Purpose

To inform the Committee of the progress made in the delivery of the Kingston Futures Vision and Strategy.

Recommendations of the Portfolio Holder for Regeneration

To resolve that the Committee notes the progress made in delivering the Kingston Futures programme.

Key Points

A. This report sets out the Kingston Futures Vision and Strategy adopted by the Council on 5 February 2015.

B. A number of key themes have been identified covering a range of issues. These have been reviewed and assessed.

C. The Council is proactively undertaking a range of activities that respond directly to the Kingston Futures Vision and Strategy. This activity is being undertaken as part of existing work-streams.

Context

1. Kingston Futures was originally established as the brand under which The Royal Borough of Kingston upon Thames presented growth and business opportunities in Kingston town centre and was used for a series of planning development briefs. A very successful development conference was held in June 2014 under the Kingston Futures banner to launch the council’s regeneration programme.

2. The development briefs for North Kingston and Eden Quarter have helped us to understand how growth in the town centre might be accommodated. We intend to pursue Opportunity Area status for Kingston town centre in the new London Plan. However in the interim the outcome of the Further Alterations to the London Plan (FALP) and discussions with the GLA and TfL have secured a commitment to work with the Council on the basis that it will become an Opportunity Area in due course. This will provide a planning and infrastructure framework for that area. The OAPF (Opportunity Area Planning Framework) will also set out the development and infrastructure costs and revenue streams, together with co-ordinated transport options for the town centre.

3. Since the conference in June 2014 Kingston Futures has expanded its area of activity borough wide and will seek to manage growth opportunities across the borough and involve itself in not only the promotion of appropriate development but also lobbying for infrastructure improvements and seeking external funding to
deliver projects designed to facilitate residential and business growth and success.

4. Kingston Futures began its delivery phase with the refurbishment of the Ancient Market and will continue delivering projects supporting growth, prosperity and wellbeing.

5. In February 2015 the Council approved the Kingston Futures Vision and Strategy. This is attached to this report as Annex 1. The vision and strategy provides the context to shaping the delivery of growth and the guiding principles to help deliver a future for Kingston. The following is an extract setting out the Vision for Kingston and the guiding principles of the strategy:

**The Vision for Kingston**

Our vision for Kingston is a borough where:

- People choose to live, learn, work, create, and prosper
- Where business chooses to invest and grow
- Where history and culture are cherished and celebrated, and
- Where people have choices and have the confidence and skills to make those choices

Our guiding principles are based on freedom and choice. We would like people to have the freedom and ability to:

<table>
<thead>
<tr>
<th>Choose a home that fulfils their needs and is affordable</th>
<th>Choose a safe and sustainable form of transport that suits their needs, to walk, to cycle, to take the train or bus, or to drive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have access to excellent health, care and leisure choices</td>
<td>Enjoy a wide variety of creative arts</td>
</tr>
<tr>
<td>Choose to work in the borough or to commute</td>
<td>Be confident and have the skills to play their part in the growth and prosperity of Kingston</td>
</tr>
<tr>
<td>Have their choice of highest quality public spaces to use and enjoy</td>
<td>Have a wide range of learning options, schools, higher education, skills and vocational training</td>
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6. The Vision and Strategy also states that Kingston Futures will take corporate ownership responsibility for the growth agenda and deliver through a series of work streams. These are set out as 13 ‘Strategic Interventions’. The following section describes the responses the Council has made to those strategic interventions since the vision and strategy was adopted.

**Response to Strategic Interventions**

7. This section responds to the strategic interventions and aligns them with work and activity currently being undertaken, and identifies any significant gaps.
Create a Kingston Investment Portal, as a ‘single front door’ approach to managing investment, client and key marketing initiatives across the borough

8. Significant progress has been made on this objective. The portal’s components have been developed across three areas, investment tracking, client identification/engagement and marketing.

9. These continue in development with the integration into the ‘single front door’ programmed to occur following the completion of the Economic Growth and Development Strategy.

The production of a new Kingston Bus Strategy to inform both the Eden Quarter and North Kingston bus plans to 2036

10. The Kingston Bus Strategy is nearing completion. It is anticipated that the Strategy will be published in the near future. This important document will feed directly into wider work being undertaken across the town centre through the Kingston Opportunity Area and the new Local Plan.

A ‘Connecting Kingston’ work stream to secure a Crossrail 2 solution for Kingston, New Malden, Surbiton, Tolworth and Chessington South. Increase rail capacity between Kingston and Waterloo. Secure superfast broadband coverage across the borough

11. This objective has seen significant activity. Engagement and consultation has been undertaken over the last year. This has involved co-ordinating and leading a range of meetings with the local/business communities, neighbourhood committees/forums and members. Officers have also engaged directly with Transport for London (TfL), Network Rail, the Growth Commission and the Outer London Commission through meetings and submissions to consultations.

12. This activity has contributed to the successful identification of 10 potential Crossrail 2 stations across the borough. TfL have also secured approval and funding from Central Government to proceed with developing the business case for the proposals.

13. Work will continue in the forthcoming year to engage with in the development of the business case. This will include assessing and responding to the ‘route safeguarding’ consultation expected later this year.

14. The ‘Connecting Kingston’ superfast broadband project is also underway and making good progress. A business case (including technical and financial feasibility) is nearing completion. Subject to a satisfactory outcome, project implementation will commence with completion anticipated during 2017.

Develop a new Traffic Strategy to calm traffic on the ring road and improve air quality and free Wood Street from traffic

15. The Kingston Town Centre Movement Strategy has successfully been completed and published. This has been achieved with the Strategy proposing a new arrangement for traffic around Kingston Station (including Wood Street). It is now being used to inform the emerging North Kingston Development Brief and wider Kingston Opportunity Area. Work will continue on developing and delivering these projects in the forthcoming year.
Develop a New Station Quarter Opportunity Area to link with the arrival of Crossrail 2 with a development brief

16. This work has recently commenced following Central Government approval to take the Crossrail 2 project forward to the next stage in its development. Work is underway to assess the most effective approach to engage proactively with TfL/Network Rail on their proposals for Kingston Station, that are likely to emerge later in 2016.

17. Any work undertaken now will act as a precursor to producing the development brief that is programmed for completion 2017/18.

Take advantage of the mini-Holland project to develop a joint public realm solutions plan through the Kingston Spaces work stream

18. A range of activity has been undertaken to integrate public realm enhancements to the projects within the Go Cycle Programme. Progress on this objective reflects the stage of activity reached by the Kingston Go Cycle programme.

19. The first project is nearing completion on Portsmouth Rd, with four more schemes subject to public consultation (Wheatfield Way, Kingston Plaza, Fountain Roundabout and Kingston to Surbiton).

20. Work on the overarching plan is underway with its current focus on Kingston. This will capture the intensive nature of development currently underway. It is to be rolled-out borough wide and completed during the course of 2017.

Work with housing to develop new affordable housing units including land assembly, new funding mechanisms / mixed schemes

21. The delivery of affordable housing units remains challenging. That said over the review period numerous activities have been undertaken to support this objective. These include working jointly on site reviews and feasibility studies for both housing lead and mixed use schemes on Council land.

22. In addition, a formal revision to policies associated with securing affordable housing through the development process is currently being commissioned. Officers are also rigorously assessing financial appraisals to maximise affordable housing contributions.

23. Measures to stimulate an increase in supply of affordable housing remain under constant review. As potential new measures arise these will be taken to the Affordable Housing Work Group for consideration.

Be the Councils’ lead on joint development opportunities, joint developments and major projects

24. Measured progress continues to be made on this objective. Success is related to the complexity associated with individual development projects. Securing a home for the ‘Gloriana’ continues to make progress despite complex technical challenges. Studies to assess the opportunities presented by the Ashdown Road and Cattle Market sites are at initial stages. Delivery of these projects is anticipated during the course of 2017/18.
25. Progress in delivering growth in Kingston has been significant with support provided in the determination and delivery of a range of planning applications. Commitments to deliver new homes, investment and jobs have seen a continued increase overall on a year-on-year basis (Annex 2).

26. Significant numbers of consented and/or approved projects have been committed to the borough in the last twelve months. These include (circular) 1,700 homes, 3,200sqm of retail shops, 7,000sqm of leisure (type) activities and 22,000sqm of education uses.

Work with housing to deliver estate renewal

27. Excellent progress has been made with this objective. Extensive support has been provided to assist with the delivery of the estate renewal programme.

28. Over the review period, this has focused on the Cambridge Road Estate project (Phase 1) with technical support provided across numerous work areas including planning, regeneration, design and commercial advice.

29. This culminated with the successful Housing Zone funding bid, as well as completing a number of the initial feasibility studies. Support will continue as the project moves through the initial project feasibility stage(s) into developing the preferred option.

Identify new sites for growth, housing areas, health centres, schools, extra care facilities

30. Work to deliver this objective continues with colleagues from the GLA and TfL to establish the Kingston Opportunity Area. In addition, support is being provided to develop the new Local Plan.

Work with GLA/TfL on funding streams

31. This has been one of the key successes. Extensive engagement and collaboration with the GLA/TfL has enabled access to a range of new funding streams securing approximately £2.1m.

32. These include LiP Major Scheme funding (Kingston Riverside/ Gloriana project: cir. £1.9m – including match funding) and GLA/ TfL regeneration/ transport funding (Kingston Opportunity Area/ Tolworth Area Plan- cir £140k).

33. In addition, the programme for the delivery the New Homes Bonus Funding (cir £1.1m) for the ‘Exchange’ and North Kingston has been renegotiated.

34. Work to secure further funding continues. Following confirmation that the Exchange project has been passed ERDF outline application stage, work is underway to submit a full application by July 2016. If successful this will secure an additional £1.1m of funding for ‘the Exchange’ incubator project.

Work with GLA/TfL Mayors office to provide development incentives for difficult sites

35. Over the review period, extensive collaboration has occurred with partners across the South London Partnership to support the delivery of this objective.
This has included considering this issue in detail within a joint response to the Outer London Commission.

36. In addition, securing the Housing Zone status and funds is a further notable success under this objective.

**Build on Kingston’s creative strengths by promoting a creative industries development strategy**

37. Progress on this objective has been focused on taking forward the opportunity presented by the ‘Exchange’ as this will act as one of the anticipated key locations of new the creative industry clusters in the borough. Good progress continues to be made in delivering this with additional European funding now been sought (see above). In the interim, to support immediate need and capture demand a temporary location for the new incubator is close to being secured.

38. The development of the creative industries strategy is being programmed for 2017 and is being linked to the completion of the Economic Growth and Development Strategy.

What Growth and Regeneration in Kingston Looks Like

39. The list of achievements over the last two financial years is extensive. The key achievements in the physical regeneration of the Borough are set out in Annex 2 to this report.

Next Steps

40. The pace of change and investment in the Borough continues to grow. This brings with it the need for the Borough to increase its efforts to shape that growth and secure outcomes which are genuinely high quality and respect the heritage and culture of the place.

41. The preparation of the new Kingston Local Plan will play a major part in this process. The Council is also working to take a pro-active stance on the arrival of Crossrail 2 into the Borough to ensure that it makes a positive contribution not only to the transport infrastructure serving the Borough but also the development which will be associated with its arrival is also proportionate and appropriate to the character of the Borough.

42. The following are currently considered the be the highest priorities for the future:

- Cattle Market and Ashdown Road Feasibility Studies
- Station Quarter Development Brief
- North Kingston Development Brief – Canbury Car park
- Kingston Futures Stakeholder Group – re-launch
- ‘The Exchange’ business Hub
- Eden Walk Shopping Centre
- Crossrail 2
- Estate Regeneration at Cambridge Road Estate
- Go Cycle Programme
- Investors Conference in 2017
- Riverside Strategy & other public realm
- Local Plan
- Refresh the Kingston Futures Vision and Strategy
Timescale

43. The range of actively identified in response to the issues raised covers a wide period. Activity is both immediate (engaging with developers to secure investment/deliver jobs/ skill development) and also over a period of years (Local Plan development).

44. Where appropriate timely engagement will be undertaken formally through established committees, community forums and boards. As well as informally through discussion and liaison with key stakeholders and partners.

Financial and Resource Implications

45. A wide variety of the activities identified in responding to issues raised have resource implications. The activity identified reflects both existing and planned areas of work. Financial resource relating to a range of these activities is finite and workload has to be prioritised and more innovative ways of delivering services and outcomes will have to be found with partners and other external bodies.

46. Resource requirements to deliver longer-term activities (i.e. Kingston Local Plan, the Kingston Opportunity Area Plan, the Kingston Futures programme) are constantly under review due to their complexity and likelihood that issues emerge during their formulation and development that will have resource implications.

47. The budget for 2016-2017 for both Kingston Futures and the Statutory Planning functions of the Council is set out in the table below:

<table>
<thead>
<tr>
<th>Core Statutory Functions</th>
<th>Regeneration (Kingston Futures)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing –</td>
<td>£0.555m</td>
</tr>
<tr>
<td>Projects</td>
<td></td>
</tr>
<tr>
<td>Plan making</td>
<td>£404k</td>
</tr>
<tr>
<td>Opportunity Area</td>
<td>£100k</td>
</tr>
<tr>
<td>Infrastructure work</td>
<td>£416k</td>
</tr>
<tr>
<td>Planning Strategies</td>
<td>£470k</td>
</tr>
<tr>
<td>Sub Total Projects</td>
<td>£1.390m</td>
</tr>
<tr>
<td>Total –</td>
<td>£1.945m</td>
</tr>
</tbody>
</table>


Legal Implications

48. The activities proposed are wide ranging. Legal advice and support will be needed as a number of these matters are taken forward.

49. The vast majority of the activities (current and proposed) reflect areas commonly dealt with by legal colleagues and hence should not give rise to significant legal issues beyond those already known/anticipated.

50. However as a precaution, regular engagement and liaison will occur with legal colleagues across the range of activity identified. At this time, it is not envisaged that the measures proposed will cause any significant unforeseen issues.

Risk Assessment

51. RBK adopts a proactive yet proportionate approach to the identification and management of risks across its activities. A number of the approaches identified are activity managed to ensure any possible risks are identified, monitored and mitigated. These are managed and reported through the Council’s established governance procedures.

Equalities Impact Assessment

52. A number of the current and proposed areas of activity have been the subject of an equalities impact assessment or will require one to be completed. Screening assessments are and will continue to be undertaken to identify those areas/activities where an equalities impact assessment will be required.

53. One important area for an assessment to be completed with be during the completion of the Council’s statutory planning documents. At a variety of points this will be required to be undertaken as part of the Sustainability Appraisal process to ensure that the Local Plan/ Kingston Opportunity Area Plan policies do not disadvantage any groups or communities. The Sustainability Appraisal will need to be undertaken at key Plan-making stages to test the impact of policy options testing.

Road Network Implications

54. None

Environmental Implications

55. The range of activity undertaken by the Council across the key themes will present a range of environmental implications to the borough. These will be considered in detailed as part of all activity with the standard approach adopted seeking to protect, enhance and increase environmental assets such as nature habitat, water quality, flood protection, air/noise quality and open space.

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List of reports and supporting information
- Annex 1 - Kingston Futures Vision and Strategy

Background papers: None other than those referred to in this report