

Royal Borough of Kensington & Chelsea

Environment and Communities

Business Plan 2018/1



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

we are
Kensington
and Chelsea



THE ROYAL BOROUGH OF
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AND CHELSEA

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1. Executive Summary

Environment and Communities provide a range of sovereign services (listed below) for the Royal Borough of Kensington and Chelsea as well some bi borough functions with the London Borough of Hammersmith & Fulham.

The Department discharges many of the Council's statutory regulatory functions making a significant contribution in safeguarding the health, safety and wellbeing of residents, businesses and visitors to the Borough.

We have improved the efficiency of our services and will continue to do so as the financial environment for local government remains challenging.

In RBKC, **Environment and Communities** provide excellent quality streets, parks, cemeteries, leisure facilities, markets, libraries, waste and ecological services with and for our residents. We want to make the borough a safer place for people, tackling radicalisation, crime and anti-social behaviour, overseeing transport planning, improving air quality and arrangements for emergency situations, and providing a high-quality registration service. We want residents to have more choice about sustainable forms of transport including electric vehicles, car clubs walking and cycling.

We aim to delight residents and visitors with our arts programme, and support the creative industries, including film, design, and our own Leighton House Museum. We want to protect the unique historic built environment of Kensington and Chelsea and use our planning framework to keep life local and foster vitality.

We have an ongoing role in **responding to the Grenfell recovery**, and will provide local services by people with the right skills, expertise and attitudes to support community empowerment and growth. We acknowledge the importance of respectful service to the public; the requirement for us to listen to all voices; the need for us to act trustworthily, with honesty and integrity. This may be a challenging time at Kensington and Chelsea but it is a time when we can reset our organisation and revive our public service commitment.

We also share some bi borough functions with the London Borough of Hammersmith & Fulham. In H&F, **Residents' Services** share the following environmental services with RBKC;

- Leisure and Parks
- Parks Police
- Prevent
- Libraries (a Tri Borough service)
- Greener Living (recycling, commercial waste)
- Environmental Health
- Highways and Transport

2. E&C Vision and service areas

Listening to our residents and other customers we will provide the best possible services within budgets available

We will deliver this vision by:

- Understanding our residents through greater engagement and communication
- Improving the quality, quantity and affordability of homes available over the next few years
- Reducing our carbon and other environmental impacts and increasing what we recycle
- Providing clean streets and well-maintained parks and open spaces
- Maximising external income opportunities and effectively managing our budgets
- Providing great public libraries that enable people to read, learn and connect.
- Offering inspiring culture and sports opportunities to our diverse communities
- Ensuring residents and visitors to our borough feel safe by tackling crime, anti-social behaviour and extremism

3. Key Priorities 2018/19

A work programme is evolving which needs to be agreed by the new administration.

In particular, we need to

1. Join up environmental enforcement, with the customer at the centre of any service redesign, investing in IT to create longer term savings.
2. Maximise use of digital technology to help customers and traders access our services as quickly and cheaply as possible.
3. Work with other agencies and agree a plan to Counter Terrorism.
4. Progress plans for developing Kensal Canalside into a major new area to live and work.
5. Adopt our new Local Plan, with the planning policies that help us achieve our aims.
6. Ensure a smooth replacement of our HR and Finance systems.
7. Ensure staff are trained around concerns about radicalisation and extremism.
8. Work with communities and civil society groups to increase their resilience to extremism.
9. Review our Community Safety services to ensure they are within budget and effective at reducing the harms caused by crime and antisocial behavior
10. Introduce a new Business Continuity Business Impact Analysis and Service Continuity Plan Software across the Council.
11. Develop a resident-friendly busking policy by end 2018.
12. Agree an in house Green Fleet Strategy.
13. Redesign the service offer at North Kensington library, in partnership with residents and stakeholders.
14. Work in partnership with other agencies to deliver a safe and successful Notting Hill Carnival for 2018.
15. Commission excellent arts and culture with our diverse communities, promote Filming in RBKC and reinvigorate Ken High St via Cultural Placemaking.
16. Agree our Transport Local Implementation Plan with the Mayor of London, promoting sustainable transport with the aim of reducing air pollution.
17. Complete Leisure procurement by Jan 2019 ensuring alignment with the new Sports Strategy.
18. Continue to develop our work force in order to respond to significant organisational change / public reform and ensure that we retain the right people, with the right skills, in the right jobs.
19. Monitor and drive forward improvements to reduce the harm from air pollution to residents and visitors.
20. Roll out a Council wide fire safety management system in Council Housing and Corporate Buildings taking account of the Dame Judith Hackitt recommendations to protect its residents in high rise residential buildings and higher risk premises.

4. Key Partners

- Suez - waste and street cleansing contractor
- Idverde – Grounds Maintenance contractor
- Greenwich Leisure Ltd – Leisure contractor
- Conways - Highways contractor
- Western Riverside Waste Authority
- Department of Culture, Media and Sport
- English Heritage / Historic England
- Sport England
- Big Lottery Fund Heritage Lottery Fund
- Greater London Authority
- SDK Environmental
- Design Museum
- London Ambulance Service
- London Councils
- Carnival Village Trust
- Chelsea Arts Trust
- Exhibition Road Cultural Group
- Arts Council England
- Friends of North Kensington Library
- Opera Holland Park
- Friends of Holland Park
- Graffiti Solutions
- JC Decaux
- Resource London
- Metropolitan Police
- London Fire Brigade

5. Key Policies and Strategies

- RBKC Parks Strategy - [Click this link](#)
- Local Plan and planning guidance - <https://www.rbkc.gov.uk/planning-and-building-control/planning-policy/local-plan/local-plan>
- Code of Construction - <https://www.rbkc.gov.uk/sites/default/files/atoms/files/RBKC%20Code%20of%20Construction%20Practice%20%28April%202016%29%20.pdf>
- Safer Kensington and Chelsea Partnership Community Safety Plan
- RBKC Air Quality and Climate Change Strategy <https://www.rbkc.gov.uk/environment/air-quality/air-quality-and-climate-change-action-plan-2016-2021>
- RBKC Waste Action Strategy <https://officesharedservice.sharepoint.com/:b:/s/environmentandcommunities/xeceiroffice/ES0kl3fx3gZDqV5n5KISHFEBLPMIUSHjA06b7n0F-Mkd8Q?e=HXXgBR>
- The Prevent Strategy https://www.lbhf.gov.uk/s/redirect?collection=lbhf-web-website&url=https%3A%2F%2Fwww.lbhf.gov.uk%2Fcrime%2Fprevent-strategy-overview-and-contact-details&index_url=https%3A%2F%2Fwww.lbhf.gov.uk%2Fcrime%2Fprevent-strategy-overview-and-contact-details&auth=QbKZURUeaNsO4k3RP6778Q&profile=_default&rank=1&query=PREVENT+STRATEGY
- Counter-Terrorism and Security Act 2015 – [Click this link](#)
- The Prevent Duty – Statutory Guidance – [Click this link](#)
- The Channel Duty – Statutory Guidance – [Click this link](#)



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA



Sue Harris
(Executive Director)



Ana Roig,
Executive Support Manager

Environment and Communities Management Structure Chart (June 2018)



Terry Oliver,
Interim Bi B
Director of CGCS



Pinakin Patel,
Chief officer
Communities
and Prevent



Stuart Priestley
Chief Safety
Officer



Graham Stallwood
Executive Director,
Planning and Borough
Development



Mahmood Siddiqi,
Director of
Transportation and
Highways



Mike Clarke,
Tri B,
Libraries Director



Christina Cato,
Interim Bi B,
Director for
Environmental
Finance



Interim Bi B,
Director for
Environmental
Health

7. Key Functions

Cleaner, Greener and Cultural Services

The Waste and Street Enforcement Service strives to ensure that waste collections are made promptly and that our streets are clean and clutter-free for our residents, businesses and the many visitors who pass through our borough. Our waste and street cleansing contractor (SUEZ), works hard to ensure high standards are maintained. Council officers monitor their performance and also advise and enforce on street scene issues such as rubbish dumping, enforcement of construction sites, winter maintenance, obstructions of the highway, dog fouling, unlicensed street trading, distribution of free printed matter, busking, abandoned vehicles and graffiti removal.

The Greener living service works to ensure that RBKC remains one of the leading London boroughs in reducing its carbon footprint and is encouraging environmental sustainability. There is also an Environment Programme that works with various partners to renew unloved plots of land, bringing them back in to practical use, as community kitchen gardens for example.

Culture Services

The Arts and Culture Service supports the local creative and artistic community to help ensure Kensington and Chelsea remains a cultural hotspot, running an arts grant scheme, arranging events and festivals, overseeing two amazing museums (Leighton House and 18 Stafford Terrace) and playing a lead role in Notting Hill Carnival. The service also has a busy filming and events team which oversee filming in the borough and co-ordinate a wide range of events.

Community Safety and Contingency Planning Team

The Community Safety Team work to make the Royal Borough a safer place to live, work, study and visit. This is achieved through close working with the police and local partners to support victims of crime and take enforcement action against offenders. The service also has responsibility for the Council's CCTV network and tasks the additional 34 Police Officers purchased by the Council to tackle those crime and antisocial behaviour issues of most concern to residents.

The Contingency Planning Team works closely with colleagues across the authority and with local partners to provide plans, protocols and procedures that will enable a coordinated response to emergencies in the community and to internal business continuity disruptions. We provide an emergency control centre, train and exercise staff with emergency management roles, liaise with local emergency responders and the voluntary sector, and work with the London Resilience Partnership to ensure that this Council's emergency planning activity fits with the pan-London contingency planning priorities and strategies.

Environmental Health and Trading Standards

The Council is responsible for a wide range of enforcement functions within Environmental Health and Trading Standards which aims to protect residents, visitors and workers in the Borough especially those who are vulnerable. The department covers; Food Safety and Infectious Diseases, Health and Safety, Public Health Training, Pest Control, Licensing, Trading Standards, Support Services, Noise and Nuisance, Private Housing, Environmental Quality and Corporate Health and Safety.

This directorate is at the forefront of complex and challenging issues of modern life ranging from disruptive basement conversions to dealing with online fraudsters. We work hard to encourage and promote compliance with the law and specialist teams have their own extensive set of regulations, codes of practice and guidance to enforce. We aim to carry out our activities in a way that helps those we regulate meet their responsibilities and ensure that our approach to regulatory activities is open and transparent.

Finance

The role of the Finance Directorate is to support services in managing all aspects of their budgets. This includes working with services to identify budget savings and efficiencies, setting budgets, monitoring against them and supporting business cases with financial information. The team supports ELRS across both LBHF and RBKC.

Highways, Leisure & Parks

The Highways, Leisure & Parks team work to provide excellent quality streets, parks, cemeteries, leisure and ecological services to the residents of the Royal Borough of Kensington & Chelsea. This involves working with a number of stakeholders, contractors and partners in order to build upon and enhance the standards and strong reputation the authority already has. The service manages the ongoing day to day operational maintenance of the boroughs highways, parks and open spaces, cemeteries, and leisure facilities, along with the continual improvement and capital development of the portfolio assets.

IT

Whilst E&C does not have a separate IT Team, there is now a much greater need to reuse technologies across multiple services, consolidate applications, create greater resilience, integrate different applications, and generally join up data in order to get a more holistic view across the Council rather than solely within individual services, departments and directorates. This is a trend, which is common to most organisations, who are required to demonstrate corporate compliance to cybersecurity and data protection/GDPR standards.

Libraries

We want libraries to be at the heart of communities as places where people read, learn and connect. There are six public libraries in Kensington and Chelsea, providing a wide range of reading, learning and IT facilities for everyone who lives, works or studies here. A 24/7 digital library makes sure this is accessible to everyone, anytime. Reading and lifelong learning are fundamental skills that improve life chances, raise educational achievement and help keep people healthy and engaged. We provide more than 3000 events a year in libraries and other settings to

support and promote this. More than 33,000 people are RBKC library members and there were 850,000 visits to our libraries last year – one of the biggest points of contact with residents. 100 people donated time and skills as library volunteers. All RBKC libraries have free wifi and internet access, and staff to provide assisted digital support to accessing services and information.

Planning

Our Local Plan sets out the future development of the borough looking ahead to 2028. The planning team:

- keeps this policy framework for deciding planning applications up to date, working with the community and a range of stakeholders;
- provides advice on developments and decides around 5,500 planning applications a year;
- takes action where unauthorized development takes place;
- ensures building projects comply with the Building Regulations and provides a 24/7 dangerous structures response;
- looks after the 14,000 trees owned by the Council in streets, parks and cemeteries;
- co-ordinates the Council's role in flood and water management; and
- provides a range of other essential functions such as local land charges and street naming and numbering.

Prevent

Prevent works with individuals and communities to safeguard vulnerable individuals from being radicalised and drawn into terrorism. Both Kensington and Chelsea and Hammersmith & Fulham have been designated as Prevent priority areas by the Home Office and the HFKC local authority Prevent team is the largest in the country. The Prevent team works extensively with Council services, the Police, the Home Office, the education sector, and a range of faith and community organisations to offer voluntary early intervention safeguarding support to individuals at risk of radicalisation and deliver local projects to build resilience to extremism. Over the course of the last financial year, the HFKC Prevent team held over 420 face-to-face engagements with local organisations, trained over 3500 people, and helped run 7 community events reaching over 650 people.

Registrars

The Registration Service for the Royal Borough of Kensington and Chelsea carries out the statutory function of ensuring that all births, still-births, deaths, marriages, civil partnerships, and civil partnership to marriage conversions, which occur in the borough, are registered. We process applications for replacement certificates for all of these vital events, and attest notices of marriage and civil partnership (the legal preliminaries to ceremonies). We naturalise all foreign nationals in the borough who are becoming British citizens. We also offer a range of non-statutory registration services. We work in partnership with UK Visas and Immigration to assist applicants to apply for British citizenship and their first British passport (Nationality Checking Service, Nationality Document Return Service, Joint Citizenship and Passport Application Service); we assist EEA/Swiss applicants to apply for permanent residency (European Passport Return Service); and we also assist non-EEA applying for Indefinite Leave to Remain if they are married to a British citizen (Settlement Checking Service).

8. Budgets and Savings

For 2018/19, E&C has a net controllable budget of £21.769m. In addition to this, ELRS picks up a share of corporately controlled budgets. This budget includes savings (or increases in income) of over £3.2m when compared to 2017/18. Heads of Service are delivering plans to ensure that these savings are delivered for 2018/19. The E&C budget is unusual in the council as it is very reliant on external incomes, particularly in parking, but also in commercial waste, licensing, planning, and transport and highways. This income can be volatile, particularly in:

- Commercial waste where competition from other providers is fierce,
- Parking bay suspensions income which can vary according to conditions in the economy,
- Planning applications income, also strongly influenced by the economy, and
- Transport and Highways where Transport for London funding has been reducing recently.

For 2019/20 and 2020/21 RBKC is taking a new approach to savings to fund the expected £10m budget gap across the council. Instead of allocating savings targets to departments based on the size of their controllable budgets, departments will need to find savings to fund inflation uplifts and any other unavoidable growth on their budgets (normally we would get this funded centrally). There will also be a centrally coordinated review of all council services to see where we are paying more, or earning less, than other boroughs.

RBKC Environment & Communities Controllable Budget 2018/19			
	£000	£000	£000
Directorate for Controllable Budget Calc	Expenditure	Income	Grand Total
Cleaner, Greener and Cultural Services	35,176	(9,375)	25,800
Community Safety	4,997	(989)	4,008
E&C Executive Directorate & Support	556	(67)	489
E&C Finance	601	(140)	461
Environmental Health	7,174	(1,571)	5,603
Libraries, Archives & Registrars	5,569	(1,576)	3,994
Parking	12,596	(47,815)	(35,219)
Transport, Highways, Leisure & Parks	20,309	(6,757)	13,552
Planning and Borough Development	11,001	(7,920)	3,081
Grand Total	97,979	(76,210)	21,769

9. Workforce Plan

A Workforce Plan is being finalised and will be available by the end of July. In summary, we will continue to develop our workforce so we can achieve the business plan and retain talented staff where we can at all levels.

The Chief Executive is leading a conversation with all staff about our future culture, values and behaviours. We will all work together to embed the ways of working agreed. Staff are already free to put the needs of our residents at the heart of everything we do, be creative, flexible and not inhibited by traditional organisational, professional barriers or silos. The new values and behaviours will help us do this.

We are committed to ensuring the right people with the right skills are in the right jobs to deliver our objectives by:

- providing relevant training and skills development opportunities, including apprenticeships for existing staff;
- ensuring personal development plans are owned by individual staff members with a focus on career satisfaction;
- providing opportunities to support the retention of talented staff through secondments;
- providing opportunities for staff to feed into and help resolve workforce issues;
- organising occasions for staff across Environment and Communities to meet informally, based on feedback from the workforce group;
- promoting organisation wide initiatives aimed at our health & wellbeing; and

Our key targets, linked to Our Voice action plans are:

1. Setting up a new Environment and Communities workforce group, representing all parts of the new executive directorate;
2. Holding six workforce group meetings each year;
3. Organising an occasion to recognise staff excellence and best practice;
4. Using physical or online suggestion boxes, workforce group members listening and sharing workforce matters and quarterly updates;
5. Continuing the development programme to support the libraries culture change; and
6. Sharing good practice from across the new executive directorate, such as the Planning *Learning and Development Commitment* and the development opportunities within it.
7. Continued promotion of the enhanced emotional and wellbeing support for staff following the Grenfell Tower tragedy
8. A Grenfell staff volunteer scheme has been launched to work alongside the current task force, working with our communities to offer support where required.

