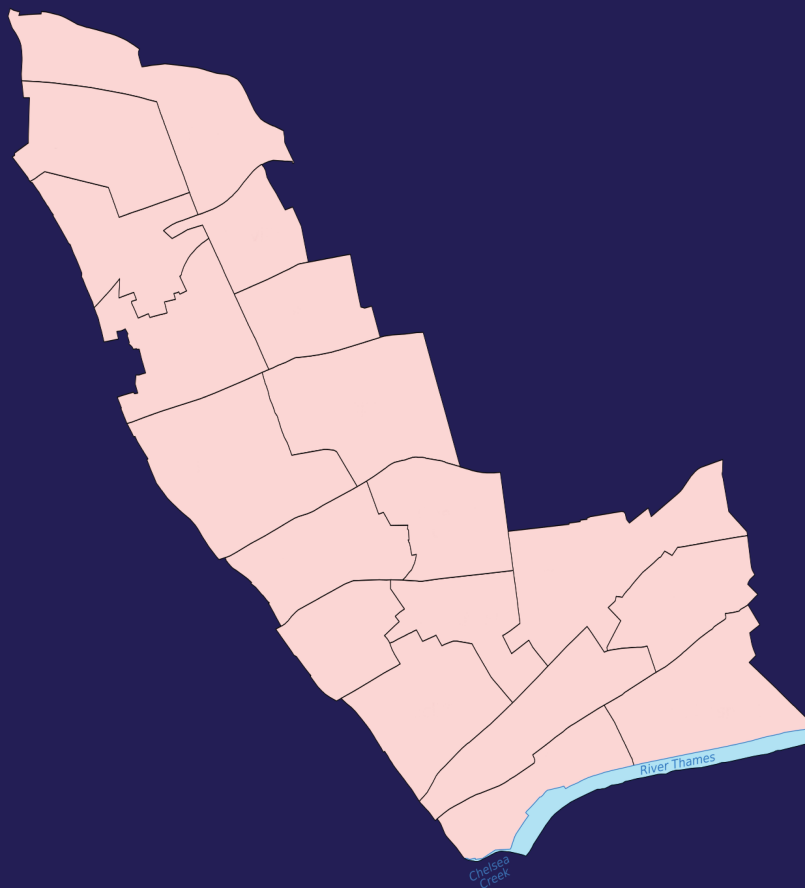


Land Governance and Asset Management in RBKC: Diagnostic Review

REVIEW PERIOD: 2014–2025



EXECUTIVE SUMMARY

This report provides a diagnostic review of land and asset governance and disposal practices in the Royal Borough of Kensington and Chelsea (RBKC) between 2014 and 2025. It has been prepared to inform the forthcoming RBKC Asset Management Strategy (2026) and to support the Council in further embedding equity, transparency, and inclusion into its asset governance systems.

The review highlights that RBKC has consistently met statutory requirements under national legislation, including the Local Government Act 1972, the Localism Act 2011, and the Equality Act 2010. This strong record of compliance provides a robust basis upon which the borough can now build. At the same time, there is recognition that compliance with legal duties alone does not always support wider ambitions relating to fairness, community inclusion, and the clear demonstration of public benefit. The absence of a borough-wide Asset Management Strategy since 2011 has contributed to challenges in achieving alignment, effective monitoring, and consistency across different parts of the council's estate.

Our research identified **63** recorded asset transfers in RBKC over the past decade, covering youth centres, libraries, theatres, day care facilities, community hubs, and office spaces. Due to gaps in publicly available records, **11** of these cases were fully verified and provide a reliable evidence base for assessing community benefit. While statutory compliance was met, the analysis highlights that monitoring systems, transparency in allocation, and alignment across policies could be strengthened. Taken together, the findings indicate a structural gap between policy intent and operational delivery in RBKC's asset governance framework.

In practice, mechanisms such as Community Asset Transfers and affordable workspace policies are already established and have enabled demonstrable community benefit; however, stakeholders consistently reported that access pathways, decision criteria, and procedural requirements remain insufficiently clear, particularly for smaller grassroots and minority-led organisations that face structural and capacity-related barriers to entry.

The 2026 Asset Management Strategy therefore represents a critical opportunity to set out how public assets will be managed in a manner that balances financial sustainability with measurable social value, drawing on approaches adopted by other London boroughs, including London Borough of Lambeth, Hackney, and Southwark, where transparency, affordability, and equity considerations have been incorporated without weakening fiscal oversight.

By embedding equity considerations within allocation frameworks, publishing clear and accessible information on asset use, and offering proportionate, tailored support to underrepresented organisations, RBKC can move beyond a compliance-led approach toward one that delivers demonstrable fairness and inclusion. Over the coming decade, the borough has the opportunity to further strengthen trust with local communities, align resource distribution more closely with the borough's demographic profile, and establish a clear benchmark for inclusive land governance across London. While the analysis is based on the most robust data available, limitations in publicly accessible records mean that findings should be interpreted as indicative rather than exhaustive.

1. BACKGROUND CONTEXT

As part of its stated commitment to advancing racial equity within its grant-making practice, Westway Trust established the **Transformational Grant** to support organisations delivering programmes that address systemic injustice within communities across the RBKC. The Anti-Tribalism Movement (ATM) was selected as one of three recipients of this funding.

Through the grant, ATM has undertaken a programme of work integrating applied research, organisational capacity-building, and policy-facing advocacy. A central strand of this work has focused on the systematic collection and analysis of data relating to RBKC's asset disposals over the past decade, with the objective of developing a clearer evidence base on how public land and buildings are transferred, repurposed, and governed over time. In parallel, ATM has reviewed RBKC's affordable workspace provider lists to assess the diversity of organisations accessing these opportunities, identifying patterns of representation and areas where inclusion could be strengthened.

In recognition of the structural and capacity-related barriers often faced by smaller community and minority-led organisations, the project has also prioritised targeted capacity-building activity. This has included the development of a network of minority-led asset leaders to facilitate shared learning, resource exchange, and collective advocacy in relation to equitable access to community assets. Drawing on the evidence generated through this work, ATM is engaging directly with RBKC, contributing to ongoing discussions on how asset governance processes might more effectively reflect diversity, equity, and inclusion in future decision-making.

Together, these strands of activity form the basis of this report. The findings are intended to provide constructive insights that can inform the Council's forthcoming **2026 Asset Management Strategy**, helping to ensure that equity, transparency, and inclusion are embedded as guiding principles in the future management of public assets.

2. DIAGNOSTIC FINDINGS

2.1 Equity and inclusion in policy practice – RBKC

Recent strategic documents produced by RBKC increasingly emphasise fairness, inclusion, and community benefit as stated priorities. This represents a positive shift, reflecting explicit recognition of the need to embed equity considerations within land and asset governance. The next step lies in ensuring that these commitments are translated into consistent, measurable, and enforceable practices across planning, estates, and property decision-making functions.

At present, references to equity are most commonly articulated as guiding principles rather than operational requirements. To increase their practical effect, these commitments would need to be expressed as defined objectives within delivery frameworks and decision-making processes. For example, while the **2024 Local Plan** identifies inclusion as a cross-cutting theme, it does not yet specify technical mechanisms through which this objective should be implemented or assessed. **Equality Impact Assessments (EqIAs)** are undertaken at a corporate level, but there remains scope to integrate them more systematically into policy development, development management decisions, and the allocation of planning obligations. Such integration would enable clearer demonstration of how

planning and asset decisions respond to spatial inequality and target communities experiencing the greatest levels of need.

A similar issue arises in relation to the **Planning Contributions SPD**, which establishes uniform requirements for affordable housing, workspace provision, and public realm improvements. While this approach promotes consistency, it does not currently require assessment of how these obligations are distributed across different neighbourhoods or population groups. Introducing equity-focused evaluation, such as monitoring whether affordable workspace provision is accessed by underrepresented entrepreneurs or community organisations, would improve transparency and provide a stronger evidence base on the distributional impacts of planning contributions. Without this, it remains difficult to determine whether planning contributions are actively reducing spatial inequality or reinforcing existing patterns.

The Council's **Social Investment Strategy** provides an important framework for incorporating social value considerations into asset management. Its impact could be strengthened through the introduction of clearer eligibility criteria, structured assessment processes, and defined monitoring benchmarks. This would allow greater clarity around how social value is defined, how it is realised in practice, and how it is weighed alongside financial considerations. The accompanying Social Investment Impact Report offers valuable examples, and future iterations could build on this by incorporating disaggregated data and more systematic evaluation of outcomes over time.

RBKC does not currently operate a standalone Community Asset Transfer (CAT) policy. Community asset transfers are therefore undertaken through broader property, legal, and governance frameworks. As the Council progresses work on its Voluntary and Community Sector (VCS) Leasing Policy and Asset Strategy, there is an opportunity to consider whether greater formalisation of transfer processes would improve clarity, consistency, and accessibility.

Overall, RBKC has articulated clear commitments to fairness and social value across its strategic framework. The forthcoming **2026 Asset Management Strategy** provides an opportunity to build on this by moving from principle to practice by embedding equity benchmarks, expanding monitoring systems, and ensuring that community engagement processes are representative and inclusive. In doing so, the Council can reinforce its position as a leader in using public assets not only for financial stewardship but also as tools for long-term community benefit and cohesion.

2.2 Strategic Implications – RBKC Policies

Across RBKC's adopted strategies, there is clear recognition of the importance of equity, inclusion, and community value. Principles such as **social investment** and **community-led recovery**, particularly those developed in the period following the Grenfell tragedy, are now visible within the Council's strategic direction. The opportunity ahead lies in strengthening how these ambitions are translated into day-to-day practice within statutory planning, asset management, and development management processes.

At present, many of the Council's strategies set out strong overarching objectives but do not yet provide the detailed mechanisms required for consistent implementation. Tools such as **equity audits**, **area-based eligibility frameworks**, **safeguarded community leases**, and **structured reinvestment models** could help bridge this gap, ensuring that the commitment to inclusion is supported by clear and measurable actions.

There is also scope to improve alignment between different strategic documents. Several existing frameworks operate in parallel, with limited cross-referencing to statutory mechanisms such as **Section 106 planning obligations**, the **Localism Act 2011**, or the **Assets of Community Value (ACV) process**. More explicit links would make it easier to apply commitments consistently across departments, strengthen internal coordination, and provide greater transparency for partners and residents.

2.3 Institutional learning and transparency: the kroll independent review

A significant reference point for assessing RBKC's evolving approach to land and asset governance is the independent review of historic property transactions commissioned by the Council and published in 2021. The review, undertaken by Kroll, examined a defined set of major asset transactions undertaken between 2011 and 2016 and assessed their alignment with the legal, strategic, and governance frameworks in place at the time.

The review represents a notable example of institutional transparency. RBKC voluntarily subjected its historic asset decision-making to independent forensic scrutiny, provided extensive access to internal documentation, and published the findings alongside formal governance

reflections. This approach demonstrates a willingness to engage critically with past practice and to place public accountability at the centre of asset governance.

In substantive terms, the review concluded that the transactions examined were lawful, undertaken in good faith, and consistent with the Council's adopted Corporate Property Strategy. Decisions were found to have been informed by professional legal, valuation, and property advice, and to have been taken within the Council's constitutional framework.

At the same time, the review identified a number of procedural limitations that are directly relevant to contemporary asset governance. These included variability in the quality and timing of options appraisals, consistency in scrutiny engagement, and articulation of community benefit and equality considerations within decision reports. The review also highlighted that, while compliance with statutory requirements such as best consideration under the Local Government Act 1972 was achieved, broader concepts of best value and public benefit were not always explicitly operationalised within asset decision-making.

A central analytical contribution of the Kroll review lies in its clarification of the distinction between legal compliance and governance quality. The findings illustrate that adherence to statutory duties, while necessary, is not sufficient on its own to demonstrate transparency, equity, or public value. Instead, these outcomes require clear frameworks, consistent monitoring, and explicit criteria through which social value and community impact are assessed alongside financial considerations. This distinction highlights a broader governance challenge: systems designed to ensure legal compliance are not always sufficient to deliver equitable or socially optimal outcomes.

The Council's response to the review indicates that these lessons have positively informed subsequent strategic development. Post-2017 policy shifts, including the emphasis on social investment, community benefit, and inclusive governance, reflect a movement toward more integrated and outcome-focused asset management. The review therefore provides documented evidence of institutional learning and adaptation.

Within the context of this diagnostic, the Kroll review has direct relevance to the recommendations set out in Section 4. The emphasis placed by the

review on clearer decision rationales, stronger scrutiny, and more explicit consideration of community impact aligns closely with the proposed introduction of a borough-wide asset register, equity-weighted allocation frameworks, and strengthened monitoring arrangements. Similarly, the review's findings on the need for greater transparency and consistency support the recommendation for improved reporting, clearer eligibility criteria, and systematic evaluation of social and equity outcomes across disposals, leases, and Community Asset Transfers.

Taken together, the Kroll review provides a credible institutional baseline from which the forthcoming 2026 Asset Management Strategy can progress. It demonstrates that RBKC has already engaged in reflective governance practice and is well positioned to consolidate this learning through more explicit standards, measurable equity benchmarks, and integrated asset management systems that align financial stewardship with long-term community benefit.

2.4 Asset transfer and disposal mechanisms affecting community use

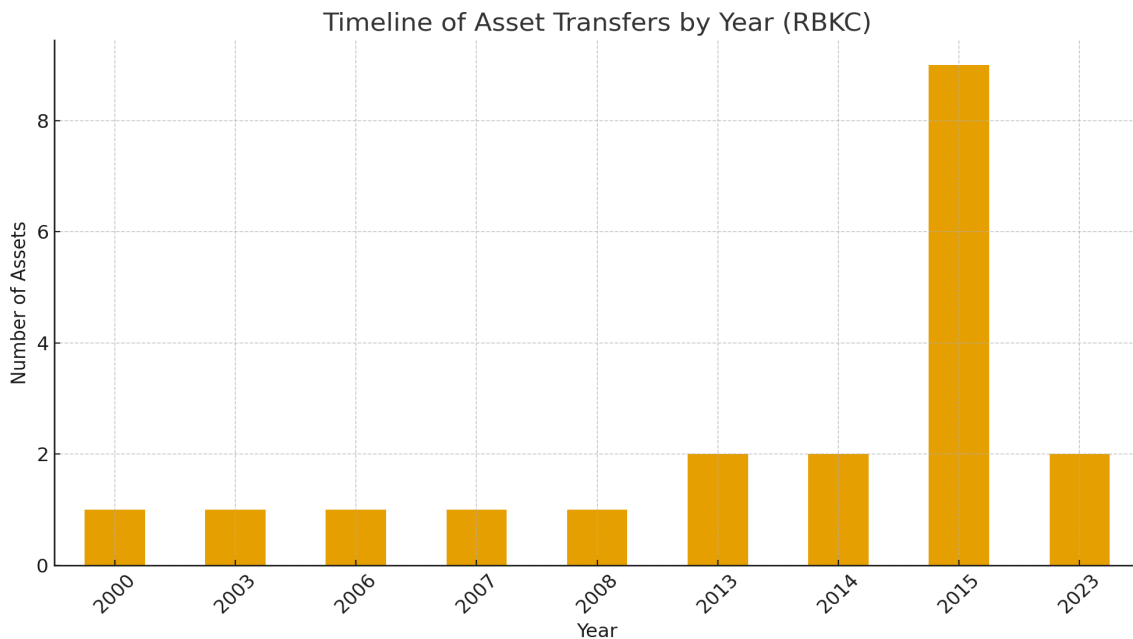
For clarity, this section distinguishes between formal Community Asset Transfers as defined in national guidance (i.e. the transfer of a publicly owned asset to a community organisation at less than market value or nil consideration) and other disposal or repurposing mechanisms which affect community access but do not constitute Community Asset Transfer in the strict statutory sense. The typology below therefore captures a broader range of asset governance pathways beyond formal CAT.

To structure this analysis, a typology was developed to capture the different mechanisms by which land and property have been transferred out of public ownership, access, or function in RBKC. This typology includes general fund assets, freehold disposals, leasehold transfers, community asset transfers, planning-led disposals, and functional repurposing. Each of these categories reflects a distinct way in which land that was once publicly accessible has been altered, either through permanent sale, long-term leasing, or functional change.

Category	Definition	Inclusion	Rationale for Inclusion
General Fund Assets	Land and property held by RBKC outside the Housing Revenue Account, including civic buildings, nurseries, surplus schools, libraries, and commercial units.	<i>Included</i>	These assets had historically underpinned core service delivery and were subject to permanent or long-term disposals, affecting public access and civic infrastructure.
Freehold Disposals	Full and permanent sales of Council-owned land or buildings where legal ownership was relinquished via conveyance.	<i>Included</i>	Freehold disposals constituted irreversible losses of public land and often facilitated elite, commercial, or exclusionary land use.
Leasehold Transfers (7+ Years)	Long leases (typically 25–125 years) where RBKC retained legal title but ceded control, triggering statutory thresholds under the LGA 1972.	<i>Included</i>	Although technically retained, long leases had the same effect as disposals in terms of access, tenure, and control.
Formal Community Asset Transfers (CAT)	Disposals or leases made at below-market value under the Localism Act 2011 or General Disposal Consent 2003, usually to charities or community groups.	<i>Included</i>	CATs were formally justified as delivering community benefit but required scrutiny due to uneven access and long-term exclusionary risks.
Planning-Led or Regeneration Disposals	Transfers embedded within planning agreements, joint ventures, or s.106 obligations. Often linked to large-scale regeneration projects.	<i>Included</i>	These pathways often masked permanent loss of public land through development partnerships, with limited downstream accountability.
Functional Repurposing	Council properties that remained in legal ownership but were re-licensed or leased for exclusive or commercialised use (e.g., nurseries converted to private schools).	<i>Included</i>	While technically retained, functional repurposing redefined access and undermined the public nature of the space.

2.5. RBKC asset transfers – analysis of 11 verified cases (2014–2024)

At the outset of this project, it was widely assumed both within the research team and across the local community that the number of assets disposed of by the Council would be in the hundreds. This perception reflects longstanding concerns regarding transparency and the scale of asset transfers. However, the review identified a total of 63 recorded transfers over the past decade. Of these, only 11 cases met our threshold for classification as genuine community assets, such as youth centres, community hubs, libraries, and cultural facilities. The remaining 52 cases fell within other categories of the Council's asset portfolio, including those managed under the Housing Revenue Account and related service-based functions.



The summary below centres on 11 verified asset transfers, which together constitute a robust evidence base for evaluating how RBKC has managed its estate in ways that benefit the community. These cases encompass youth centres, community hubs, day care facilities, libraries, theatres, office spaces, and other assets with high visibility and social value across the borough. Examining these transfers allows for the identification of both effective practices and areas where further improvement is required. Collectively, they provide an essential foundation for informing the design and delivery of the forthcoming Asset Management Strategy, ensuring that future governance is guided by evidence and responsive to community needs. The distribution of transfers over time suggests that perceptions of

large-scale asset loss may not reflect the overall volume of disposals, but rather the visibility and impact of specific high-profile cases.

Asset Name	Transaction Type	Community Benefit	Affordability/Inclusion
Denyer Street Depot	Disposal via joint redevelopment with John Lewis PLC as part of the wider 'Clearings' scheme	£26.55M financial contribution secured via Deed of Variation, directed to Marlborough School redevelopment; not tied to Denyer site use	No affordable housing requirement attached to the Denyer element; entire scheme approved without on-site affordable housing or inclusion conditions
The Clearings (Clearings 1 & 2), Marlborough Primary School, and Denyer Street Depot (consolidated redevelopment)	Joint redevelopment scheme between RBKC and John Lewis PLC involving co-delivery, disposal of Council cleansing depot, and provision of new public infrastructure (school and depot) funded by residential scheme	New Marlborough Primary School delivered with 158 additional pupil places; 12-place Autism Centre; community use management plan secured under S106; new landscaping and public realm; 3-year interim school provided during demolition/construction; 100% CIL exemption due to public benefit classification	No on-site affordable housing provided; viability assessment by GVA (2013) confirmed £33.5M surplus from residential sales; £26.6M allocated to full school reconstruction; remaining £4.6M secured as off-site affordable housing contribution under S106; no review mechanism applied due to pre-accounted growth assumptions
Basement Units	Leasehold disposal of vacant basement spaces within RBKC-owned housing blocks	Mixed-tenure redevelopment aligned with Housing Strategy and capital reinvestment programme; supported affordable housing supply without full site disposal	13 affordable units secured as S106 obligation; delivered and allocated via Registered Social Landlord under agreed rent levels
Maxilla Walk – Nursery Building (2A Bevington Road)	Public education service restructuring (amalgamation)	Maintains partial use of Maxilla outdoor space for forest school activities; all indoor places relocated to	Universal and extended entitlement nursery places offered; no affordability criteria in asset terms, but provision linked to RBKC Early Years policy

		Golborne site since 2015	
Maxilla Adult Social Care and Community Hub	Council-led redevelopment with partial lease/licence	Statutory Adult Social Care delivery (RBKC); Maxilla CIC to operate inclusive café and wellbeing space; community event access guaranteed under co-management model	No housing-related affordability conditions; however, social care and inclusion requirements are embedded through service delivery obligations and site co-design (e.g. learning disability day service, autism support, accessible café). Note: The original plans did not materialise, and the property therefore remains under the Council's ownership.
49 Bassett Road	Freehold disposal	No post-disposal community benefit: former supported housing function discontinued with no replacement provision	No affordable housing requirement: however, Section 106 Agreement imposes conditions on Sustainable Drainage (SuDS), BREEAM 'Excellent' standard, reinstatement of pedestrian access, and energy efficiency measures.
320–328 Ladbroke Grove Redevelopment	Disposal for private residential redevelopment	None recorded	None identified in decision notice; no affordable units or obligations confirmed
Canalside House	Presumed Disposal via redevelopment; no published lease/sale	No post-2008 social function identified; original community/public office use lost; no indication of retained community access; asset redeveloped for private gain	No affordable housing or workspace inclusion recorded across permissions; no affordability obligations in S106; condition placed on resident parking permits only. Note: The original plans did not materialise, and the property therefore remains under the Council's ownership.
The Academy Pub (Academy OUB)	Multiple planning submissions and enforcement actions—no completed disposal	Historically served as local communal meeting venue with licensed trade; ACV status underlines social importance; Community groups (NCS, Kensington	No affordable housing triggered proposals limited to upper-floor flats (e.g. 5 units in 2021 application), below thresholds

		Society, CCRA) actively mobilised to preserve trading pub use	
Westway Information Centre	Functional change of use and partial repurposing of public highway through planning permissions (no freehold or leasehold disposal recorded)	Pre-2015 facility served as local access point for RBKC social care; function lost with redevelopment; by 2017–18 used for restaurant/café purposes with customer seating on pavement; no evidence of ongoing voluntary or public services; no Asset of Community Value (ACV) registration; entire function transitioned to commercial	None – No Section 106, no affordable workspace, no rent or cost protections, no inclusion conditions; all permissions granted for commercial use; D1 retained as an optional use class for Unit 3 but not mandated; community retention not required.
2 Dovehouse Street	Long leasehold disposal	No public access or community-facing service retained; entire scheme allocated to private residents with healthcare needs	No affordable housing provision: no EDI conditions or community obligations included viability assessment accepted zero provision

2.6 Affordable workspace and community use

Policy BC3 of the **2024 Local Plan** introduced a formal requirement that all major commercial developments allocate at least ten percent of business floorspace as affordable workspace. This space must be delivered on-site, offered at **50%** below market rent, and secured in perpetuity. In principle, this marks a significant step toward embedding affordability into the borough’s development framework and provides a clear benchmark that can be measured against.

However, the review found that the supporting documentation did not provide sufficient clarity on how these affordable spaces are allocated in

practice. Key details such as access procedures, eligibility criteria, and the mechanisms for selecting tenants remain absent. As a result, while the policy requirement is strong on paper, its practical implementation may be inconsistent or dependent on developer discretion and would benefit from greater consistency and clearer guidance.

At the time of review, RBKC had a total of **51** affordable workplaces secured through development agreements. Yet it was unclear whether these spaces were allocated through open and competitive processes, direct award to particular organisations, or agreements managed solely by developers. The absence of a standardised procedure for allocation undermines the potential equity impact of the policy.

Equally important, there are currently no requirements to systematically track who occupies these affordable workspaces, whether rent levels remain genuinely affordable after handover, or how long tenants are able to remain in place. Without data on occupancy, affordability, and tenant retention, this creates a risk that affordability commitments are achieved in principle but not sustained in practice.

This highlights a broader issue: while RBKC has made a meaningful policy commitment to affordable workspace, the effectiveness of this commitment depends on transparent implementation and ongoing monitoring. Strengthening these mechanisms would allow the Council not only to meet compliance requirements but also to demonstrate leadership in ensuring that affordable workspace contributes to inclusive economic growth and community benefit.

Council-owned and managed library sites including K&C Co-Works, North Kensington Library, and Brompton Library appear to provide some of the most accessible and affordable workspace in the borough. Based on published pricing and usage models, these spaces meet the affordability threshold and are open to a wide range of residents and community users. However, no reference to these sites was located in any version of the Local Plan, Policy BC3 documents, planning guidance, asset registers, or economic development strategies reviewed during this diagnostic.

2.7 Stakeholder perspectives

As part of this project, discussions were held with **18** voluntary and community organisations (VCSOs) based in North Kensington. These groups included grassroots cultural associations, youth organisations, social enterprises, and charities providing community vital services. Their perspectives provide valuable insight into how council asset policies are experienced or perceived.

A number of consistent themes emerged:

Lease uncertainty – Many organisations reported concerns about the short-term nature of leases or delays in renewal decisions. This uncertainty makes it difficult to plan services, apply for external funding, or invest in the improvement of facilities. Longer-term and more predictable arrangements were seen as essential to stability.

Transparency in decision-making – Stakeholders highlighted that information about available spaces, disposal decisions, and CAT opportunities is not always clearly communicated. Some organisations felt that opportunities were primarily accessible through personal networks rather than open, competitive processes.

Barriers for smaller groups – Requirements such as audited accounts, detailed business plans, and established governance structures were viewed as disproportionately challenging for smaller organisations, especially those serving racialised or newly established communities. As a result, these groups often struggle to access council-owned premises even when they are delivering valuable community services.

Equity-based frameworks – Across the stakeholder discussions, there was a strong call for clearer and fairer allocation systems. Organisations expressed support for the introduction of an equity-weighted scoring matrix, which would make it explicit how decisions are made and ensure that groups serving disadvantaged communities are not excluded by default.

Despite these concerns, stakeholders were constructive and forward-looking. They emphasised a willingness to work in partnership with RBKC if processes became more transparent, inclusive, and predictable. This indicates a strong foundation on which the council can build greater trust and collaboration through the forthcoming 2026 Asset Management Strategy.

3. COMPARATIVE LEARNING FROM OTHER COUNCILS

RBKC can benefit from examining the practices of other London boroughs that have developed more structured and equity-oriented approaches to land and asset governance. These councils demonstrate that transparency and inclusion can be embedded without undermining financial sustainability.

Lambeth - Equity-weighted CAT scoring: Lambeth Council has implemented a scoring system for Community Asset Transfers (CATs) that explicitly weights applications from organisations serving disadvantaged or underrepresented communities. This means that social value and equity are not treated as secondary considerations but are built into the evaluation process itself. By applying transparent criteria, Lambeth has been able to open up opportunities for smaller grassroots groups while still maintaining robust financial checks.

Hackney - Affordable workspaces register: Hackney maintains a borough-wide register of affordable workspaces created through Section 106 agreements and council leases. This register includes key details such as location, rent levels, lease terms, and the organisations benefiting from the spaces. By publishing and monitoring this data annually, Hackney ensures accountability and demonstrates that affordability commitments are being upheld in practice.

Southwark - Public-facing portal of disposals and leases: Southwark has developed an online transparency portal where all asset disposals, leases, and CAT decisions are published. This allows residents, councillors, and community organisations to track how public assets are being used and reassures stakeholders that decisions are made fairly. The system reduces perceptions of discretionary or opaque practices by embedding openness as standard procedure.

Together, these examples show that councils can build structured, transparent, and equity-led frameworks for asset governance. Importantly, they also illustrate that financial prudence and community benefit do not need to be in tension. For RBKC, adopting elements of these practices into the 2026 Asset Management Strategy would provide a tested and credible pathway to more inclusive governance.

4. RECOMMENDATIONS

The following recommendations set out a phased and practical roadmap for RBKC to strengthen its asset governance over the next decade. They are designed to balance financial responsibility with a renewed commitment to equity, transparency, and inclusion, while also positioning the borough as a leader in good practice.

In the short-term (2025–2027), an immediate priority will be to establish a borough-wide asset register that provides a clear, publicly accessible record of all council-owned land and buildings, including disposals, leases, Community Asset Transfers, and affordable workspaces. Such a register would improve transparency, provide residents and partners with confidence about how public assets are used, and set a baseline for accountability. Alongside this, piloting an equity-weighted scoring framework for Community Asset Transfers would make the allocation process more transparent and ensure that groups serving underrepresented communities are systematically considered. Finally, setting clear benchmarks for what qualifies as affordable workspace, combined with robust monitoring systems, would ensure that existing and future agreements are not only clear at the outset but also consistently upheld over time.

In the medium-term (2027–2030), the council could strengthen its accountability by publishing annual equity impact reports on disposals and leases. These reports would provide clarity on who benefits from decisions and allow progress against fairness and inclusion objectives to be measured. Supporting organisational capacity among smaller and minority-led groups would also be an important step. Practical assistance such as training, governance support, or property management advice would help level the playing field and broaden the range of organisations able to access and manage public assets. At the same time, embedding racial equity as a guiding principle within the 2026 Asset Management Strategy and related planning frameworks would ensure that fairness becomes a consistent and measurable part of all future decisions.

In the long-term (2030–2035), RBKC has the opportunity to consolidate its position as a leader in inclusive land governance. One way of achieving this would be to reinvest a proportion of commercial income from the

council's property portfolio into equity-led initiatives such as subsidised leases, affordable workspaces, or community facilities. This reinvestment would create a sustainable funding stream for inclusion and demonstrate how financial strength can be used to support social value. At the same time, by implementing transparent registers, equity-weighted allocation systems, and reinvestment models, RBKC can set an example for other local authorities across London. Over time, the goal should be to embed a culture of accountability, transparency, and fairness, ensuring that equity considerations are not seen as additional measures but as an integral part of how assets are managed.

In doing so, RBKC has the opportunity not only to strengthen internal governance, but to set a London-wide benchmark for equitable, transparent, and community-centred asset management in the post-Grenfell context.



Anti
Tribalism
Movement



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