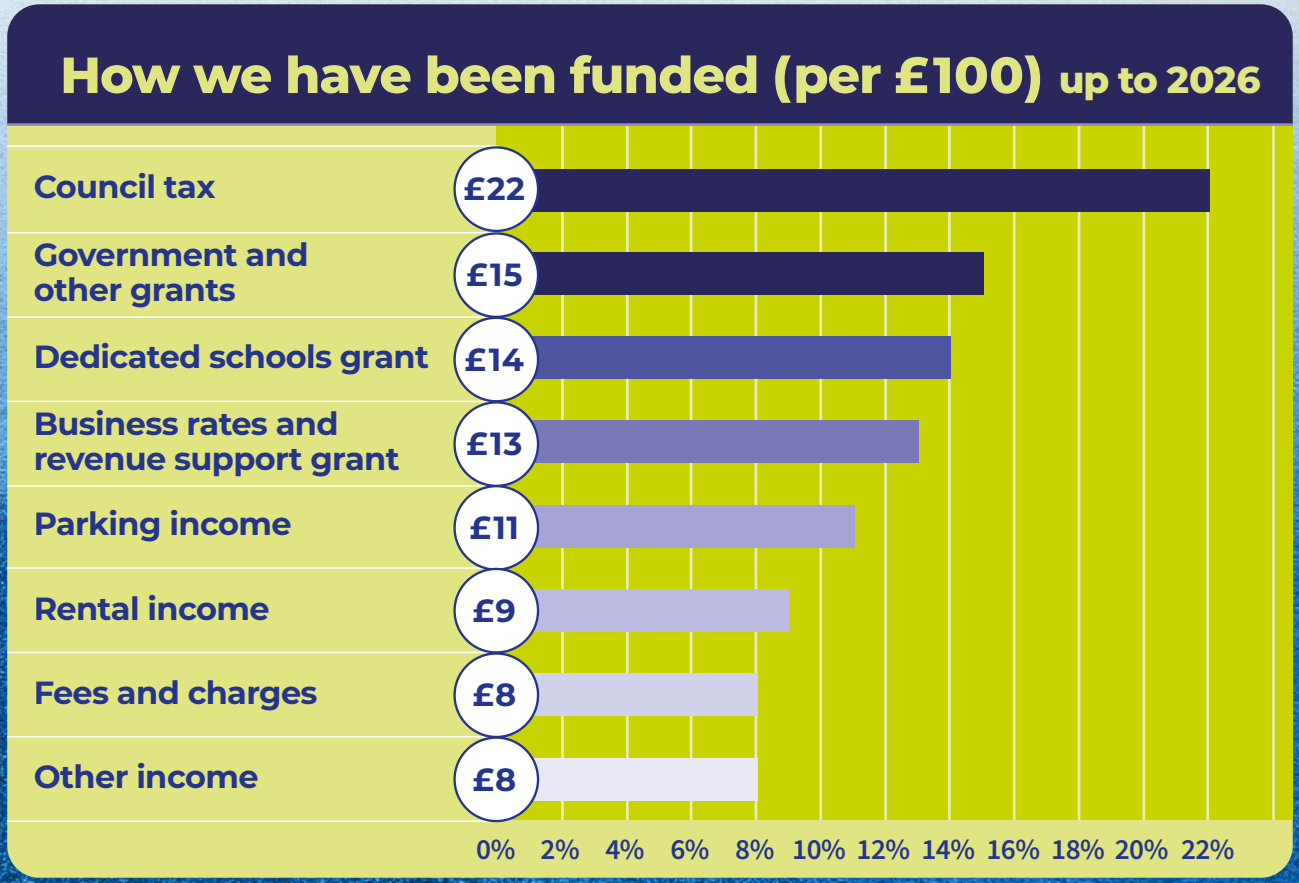
As part of the consultation for this Council Plan, residents were clear that the areas they would most like to protect from reductions were community safety and tackling anti-social behaviour (65 per cent), keeping streets clean and well-kept (55 per cent), care and support for older and vulnerable people (44 per cent) and parks and green spaces (44 per cent).

These priorities have influenced the choices in this Plan, and we will keep returning to residents as those choices get harder.

How the Council is funded

Council tax is just one source of the Council's income. In previous years, before the impact of the Government fair funding review, for each £100 the Council received, only £22 comes from council tax. Other income sources include a share of the business rates we collect, parking, rental income, and central Government funding, which is now set to reduce dramatically over the next few years.

Some of these additional sources of income come with restrictions for how they can be spent. For example, income from on-street parking and penalties is held separately and can only be spent on a defined list of transport and environmental purposes. This is one of the ways that we can invest in our high streets, public spaces and deliver our Amazing Spaces schemes.



Listening to what residents said Let's Talk K&C2030

In order to develop our Council Plan for the next four years we wanted to have an open and honest conversation with local people about what services they value the most and how we can best meet the future challenges together and keep Kensington and Chelsea special.

This is part of our ongoing Public Participation Commitments to ensure local people are part of the conversation about priorities, rather than simply being informed of decisions after they are made.

What do residents value the most?

Residents were clear that they value the borough's parks and green spaces, clean streets, local shops, markets, restaurants and local amenities. They wanted the Council to go further on transport and traffic, including cycling and e-bikes, and on community safety and anti-social behaviour. They want Council services to strive to be better, more transparent and provide value for money.

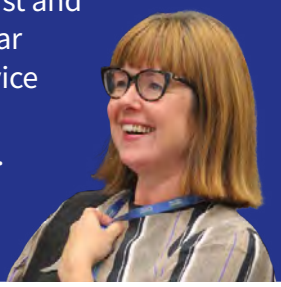
We made an effort to hear from different residents via local events and meetings and, on top of the above, they told us of the importance of affordable housing, supporting local businesses and improving access to jobs, and improving services for disabled and vulnerable residents.

What do residents view as the basics?

One of our Council commitments is to get the basics right, so we asked residents what that meant to them. They told us they expect that the borough is kept clean and safe, that problems are dealt with quickly and that services are easy to use and accessible.

They supported moving to online services but were clear that digital first must not mean digital only, and emphasised the need for clear, simple guidance and confidence that personal data is secure.

It is important to them that we can get the issue resolved first and that they receive clear information and advice throughout all Council interactions.



How do residents want to be involved?

Residents want to be involved earlier and more meaningfully in decisions that affect them, with clearer feedback on how their views have influenced decisions. This has shaped the Plan's commitment to public participation and to co-designing a new Resident Pact with residents and community partners, setting out what residents can expect from the Council and how residents, communities and partners can contribute.

The result is a Council Plan that reflects what residents said matters most: clean streets and amazing spaces, getting the basics right, making your life easier, and value for money. A better Kensington and Chelsea for everyone.

We will publish an annual progress report, so that we keep up momentum and to ensure there are chances for residents to continue influencing Council decisions.

Delivering the Council priorities

The priorities below set out where the Council will focus effort over the life of this Plan to shape a better Kensington and Chelsea for everyone.

They are not a complete list of everything the Council does. The Council will continue to provide a wide range of statutory, universal and day-to-day services, but we will use these priorities to guide choices, investment, improvement and accountability.

We will measure progress in delivering Council priorities through a performance framework which we will publish. This is described in more detail on page 35.

Each priority is set out in three parts

1

What we will continue and improve:

we will maintain our standards and levels of service where they are already high, whilst continuing to drive improvement across all aspects of the Council's work.

2

What we commit to:

projects and change programmes: specific pieces of work we will complete by a stated date.

3

How we will show success:

how residents can judge whether we have done what we said.

Working with partners and our communities

This is not just the work of the Council. Residents, community and voluntary organisations, businesses, schools, health services, the police and other partners will need to work alongside us to deliver shaping a better borough for everyone. We will support others to lead where they can, while remaining accountable for the services and duties only the Council can provide.

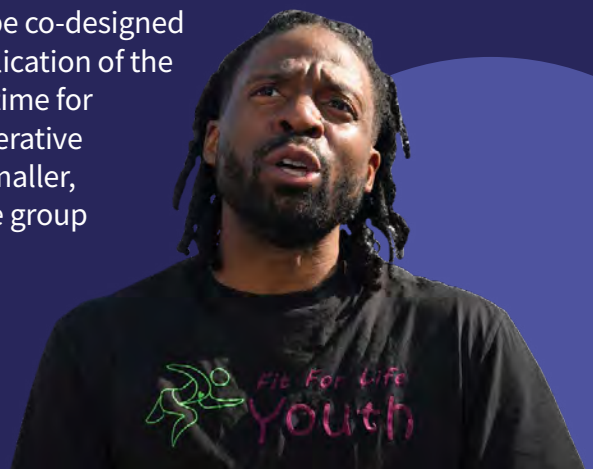
However, we need to go further. A key part of changing how we work and navigating the challenges over the next four years will be agreeing a clearer and more transparent relationship with residents in how we deliver services.

The Resident Pact will therefore sit at the heart of a more fundamental change in the relationship between residents, communities, partners and the Council. It will clarify the roles that different people and organisations can play to make Kensington and Chelsea the best borough for everyone and be honest about where the Council must lead, where it needs to work alongside others, and where residents and communities can lead, support or strengthen local action.

The Resident Pact will be a short, plain-language agreement about the relationship between residents, communities and the Council. It is reciprocal by design: it sets out what residents can expect from the Council and what the Council can reasonably ask of residents and communities in return, while making clear that the Council remains responsible for delivering its statutory duties.

The consultation asked residents directly what was reasonable for the Council to ask of them. The strongest responses were telling the Council when something is wrong or working (67 per cent) and taking part in decisions and shaping services (46 per cent). Free-text comments were supportive in principle but rightly insistent that engagement must be genuine, accessible and early enough to influence outcomes, and cautioned that community action must not substitute for the Council's core responsibilities.

The Pact will be co-designed following publication of the Plan to allow time for detailed deliberative work with a smaller, representative group of residents.



Priority 1

Clean streets and amazing spaces

Priority 1

Clean streets and amazing spaces

Residents are proud of their neighbourhoods and value the Council's work to maintain beautiful streets, parks and public spaces.

We will continue to be good custodians of our borough: fixing problems such as potholes, graffiti, fly-tipping and badly parked e-bikes quickly, keeping streets clean and bins collected twice-weekly, whilst tackling anti-social behaviour, particularly late at night.

Throughout, we will protect the borough's distinctive character and what makes it special.

What we will continue and improve

- ✓ **We will keep twice-weekly bin collections** and increase the amount of household waste recycled and food waste collected.
- ✓ **We will have cleaner streets** through more sweeping, more bins and better-managed commercial waste.
- ✓ **We will deal with street problems efficiently** and commit to dealing with serious issues such as dangerous or serious potholes, offensive or inflammatory graffiti, and fly-tipping within 24 hours of them being reported.
- ✓ **We will tackle badly parked dockless e-bikes,** removing or seizing e-bikes that block pavements and holding operators to account for managing parking responsibly.
- ✓ **We will tackle anti-social behaviour,** particularly at night, by installing 50 new CCTV cameras and increasing night-time enforcement.

What we commit to

1. **We will continue to deliver** new Amazing Spaces schemes each year, starting with Portobello Road, Stratford Road and Gloucester Road North.
2. **We will deliver a new** publicly accessible park at Lots Road and we will plant 500 trees across the borough.
3. **We will work with developers, residents and partners** so that development at Earl's Court and Kensal Canalside delivers high-quality homes, jobs, infrastructure and public space.
4. **We will work with the Greater London Authority and Transport for London** to secure step-free access to all lines at South Kensington station, with the Council contributing 10 per cent of all costs up to £12 million subject to step-free access.
5. **We will work with Transport for London** to install pedestrian crossings at less safe junctions.

How we will show success

The full set of indicators and targets sitting behind these measures will be published in our performance framework. This will include:

- ✓ **Maintain high rates of resident satisfaction** with waste collection, street cleaning, road and pavement maintenance, parks and open spaces.
- ✓ **Retain Green Flag status** for our parks.
- ✓ **Increase in our recycling rate** and food waste diverted from general waste.
- ✓ **Step-free access to all lines** at South Kensington by 2030.
- ✓ **Planning permissions secured** at Earl's Court and Kensal Canalside by 2030, including affordable homes, new public spaces and agreed infrastructure.

Priority 2

Getting the basics right

Priority 2

Getting the basics right

Residents should be able to rely on the Council for the things that matter most: a decent home; support that arrives at the right time for the people who need it most; children who are healthy, learning and supported to do well; and a clear, honest response when something goes wrong.

Getting the basics right means dependable services, someone taking ownership of a problem, and learning when we fall short.

What we will continue and improve

- ✓ **We will continue delivering high-quality services** that keep residents safe and meet their adult social care needs in a timely way, and we will continue identifying opportunities to improve residents' experiences and support them to live independently.
- ✓ **We will work with schools to improve attendance,** reduce persistent absence and exclusions, and strengthen support for children with special educational needs and disabilities.
- ✓ **We will prevent homelessness earlier through advice,** training and employment support and financial advice, and reduce the number of households in temporary accommodation.
- ✓ **We will meet the requirements of Awaab's Law,** which requires social landlords to investigate and fix dangerous property hazards such as damp, mould and other serious hazards within strict timeframes, telling residents clearly how their case will be handled.
- ✓ **We will act on the resident-led end-to-end review of complaints** to build an approach residents have confidence in.

What we commit to

6. **We will work to ensure residents' homes are safe** and comply with the Decent Homes standard by 2030, continuing major improvement works across the borough.
7. **We will continue the resident co-designed refurbishment** of Lancaster West Estate, including providing low-carbon heating and hot water to homes and community buildings across Notting Dale.
8. **We will commission an independent review** of Council culture, publish its findings in 2027 and act on what it tells us.
9. **We will provide 65 extra care homes** at Lots Road and identify opportunities for specialist and supported accommodation at Council-owned sites, such as Kingsbridge Road and Princess Beatrice House.
10. **We will support children and families,** providing the right help at the right time, from the earliest years through to adulthood, helping every child get the best start in life and thrive as they grow.

How we will show success

The full set of indicators and targets sitting behind these measures will be published in our performance framework. This will include:

- ✓ **Continued strong levels of resident trust** in the Council (2026 Resident Survey baseline of 87 per cent) and increasing view that the Council has a good understanding of the needs of the community (2026 Resident Survey baseline of 73 per cent).
- ✓ **Increase in numbers of people supported** to live more independently.
- ✓ **Increase in the proportion of children achieving a Good Level of Development** at the end of Reception.
- ✓ **Decrease in attainment gaps** between different groups of children and improve school attendance.
- ✓ **Increase in young people in education,** employment or training by 2030.
- ✓ **Fewer households in temporary accommodation** including households with children.
- ✓ **All Council homes brought up** to the Decent Homes standard by 2030.
- ✓ **Increase in tenant satisfaction rates** with overall service from their landlord and that their home is well-maintained.

Priority 3

Making your life easier

Priority 3

Making your life easier

Residents should be able to get information, request support and complete everyday tasks with the Council as easily as possible.

We will modernise our services and systems so that they are built around residents' needs rather than the Council's structures. Wherever possible, we will reduce bureaucracy and drive policies to make life easier, like our innovative changes to planning rules for simple changes to your home. The same goes for the businesses that make our high streets thrive. They should find the Council straightforward to deal with, whether they are applying for a licence, setting out tables on the pavement or getting an answer to a question.

Better technology, automation and responsible use of artificial intelligence will help us respond more quickly and consistently. Digital first will not mean digital only: telephone, face-to-face and assisted support will remain available for residents who need it, and we will bring services closer to home through libraries and community spaces. We will also work with residents, voluntary and community organisations and partners to build stronger local support, so people can get help earlier and nearer to where they live.

What we will continue and improve

- ✓ **We will keep telephone, face-to-face and assisted support available** for vulnerable residents who cannot access key services digitally.
- ✓ **We will strengthen how tenants and leaseholders influence,** scrutinise and oversee housing services.
- ✓ **We will work with residents, voluntary and community organisations** and partners to build stronger community capacity and help people access help earlier and closer to home.
- ✓ **We will make it simpler for businesses to apply for pavement,** outdoor dining, street trading and event licences.

What we commit to

11. **We will make it easier to get help first time;** with more services available online at any time and the ability to tell where your request has got to.
12. **We will invest in our website,** so it is easier to use and works properly on a phone.
13. **We will introduce a new app** to report on-street problems quickly and easily.
14. **We will bring customer and community services closer to home** through libraries and other locations around the borough.

How we will show success

The full set of indicators and targets sitting behind these measures will be published in our performance framework. This will include:

- ✓ **Maintain or improve the proportion of residents** that feel that the Council acts on their concerns (2026 Resident Survey baseline of 84 per cent) and that they feel well-informed (2026 Resident Survey baseline of 78 per cent).
- ✓ **Maintain or improve the proportion of residents that feel satisfied** with the way that the Council runs things (2026 Resident Survey baseline of 90 per cent).
- ✓ **More residents saying they can influence** local decision-making (2026 Resident Survey baseline of 62 per cent).
- ✓ **More services residents can complete online** from start to finish, and fewer systems behind them.
- ✓ **Planning and licensing applications determined within statutory timescales** to improve the process for residents and businesses.
- ✓ **Tenants experience housing services as accessible,** responsive and focused on resolving issues locally.

Priority 4

Value for money

Priority 4

Value for money

Residents rightly expect the Council to spend public money carefully and to protect the services they rely on most. Over the next four years this challenge is at its most acute and the Council expects to have over £120 million less than it needs.

We will meet that challenge by transforming services and making efficiencies, with council tax increases a last resort. We will work hard to keep council tax low and set a balanced budget every year without using reserves to pay for day-to-day services.

What we will continue and improve

- ✓ **We will keep council tax low.**
- ✓ **We will set a balanced budget each year,** avoiding funding day-to-day services from reserves, or borrowing for speculative capital schemes.
- ✓ **We will take tough decisions to do less and strip out services** where need or demand has evolved since its introduction.
- ✓ **We will tackle the cost of temporary accommodation** and social care placements.

What we commit to

15. **We will balance the need to increase income** from commercial property and advertising to meet the financial challenge with preservation of the character of the borough.
16. **We will provide better-value care placements** for children in care and care leavers.
17. **We will run fewer, better-used buildings,** in the places that matter to local people.
18. **We will introduce modern, secure systems and increase automation** to reduce the cost of running the Council and free staff time for work with residents, and we will improve cybersecurity throughout the organisation in light of the cyber-attack.

How we will show success

The full set of indicators and targets sitting behind these measures will be published in our performance framework. This will include:

- ✓ **Maintain or improve the proportion of residents** who feel the Council provides value for money (2026 Resident Survey baseline of 80 per cent).
- ✓ **Reduction in average temporary accommodation placement costs.**
- ✓ **Increase in income** from the commercial property portfolio and advertising.
- ✓ **Running cost of the operational estate falling by 2030.**

K&C2030 – Making it happen

Delivering on this plan will involve every part of the Council working together.

Some of the priorities can be achieved through existing programmes or reflect statutory responsibilities, with services well established to deliver success. Other priorities, especially in light of the significant funding challenges, require Council-wide transformation. K&C2030 is our approach to delivering this. It is how we will change the way the Council works so that residents experience services that are simpler, more reliable and more joined up.

The programme will focus on three main drivers of change. Digital First will make online services and systems easier, safer and more connected, while making clear that digital first does not mean digital only. Working Smarter will make better use of the Council's money, buildings, contracts and staff time, so that more resources can be focused on the services that matter most. Strong Communities will strengthen work with residents, voluntary and community organisations and local partners, so that support is available earlier and closer to home where this can make the biggest difference.

These changes will be supported by practical service redesign and workforce development. As it does each year, the Council will look carefully at what services provide, what they cost and what difference they make for residents, and ensure both services and funding are optimised to deliver the best outcome and value for residents. Staff and managers will be supported to work in more joined-up ways, use technology confidently and make decisions at the right level, so that residents receive clearer answers and more consistent support.

K&C2030 will help the Council deliver the priorities in this Plan using the resources available, while staying focused on fairness, accessibility, resident voices and the lessons of Grenfell.

Measuring progress

The priorities and commitments set out in this plan will inform how the Council spends its time and money. These will be reviewed on an annual basis to ensure that the commitments remain relevant across the lifetime of the plan.

We will publish a performance framework that will set out the milestones, delivery dates and operational standards behind each commitment. This will be reported alongside our quarterly Corporate Performance report. The Executive Management Team and Leadership Team receive this report quarterly and it is considered by the Overview and Scrutiny Committee every six months. Our Corporate Performance Dashboard is published on the Council's website and updated quarterly.

The borough vision and overall success against the four priorities will be monitored against the wider performance framework, regulatory inspections, statutory returns and via performance against the sector wide Local Outcomes Framework.

The Local Outcomes Framework is a shared set of measures that helps show whether life is improving for residents and communities across the borough, and allows comparison with statistical neighbours, which helps us to monitor impact more effectively.

Translations

Information from this document can be made available in alternative formats and in different languages. If you require further assistance please use the contact details below.

Arabic

يمكن توفير المعلومات التي وردت في هذا المستند بصيغ بديلة ولغات اخرى. إذا كنت في حاجة إلى مزيد من المساعدة، الرجاء استخدام بيانات الاتصال الواردة أدناه.

Farsi

اطلاعات حاوی در این مدارک به صورتهای دیگر و به زبانهای مختلف در دسترس می باشد. در صورت نیاز به کمک بیشترلطفا از جزئیات تماس ذکر شده در ذیل استفاده کنید.

French

Les informations présentées dans ce document peuvent vous être fournies dans d'autres formats et d'autres langues. Si vous avez besoin d'une aide complémentaire, veuillez utiliser les coordonnées ci-dessous.

Portuguese

A informação presente neste documento pode ser disponibilizada em formatos alternativos e em línguas diferentes. Se desejar mais assistência, use por favor os contactos fornecidos abaixo.

Somali

Macluumaadka dokumentigan waxaa lagu heli karaa qaabab kale iyo luuqado kala duwan. Haddii aad u baahan tahay caawinaad intaas dhaafsiisan fadlan isticmaal xiriirka faahfaahinta hoose.

Spanish

La información en este documento puede facilitarse en formatos alternativos y en diferentes idiomas. Si necesita más ayuda por favor utilice la siguiente información de contacto.

For more details please contact us on:

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