



Our council plan



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Message from the Leader

On 14 June 2017, Kensington and Chelsea changed forever. As a direct consequence, this Council – many of its officers, its policies and its leadership – changed too.

What happened at Grenfell Tower was a national tragedy, the worst incident of its kind in domestic premises since the Second World War. Seventy-two residents died, including 18 children. A further 371 residents from the Tower and the Walk lost their homes and hundreds of others were evacuated in the immediate aftermath. A whole community was deeply affected by the tragedy. The process of recovery will continue for many years to come.

Since that day, the Council's primary focus has been responding to the tragedy, particularly the rehousing of former residents of Grenfell Tower and Grenfell Walk, and organising practical, emotional and humanitarian support for the bereaved, survivors and others affected. The Council and the NHS will spend a further £50m each to support Grenfell recovery over the next five years.

The Council is assisting the Public Inquiry to expose the lessons of Grenfell. We were the first local authority to sign up to the Charter for Families Bereaved through Public Tragedy, ensuring that we learn the lessons of the Hillsborough disaster and its aftermath and apply them here in Kensington and Chelsea. We are committed to respond to the Grenfell Inquiry, the police investigation and all other forms of external scrutiny in an honest and openhearted way and to assist the search for the truth in whatever way we can.



Elizabeth Campbell
Leader of the Council

Day to day, a large majority of our residents are very satisfied with Kensington and Chelsea as a place to live and with the job the Council does. However, an uncomfortable truth exposed by the Grenfell tragedy is the extent to which a significant minority have lost faith in the Council as an institution. This is the reason why the Council as a whole has had to change and why we have adopted new values for the way we operate: putting communities first, respecting others, acting with integrity and working together.

For decades, people have come to Kensington and Chelsea to make this place their home, to pursue their aspirations and fulfil their ambitions. We come and we stay because this borough is one of the most attractive in central London, with clean and well maintained streets, beautiful parks and gardens, outstanding schools and strong, open communities.

As a Council, we are committed to the ideal of public service for the public good. We will continue to deliver the high quality services that residents expect to receive but, more than that, we want to work with residents – and our partners in the statutory and voluntary sectors – for the good of this place and the people who live here. First and foremost, that means listening to our communities, fully engaging people in decisions that affect them, and properly balancing professional judgment with the lived experience of our residents.

We are determined to ensure that everyone has the opportunity to make a success of their lives. This means pupils from all walks of life winning places at university and gaining access to apprenticeships, skills and routes into employment or entrepreneurship. It also means the Council investing in the right provision for pupils with special educational needs and disabilities so they too can achieve their full potential.

We understand how important the public realm and built environment are to our residents' quality of life. We welcome new developments, especially those that will provide social and affordable housing, but these must maintain our current high standards of design and appearance. We will protect our parks and open spaces, keep our streets exceptionally clean and well maintained, and work with communities to address local concerns over crime and community safety.

This Council Plan builds on the commitments we made to voters during the 2018 local election campaign to make Kensington and Chelsea the best urban setting in which to live.

We put residents at the heart of everything we do. They have told us their priorities for their communities and we have listened. We will continue to engage widely as we set about delivering the Plan, making sure that everyone has the opportunity to contribute and be heard.

A handwritten signature in dark ink, appearing to read 'Elizabeth Campbell'.

Elizabeth Campbell,
Leader of the Council



Our borough

Kensington and Chelsea is a unique central London borough, home to places of great cultural importance, diverse communities and attractive streets and squares.

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. Residents value that diversity and we will continue to foster inclusiveness.

We have the smallest population of any London borough at 160,000 and will see limited population growth over the next 10 years but we have the third highest population density in London. High density brings challenges around traffic congestion, air pollution and noise nuisance, and we have heard how important these issues are to our communities.

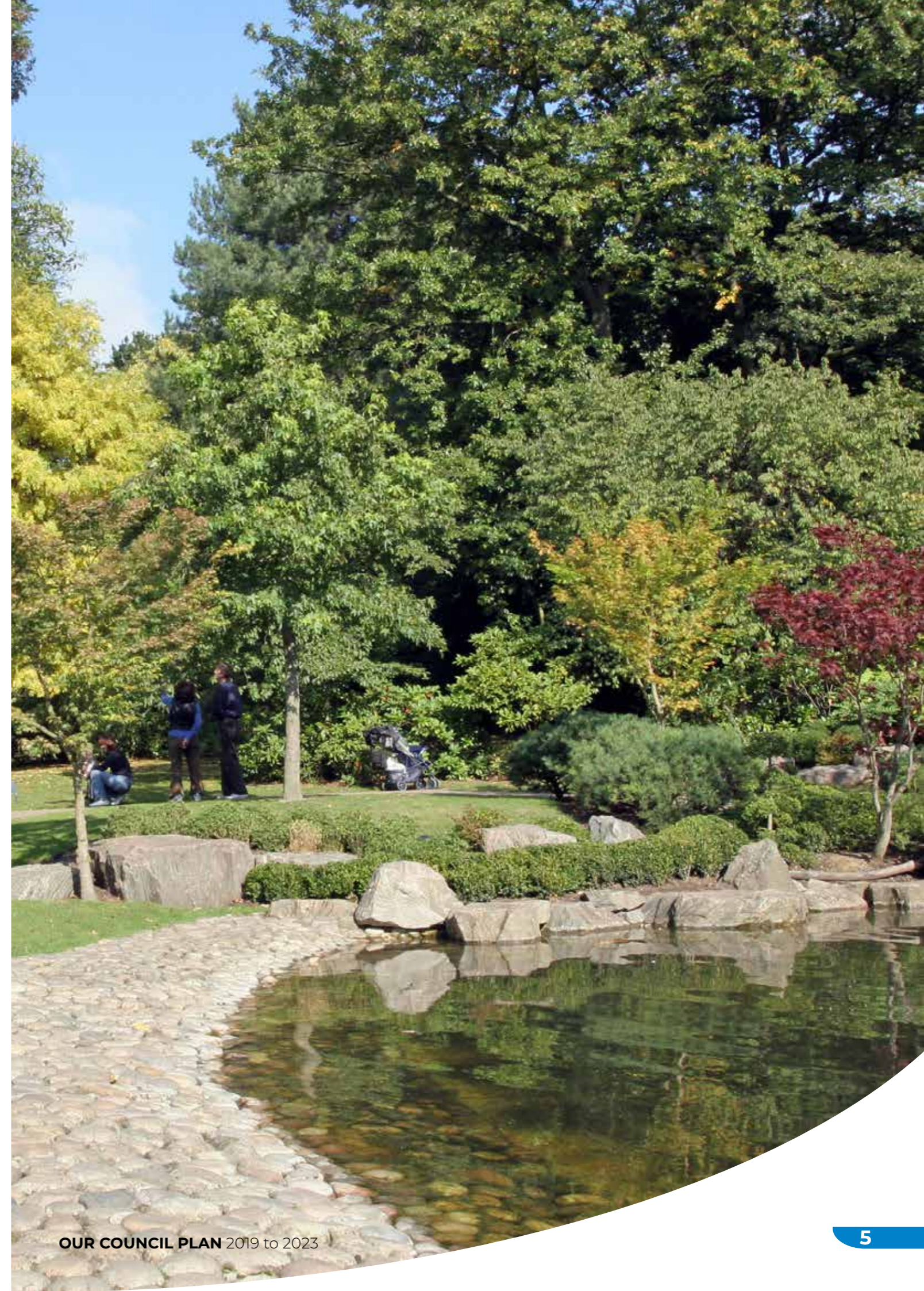
The average price of homes sold locally last year was £2.2m, the highest in London. This makes the borough the most expensive place to buy a house in the country. Social and affordable housing is in short supply. Although the situation here is extreme, these same challenges are seen elsewhere in London. Increasing housing supply, particularly of social and affordable homes, is a priority for local people and requires a creative response from all tiers of government, including the Council.

Most employed residents are in highly skilled work and well paying professions. At the same time, there are areas of significant

deprivation, particularly in the north of the borough and parts of the south and west. Kensington and Chelsea has the highest life expectancy in the country overall, but this varies between the north and the south of the borough and between home owners, private renters and those living in social housing. While there are limits to the extent to which the Council can affect overall inequality, by focusing efforts collectively and in partnership, we can improve access to opportunities and narrow the gap in key areas, including skills, employment and health.

We are already making progress. Kensington and Chelsea has the highest educational attainment levels in London and our state schools are among the best in the country. In this borough, a higher proportion of state school pupils from disadvantaged backgrounds win places at university than anywhere else in the country.

The borough hosts many nationally and internationally recognised cultural attractions, such as Kensington Palace, the Natural History, Science and Design Museums and Notting Hill Carnival, as well as world class retail stores and unique independent shops and markets, including the world famous Portobello Market. Our daytime population is 250,000, reflecting the high numbers of visitors and workers who come to the borough every day. The visitor economy is very important to the borough. Kensington and Chelsea is home to over 15,000 businesses, that generate substantial economic output and some £325 million in business rates a year.



Communities

56,000 visitors

on an average day. More people come through **South Kensington tube station** each year than through London Heathrow Terminal 5



Over 6,000 children

identified as living in poverty (after housing costs), **45% of them living in just three wards** (Notting Dale, Golborne and Dalgarno)



1/5 of all households, have a first language that is not English, this is the fourth highest in the country

Environment

The Council collects rubbish and recycling twice weekly from **93,000 households**

160,000 residents in **4.7 square miles** making it one of the most densely populated areas in Europe



26 parks and open spaces, including **10 with a green flag**

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

Over 4,000

listed buildings and **177 English Heritage Blue Plaques**

Education

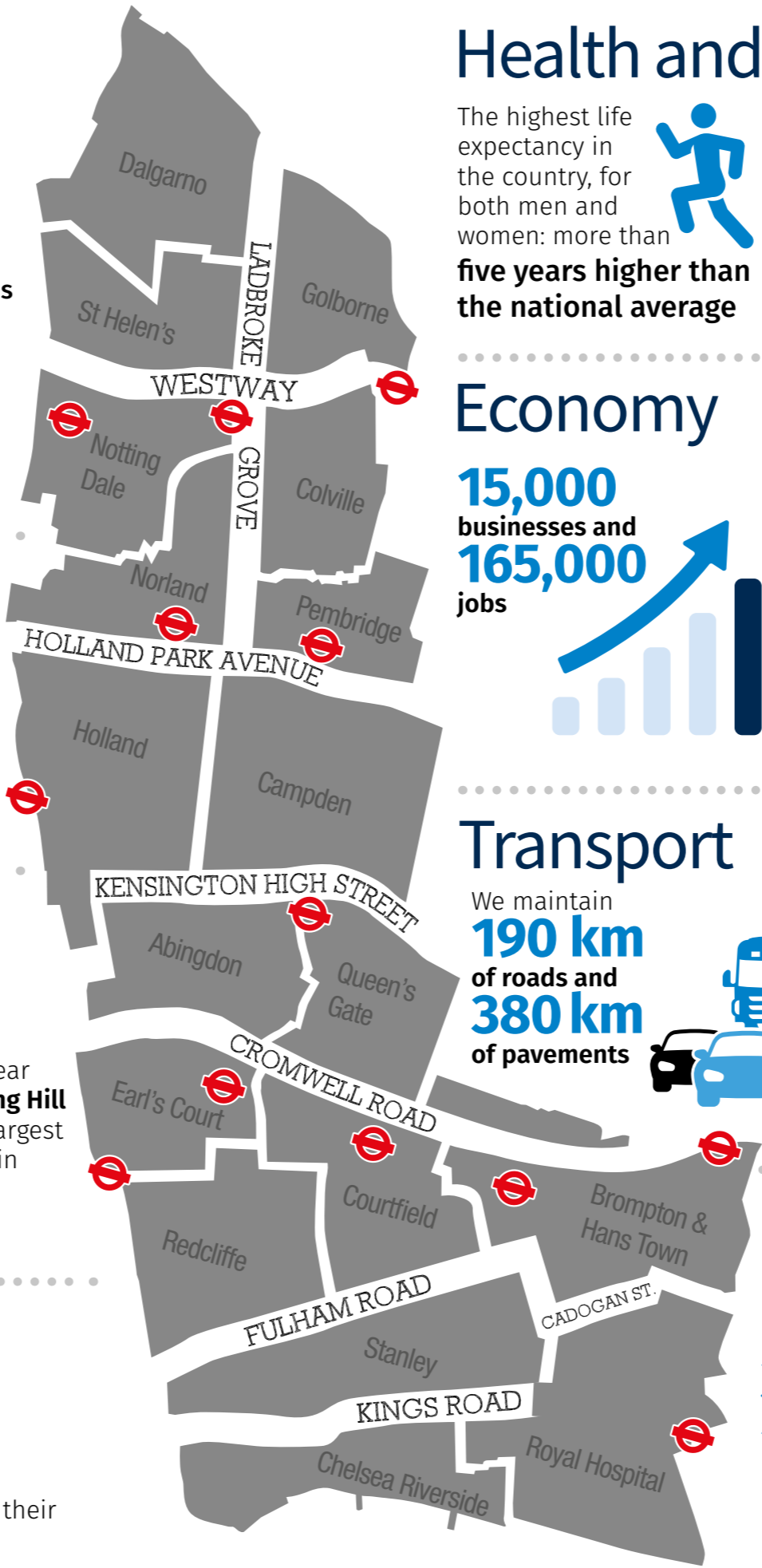
100%

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



Health and Care

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



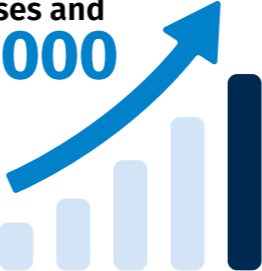
Life expectancy is **13 years lower for men** and **5 years lower for women** in the most deprived areas of the borough than in the least deprived areas



1,600 adults receiving social care support

Economy

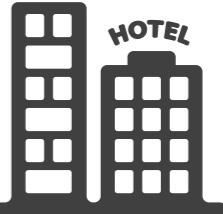
15,000 businesses and **165,000 jobs**



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

5,000 residents are unemployed, with rates varying significantly by ethnicity and area

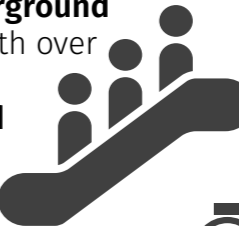


Transport

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

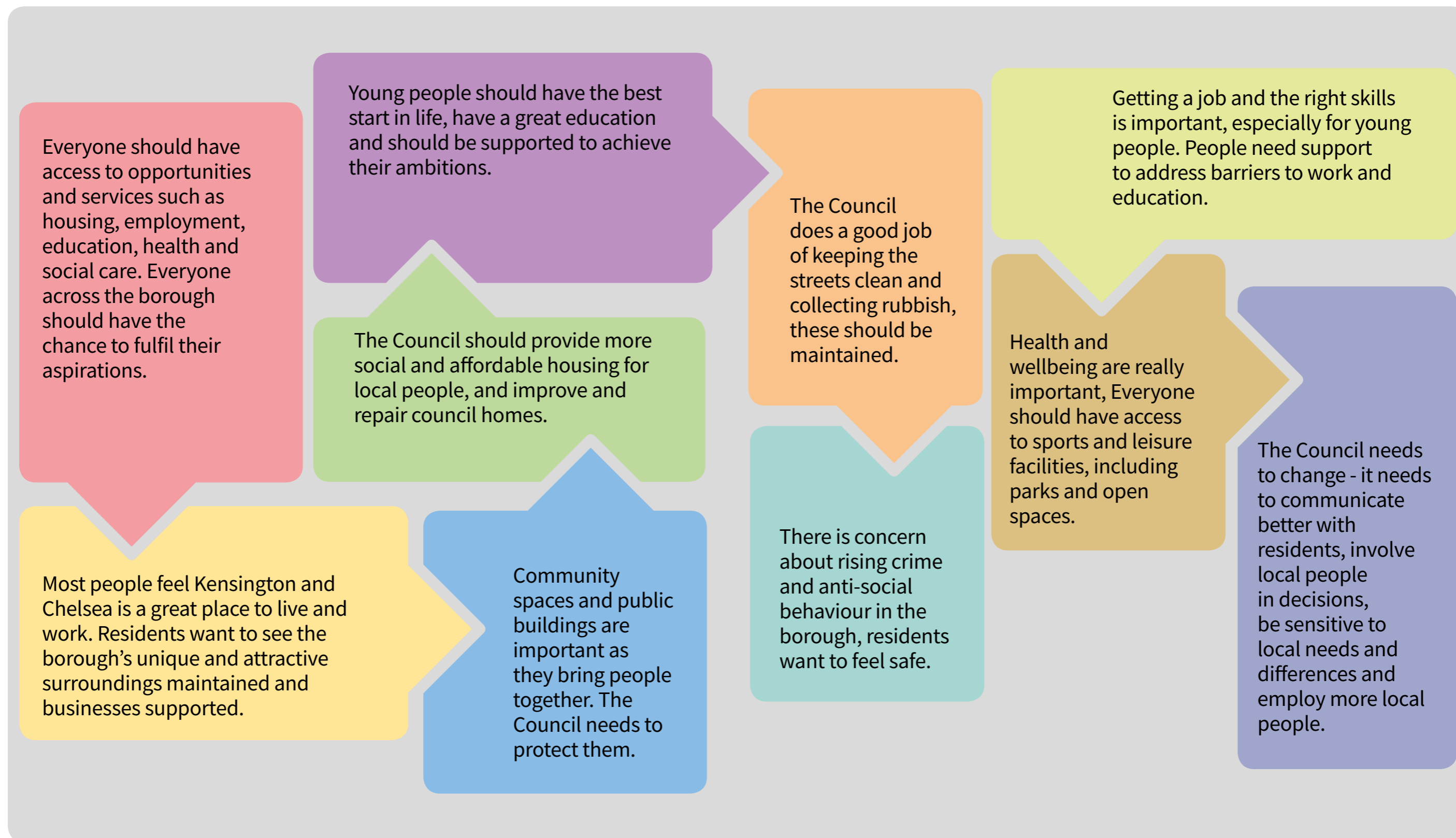
Housing

23,000 households live in social housing
30,000 households own their home
20,000 households rent privately



Over 2,000 households living in temporary accommodation

What is most important to our communities?



Our priorities

Blending what residents have told us is most important to them with the political commitments of the majority group on the Council and evidence of what communities need, we have developed three cross-cutting themes and five priority areas.

Cross-cutting themes

Community involvement

Local people want to be involved in policy development and service users rightly expect to be part of service development. We will engage openly with our residents and service users, seeking to capture all points of view to make better informed decisions. We will use the talents and skills within our communities to co-design and commission better services.

Narrowing the gap

We will improve outcomes for our residents, with a focus on narrowing the gap between different communities, and seek to ensure that individuals have equal opportunity to fulfil their potential. This means people having equal access to jobs, housing, education, employment, health and social care services.

Prevention and early intervention

By focusing on prevention and early intervention, particularly in adults' and children's services, we can find better value for money solutions that promote people's wellbeing and go beyond "crisis management". We will ensure the health and social care needs of the whole community are being addressed now and in the future, for adults, children and families.

Priorities

Grenfell recovery

A great place to live, work and learn

Supporting and safeguarding vulnerable residents

Healthy, clean and safe

A place of culture to visit and explore



Grenfell Recovery

Since June 2017, the Council’s primary focus has been the response to the tragedy, particularly the rehousing of former residents of Grenfell Tower and Grenfell Walk and the provision of practical, emotional and humanitarian support to the bereaved, survivors and others affected.

In January 2019, the Council agreed a strategy to support long-term recovery for all those affected, including survivors, the bereaved and members of the wider community. Plans are now being developed with those affected to deliver the strategy.

Clearly, the Council alone cannot meet all the needs of those affected by the tragedy. Our strategy will be delivered alongside the recovery efforts of a wide range of statutory and non-statutory partners,

including the Government, the NHS, schools and local employers, local voluntary and community organisations and, most importantly, residents themselves.

In particular, we recognise that the work of the Grenfell Tower Inquiry and the criminal investigation will be vital for the recovery process, especially for survivors and the bereaved, and the Council will continue to support the search for the truth.

Charter for Families Bereaved through Public Tragedy

In adopting this Charter we commit to ensuring that Kensington and Chelsea Council learns the lessons of the Hillsborough disaster and its aftermath, so that the perspective of the bereaved families is not lost. We commit to Kensington and Chelsea Council becoming an organisation which strives to:

- 1

In the event of a public tragedy, activate its emergency plan and deploy its resources to rescue victims, to support the bereaved and to protect the vulnerable.
- 2

Place the public interest above our own reputation.
- 3

Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes.
- 4

Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short.
- 5

Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we should apologise straightforwardly and genuinely.
- 6

Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We do not knowingly mislead the public or the media.



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 fire feel confident about their futures and local schools continue to support them to achieve excellent results

The future of the Grenfell Tower site is decided in a way that is acceptable to all parties, in full adherence to the Principles governing consultation on the future of the site

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

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

The refurbishment of the Lancaster West Estate is complete and the estate is somewhere residents are proud to live

What we will do

- Support survivors and the bereaved to rebuild their lives and find their own personal paths to recovery through a dedicated service co-designed with them
- 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
- Transfer ownership of the Grenfell Tower site from the Council to the Government to enable community-led decision-making about the long-term future of the site
- Facilitate community-led recovery for the wider community, helping people build a better future for themselves and their families
- Help all those affected by the Grenfell tragedy to support themselves and each other, developing individual and community capacity and resilience to lay the foundations for a better future
- Deliver the resident-led refurbishment of Lancaster West Estate



A great place to live, work and learn

Most of our residents think Kensington and Chelsea is already a great place to live and work and they want it to remain as pleasant and attractive as it is. As one of the most densely populated areas of London, this means making sure that rules around licensing, planning, traffic management and short term holiday lets are properly enforced.

Whilst the borough has some of the UK's most expensive properties for private sale, many thousands of its residents live in social housing. Following the Grenfell tragedy, the Council took over direct management of its housing stock and is working hard to improve landlord services. The Council supports mixed tenure developments and is against the construction of new flats purely for investment, that are destined to be left unoccupied.

A new Statement of Community Involvement will set the template for how we engage with our communities on Planning matters in the future. We are anticipating an early review of our Local Plan and looking at different ways

in which we can make the Planning process more accessible for our residents. We are also developing a new Housing Strategy, which will aim to maximise delivery of new social and affordable homes in the borough.

In Kensington and Chelsea, a higher proportion of state school pupils from disadvantaged backgrounds win places at university than anywhere else in the country. All schools are rated "Good" or "Outstanding" by OFSTED, the best performance in London. The Council's Children's Services are also rated "Outstanding". We are the top area for school social mobility in the country and our high standards will be maintained.

The Council is developing an Economy Strategy to enable individuals and communities to thrive. This will mean widening access to employment and enterprise opportunities, working with local businesses to deliver social investment and creating more apprenticeships, including within the Council and its supply chains. We also want to see a sustainable Further Education College, providing relevant, high quality education and training.



What we want to see

Strong partnerships exist between residents and the Council, where honest and challenging conversations can take place

Residents are involved in decision making and can hold public bodies to account

Communities are fully engaged in the development of our Planning policies

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

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

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

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

No loss of existing social housing in the borough

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

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

Voluntarism, philanthropy and social enterprise are promoted and supported

A successful FE College with a sustainable future in North Kensington

What we will do

- Listen to what local residents want and be guided by their views on any changes to neighbourhoods
- Make it easy for people to complain and take effective enforcement action to get licensing, planning and traffic management rules obeyed
- Engage communities in the creation of a new Statement of Community Involvement for Planning
- Tackle the noise and nuisance associated with short term holiday letting
- Provide more genuinely affordable housing, including at least 300 new social homes
- Tackle the development of new flats that are built only to be left empty
- Encourage new housing which is sympathetic to its surroundings
- Council contractors to pay the London Living Wage and encourage other businesses to do so.
- Target recruitment of local people by the Council and its contractors
- Rebuild Barlby Primary School and build a new special school in North Kensington
- Provide new skills development and training opportunities, including apprenticeships
- Co-create a new youth offer with local children and young people
- Create an environment where entrepreneurs and micro-businesses can flourish
- Keep all our existing public libraries open offering learning opportunities for all



Supporting and safeguarding vulnerable residents

The Council aims to give the borough's children and young people the best possible start in life and ensure they are protected from harm. This means intervening early to promote children's wellbeing and empowering families to support their children from the early years, through school and into adulthood. We will do this through the provision of services focused on children with complex family situations or additional needs.

Our Adult Social Care services support eligible residents to have access to the right support at the right time to enable them to have lives that are as safe, fulfilling, healthy and independent as possible. We will ensure that people have real choice and control in managing their health and wellbeing and we will develop digital solutions with our service users that will help deliver this and promote personalised care and support.

We believe that investing in prevention is not only our statutory duty but also part of the solution to the challenges of increasing levels of need and reducing budgets. Effective preventative interventions can improve outcomes and overall wellbeing for our most vulnerable residents, and reduce health and social care costs and the need for welfare benefits.

By building on our commitment to shared working with Westminster City Council, across Adult Social Care and Health and Families and Children's Services, we will continue to make public money go further, as well as recognising that we are more effective when working together. Similarly, we will increase integration across departments, organisations and communities, to more effectively tackle complex social issues, improving the lives of all our residents, especially those who need it most.



What we want to see

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

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

People have access to information, advice, guidance and services that meet their needs and promote their independence and well-being

All people with disabilities achieve their full potential

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

Kensington & Chelsea is an age and dementia-friendly place

Loneliness and isolation are minimised, especially for our elderly and disabled residents

Effective partnership of adult social care services, health, statutory and community organisations, building on the experience of the Grenfell team to drive innovative practice

Vulnerable residents are safeguarded from extremism and radicalisation

More extra care housing provision in the borough

All residential, nursing and home care providers operating in the borough have or are actively working towards a “Good” or “Outstanding” rating from the Care Quality Commission

As far as possible, residents have access to suitable, affordable accommodation and homelessness is prevented

Digital solutions that enable people to understand, plan and manage their care and support access to community and voluntary sector services

What we will do

- Improve the transition of people from Children’s to Adults’ Services, maximising their independence and life chances
- Develop a whole council approach to tackle youth crime and serious youth violence, and address issues of criminal and/or sexual exploitation, gang activity, missing children and life chances
- Ensure support is available to enable residents’ needs for formal services to be prevented or delayed
- Deliver new initiatives promoting high quality, independent living, including new housing provision for people with SEND currently in institutional care
- Continue to deliver a Prevent programme to help and support people at risk of extremism and radicalisation
- Review our services to make the most of opportunities to connect people to one another and their local community
- Co-design a new digital platform with our users to help support our digitalisation and personalisation ambitions
- Ensure residents in receipt of care in the home or in residential or nursing care settings receive high quality, safe care and support
- Co-design a new programme supporting people with learning disabilities into employment, volunteering and other meaningful activities within the community
- Co-create a new youth offer with local children and young people
- Work with vulnerable individuals and families to prevent homelessness and reduce use of temporary accommodation



Healthy, clean and safe

We promote health and wellbeing for the population as a whole and target our resources on reducing health inequalities between individuals and communities. Better health not only contributes to a better quality of life, it can also enhance resilience, employment and a range of other social outcomes.

The Council is committed to having the cleanest, best maintained streets in London. We remove litter, dog mess and autumn leaves promptly and regularly empty the 500 litter bins we provide across the borough. Any offensive graffiti and large fly tips are investigated and removed within 24 hours where possible. We also organise intensive clean ups after major events, such as the Notting Hill Carnival.

Air quality is a major issue in London, especially central London. While regional, national and international action is needed to combat the causes of air pollution, the Council intends to play a leading role in reducing emissions and improving air quality in the borough. This includes greening our own buildings and fleet, encouraging more people to walk and cycle, and promoting the use of electric vehicles by expanding our network of roadside charging points.

Recently, concerns about crime and antisocial behaviour have been on the rise. The Council will continue to support the Police to tackle crime and disorder in the borough. We have carried out an external review of our community safety function and will be engaging with residents on how best to deploy our resources to complement the work of the Police and voluntary action within communities.



What we want to see

Reduced health inequalities

Better air quality, with reduced emissions from both vehicles and buildings

Adults and children feel safe and secure at home and in their daily lives

Champion participation in sport and physical activity, with an affordable leisure offer

Excellent environmental services, including refuse collection and recycling

Antisocial behaviour is tackled effectively

Exceptionally clean, safe and well maintained streets

Young people at risk of offending are diverted away from criminality

What we will do

- Promote healthy living and physical and mental wellbeing
- Promote uptake of immunisation
- Offer swimming sessions for free to under 8s and for just £1 to under 16s
- Continue to keep our streets exceptionally clean and well maintained
- Enhance the environment by attacking grot-spots, by increased and sustainable planting, by promoting car clubs and greening the Council's vehicles and buildings
- Roll out the network of electric car charging points across the Borough
- Insist that all construction vehicles at building sites meet the latest emission standards
- Campaign to discourage drivers from idling their engines
- Continue to provide twice weekly household waste collections across the whole Borough
- Tighten enforcement so that rubbish is not being left out on the wrong days
- Continue to support the Police and local communities to prevent crime and stay safe



A place of culture to visit and explore

Kensington and Chelsea has one of the strongest visitor economies in London. South Kensington is home to The Natural History, Science and Victoria and Albert Museums, which welcome over 10 million visitors each year between them, while many other cultural gems can be found further north, including Kensington Palace, the Design Museum, Leighton House Museum and the Museum of Brands. We hope to see these great cultural institutions go from strength to strength, while widening access and engagement with local people.

The borough generates £325 million a year in business rates, the ninth most in the country, of which it retains £65m to fund local services. We have some of the most iconic locations in the capital, from Portobello Road to Knightsbridge, and many beautiful residential streets and garden squares.

High streets everywhere are under pressure from the growth of large shopping malls and online retail. We want ours, including Kensington High Street and Kings Road Chelsea, to evolve and adapt to create a new kind of retail experience and recover their cachet as much loved destinations in their own right. The Council will bring together all those with a stake in their high street to develop a vision for its future and a plan for its improvement, starting with Kensington High Street.

As the principal host borough for the Notting Hill Carnival, we are delighted to celebrate the diverse heritage of the people of Kensington and Chelsea. We will continue to support and promote Carnival and other events which draw visitors here and enrich our cultural scene. The Council is developing a new Creative Arts and Culture Policy that will harness and support the power of arts and culture to bring communities together, improve health and well-being, and enhance skills and enterprise to develop the next generation of talent.



What we want to see

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

A safe and spectacular annual Notting Hill Carnival

The museums and cultural institutions in the borough going from strength to strength

More well managed cultural events and “pop ups” taking place in the borough

More filmmakers using locations in the borough

A place which is pleasant and easy to get around on foot and by bicycle

Our attractions are accessible to all

Every park promotes public wellbeing and is well used for recreation

What we will do

- Convene local stakeholders to create a new vision and improvement plan for Kensington High Street
- Continue to provide financial and logistical support to Carnival
- Promote and celebrate our local creative and cultural offer
- Host the 2019 Great Exhibition Road Festival, connecting some of the world’s most iconic institutions in a fusion of the arts and sciences
- Support delivery of a more spacious and accessible Leighton House, with more community outreach
- Complete the refurbishment of Chelsea Old Town Hall
- Promote filming in the borough
- Encourage cycling by putting our own funds towards maintaining local roads and keeping them pothole-free
- Continue to invest in our parks and public spaces



Your Council is changing

The way we make decisions is becoming more open, transparent and accountable.

In Autumn 2017, we asked the Centre for Public Scrutiny to undertake an independent review of our governance arrangements. They reported in March 2018 and we are now in the process of implementing their recommendations. Work to date has included:

- A series of public meetings to discuss both borough-wide and area governance
- A series of public meetings of a “Listening Forums”, enabling members of the Leadership Team to hear directly from residents in an open format
- An internal review of our processes for Forward Planning and Key Decisions
- The consultation and engagement on residents’ priorities that has informed this plan.

Ultimately, we aspire 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. We aim to be ready to propose a first set of significant changes to our governance arrangements at the Annual Meeting of the Council in May 2019.

We have adopted new values to underpin our new approach to public service

Following the Grenfell tragedy, we have listened to residents, engaged with communities and looked at how the world has changed around us, to understand what we need to do differently. Staff from across the Council have worked together to develop new values to underpin our new approach to public service and drive change through the organisation.

Our new People Strategy will include proposals to target recruitment of local residents, expand our apprenticeship programme, employ more people from backgrounds that represent the community throughout the organisation, including at a senior level. We will also deliver training in equalities, disabilities and cultural sensitivity for all staff.



We are responding to the changing expectations of the modern, digital age

London is changing, society is changing. People want more flexibility and convenience in the services they use. They get it in the private sector and they expect it from public services. People want to be able to pay, apply and report anything online, seamlessly, and receive the same high standard of service no matter the issue.

To support the modernisation of Council services, we will develop a Customer Access Strategy with the twin aims of improving the quality of customer experience and reducing the cost of service provision. At a minimum, this will include making improvements to our website and increasing the availability of digital channels for resident self-service, for example to renew a parking permit or pay council tax.

We are cutting costs to meet the deepening financial challenge we face

All councils are facing economic and financial uncertainty. Nationally, there is a shift in local authority funding with less reliance on Government support and greater reliance on income generated locally, including council tax. There will be a new funding formula for local government from 2020/21 and there are concerns that London, especially central London, may lose out.

Due to these changes, the Council will be more financially challenged over the medium term. It is likely that the Council will have to make savings of £40m over the next three years, equating to a reduction of 25 per cent of our net revenue budget.



Delivering the plan

Publication of this Council Plan is just the start of a continuous process of engagement with residents, communities and our partners in the public, private and voluntary sectors on delivering our shared priorities for the borough.


It will give structure, context and direction to what every Council team and member of staff does. Our aim has been to make it as clear and straightforward as possible, so that we are transparent and accountable for what we are doing.

As the Council Plan is set at a strategic level, it will be supported by directorate business and delivery plans, which will set out in greater detail how the priorities will be delivered. We are developing a comprehensive performance management

framework, including indicators of corporate and community health and milestones and outcome measures to demonstrate delivery of our priorities and change at the Council.

Despite the financial challenges that this Council faces, we still want to invest in our borough and in the things that really matter to our residents. So, over the next three years, the Council will spend £355 million of capital, on homes, transport, the environment and education.

£175
million of capital on education, transport and environmental schemes



£180
million of capital on the homes the Council rents and leases to families





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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