Vision & strategy

Kingston Futures

a place to learn

Cambridge Road

education

Tolworth

skills

connectivity

Berrylands

ancient market

culture

heritage

ring
Introduction

Kingston is a Borough which is positively choosing its future. Our determination is to drive and shape what is achieved to the benefit of the whole Royal Borough. Kingston has fantastic fundamental strengths. Our determination is that the legacy we pass on to future generations nurtures and sustains these strengths. This is what underpins Kingston Futures.

Kingston Futures is about the whole spirit with which we approach the future – physical planning and regeneration, inward investment, growth and business opportunities are important parts of it but it is not limited to that. It is about everything that we do.

It forms part of the Council’s corporate Policy Programme and is supported by the statutory planning process including a series of planning development briefs. The Development Briefs for North Kingston and Eden Quarter are helping us understand how growth in the town centre might be accommodated. What is becoming clear is that, in order to make development viable in the town centre, density and building heights are set to increase.

The Council is pursuing designation as an Opportunity Area for Kingston upon Thames which will provide a Planning Framework for the area. The Kingston Futures Regeneration Programme is a borough wide initiative and will seek to drive growth opportunities 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.

Kingston Futures began its delivery phase with the refurbishment of the Ancient Market and will continue delivering projects supporting growth, prosperity and wellbeing. This vision and strategy will provide a route to shape and deliver growth, and the guiding principles to help us deliver a future for Kingston in which we all want to live.
In our medium term plan, Destination Kingston, we present our overarching vision for the future of the borough. We are now developing the ‘Our Kingston Programme’ to deliver Destination Kingston. Kingston Futures is absolutely central to the achievement of this.

Here in Kingston we have a strategic approach to using growth as the means by which we will deliver positive change for the borough. Growth as a theme underpins every aspect of the Council’s Policy Programme.

This is not just our agenda. We have struck an attitude to growth with our strategic partners who share our view that there is nothing inevitable about the future - we cannot leave the consequences of a growing population to chance. We have a common agenda to ensure that growth is the means by which we deliver benefits for the borough that all can see.

Kingston has a set of fundamental strengths - we are an attractive borough with nationally significant commercial and retailing opportunities, excellent residential environments, education, green spaces, the riverside, and great culture and a renowned historic legacy. We are about embracing growth, but not at all costs, and creating an historic borough fit for modern living.
Corporate context

The objective is to embrace growth in a way that preserves the attractiveness, to create a clean fresh borough for existing residents to enjoy and also for the new residents that are predicted to come in future years. The alternative to Growth is decline if we are not continuously moving forward and renewing both as a place, and as an organisation, we are going backwards.

This document sets out the vision for the Kingston Futures Regeneration Programme covering all its areas of influence. The Kingston Strategic Partnership widens the area of influence further and has produced a statement on its ambition to embrace growth as a shared agenda. In so doing we will drive and shape growth on our terms, for the benefit of the borough, bringing investment for new jobs, businesses, housing and infrastructure.

The Council is also working with the Greater London Authority (GLA), the Mayor of London and Transport for London (TfL) to bring the borough Opportunity Area status. This would bring significant additional investment in infrastructure enabling an accelerated growth rate whilst maintaining Kingston's reputation as a great place to live, work, learn and create. The Greater London Authority is working with us to develop a clear plan for the opportunity area and an Infrastructure Framework that will support the predicted growth. No area of the borough will be forgotten – New Malden, Surbiton, Tolworth, Hook, and Chessington all have an important role to play in delivering growth. The Leader has pledged regeneration so that every corner of the borough provides a place in which we would all wish to live. The leadership has identified arts and culture as key economic drivers. Parks and green spaces are seen as vital to preserving the character of the Royal Borough and being a major contributor to wellbeing. We must ensure that wellbeing is given equal weighting along with growth and prosperity ensuring that schools, health centres and care services are provided to accommodate and support the growth.

New governance will be needed that reflects the level of importance afforded to growth. A new regeneration board will be established to drive growth in Kingston town centre with board members drawn from senior local figures from the Council, Greater London Authority and Transport for London.

In summary, the strategic context set out above means that our ambitions to embrace growth and deliver prosperity and wellbeing means we have a sound basis on which to ensure that Kingston Futures delivers a wide range of benefits across the whole borough.
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 is cherished and celebrated
• Where people have choices and have the confidence and skills to make those choices.
Our vision for Kingston

Kingston has a proud history as a destination of choice. The combination of the River, green spaces, heritage, arts and culture, our town centre retail offering and transport links all contribute to what makes the Borough such an attractive place to live and work.

Our consistent vision has been for a Kingston which has a national reputation as the best place to live and work. The fact that people continue to want to come here in great numbers to experience everything that Kingston has to offer is a clear sign of our success. Our Borough has expanded considerably over the past twenty years and the indications are that our population will continue to grow even faster in the next ten years.

Kingston today is therefore at a crossroads and we need to act.

Kingston Futures is central to our plans to accommodate this level of growth. Our vision and strategy set out how we will shape growth and seize this as an opportunity to drive it for the benefit of our Borough, delivering the investment, housing, jobs, new businesses, economic development, transport and regeneration schemes that are needed across the borough.

Maintaining our healthy economy is a key element of Kingston’s success. Kingston town centre is the engine house of our economy and the income generated is a vital component of our funding which supports the overall prosperity of the borough.

Kingston Futures began its delivery phase with the refurbishment of the Ancient Market and will continue delivering projects supporting growth, prosperity and wellbeing. We have been working with the Greater London Authority and the Mayor of London to bring the borough ‘opportunity’ status. This will bring significant additional investment to high streets and shopping parades across the borough, from Surbiton and New Malden to Tolworth and Chessington.

By planning for growth in this way we can ensure that we are taking a holistic approach to the additional infrastructure that will be required. We will always look for ways we can promote Kingston as a destination of choice for inward investment to further enhance our economy.

This is an ambitious agenda and it is one that we cannot deliver on our own. We will build on the strength of partnership working across all agencies in Kingston to shape the future of the Borough together. Ensuring the future success of Kingston is something that we all have in common.

The Kingston Strategic Partnership, which brings together key agencies from the public, private, voluntary and community sectors, has developed a statement on growth which sets out the position we have struck in Kingston to deliver a shared agenda that will shape Kingston on our terms and deliver benefits.

Kingston Futures is a central component of the Council’s medium term plan which is set out in Destination Kingston - ‘the mind of a city, the heart of a town’. This sets out the Council’s policy programme and budget for the year ahead. It provides more detail on the extent of the pressures facing the Council but, most importantly; it sets out a structured plan to tackle these.

Kingston Futures has therefore been designed against this proven track record of innovation and collaboration. In this context, this document sets out our clear vision and strategy for delivery, and one that is shared with the key partners and agencies working in the borough, so that we can be confident about our ability to build on Kingston’s success.
Our vision for Kingston

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

- Choose a home that fulfills their needs and is affordable
- Have access to excellent health, care and leisure choices
- Choose to work in the borough or to commute
- Have their choice of highest quality public spaces to use and enjoy
- 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
- Enjoy a wide variety of creative arts
- Be confident and have the skills to play their part in the growth and prosperity of Kingston
- Have a wide range of learning options, schools, higher education, skills and vocational training
Growth timescale

The London Plan produced by the GLA on behalf of the Mayor of London has identified a significant growth in the population of London from 8.6 million in 2015 to 11.3 million in 2050. That population growth will affect all boroughs and will mean that new homes will be needed in large numbers.
A postcard from the future

What growth means for Kingston

- Population of Kingston hits 180,000
- 7 new GP surgeries
- New homes target 7,716
- 84,000 work within the borough. 4,000 additional jobs
- New housing target rises 4,501
- Kingston needs 1,286 new homes

- 2 new senior schools
- New homes target for Kingston 14,164
- 86,000 people now work within the borough
- 4 new 2fe Primary Schools
- 80,000 people work within the borough
- 91,000 people now work within Kingston. 11,000 more jobs needed
- 2 new senior schools

- Population of Kingston hits 157,000
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Growth timescale

Kingston has a proud history of embracing change with confidence. Kingston has grown and flourished consistently for a thousand years and has provided the leadership, innovation, and drive to ensure that growth, prosperity and wellbeing are provided for equally.

As London faces another time of great growth, Kingston will work closely with its partners to ensure that we embrace growth and provide the leadership, innovation and drive to ensure that growth brings prosperity and wellbeing in equal measure.

Our role is to embrace the opportunities that growth provides, nurture those opportunities, and shape them. To manage growth in a way that retains the unique sense of place that Kingston inspires in its residents.

We will have difficult decisions to make – space is at a premium so issues about building height and green space with have to be considered.

To accommodate growth we will have options to either grow upwards or outwards. We will seek to protect the green belt from inappropriate development. Height in itself should not be perceived as bad providing its design is of the highest quality.

Kingston Futures will work with partners to find the optimum balance.
Delivering together

A large proportion of the vision, particularly around wellbeing, is delivered by not only other parts of the Council but also by external partners. Adult and Children’s services, Health and Higher Education are all involved in making Kingston ‘the place’ that it is and that we wish it to be in the future.
Delivering together

Care must be taken as we develop the strategy to include a forum for liaison and collaboration both internally and externally. This will involve the reconstitution of the Kingston Futures Stakeholder Group to advise and provide the private sector input that will be key in converting strategy into delivery. As Kingston Futures looks to nurture growth Borough wide we will need to ensure the membership of the stakeholder group represents the whole Borough.

The Kingston Strategic Partnership will have an important role to play in guiding the delivery of our ambitions along with many others. Internally the Council has some key roles to play. The table below begins to highlight some of the services that will contribute to the successful growth triangle.

<table>
<thead>
<tr>
<th>Choices</th>
<th>Kingston Futures</th>
<th>Statutory Planning</th>
<th>Housing</th>
<th>Economic Development</th>
<th>Transport &amp; Parking</th>
<th>Corporate Landlord</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homes</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td></td>
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<td>YES</td>
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<tr>
<td>Education &amp; Skills</td>
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<tr>
<td>Place of work</td>
<td>YES</td>
<td>YES</td>
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<tr>
<td>Transport</td>
<td>YES</td>
<td>YES</td>
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<tr>
<td>Public spaces</td>
<td>YES</td>
<td>YES</td>
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<tr>
<td>Health</td>
<td></td>
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<tr>
<td>Inclusion</td>
<td>YES</td>
<td>YES</td>
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</tbody>
</table>
Our strategy for growth

Our strategy for growth is focused on promoting, facilitating and guiding new development across the Borough. We will facilitate the new homes needed to support our growth ambitions and will help deliver the infrastructure need that will support that growth.

We will facilitate business growth by promoting Kingston as an international business destination and promoting the kind of transport and communications connectivity expected of a key business hub.

Promoting local business will support new jobs in the Borough. Working with partners we will help Kingston residents prepare to fill the new job vacancies with an ambitious target of 4000 new jobs by 2021.
Our strategy for growth

The roles played by stakeholders in the growth, prosperity and wellbeing triangle require a focus on the Kingston Futures strategy to deliver the vision for Kingston:

- Embrace the growth agenda and promote growth opportunities across the borough.

- Facilitate the delivery of more homes, mixed types, mixed tenure, in key strategic locations across the borough to meet the targets given in the further alterations to the London Plan.

- Pursue the formal designation of Kingston town centre as an opportunity area in the London Plan.

- More office space both incubator and Grade A accommodation. We need to support an additional 4,000 jobs by 2021. We will do this by delivering quality office space, supporting SMEs and creating a business incubator hub.

- Market value and affordability. The current target of 50/50 to be reviewed and appropriately applied via the planning process. Additional units to be achieved by delivering affordable developments with the Housing team. The target for Kingston Futures is 4,501 new homes by 2021.

- Promote the concept of a ‘business friendly’ borough through effective economic development.

- Better transport links: we will work with the mini-Holland team, TfL, Network Rail and Crossrail2 to deliver improved rail services across the borough, improved bus services and safe sustainable transport choices.

- Facilitate opportunities for new schools, health centres, care facilities, and community spaces.

- Working with Creative Kingston to promote creative industries.

- Deliver more quality public space.

- Work to secure funding through S106, Community Infrastructure Levy, New Homes Bonus, GLA grant and other funding streams.

Manage delivery. Work with planning on the guidance/design.

- Ensure all growth in Kingston is fully inclusive and considers the needs of the population as a whole and does not create social divides.

- Act as a hub for sustainable development in the borough linking the public and private sector together in a successful delivery team.

- Promote increased visitor numbers through promoting heritage and tourism as business assets for the Borough.
Kingston Futures strategic objectives will be translated into a number of work streams and interventions that will drive the growth needed to satisfy the London plan and its further alterations.
Kingston Futures will take corporate ownership and responsibility for the growth agenda and deliver through a series of work streams as follows:

- Create a Kingston Investment Portal, as a ‘single front door’ approach to managing investment, client and key marketing initiatives across the borough.
- The production of a new Kingston Bus Strategy to inform both the Eden Quarter and North Kingston bus plans to 2036.
- A ‘Connecting Kingston’ work stream to secure a Crossrail2 solution for Kingston, New Malden, Surbiton, Tolworth and Chessington South. Increase rail capacity between Kingston and Waterloo. Secure superfast broadband coverage across the borough.
- Develop a new Traffic Strategy to calm traffic on the ring road and improve air quality and free Wood Street from traffic.
- Develop a New Station Quarter Opportunity Area to link with the arrival of Crossrail 2 with a development brief.
- Take advantage of the mini-Holland project to develop a joint public realm solutions plan through the Kingston Spaces work stream.
- Work with housing to develop new affordable housing units including land assembly, new funding mechanisms / mixed schemes.
- Work with housing to deliver estate renewal.
- Be the Councils’ lead on joint development opportunities, joint developments and major projects.
- Identify new sites for growth, housing areas, health centres, schools, extra care facilities
- Work with GLA/TfL on funding streams.
- Work with GLA/TfL Mayors office to provide development incentives for difficult sites
- Build on Kingston's creative strengths by promoting a creative industries development strategy.
Delivery groups

The list of key roles and interventions is ambitious and cannot be delivered in a short timescale. It is not a definitive list. Consideration will be given to interventions that might not be required or roles that could be delivered by other parts of the Council or partners.

The Council should look to build the interventions into a timeline covering the next five years. We will then develop a timeline using a number of key delivery projects that will be established under Kingston Futures. Each project will contribute to the delivery of the vision and translate the strategy and key interventions into deliverable projects.
Royal Borough of Kingston upon Thames

Delivery Groups

Part of the logic of identifying roles in this plan is to firstly acknowledge that Kingston Futures is not only a delivery team but a catalyst. Kingston Futures on its own will be able to deliver new buildings, new hard and soft open spaces and little else. It will take a strategic alliance of stakeholders and Council teams to ensure that growth brings prosperity and wellbeing. Secondly it is intended to highlight the need for economic development within the council. Prosperity is the business of economic development and it is the specialism that brings business, education, skills and finance together and is an essential part of delivering the vision.

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<tr>
<td>• Unlocking sites and stalled developments</td>
<td>• Long term strategic planning of development and growth</td>
<td>• Housing Strategy</td>
<td>• Economic Development Strategy</td>
<td>• Strategic transport planning collaborating with TfL, GLA and Strategic Planning</td>
<td>• Managing the Council’s estate and assets</td>
</tr>
<tr>
<td>• Land assembly</td>
<td>• Providing the statutory basis to underpin regeneration</td>
<td>• Affordable Housing Needs assessment</td>
<td>• Business development, support and liaison</td>
<td>• Designing and implementing transport solutions within the borough</td>
<td>• Providing land and property advice to Kingston Futures</td>
</tr>
<tr>
<td>• Working with land owners (incl. Kingston Council) to bring forward development and innovation</td>
<td>• Development Control</td>
<td>• Affordable housing negotiations as part of the planning process</td>
<td>• Working with the major businesses in the borough to promote growth</td>
<td>• Inward Investment coordination</td>
<td>• Work with Kingston Futures to deliver appropriate outcomes for land and other Council owned assets</td>
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<tr>
<td>• Coordinating the enhancement of the public realm</td>
<td>• Negotiating design solutions</td>
<td>• Affordable housing developments</td>
<td>• Digital hub/business incubator</td>
<td>• SME promotion</td>
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<td>• Bidding for funds</td>
<td>• Design and delivery of transport and other infrastructure solutions</td>
<td>• Affordable housing funding</td>
<td>• Skills</td>
<td>• Monitoring economic data</td>
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</tr>
<tr>
<td>• Estate regeneration</td>
<td>• S106 negotiations and the Community Infrastructure Levy</td>
<td>• Landlord services</td>
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