



Our council plan

2019 to 2023
Council Plan Update March 2022



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Message from the Leader

In 2019, we set out a vision for Kensington and Chelsea focused on achieving better outcomes for all those who live, work and visit here.

This vision was shaped by the changes we knew we needed to make after the Grenfell tragedy. The events of the 14 June 2017 had a profound impact on the bereaved, survivors and local community, laying bare existing issues and inequalities, but they were also a spur for change.

Since then, we have made important changes to our policies, to our culture, and most importantly, to the way we work with residents. We have tried to make sure that the lessons of Grenfell are at the forefront of our drive for change. But we know there is more to do to bridge the gap between the Council and its communities, and to ensure that we are the best that we can be.

Covid-19 has affected us all in this borough, but it has exacerbated existing inequalities. Recovering from this unprecedented health and economic crisis is a significant long-term challenge. As we move to living with Covid, our residents and businesses not only have to contend with the economic effects of the pandemic and its impact on mental and physical health, but also with the rising cost of living. As we support our communities through these challenges, we will listen to their concerns and ambitions so that our efforts are always guided by what matters most to them.

Our communities, businesses, high streets, parks and cultural institutions make Kensington and Chelsea unique. We have many strengths on which to build, both to recover from the pandemic and to ensure the borough is a great place to live, and work for everyone. We are investing £600m in our Council homes, schools, streets and public spaces. As we do so, we must work with our partners, residents and businesses to renew our focus on sustainability and protecting the environment. To make sure our buildings are as green as possible, as a first step we will be investing £100m in our housing estates, £8m in schools, and £4m in Council buildings.

As we look forward to tackle these long-term and complex challenges, we will continue to put our communities at the heart of everything we do. That is why it is so important that our update to this plan reflects what our communities have told us is important to them.

I hope this plan will help to consolidate our progress and signal a way forward that builds on our residents' aspirations, providing a firm foundation for the future whilst learning the lessons of the past. I look forward to working with our partners and our residents to make it a reality.

Thank you



Elizabeth Campbell
Leader of the Council



Our borough

Kensington and Chelsea is a unique place, home to places of great cultural importance and diverse communities.

We are a central London borough, which comes with complex challenges but also significant opportunities. We have the smallest population of any London borough at 153,700. Early forecasts suggest that London's population may even decline for the first time in 35 years due to the impact of Covid-19 pandemic and Brexit with RBKC anticipated to follow the same trend. This may have future implications for London's economy and workforce.

Over half our residents were born outside of the UK. Our communities come from all over the world and include significant North American, European, Asian, African, Middle Eastern, South American and Caribbean populations, who have profoundly shaped the character of the area. Our residents value this diversity and so we will continue to foster inclusiveness in all that we do.

The borough hosts many nationally and internationally recognised cultural attractions. North Kensington is an area known around the world for its vibrant cultural heritage, musical authenticity and proud history. Notting Hill Carnival, Kensington Palace, the Natural History, Science and Design Museums are just some of our landmark institutions, as well as world class retail stores and unique independent shops and markets, including the world-famous Portobello Market. As the country, London and the borough continue to recover from Covid, the council will work closely with local businesses, institutions, and central London partners to maintain this unique cultural mix.

The average price of homes sold locally last year was £2m, the highest in London. This means the

borough remains the most expensive place to buy a house in the country. Whilst the Council is supporting the development of affordable housing through its New Homes Programme, genuinely affordable housing remains far too scarce, and this remains a top priority for our residents.

Many employed residents are in high skilled work and well-paying professions. At the same time, there remain areas of significant deprivation, particularly in the north of the borough and in parts of the south and west. Overall, our borough continues to have the highest life expectancy in the country, however this varies between the north and the south, between people from different ethnic minorities, and between homeowners, private renters and those in social housing. These existing inequalities have been exacerbated by the pandemic, resulting in our ongoing focus on narrowing the gap as set out in this Council Plan.

The Grenfell tragedy continues to shape and affect the lives of survivors and bereaved, local residents and wider groups, both locally and nationally. Our borough will forever be defined by this tragedy. As we move forward, we will continue to work in partnership with our residents to deliver an effective community-led recovery programme and to engage with the Public Inquiry and its recommendations in an open and transparent way to ensure we learn every possible lesson from this tragedy.

Our Progress since 2019

In 2019, we set out our priorities and commitments to the borough in our Council Plan, reflecting what we had heard from our communities. We are proud of what we have achieved against this plan, and of how we have continued to deliver our priorities at the same time as responding to the challenges of Covid-19.

Grenfell recovery

- We have established a Dedicated Service for bereaved and survivors of the Grenfell tragedy, working in partnership with them to adapt the support we provide to make sure it meets their changing needs.
- Over 1500 people are reached monthly via the Recovery Programme and we have continued to provide targeted support for children and adults in the local community.
- Residents are leading decision-making for local projects, with £0.7m allocated to 56 community projects in 2020 and the next round of the Grenfell Projects Fund now underway, overseen by a Resident-Led Panel.
- We have worked with the bereaved, survivors and local community to adapt the services and initiatives in place, hearing over 1,100 views from people between January and November 2021.

A great place to live, work and learn

- We have committed £8m of funding for our Covid Recovery Programme, in response to business and employment challenges, as well as the mental health and wellbeing needs following the pandemic.
- We have continued to support our schools, providing an extra £1m of funding during the pandemic. 98% of our schools are rated 'good' or 'outstanding' by Ofsted and we have made sure every child in the borough, had a digital device and access to the internet to support on-line learning.
- We have transformed how we work with local businesses and with new and established business forums. Over £105m has been given to businesses through schemes, such as business rates grants, the Local Restrictions Support Scheme and the Council's own Business Interruption Fund, to help them through the impacts of Covid-19. The Council has also issued a £372m business rate retail discount to local businesses during 2020/21 and 2021/22
- The Council's New Homes Programme delivery has started with four schemes starting in 2021 to deliver 98 homes, including 50 for social rent, and completions are forecast during 2022 and 2023.
- We will have invested £290m through our capital programme in our local streets, schools and homes over 2019-2022.
- We have continued to work with partners and the community to develop the New Local Plan and we have worked and consulted on design codes for developments at Latimer Road and Lots Road.
- Business Improvement Districts are being developed, in partnership with local firms and the initiatives have secured an extra £16m in funding for local businesses to spend on improvements and high street revitalisation, with three 'yes' ballots to date, including Kensington High Street.

Safeguarding and supporting vulnerable residents

- During the pandemic we have increased our support to those who are most vulnerable, protecting our care homes and setting up the support hub for our clinically vulnerable residents.
- We provided extra support to our vulnerable families, including access to devices for education, wellbeing check-ins with tenants and coordinating with our voluntary and community partners to provide mental health services, and setting up local testing sites.
- We have opened 2 Schools, including the building of the new Barlby and Kensington Queensmill for children with autism and learning difficulties in North Kensington.
- Over 275,000 first, second and booster covid vaccination doses have been administered in the borough. We were one of the first councils in the country to partner with the NHS, directly contacting our residents to support access, supporting the set-up of vaccine pop-up sites, resident Q&A sessions, online events and accessible literature.

Healthy, clean and safe

- The Council has committed to being carbon neutral by 2030, with £10m of initial funding committed as part of the Green Plan, £8m for greening our schools and £6m to be spent on some of our Council sites.
- We have commenced this work by introducing our own use of electric vehicles, LED streetlights and the lowering of our carbon emissions.
- We put in place new measures to protect our streets and environment, including new wardens, CCTV, single borough virtual parking permits and noise cameras.
- We have delivered new active travel arrangements, with reduced speed limits, participating fully in the London e-scooter trial and introducing School Streets.
- A new waste collection and street cleansing contract has been procured which delivers an enhanced specification with value for money, maintaining twice-weekly waste collections, throughout the pandemic.

A place of culture to visit and explore

- Delivery of our Culture Plan for 2021-22 has supported an adapted digital Notting Hill Carnival offer in 2021, Carnival Culture in the Park events, the Summer of Love Campaign which brought visitors back to the borough and the K&C Arts Festival, with over 30,000 people engaging in-person.
- The new Markets Plan 2021-2026 has been developed together, with traders, businesses, residents and the community to increase the number of trading sites in the borough and we have supported 160 traders with grants to mitigate the financial impact of Covid Restrictions during the pandemic.
- We are making all fresco licenses available permanently through the summer to support our local economy, creating vibrant and attractive outdoor spaces and we have continued to invest in our parks, in recognition of their importance during the pandemic and following consultation.

Communities

56,000
visitors

(prior to the pandemic)

on an average day.

More people come through

South Kensington tube station

each year than

through London

Heathrow Terminal 5



4,331

children in poverty and

6,783

in low income households (LIFT)

1 in 4

residents and

1 in 2 children

in secondary school speak

French, Arabic and Spanish

as their main language.



Environment

153,700
residents

(2021 projections)

in **4.7 square miles**

(smallest borough)

making it one of

the most densely

populated areas in

Europe

The Council collects rubbish and recycling twice weekly from

93,000
households

23%

household waste sent for reuse, recycling and composting



26 parks

including 10 green flags

We have installed

544 lamp column chargers

and 116 Source London chargers.



Culture and heritage

The Council provides

6 libraries and 2 leisure centres



7 theatres

and over

15 museums,

including three

of the most visited

museums in the UK.



Up to **1 million**

people each year

come to **Notting Hill**

Carnival, the largest

street festival in

Europe



4,000 listed buildings

177 English Heritage Blue Plaques

Education

100%

of our schools rated

“Good” or

“Outstanding”

by Ofsted



77%

of RBKC school students

sustained education,

apprenticeship or

employment



Health and Care

The highest life expectancy in the country (2nd highest for men and highest for women) more than 5 years higher than the national average; at least 9 years lower in the most deprived areas



72% of adults are physically active (as per the definition from PHE of 150mins moderate intensity exercise per week)



Over 275,000

first, second and booster Covid vaccination doses have been administered in the borough

1,500 adults

receiving social care support

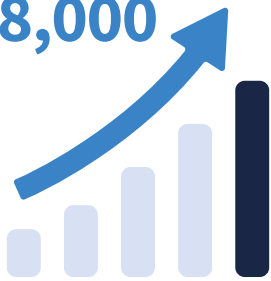
Economy

15,800

businesses and

148,000

jobs



Retail, food and beverage, accommodation, head office, real estate, publishing and creative industries are the borough's key sectors



Universal Credit Claimants

11,127

4,900 residents

are unemployed, with rates varying significantly by ethnicity and area

Transport

We maintain

190 km

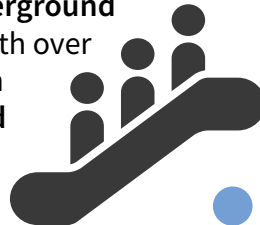
of roads and

380 km

of pavements



12 underground stations with over 150 million entries and exits each year



8km

of new "quietways" for safer cycling

All residents are within a three-minute walk of a car club



Housing

19,871 households live in social housing

68,366 private sector dwellings*

*Dwelling Stock 2020: England; 2020; MHCLG



Over 2,000 households

living in temporary accommodation



All information shown based on data collected June 2021

Covid 19 – supporting the borough to recover and renew

Since March 2020, Covid-19 has affected us all, our residents, communities, public institutions, businesses, and voluntary and community organisations.

Recovering from this unprecedented health and economic crisis will require the Council to look at where it can take different approaches to make a real, long-term difference to people's lives. We are already making progress; we have projects underway that support business and employment, mental and physical wellbeing, and financial resilience, totalling £4m. Our recovery work is aligned with the priorities set out in this Council Plan as well as our work with partners across London.

For Kensington and Chelsea, the lasting impact of the Grenfell tragedy adds another dimension to the experience of the pandemic. The bereaved, survivors and those in the local community have lived through two crises in short succession and, for many affected by Grenfell,

the pandemic has undoubtedly exacerbated the trauma already experienced. Wherever we can, we have sought to embed the lessons from the Grenfell tragedy and its aftermath in our approach to recovery from the pandemic.

Covid-19 has changed the way we live and work. The economy and labour market are recovering faster than anticipated nationally, however, some of the key business sectors in the borough are continuing to struggle and require targeted support. The borough's main employment sectors, retail, accommodation and food services, have been dramatically affected by successive lockdowns and the lack of international tourism and domestic travel.

While the levels of unemployment in the borough have remained relatively low at 5%, young people and people aged 50 and over have been disproportionately affected by the pandemic in terms of jobs prospects. Unemployment and financial uncertainty, interruptions in education and life alongside the mental challenges of the last two years has been felt by everyone. Learning to live with Covid, supporting businesses and residents with the economic impact and the effects of lockdown on people's mental and physical health, is a significant long-term challenge.

Over the next year, the cost of living is expected to continue to rise. The challenges of the pandemic have already exacerbated inequalities in the borough. With those who were already experiencing challenges, including those



struggling financially, those from minority ethnic backgrounds, women, and people with disabilities likely to have seen their financial circumstances worsen and may face further financial difficulty with rising inflation. We will continue to work to support those residents affected following the pandemic, and we especially recognise the additional impact felt by communities in North Kensington, where we have tailored our ongoing support.

While the pandemic has had many challenging effects, there have been some unintended consequences. Changes in

how people travel saw a reduction in air pollution, in 2021 pollution levels (NO2) were 32% lower compared to 2019.

Tackling the ongoing challenges as a result of the pandemic, will require working collaboratively with residents, voluntary and community organisations, business and partners.



What is most important to our communities?

Over the last year, we've listened to what you've said matters most to you through the Council's engagement and consultation. You have said:



Wellbeing and mental health are important now more than ever and residents want to be aware of the wide range of support, services and leisure amenities that are available and accessible to all, in order to help them maintain good mental health and to keep physically active.

The Council should enable residents to have a more meaningful and equal role in shaping the services that affect them.



The bereaved and survivors of the Grenfell tragedy should have more choice, control and flexibility over the support they receive and the Council should support community-led recovery, learning from the lessons of the Grenfell tragedy.

Residents don't want to lose the identity of our high streets and want to play an active role in helping to curate them for the future, ensuring they cater for the local community as well as for our visitors and tourists.



Young people and groups who have been disproportionately impacted by the pandemic should be supported to achieve their potential through good quality education and being supported to find consistent, secure, and stable employment.

The Council needs to play a leading role in addressing climate change; improving air quality, reducing our waste and increase recycling. But residents, businesses and communities also want to play their part too.



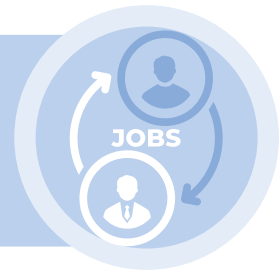
The Council should focus on preventing homelessness early, so that all our residents have a better chance of remaining in the borough.



Supporting our hospitality and culture sector by enticing our consumers and visitors back to the borough will be vital to the recovery of our economy and businesses.



There are more people now in need of finding secure and stable work, so they need help to re-train and re-skill, or support to access employment opportunities.



Many communities supported each other during the pandemic but there is particular concern for those who are socially isolated and lonely, including older residents.



The Council must focus on the most vulnerable residents and give them extra help to enable and support them to live independently.



The Council should provide information and services in an accessible and appropriate way, including for residents who don't usually or can't use the internet, or whose first language isn't English.



The Council should help residents feel safe in neighbourhoods and streets across the borough, particularly at night, by reducing crime and anti-social behaviour.



Our priorities and cross-cutting themes

Our cross-cutting themes and five priority areas set out the key priorities for the Council, recognising what our residents have said is important to them and learning the lessons from the Grenfell tragedy.

Cross-cutting themes

Priorities

Community involvement

We are actively making decisions with our residents and service users based on what matters most to them. We will continue to find new ways to involve and listen to residents and service users as well as advocating for them. We will do this through our ongoing resident-led work with those most affected by the Grenfell tragedy as well as forums for directly engaging with users of our services such as our tenants and leaseholders; our development of a new approach to partnering with our faith and voluntary and community organisations; and our Citizens' Panel. We will also be increasing our engagement work with young people, for example, by working closely with the Youth Council on decision making and co-designing elements of our new Children and Young People's Plan. During the pandemic the great civic spirit of our residents shone through, and so we will continue to work with local people to create opportunities to enhance civic life through initiatives like City Living and Local Life and the Community Leadership Programme.

Grenfell recovery

A great place to live, work and learn

Narrowing the gap

Covid-19 has exacerbated inequalities in a number of areas within our borough. We will focus our resources and efforts on those who experience the worst outcomes, as we look to mitigate the ongoing impact of Covid-19 on residents from disadvantaged backgrounds. We have made a commitment that equality, diversity and inclusion will be at the centre of our decision making and service delivery. We will review evidence and make the best use of local opportunities by connecting different communities together to help each other and lead change, as well as celebrating diversity as a strength of our communities. We will focus on those with the most urgent and pressing need, such as young people and those from ethnic minority and deprived backgrounds.

Safeguarding and supporting vulnerable residents

Healthy, clean safe and sustainable

Prevention and early intervention

The need for increased and effective upstream prevention and early intervention has been highlighted and compounded by the pandemic. To genuinely support the longer-term resilience and wellbeing of our communities, we will use evidence to focus our efforts to have the best impact and prevent needs from escalating. We will build on people's existing strengths, instead of simply focusing on challenges, to promote independence and help communities to support themselves and thrive.

A place of culture to visit and explore



Grenfell Recovery

The Grenfell tragedy continues to have a profound impact on the bereaved, survivors and the local community and supporting long-term recovery remains at the heart of our Council Plan.

Against this backdrop, we will continue to focus on honouring our commitments to those most directly affected by the tragedy. This means continuing to support the search for the truth through the Grenfell Inquiry and the criminal investigation, adhering to the commitments set out in the Charter for Bereaved Families.

We will also continue to work with the bereaved, survivors and the local community to shape the next phase of the Grenfell Recovery programme, increasing the reach and impact of the services and renewing our commitment to community-led recovery. We will focus on working with residents and community partners to clearly demonstrate who we are reaching through the programme and what difference it is making.

As we do so, we must continue to adapt our approach to reflect the ongoing impact of the pandemic and the uncertainty around the future of the Tower and the Grenfell Inquiry. The fifth anniversary of the tragedy in June this year will also be an important milestone and we must do what we can to make sure that bereaved, survivors and local people are supported to mark this event in a way that is right to them.

Alongside this, we will also begin to look towards the future, focusing on embedding learning from the Grenfell Recovery programme to build a long-term, lasting legacy from the tragedy that is meaningful to local people.

Adapting support for bereaved and survivors.

Over 95% of bereaved and survivors are accessing the Dedicated Service and we will continue to work with them to provide personalised, tailored support that meets their changing needs. In 2021-22, we will focus on implementing the changes to the service that bereaved and survivors have told us they want to see. Here we have committed to increasing choice and control for bereaved and survivors, targeting support to those who need it most by communicating and engaging more effectively with those who use the service. Alongside the support provided by the Dedicated Service, we will continue to provide high quality housing management services to survivors in their new homes and additional support to those who may be struggling to settle.

Supporting community-led recovery. For those in the local community, we will continue to provide targeted support for children and adults, working with trusted local providers in schools and community-based settings. This includes a new peer support programme for adults, creating opportunities for local people to come together to support each other in recovery, and new projects for children and young people focused on celebrating young people's voices and building resilience. Alongside this, we will continue to work with the newly established Resident-Led panel to shape the next phase of the Grenfell Community Programme, ensuring it reflects key community priorities. This will include delivering the next round of the Grenfell Projects Fund and Community Leadership Programme, working with the Panel to ensure that projects have maximum impact for local people



Building a longer-term legacy from Grenfell.

We will continue to work with residents to shape existing legacy projects that we have launched, including the Housing Legacy Fund, the Rehousing and Allocations project and the Curve Legacy programme, which will be shaped by a new community-led Steering Group. Alongside these, we want to look beyond the programme to focus more broadly on building a long-term, legacy from the tragedy that is meaningful to local people. In doing so, we will build on learning from Grenfell and from other disaster recovery contexts and work hand-in-hand with residents to develop new approaches that the Council and its partners can learn from.

central government, the NHS, schools and local employers, voluntary and community organisations and, most importantly, residents themselves. We will continue to work closely with all our partners, recognising the enormous contribution they make to supporting Grenfell Recovery, to make sure our collective resources, skills and expertise have maximum impact for all those affected. As part of this, we will work with local organisations and residents to improve our understanding of the reach and impact of services and work with wider partners to monitor longer-term trends and changes in the local area.

Working in partnership. Our recovery programme is being delivered with a wide range of statutory and non-statutory partners, including



What we want to see

All survivors and the bereaved have been offered the specialist support they need and are taking positive steps towards the future.

Children and young people affected by the tragedy, to feel confident about their futures and local schools continue to support them to achieve excellent results.

Communities in the surrounding area feel their voice is heard and they can access the services they need.

Communities in the surrounding area feel fairly treated in relation to one another and their trust in local agencies and institutions is being rebuilt.

What we will do

- Support survivors and the bereaved through the Dedicated Service to rebuild their lives and find their own personal paths to recovery.
- Provide tailored support for bereaved and survivor children through the Dedicated Service and deliver a wider programme of support for young people in schools and community settings.
- Facilitate community-led recovery for the wider community, helping residents to support themselves and each other to lay the foundations for a better future.
- Ensure that all initiatives and programmes are shaped directly by local people and adapted to take account of changing needs.
- Work with the local people to increase the reach of Grenfell recovery initiatives so that their impact is felt as widely as possible.
- Work with residents and partners to build a lasting legacy from the Grenfell tragedy, ensuring we continue to embed learning widely across the work of the Council and the wider partnership.



A great place to live, work and learn

Our borough faces new economic challenges and uncertainty. We will work with residents, schools and businesses to ensure a fair recovery for all, so that Kensington and Chelsea continues to be a great place to live, work and learn.

Supporting sectors most affected. Hospitality, retail, culture and the arts, the sectors hit hardest by the pandemic, make up much of our local economy. To support businesses across these sectors to not only survive and recover but also to adapt and thrive, we have accelerated the delivery of our 2019 Economy Strategy and our work to improve our high streets. By facilitating business and landlord forums and bringing together market traders, businesses and residents, we are building resilient businesses that are viable and sustainable. By launching and leading our new Employers Forum in the borough, we are working directly with employers to support meaningful action to address the pandemic and Brexit issues requiring us to rebuild and diversify our workforce locally.

Achieving outstanding education for all. 98% of our schools are rated 'good' or 'outstanding' by Ofsted, and our schools and colleges have been flexible in maintaining excellence whilst increasing support for children who need it most. Throughout the pandemic we supported vulnerable families, ensuring every child in the borough had a digital device and access to the internet to enable remote learning, and we continue to support children affected by the Grenfell tragedy through the Dedicated service and the Grenfell Education Fund. We also opened two new primary schools in the borough; Barlby and Queensmill, which will provide quality education, in particular to those children with additional needs.

Increasing local employment opportunities. Many of our residents, particularly younger people, are finding it harder to secure rewarding and sustainable work. We are leading local

partnerships to support and connect young residents into work through the Government's Kickstart work placement programme and through our own targeted efforts. The number of out of work benefit claimants is still over double the pre-pandemic level (as of January 2022), so we will focus our support for those groups who need it most. We will lead by example by increasing job opportunities for local people in our supply chain and by providing council internships, work experience and apprenticeship and providing spaces for community services aimed at improving job readiness. Following on from launching a successful academy with one of our building development partners, we want to expand this offer with our partners to have sector-based academies across the borough that are geared towards our key sectors: hospitality, tech, entrepreneurship and retail.

Enhancing local places and spaces. Throughout the pandemic, residents have become more connected to their local area, making it even more important that we take a leading role in creating quality public spaces to enjoy day to day. We are revitalising our neighbourhoods, so that residents can access what they need within close proximity to their homes. We are working with residents and businesses, through forums such as Business Improvement Districts, to enhance our high streets and will actively encourage residents and visitors to enjoy our unique shops, large and small. One of our lessons learned from Grenfell, and events since then, is the importance of using our buildings to improve local prosperity and wellbeing, through our emerging Social Investment approach. We are piloting a new type of lease that will create

new affordable workspace to support start-ups, business innovation and aid a learning community. Our approach will seek to support more diverse businesses in the area and bring additional social value through these initiatives. Our libraries are an important part of this and have also responded to the pandemic by delivering programmes to address children's loss of learning and provide skills and digital training.

Delivering more affordable housing. Housing continues to be a priority for our residents. Our 2019 Housing Strategy which sets our direction in response to this, with lessons learned from Grenfell at its heart, will be refreshed in 2022. We are building new council homes and increasing our housing association supply. We are developing a new Local Plan with a focus on community housing, supported by residents, which will deliver even more affordable homes at social rent. We have heavily invested in our existing stock, in close collaboration with residents.

We have successfully influenced major developments across the borough and have engaged more widely on planning decisions using a range of different channels to make it easier for people. Looking ahead, we remain committed to deliver on our New Homes Programme by continuing to progress some projects already on-site, whilst pausing others to continue ongoing resident consultation. We are continuing the resident-led refurbishment of homes at the Lancaster West, having secured £30m of external green funding for sustainability work on the estate. In addition, we are progressing our successful pilot to provide key workers with affordable housing and giving consideration to local prosperity and wellbeing in our housing investment decisions.



What we want to see

A diverse range of businesses, operating locally that are able to adapt to the impacts of and recovery from Covid-19.

Community spaces, including public libraries, are accessible to all and well used by their local communities.

New mixed tenure housing developments, with genuinely affordable housing for key workers, as well as new social housing.

Our state schools maintain their high standards, with the most disadvantaged pupils outperforming their peers in other areas of the country.

Investment in Green technologies to promote a thriving green economy.

Communities are fully engaged in the development of our planning policies.

Council tenants receive excellent housing management services, which have been developed in partnership with them.

All young people have a defined career pathway into further education, university, employment or enterprise.

Voluntarism, philanthropy and social enterprise are promoted and supported.

Swifter, more effective action is taken against nuisance generated by developers, licenced premises and others

No loss of existing social housing in the borough.

A successful Further Education College with a sustainable future in North Kensington.



What we will do

- Prioritise supporting economic recovery following the impact of the Covid-19 pandemic.
- Create an environment where entrepreneurs and micro-businesses can flourish.
- Support our young people to achieve their potential through increased learning and employment opportunities locally.
- Adapt and enhance the learning opportunities in our public libraries to meet the needs of all our residents, even those digitally excluded.
- Continue working with partners and employers across the system to influence skills provision and vocational training opportunities, including apprenticeships, for local residents and priority groups.
- Lead by example as an employer in the borough, creating employment opportunities directly and through our contractors.
- Develop a key worker housing strategy, targeting a proportion of our existing housing for key workers, as part of the new build programme.
- Make our housing services more professional, visible and accessible to all residents, giving residents the power and ability to solve problems.
- Build more new Council homes for social rent on our own land and use planning policy to encourage developers to build more homes at genuinely affordable rents.
- Increase the quality and provision of temporary accommodation for those who are facing homelessness.



Supporting and safeguarding vulnerable residents

The pandemic has had a disproportionate impact on some residents' lives and has widened some existing inequalities. In this context, we will look beyond recovery to building resilience, with a continued emphasis on mental health and prevention in our support of adults, children, families at risk.

Continuing targeted support for young people at risk.

We have supported vulnerable children and families with education, food and finances throughout the pandemic. We will continue our work to address lost learning and hidden harm, to support emotional wellbeing, through community based approaches for children and young people and improve pathways to employment. The Council is committed to making the borough safer for young people most at risk of harm and we are developing a new Youth Violence and Exploitation Strategy. Local networks with employers, education and learning facilities, and sports and leisure events are important to linking young people with positive activities, and we are committed to improving educational outcomes further, through our School Inclusion Strategy. We want the diversity in our schools to drive improvement.

Supporting older and more vulnerable adults to be independent.

All our care providers are rated 'good' or 'outstanding' and we continue to work with our providers to promote independent living through our services. This includes maximising independence and improving life chances for young people as they transition to adulthood. We will provide more, higher quality independent housing, including 65 extra care units as part of the wider Lots Road development and through various community channels. Our Community Healthcare Champions have helped to tackle social isolation and act as a front door to connect our residents to the support they need. We will support those with learning and physical disabilities into high quality and sustainable employment, including within

our own housing and local care services, as well as promoting career opportunities in the care sector to our local workforce.

Looking beyond recovery to resilience.

The focus of our support for vulnerable adults in the borough is not only on recovery from the impact of the pandemic but also longer-term resilience. We have established networks, partnering with voluntary and community groups, to support and enable residents to help each other within their communities which has increased civic community strength in particular parts of the borough. We will continue to improve engagement with groups at risk of homelessness who have more complex needs, to understand how best to support in the long-term.

Working in partnership to address existing and prevent escalating needs.

The pandemic has highlighted the scale of existing and new health, wellbeing and social inequalities. Our focus on prevention and early intervention is intended to help our residents avoid more complex health and wellbeing issues due to their socio-economic background or living situation. We will do this by understanding the characteristics behind different inequalities and making active interventions to address emerging needs. We recognise the intersection of different needs and we are committed to delivering joined up preventative services across the Council, with the NHS, voluntary and community organisations and our shared service partner, Westminster City Council.



What we want to see

People have access to information, advice and guidance that meets their needs and promote independence and wellbeing

Children and young people are protected from criminal or sexual exploitation and from being drawn into gang activity and serious violence.

People are supported with their mental health needs from the earliest opportunity, with a continuing focus on their wellbeing.

More and higher quality extra care housing provision in the borough.

Digital solutions continue to enable people to understand, plan and manage their care and to live independently.

Kensington and Chelsea is an age and dementia-friendly place.

Residents have access to suitable, affordable accommodation and homelessness is prevented.

More and higher quality extra care housing provision in the borough.

Residents have access to suitable, affordable accommodation and homelessness is prevented.

Effective partnership of adult social care services, health, housing, homelessness statutory and community organisations.

Residents are safeguarded from extremism and radicalisation.

All young people transition successfully into adulthood, including those leaving care and those with special educational needs and disabilities.

Loneliness and isolation are minimised, especially for our older people and vulnerable residents.

All people with disabilities achieve their full potential and are supported into employment through skills and training opportunities.

All commissioned care providers maintain their "good" rating by the Care Quality Commission.





What we will do

- Strengthen our Pre-Birth to 5 offer, ensuring we provide targeted support for those with additional needs
- Deliver our co-created youth offer with ongoing input from local children and young people.
- Continue to improve the transition of people from Children's to Adults' Services, maximising their independence and life chances.
- Implement our Bi-Borough Inclusion Strategy, which includes reducing the number and disproportionality of fixed-term inclusions, whilst improving outcomes and re-integration for those who are excluded.
- Continue to strengthen community-based emotional health and wellbeing support for children and young people.
- Develop the new Youth Violence and Exploitation Strategy and continue to deliver the Prevent programme, to help and support people at risk of violence, extremism, and radicalisation.
- Implement our Customer Access Strategy and develop an online shop to provide personalised access to information, advice, activities and services.
- Continue to encourage community networks that provide opportunities for people to help one another.
- Provide support and make it easier for people with learning and physical disabilities to gain sustainable employment.
- Refine hospital pathways to prevent or delay residents' needs for services.
- Continue to provide high quality, safe care for residents in receipt of care in the home or in residential or nursing care.
- Enhance and increase the supply of high quality housing that enables independence.
- Work with at risk individuals and families to prevent homelessness and reduce use of temporary accommodation.

Healthy, clean, safe and sustainable

We want to help all residents to have a better quality of life. This means exploring different approaches to address increased health inequalities and continuing to work with residents to make our place green, safe and clean.

Focusing on mental health and wellbeing. The pandemic has made mental health a key priority for us all in different ways, from everyday wellbeing to longer-term conditions. Existing inequalities within our borough have been exacerbated and we will focus on addressing the broader social determinants of health, as well as public health, to narrow this gap and improve health outcomes for all of our residents. We are working with the NHS to deliver early interventions with those most at risk and to increase services in the wider community to support and improve the wellbeing of our residents. This also includes improving mental health support for those affected by the Grenfell tragedy, given the impact of Covid-19 and the ongoing public inquiry, including exploring new peer support approaches. We recognise the specific needs of those with Autism (through our new Autism Strategy) and Dementia and we will offer dedicated support to those with additional needs.

We have provided free online activity programmes for residents, and we have kept our 28 parks across the borough open to provide essential access to open space and nature. We continue to invest in our parks, in recognition of their vital wellbeing role and their potential to further connect and support our community. We delivered a targeted summer programme of sports activities to help increase accessibility for young people from disadvantaged backgrounds and to address obesity in the borough. We will continue to focus on improving physical health and wellbeing across all our

communities. The pandemic has reminded us of the importance of access to high-quality medical facilities in our neighbourhoods, so we have worked to protect and secure healthcare services at the Royal Brompton Hospital for the future.

Continuing our Net-Zero climate action.

Responding to the climate emergency continues to be a key priority for the Council, as we have committed to being carbon neutral by 2030, and this will be delivered via the Green Plan and £10m fund over 10 years. We endeavour to sustain the 'green gains' in air quality brought by the restrictions during the pandemic, providing new routes for travel on foot or by bike for commuters, visitors and residents, whilst maintaining high quality roads. We are already leading the way in introducing a new emissions-based parking permit system and we have further accelerated the roll-out of electric vehicle charging points across the borough. Moving forward, we will work with our residents and businesses to increase carbon awareness and encourage behaviours that will enable us to make sustainable changes, whilst increasing investment in retrofitting our buildings and investigating options around renewable energy.

Maintaining our clean, safe, vibrant and attractive place.

We will continue to invest in our housing stock, to improve sustainability and safety, working with registered providers and private landlords to improve standards for all. We continue to progress with making our streets, estates and

open spaces clean and safe for residents and we are working closely with the police and our residents to tackle crime, disorder and anti-social behaviour. By refreshing and implementing our strategies in 2022 on Anti-social behaviour, CCTV, Violence against Women and Girls, and Modern Slavery, we can improve community safety.

We are committed to keeping the streets of Kensington and Chelsea clean and we have maintained twice-weekly waste collections

throughout the pandemic through our new waste contract which has delivered better value for money. We will create pioneering public spaces that are green and biodiverse, active, accessible and inclusive to create healthier and greener city living to make our already unique borough more attractive still.



What we want to see

A reduction in the health inequality that has widened during the pandemic.

Clean, safe and well-maintained streets.

Reduced rates of youth offending, crime and antisocial behaviour.

Rise in active travel and participation in physical activity, sport and leisure.

Sustain air quality gains made during the pandemic with reduced emissions from both vehicles and buildings.

Adults and children feel safe and secure at home and in their daily lives, with specialist support for violence against women and girls following the impact of the pandemic.

All parks are pleasant, open spaces that are well used.

Continued provision of excellent environmental services, including refuse collection and recycling.

What we will do

- Promote healthy living and support improvements to physical and mental wellbeing, recognising the effects of the pandemic, through support services in the wider community and working with the NHS to deliver early intervention to those most at risk.
- Develop a new Bi-Borough 10-year Health & Wellbeing Strategy.
- Continue to promote the uptake of Covid-19 vaccination and booster doses, winter flu jabs and childhood immunisations
- Continue to support the police and local communities to prevent crime and stay safe.
- Set the strategic direction for achieving a carbon neutral borough by 2040 by co-producing 3 action plans: climate emergency, air quality and biodiversity, with our residents and partners.
- Further encourage active travel for those wanting to move around the borough by bicycle or on foot.
- Keep swimming sessions free for under 8-year-olds and £1 for under 16-year-olds.
- Work to make the Council's operations and buildings carbon neutral by 2030.
- Continued roll out of network of electric car charging points across the borough including on our housing estates.
- Maintain the requirement for construction vehicles to meet the latest emission standards at building sites.
- Discourage drivers from idling their engines.
- Continue to provide twice weekly household waste collections across the whole borough
- Maintain enforcement around placing rubbish out on the wrong days.
- Continue to keep our streets and parks clean and well maintained.



A place of culture to visit and explore

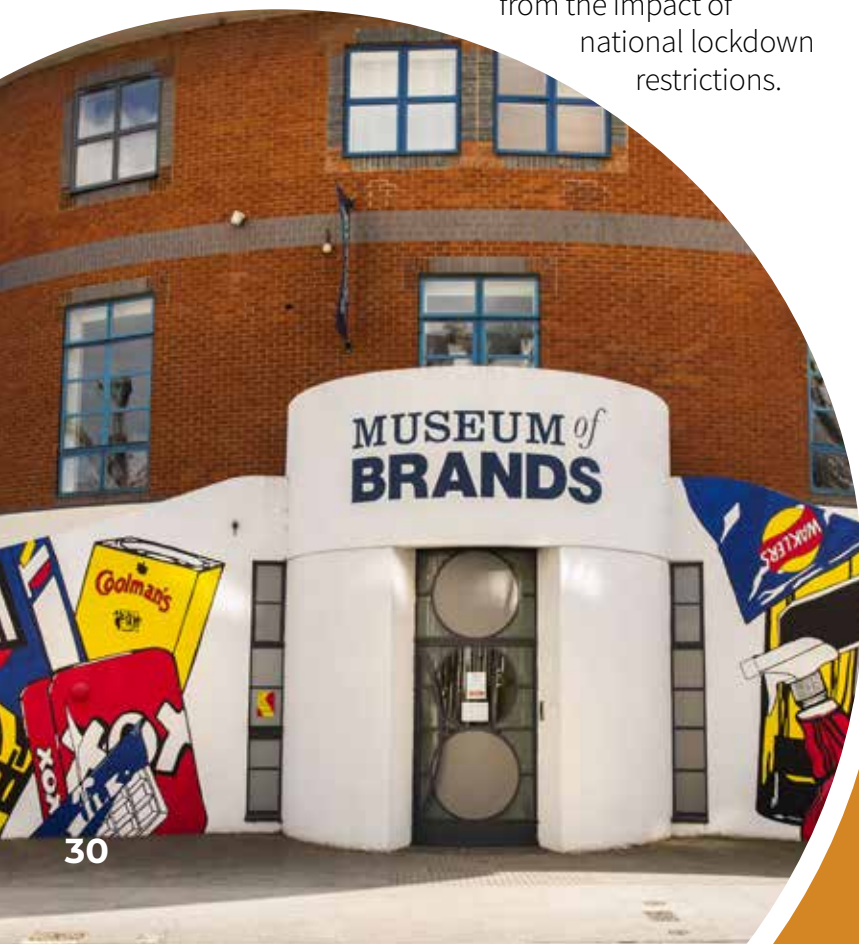
Kensington and Chelsea has many national and local cultural gems and visitor attractions. We recognise our role in contributing to the local, London and UK economic recovery through domestic and future international tourism, and will work alongside residents, businesses and partners to achieve this.

Maintaining our investment in cultural landmarks. We have some of the most iconic locations in the capital, from Portobello Road to the Kings Road, many beautiful residential streets and garden squares, and the world-famous museums located on Exhibition Road; all of which we want our residents and visitors to continue to enjoy and experience in the months and years ahead. We will work with partners to deliver long-term sustainable plans that build on the unique qualities of our global destinations.

Enhancing our support offer to retail and hospitality. During the height of the pandemic 40% of residents surveyed told us that we should prioritise helping businesses, shops and visitor attractions to re-open and recover from the impact of national lockdown restrictions.

As the hospitality industry continues to recover, we will support them, and the retail trade, by continuing the al fresco licensing scheme permanently for the British summer time period. We will also pedestrianise more streets and make streetscape improvements where there are independent shopping parades. This will create a safe, secure experience for our local residents and visitors. By working with traders' associations, we will support our world-renowned markets to continue re-attracting visitors..

Continuing our support of local talent and culture. We will be extending our existing culture plan, developed with the local community, for another four years. It will outline how we will celebrate, promote and encourage the creative and cultural offer in the borough. Central to this is our support of major events such as the resident-led K&C Arts Festival and Notting Hill Carnival. We are also working with local businesses to create 'cultural quarters' with galleries, workshops and public space, such as in Kensal. Through this we aim to harness and support the power of the arts and culture to bring communities together, improve health and wellbeing, and enhance skills and enterprise to develop the next generation of talent.





What we want to see

A diverse cultural business base that employs locally and that survives and adapts to the impact of Covid-19.

The museums and cultural institutions in the borough attracting visitors locally and globally.

A place which is pleasant and easy to get around with attractions that are accessible to all.

Thriving high streets, reflecting this diverse and metropolitan part of London.

More cultural events and 'pop-ups' taking place in the borough.

A safe and spectacular annual Notting Hill Carnival.

More filmmakers using locations in the borough.

What we will do

- Continue to deliver on actions within our existing Culture Plan and continue developing a new 4-year Culture Plan for 2022-26
- Launch the refurbished museum at Leighton House and deliver an extensive community outreach programme to ensure residents know how to access this great new resource
- Maintain our al fresco dining licensing across the borough during the summer.
- Support the recovery of the local cultural and arts sector, through promoting our local creative and cultural offer.
- Build a framework with partners to continue delivery of the Kensington & Chelsea Arts Festival in 2022.
- Continue to provide financial and logistical support to the Notting Hill Carnival.
- Be creative and innovative with our resident engagement when consulting on investment in our public spaces.
- Continue to implement the Markets Plan to support local traders.
- Maintain our commitment to public realm projects and enhance local areas, such as the St. Helens and Bute Street schemes.



Your Council

We are striving to be a more inclusive and open organisation that makes the best use of our resources to support the borough.

We are committed to making decisions in a more transparent, accountable and equitable way, engaging with the community as part of decision-making.

We are committed to rebuilding trust with our communities and reconnecting with our residents by being open, transparent and engaging, and putting local people at the heart of the decision-making process. Since 2019 we have:

- Established our [Customer Access Strategy](#), to improve how residents can access the services they need.
- We have implemented a [Charter for Public Participation](#) outlining how we will involve local people in decisions that impact them.
- More than 2000 residents are part of our broadly representative Citizens' Panel, giving local people a say in what matters most to them.
- Developed the Celebrating Coproduction Programme, involving delivery of 15 Council-wide projects, to create more local services shaped by residents and service-users.
- Focused on ensuring equalities is a core part of everything we do, as set out in our [Equality, Diversity and Inclusion Strategy](#), with a focus on increasing diversity and narrowing the gap of inequality.
- Embedded the values and principles of our People Strategy in key processes such as our recruitment and our appraisals system.
- Strengthened our approach to corporate performance and decision-making, increasing accountability and making improvements based on the insight and recommendations of the ongoing Grenfell Inquiry.

We have set out our vision and objectives for improving access to our services.

We published our Customer Access Strategy in November 2020 and are working hard to make our online services more intuitive and easier to use so our customers can access services 24/7. We know not everyone wants to use online services or has access to them. This is why we have also committed to improving our face-to-face and phone line services. Customers should be able to choose how they contact us and get the same positive experience. Key to this is our work to support those who are 'digitally excluded' with the skills and tools to benefit from being active online.

We have now developed a detailed implementation plan which includes investing in our technology, training our staff and improving processes which will make it easier for customers to get what they need from the Council, when they need it.





Diagram: infographic on key commitments made in the Charter for Public Participation

We have set out the Council's commitments in a Charter for Public Participation, to promote a culture of involving local people in decision-making.

The Council consulted widely for twelve weeks, between mid-September and mid-December 2019, on a 'Charter for Public Participation'. The Charter sets out how local people can get involved

in Council meetings and influence decisions, and in the development of policies, plans and services that affect them. Through the Charter we aspire to inform, consult, involve and co-design or co-produce with local people.

Last year we established our Citizens' Panel, a collective of over 2000 residents from all wards in the borough who are regularly invited to give public preferences and opinions informing Council decision-making. This has increased the number of residents involved in decision making and panel membership is broadly representative of the borough, to ensure that a diversity of views are heard by the Council. Insights on residents' priorities from the Citizens' Panel have so far informed the development of this plan, as well as consultation and engagement exercises involving the new local Green Plan, and Care and Wellbeing priorities.

Equality, diversity and inclusion is central to our approach to public service.

Our commitment to equality goes beyond complying with our statutory duties. We are working to remove barriers and supporting individuals and families to reach their full potential by focusing on those with the most urgent and pressing need. We have also addressed cultural barriers to resident participation by introducing more culturally appropriate and accessible materials and approaches. The commitments in our Equality, Diversity and Inclusion Strategy outlines our ongoing focus, following the recent Local Government Association Equalities Peer

Review, to working with our communities, improving our collection

and use of equality data, increasing the diversity of our workforce and encouraging our service suppliers and contractors to adopt equality, diversity and inclusion outcomes.

We have a flexible, dynamic and modern workforce that have adapted to changes in ways of working and are being supported to be digitally enabled with the right technology and skills to deliver improved outcomes for our residents

Our People Strategy emphasises our ongoing values around putting communities first, respect, integrity and working together. We know that if we can develop an inclusive and empathetic culture in our workforce that this will influence how external organisations act too. Covid-19 has meant we have had to be more flexible, and through our hybrid working model, we are looking to learn these lessons in our future ways of working and ensure a connection between the locality and our workforce. To support this, we are working across the council to:

- Improve service delivery and strengthen connectivity with the community.
- Deliver value to support corporate priorities.
- Empower our workforce and improve productivity.

The integration of digital technology is vital to support the delivery of our services now and in the future. The development of a Digital Strategy focusing on three key pillars; Digital, Data and Technology, will provide a cohesive approach to digitally enabling improvements to our services, information, culture, skills and connections with our communities and partners. Our roadmap will build upon the progress we have already made on smart building technology and digital inclusion for example, ensuring no-one is left behind.

All of this work presents an opportunity to deliver savings but also to deliver services in new ways.



Despite financial challenges we are making the best use of resources to make a positive impact.

The Council is in a good financial position for 2022/23 and a balanced budget has been set but this is against a continued level of risk and uncertainty. Government funding over the last two years has supported the spend and income pressures caused by the pandemic but as the country moves into the phase of 'living with COVID-19', some pressures are likely to continue into the early part of 2022/23 and it remains unclear on any long-term implications. Inflation could reach 7% by the spring, which will cause a level of at least short-term uncertainty and cost pressures – increasing contract prices, particularly for adult social care which at the same time is a sector needing to prepare for the social care reform from 2023. Increasing interest rates as well as inflation will increase the cost of delivering our ambitious capital programme and the immediate rise in cost of living is expected to force more into financial hardship and needing to access council services. 2022/23 will be a challenging year and these risks and uncertainties will impact on the Council's spending. The Council has set a budget that continues to ensure that spending is aligned with the priorities in this Council Plan whilst also holding levels of contingency to manage these risks and uncertainties as they arise.

Looking forward, there will be further, albeit different financial challenges. The economy will recover, and inflation is expected to return in the medium term to the target of 2% but the future of Local Government funding and that for

London is not clear. The Levelling Up White Paper has been published and although the specific impact on London and Kensington and Chelsea is not known, there is a theme of addressing inequality, including funding across the country. The best indication is that from 2023/24, there will be an average budget gap of around £9m per year. This will mean some choices about how best to deliver our priorities and achieve value from our finite resources – £433m each year on day to day running costs and £297m of capital investment over the next three years. It is important to us that this value is felt locally and supports resident wellbeing and prosperity, and so we are embedding these considerations into our decision making on property assets, procurement, investment and capital development planning as part of our Social Investment approach. By changing the way in which the Council does its work and striking the right balance of non-financial outcomes with financial returns, we can ensure that we have a positive impact and have a more inclusive approach to decision-making and service delivery.



Delivering the plan

This Council Plan sets out the strategic direction for the organisation and how we will deliver our priorities.

This, combined with our values, behaviours and performance management approach gives structure, context and direction as to what every Council team and member of staff does and what they should do moving forwards.

We will continue to engage with residents, communities and our partners in the public, private and voluntary sector on what their priorities are as well as what the best way to deliver is. We will also undertake an extensive engagement exercise with our communities to develop the new Council Plan for 2023-27.

As part of developing a performance management framework we will also outline the indicators which will be the basis for assessing performance, milestones and key outcome measures. This will demonstrate the delivery of our priorities and change at the Council.

These measures are part of our ongoing ambition to be more transparent and inclusive in all that we do.

The snapshot below demonstrates how the **budget for 2022/23** has been allocated according to the services provided by the Council, to deliver the priorities in this Council Plan.





English

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 أخرى. 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 بیشتر لطفاً 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.

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Or contact us via email: councilplan@rbkc.gov.uk

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