



Our council plan

2019 to 2023



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Message from the Leader

In 2019, this Council had its largest ever conversation with residents and businesses, right across Kensington and Chelsea.

It resulted in our first ever Council Plan – a blueprint that reflected what our communities value most, what we want to achieve together and what you can expect from this Council.

However, in 2020, the world changed. Nobody could really have foreseen the way the Covid-19 pandemic swept through the nation nor what was left in its wake. We endured isolation, lockdowns, job losses and we lost loved ones.

Our entire way of life changed almost overnight and the impact will now be felt for many years to come.

This revised plan is a reflection of what has happened and how we want to support communities to recover from it.

Over the last 12 months, we have taken the opportunity to assess and chart the progress we have made on our promises in 2019, adjusting the second half of our plan to reflect the new world we face. We took the time to check in with communities, to see if their priorities for our borough have changed.

We haven't torn up everything to start again – many of our priorities remain the same. Our green ambitions and credentials, safer and cleaner streets, building new housing and continuing to fund a community-led recovery from the Grenfell Tragedy in 2017.

In this plan, we have therefore refreshed our ambitions and laid out what you have told us is now most important to you. Some themes have remained, but other priorities have emerged, especially in relation to our local economy, employment opportunities and in physical and mental health.

In addition to the personal grants, business support and additional service support, the Council has now earmarked an initial £8m recovery fund to meet the Covid-19 challenge. We want communities to bounce back from the pandemic and we are determined to build back better in our borough.



We are determined to put in place strong foundations over the coming months, build on the amazing community work that is already underway and enable the people who live and work in this borough to have the very best opportunities in life. Together we can create a greener, safer and more equal borough.

Thank you

A handwritten signature in blue ink that reads "Elizabeth Campbell". The signature is written in a cursive style.

Elizabeth Campbell
Leader of the Council

Our Progress since 2019

In 2019 we set out our priorities and commitments to the borough in our Council Plan, reflecting what we heard from our communities.

Grenfell recovery

- We have established a Dedicated Service for those who are bereaved and survivors from the tragedy, working in partnership with them to provide tailored and personalised support.
- We have continued to provide targeted support for children and adults in the local community and have allocated £0.7m to local projects in the wider community, with residents leading the decision-making through participatory budgeting.
- We have adapted and increased this support in recognition of the additional impact of Covid-19 and are delivering services and initiatives for the local community in new ways.

A great place to live, work and learn

- We have continued to support our schools, including providing an extra £1m of funding during the pandemic. All of our schools are rated 'good' or 'outstanding' by Ofsted.
- We have transformed how we work with local businesses and with new and established business forums at the outset of the pandemic, that we will maintain and issuing £0.5m in additional grants.
- We committed to nearly three quarters of a billion pounds of investment in council housing over the next five years – working closely with residents to refurbish our existing homes. We are already on site building the first of 600 new homes across the borough.

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 a support hub for our clinically vulnerable residents.
- We provided extra support to our vulnerable families, including providing laptops so that pupils could continue their education and offered wellbeing check-ins to our housing tenants.
- We coordinated with our voluntary and community partners to provide vital support, from food parcels to mental health services and setting up local testing sites.
- We were one of the first councils in the country to partner with the NHS on vaccinations, 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

- In line with our commitment to be carbon neutral by 2030, we have cut carbon emissions the fastest of all London boroughs since the last local election and have a Green Plan to tackle the climate crisis with £10m of funding over 10 years.
- We put in place new measures to protect our streets and environment, including new wardens, CCTV, school streets, single borough parking permits and noise cameras.
- We are delivering new active travel arrangements in response to the pandemic, with reduced speed limits, participating fully in the London e-scooter trial and introducing a dozen school streets.

A place of culture to visit and explore

- Over 50 actions in our Culture Plan 2020-2021 have been delivered, including the first K&C Culture Night, distributing over £60k in arts grants, hosting regular Creative Conversations to connect people working in the creative sector, supporting a successful digital Notting Hill Carnival in 2020 and establishing a borough-wide culture mentoring programme for local young people.
- We are investing over half-a-million pounds in our high streets and markets, revitalising these important spaces through public realm improvements, artwork, events and new farmers markets.
- We have continued to invest in our parks, in recognition of their importance during the pandemic, and have plans to make al fresco licenses available permanently, having seen how they have successfully attracted visitors to the borough, a vital part of our local economy.

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 156,000 and 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. 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 and 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 lockdown eases, 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 £2.2m, the highest in London. This means the borough remains the most expensive place to buy a house in the country. Nevertheless, the completion of new affordable homes has increased significantly in the last two years in our borough. However, genuinely affordable housing remains far too scarce, and this remains a top priority for our residents as we emerge from the pandemic.

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, where the greatest impact of the pandemic has been felt. 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.





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



1 in 4

children are living in poverty (24%, which is the 3rd lowest % in London)



1 in 4

residents and 1 in 2 children in secondary school speak French, Arabic or Spanish as their main language.



Environment

156,000 residents

(2020 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

24%

household waste sent for reuse, recycling and composting

We have installed **331 lamp column chargers** and 84 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



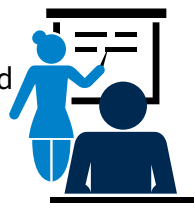
4,000 listed buildings

177 English Heritage Blue Plaques

Education

100%

of our schools rated "Good" or "Outstanding" by Ofsted



77%

the highest percentage of students continuing their education after completing their A-Levels in Inner London

4/5 or 80%

of RBKC school students secured places at HE, FE or an apprenticeship. This is 5% higher than the London average



Health and Care

The highest life expectancy in the country, for both men and women: more than **five years higher than the national average**



Life expectancy is **highest for men, second highest for women** in the most deprived areas of the borough than in the least deprived areas

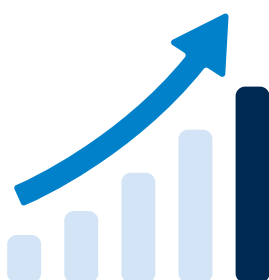


1,500 adults receiving social care support

3 in 5 adults

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

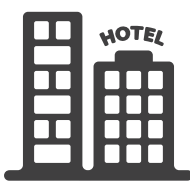
Economy



Retail, food and beverage, accommodation, head office, real estate, publishing and creative industries

are the borough's key sectors

Second largest number of hotel beds in any London borough



5.7% residents are unemployed, with rates varying significantly by ethnicity and area

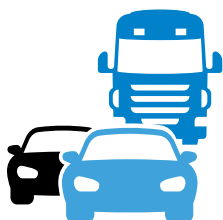
Universal Credit Claimants

11,575

Furloughed jobs
7,000

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

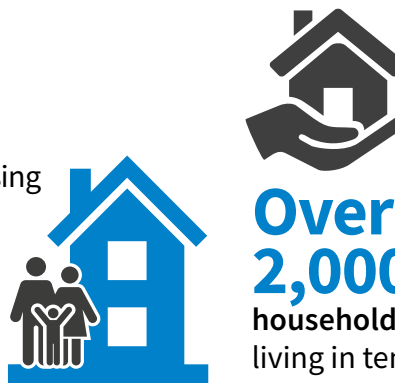


Housing

17,148 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

The Covid-19 pandemic and the impact on our borough

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

Covid-19 has been a public health and economic crisis. The Council is committed to working with its partners and communities to understand the impact, address the challenges and plan longer-term recovery. 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 are living through two crises in short succession and, for many affected by Grenfell, the pandemic has undoubtedly exacerbated the trauma already experienced.

It will take several years to fully recover from the impact of Covid-19. The borough's main employment sectors, retail and accommodation and food services, have been dramatically affected by successive lockdowns and the lack of international tourism and domestic travel. As a result, by the end of February 2021, 8,000 residents

were furloughed, under the Coronavirus Job Retention Scheme. From March 2020 to February 2021, the total number of Universal Credit claimants has doubled, and in this same period, the number of young residents claiming Universal Credit has almost tripled. This indicates that young people are likely to be disproportionately affected by the pandemic in terms of job prospects and economic opportunity.

Covid-19 has worsened the inequality and disparity amongst our communities. We especially recognise the additional impact felt by communities in North Kensington, where we have tailored our ongoing support in recognition of this. Our focus on narrowing the gap and the lessons learned from the Grenfell tragedy and its aftermath are reflected in our approach to recovery from the pandemic.

We are considering the short and longer-term impact of the pandemic in supporting the borough to recover and renew.

Since March 2020, the Council has directed essential expenditure to support the borough's residents and to aid vulnerable people living at risk. This includes spend on personal protective equipment, laptops for home-schooling and services for people facing homelessness.



We have seen some unintended outcomes as a consequence of the pandemic, some of which have been positive. We accommodated all 120 rough sleepers during lockdown in 2020. The modified travel patterns have played a significant role in improving our environmental footprint; in September 2020, pollution levels had decreased by up to a quarter at three out of five monitoring sites, compared to September 2019.

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. Up to £8 million of additional funding has been identified to support the Council's recovery effort and a series of interventions are being developed across the following themes: business and employment support, emotional wellbeing, social investment, climate change and financial resilience. Our recovery work is aligned with the priorities set out in this Council Plan as well as our work with partners across London.



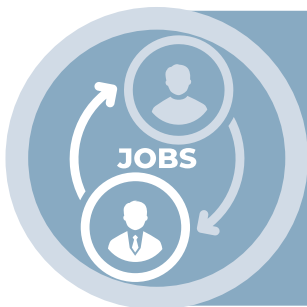
What is most important to our communities?

Over the last few months, we've listened to what you've said matters most to you.



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

Re-opening our hospitality and culture sector and 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.

The Council needs to play a leading role in addressing climate change, improving air quality, reducing our waste and increasing recycling.



Many communities supported each other during the pandemic but there is particular concern for those who are socially isolated.

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 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.



Wellbeing and mental health is important now more than ever – keeping active is key to this so the Council should provide quality public leisure amenities and green spaces accessible for all.

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



Our priorities and cross-cutting themes

Our cross-cutting themes and five priority areas are of even greater importance given the impact of the global pandemic and the values and priorities of our residents.

Cross-cutting themes

Community involvement

We continue to improve how we involve our communities in the decisions that matter to them. This includes our work with those most affected by the Grenfell tragedy; our 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, voluntary and community organisations; and the launch of our representative Citizens Panel. During the pandemic the great civic spirit of our residents shone through, and so we will continue to work with them to create opportunities to enhance civic life through initiatives like City Living and Local Life and the Community Leadership Programme.

Narrowing the gap

We will focus our resources and efforts on those who experience the worst outcomes, as we look to mitigate the disproportionate 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 themselves. We will work to narrow the gap for those with the most urgent and pressing need, such as young people and those from ethnic minority and deprived backgrounds.

Prevention and early intervention

The need for increased and effective 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 escalated. We will build on people's existing strengths instead of focusing on challenges, to promote independence and help communities to support themselves and thrive.

Priorities

Grenfell recovery

A great place to live, work and learn

Safeguarding and supporting vulnerable residents

Healthy, clean safe and sustainable

A place of culture to visit and explore



Grenfell Recovery

Grenfell Recovery remains at the heart of everything we do as a Council. Alongside the wider changes we have made since June 2017, we will continue to focus on honouring our commitments to those most directly affected by the tragedy.

The Grenfell tragedy continues to have a lasting impact on the bereaved, survivors and those affected in the local community. We will continue to support the search for the truth through the Grenfell Tower Inquiry and the criminal investigation, adhering to the commitments set out in the Charter for Bereaved Families. We will also focus on delivering the commitments set out in the Grenfell Recovery Strategy, adapting our approach to take into account the challenges posed by the Inquiry, the uncertainty around the future of the Tower and the additional impact of Covid-19.

Adapting support for bereaved and survivors. We will continue to provide dedicated support to those most affected by Grenfell through the Dedicated Service and additional housing support for those who lost their homes. 97% of bereaved and survivors are currently accessing the Dedicated Service and we have worked with them to put in place targeted programmes in key areas, such as education, employment and peer-based support. 80% of eligible families are currently working with our targeted educational service and we have created a new enhanced employment support offer to help those most affected by the pandemic. As we move forward, we

will work with the bereaved and survivors to shape the next phase of the service and to increase the choice and control they have over the support they receive.

Supporting community-led recovery. For those in the local community, we continue to provide support for children, young people and adults, working with trusted local providers in schools and community-based settings. We have been talking to residents and partners about how we can adapt the provision over the next three years to increase its reach and to address the additional challenges of Covid-19, the Inquiry and decisions about the future of the Tower. Alongside this, we will continue to support community leadership and capacity and invest in initiatives which give communities a greater voice. Here we will build on the success of last year's Grenfell Projects Fund which saw £700k allocated to local projects, with residents leading the decision-making through a participatory budgeting approach.

Building a longer-term legacy from Grenfell. Over the next three years, we will work with the bereaved, survivors and the local community to shape the recovery programme and increase the reach and impact of services wherever we can. Alongside this, we want to look beyond the end of the



programme to focus on building a long-term, sustainable 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.

local employers, voluntary and community organisations and, most importantly, residents themselves. We will continue to work with all these partners, building on their expertise and recognising the enormous contribution they make to supporting Grenfell Recovery, especially with the additional challenges of Covid-19.

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



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.

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

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

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 adapted to take account of the on-going impact of the pandemic, given the compounding impact of a disaster within a disaster.
- Work with 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 long-term sustainable legacy from the Grenfell tragedy.



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 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.

Achieving outstanding education for all. All 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 all vulnerable families with access to laptops and the internet to enable remote learning, and we continue to support children affected by the Grenfell tragedy through our Grenfell Education Fund.

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 young residents into work through the Government's Kickstart work placement programme and our own targeted efforts. We will lead by example by increasing job opportunities for local people in our supply chain and by providing council internships, work experience and apprenticeships and providing spaces for community services aimed at improving job readiness.

Enhancing local places and spaces. Over the last year, 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. Our libraries are a key part of this and have already 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 sets our direction in response to this, with lessons learned from Grenfell at its heart. 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 for social rent. We have heavily invested in our existing stock, in close collaboration with residents. For the first time in the past decade, we have surpassed our new homes targets for approvals and completions. 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 will progress a successful pilot to provide key workers with affordable housing, continue the resident-led refurbishment of Lancaster West Estate and our consideration of 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 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.

Volunteerism, 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 global pandemic.
- Revitalise local centres and supporting independent shopping parades in our borough.
- Create an environment where entrepreneurs and micro-businesses can flourish.
- Refresh our Local Plan and continue progress of masterplans at Kensal Canalside and Earls Court Opportunity Areas.
- 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 of temporary accommodation for those who are facing homelessness.
- We have committed to nearly three quarters of a billion pounds of investment in council housing over the next 5 years – working closely with residents to refurbish our existing homes, and we are already on site building the first of 600 new homes across the borough.

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 renewed emphasis on mental health and prevention in our support of adults and 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 now work to address any lost learning and hidden harm, and to support emotional wellbeing and pathways to employment. Whilst youth crime and exclusions have reduced during the pandemic, we recognise the increased risk of serious youth crime, as lockdown eases. We will continue to deliver bespoke and flexible packages for those at risk, as commended recently by HM Inspectorate of Probation. We will also implement our new School Inclusion Strategy to reduce exclusions. We have also created local networks with employers, education and learning facilities, and sports events to link young people with positive activities.

Supporting older and more vulnerable adults to be independent. All our care providers are rated 'good' or 'outstanding', and we are working with them to better promote independent living through our services. We will provide more, higher quality independent housing, support in familiar settings and will encourage support through various community channels. We will support those with learning and physical disabilities into high quality and sustainable employment as well as promote opportunities within our local care 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 successfully accommodated over 100 people who were sleeping rough as part of the 'Everyone In' response and are now increasing our work in homelessness prevention so we can better support those at risk.

Working in partnership to address existing and prevent escalating needs. The pandemic has laid bare 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 overlap, such as homelessness and health, and therefore have a vision for 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 promotes 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.

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.

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





What we will do

- Continue to co-create our youth offer with 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 and the next phase of our Serious Youth Violence Strategy to address youth crime and exclusions.
- Continue to deliver the Prevent programme to help and support people at risk of extremism and radicalisation.
- Recommence our work to develop an online shop to provide personalised access to information, advice, activities and services.
- Refresh our commitment to encouraging 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 the use of temporary accommodation.

Healthy, clean, safe and sustainable

We want to help all residents experience 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. To support wellbeing during the pandemic, we trained nearly 100 digital champions, who reached over 7,000 residents in the first six months of the pandemic. Building on this, we will work with the NHS to deliver early intervention 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, the public inquiry and the future of the tower, and recognising the specific needs of those with autism and dementia.

We supplemented the closure of our two leisure centres during lockdown with a free online activity programme for all residents. We keep our 26 parks across the borough open to provide essential access to open space and nature. We will continue to invest in our parks, in recognition of their vital wellbeing role and their potential to further connect and support our community. With our centres now re-opened, a new range of activities will be developed over the coming year with a focus on addressing everyday mental health and physical wellbeing. The pandemic has also reminded us of the importance of access to high-quality medical facilities in our neighbourhoods. As such, we are working to protect and enhance services at the Royal Brompton Hospital.

Continuing our climate action. Responding to the climate emergency continues to be a key priority for the Council and will be delivered via a new Green Plan and £10m fund over 10 years.

We will endeavour to sustain the 'green gains' brought by the restrictions during the pandemic, through providing new routes for travel on foot or by bike for commuters, visitors and residents and maintaining high quality roads. We are already leading the way in introducing a new emissions-based parking permit system and soon every resident will live within 200m of an electric car charging point.

Maintaining our clean, safe, vibrant and attractive place. We have reduced emissions more than other London borough in the three years to 2019 and are committed to being carbon neutral by 2030. We will continue to invest in our housing stock, to improve sustainability and safety and work with registered providers and private landlords to improve standards for all. We continue to work to make our streets, estates and open spaces clean and safe for our residents and will work closely with the police and our residents to tackle crime, disorder and antisocial behaviour.

As our high streets and town centres re-open, and our social and cultural events return, we are committed to keeping the streets of Kensington and Chelsea clean. To support this, we have recently agreed an enhanced waste collection and street cleansing contract that delivers better value for money. In addition, we will create pioneering public spaces that are green and biodiverse, active, accessible, safe and inclusive to create healthier and greener city living to make our already unique borough more attractive still.



What we want to see

Reduction in the health inequality that has widened during the pandemic.

Clean, safe and well-maintained streets as lockdown eases.

Reduced rates of youth offending, crime and antisocial behaviour.

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

Sustain the air quality gains made during the pandemic with reduced emissions from 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, following the effects of the pandemic, by increasing support services in the wider community and working with the NHS to deliver early intervention with those most at risk.
- Continue to promote the uptake of Covid-19 vaccination and childhood immunisations.
- Continue to support the police and local communities to prevent crime and stay safe.
- Keep swimming sessions free for under eight and £1 for young people aged 8 to 16.
- Work to make the Council's operations carbon neutral by 2030.
- Continued the roll out of network of electric car charging points across the borough.
- 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 King's 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 globally-famous destinations.

Enhancing our support offer to retail and hospitality. Last summer, 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 we re-open during the spring and summer of 2021 we will concentrate our efforts on supporting outdoor

hospitality and retail trade through al fresco licensing. We will also pedestrianise more streets 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 re-attract visitors in the wake of the pandemic.

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, albeit in a different format to previous years. 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 our existing Culture Plan for the borough.
- Launch the refurbished museum at Leighton House and deliver an extensive community outreach programme.
- Make permanent our al fresco dining licensing across the borough.
- Support the recovery of the local cultural and arts sector, through promoting our local creative and cultural offer.
- Host the Kensington & Chelsea Arts Festival in the Summer of 2021.
- Continue to provide financial and logistical support to Carnival, so it can still take place despite the pandemic in a Covid-secure way.
- Be creative and innovative with our resident engagement when consulting on investment in our public spaces.



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. Over the last two years we have:

- Established our Customer Access Strategy, improving how residents access services.
- Set up a new representative Citizens' Panel, which 2,000 residents are now part of, and implemented a Charter for Public Participation.
- Focused on ensuring equality is a core part of everything we do, as set out in our Equalities, Diversity and Inclusion Strategy.
- Embedded the principles of our People Strategy in key processes such as recruitment and our appraisals system.
- Begun to strengthen our approach to corporate performance and decision-making, including 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. Despite the pandemic, 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 are currently working on developing a detailed implementation plan which includes investing in our technology, training our staff and improving processes which mean it will be easier for customers when they contact us.



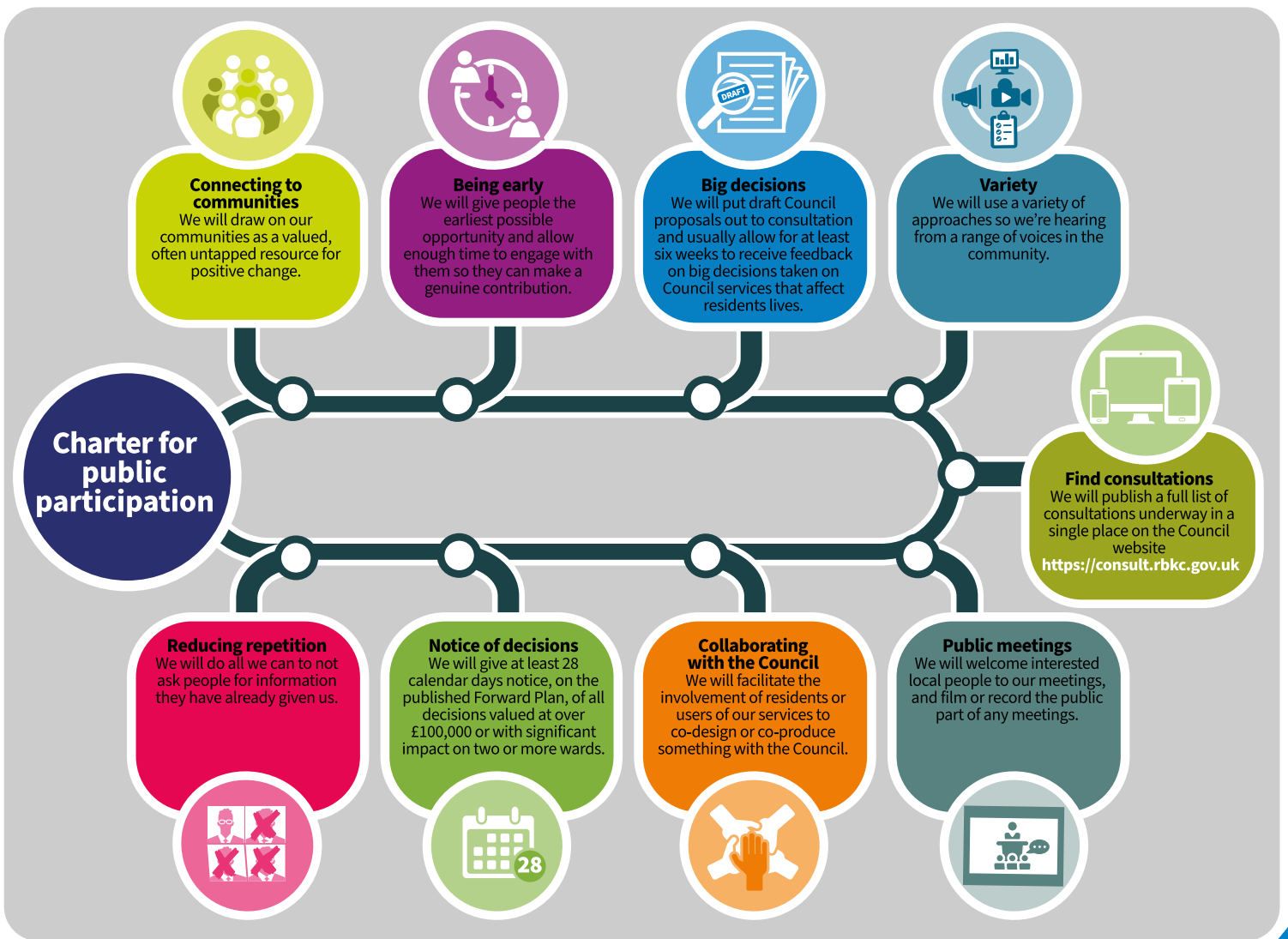


Diagram: infographic on key commitments made in the Charter for Public Participation

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 12 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.

This year we have established our Citizens' Panel, a large, demographically representative group of 2,000 residents from across the borough who are regularly invited to give public preferences and opinions informing council decision-making. Panel membership is broadly representative of the borough to ensure a diversity of views is heard by the Council. Insights on residents' priorities from the Citizens' Panel has informed the development of this plan.

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 developed an Equality, Diversity and Inclusion Strategy which sets out our commitments. This includes 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.

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 we are looking to learn these lessons in our future ways of working. To support this, we are working across the Council over the next 18-24 months to:

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

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.

Although the Government has given us significant additional funds this year, the Council, like all other local authorities, continues to operate within a wider financial climate of risks and uncertainty. The Council is still suffering substantial losses in the levels of income usually collected, compounded by the likelihood of ongoing spending pressures as the country and London



look to recovery. We have a balanced budget for 2021/22 but, for the three years that follow from 2022, the latest information shows a budget gap of £30m remains, which means making some tough choices about how best to deliver our priorities and achieve value from our finite resources. 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.

Strategies, policies and business plans set out in greater detail how each priority will be delivered in practical terms. 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.

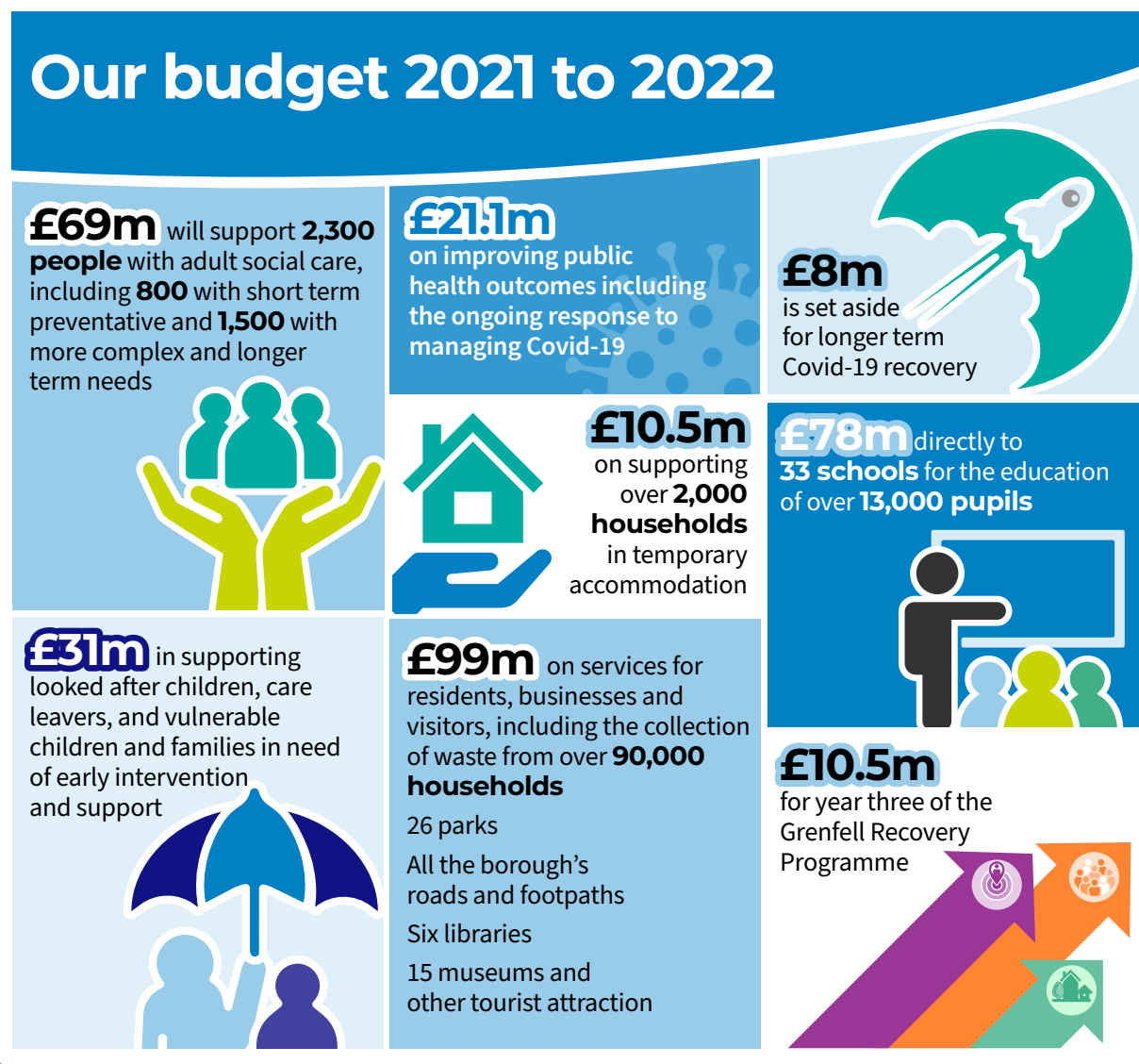
We will continue to engage with residents, communities and our partners in the public, private and voluntary sectors on what their priorities are as well as the best way to deliver them.

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 2021/22 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 لطفا 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.

Visit www.rbkc.gov.uk/council-plan for more details

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

Copyright Kensington and Chelsea Council