



Kingston University London



Kingston Plan

Kingston's vision for 2020



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Introduction

This is Kingston’s second Community Plan and it is published at a moment when the government is giving more freedom to set a local vision and local priorities to reflect the unique sense of place that people feel for their areas. This Plan grasps that opportunity and states our ambition to work together with our communities to improve the wellbeing of the people who live or work in the Royal Borough.

The Plan reflects the issues that people have told us are most important. It sets out our shared ambitions to achieve better outcomes for local people under the three themes of:

- 1 A sustainable borough where the environment is protected and enhanced for us and for future generations;
- 2 A prosperous and inclusive borough where economic prosperity is shared and everyone has the opportunity to achieve their potential and a good quality of life;
- 3 A safe, healthy and strong borough where people feel safe; where individuals take responsibility; health inequalities are tackled; and where people respect and support each other.

It is published at a challenging time when spending is being squeezed for households, businesses and public bodies alike. Ambition needs to be tempered by a realistic view of the resources we will have available to deliver our shared vision. This Plan sets out our ambitions for 2020 but we will not be able to do everything at once. Improvements where we as a partnership can have the most impact on local quality of life in the first years of the Plan are set out in our Local Area Agreement and in our three-year delivery plan.

Current economic pressures emphasise the importance of people and organisations working together with a clear view about local priorities and a determination to get the most out of every pound spent. We are lucky in Kingston to have a strong network of partnerships and a shared commitment to the goals set out in this Plan. We know that what matters to residents is having access to the services they need, not who is responsible for providing them. We must continue to maximise our resources and

effectiveness by being more joined up in the way we plan and deliver services.

We all have a role to play in shaping our future – our residents, businesses, service users, visitors and service providers. Widespread consultation has been vital in helping to shape this new Community Plan and we will continue to listen to your views. We will regularly review key issues and priorities and ensure the Plan continues to reflect your needs and aspirations.

The delivery plan will set out our targets for each year and how these will be met. This will be reviewed annually so that people can see the progress we are making.

Councillor Derek Osbourne
Chair of the Kingston Strategic Partnership
March 2009



Purpose of the Kingston Plan

The purpose of a Community Plan (formally known as a Sustainable Community Strategy) is to set the strategic long-term vision for the economic, social, educational, cultural and environmental well-being of a local area in a way that contributes to sustainable development in the UK.

Good 'community planning' is about all public services working together with the community to plan and deliver better and more efficient services to improve the well-being of an area and make a real difference to people's lives.

This Plan sets out our vision for Kingston in 2020 and outlines what we will do as a partnership to get there. The priorities were developed during consultation and reflect what residents have said matters most to them.



Our vision for 2020

Our vision is that the Royal Borough will continue to be one of the very best places in which to live and work.

We want Kingston to be a place where people are happy, healthy and enjoy a good quality of life, in a clean, safe and tolerant environment, where business is prosperous, and where everyone in our community can contribute to our success and reach their own full potential.

We have developed our vision into three cross-cutting themes:

- 1 Sustainable:** where the environment is protected and enhanced for us and for future generations; road traffic and our carbon footprint are reduced and the challenges of climate change are tackled;
- 2 Prosperous and Inclusive:** where economic prosperity is shared and everyone has an equal opportunity to achieve their potential and a good quality of life, and disadvantage is tackled where it exists; and
- 3 Safe, Healthy and Strong:** where people feel safe and the focus is on preventing future problems; where individuals take responsibility; health inequalities are tackled; people are supported to live independently and where people respect and support each other.

Underpinning these three themes are ten objectives which are set out on page 14.

What will the borough be like in 2020?

A Sustainable Kingston: protecting and enhancing the environment for us and for future generations.

There will be a reduction in greenhouse gas emissions through a shift to low carbon energy, energy efficiency and use of renewable energy. There will be less use of cars, better provision for non car modes of transport, safer roads and improved air quality. New built developments will be far more energy efficient than in the past. Opportunities for the use of renewable energy will be taken where feasible, and all new homes will be carbon neutral (a national objective).

People will generate less waste and recycle a higher proportion of waste generated. Waste generated across the four boroughs of Kingston, Sutton, Merton and Croydon will be processed at strategic sites best located to serve the four boroughs.

Flood risk will be reduced by an increase in the use of sustainable urban drainage systems and appropriate design of development that needs to take place in the flood plain. The Thames riverside will continue to be an attractive place for recreation and the Hogsmill Valley will have seen improvements to its environment creating benefits for recreation and biodiversity.

The street scene will be improved by a range of activities including sensitive, well designed development, and public realm and highway improvements. There will be sufficient open spaces such as parks and allotments to meet the needs of the population. Parks will contribute to improved health, biodiversity and reducing climate change effects.

Places, buildings and spaces that are valued for amenity, biodiversity, architectural or heritage reasons (such as conservation areas), will be protected and where possible enhanced for the benefit of local people and visitors to the area.

Prosperous and inclusive: sharing prosperity and opportunity

Kingston town centre will have developed its retail, leisure and cultural offer, seen an improvement in the quality of its office stock, and accommodated around 1,000 new homes. Sustainable transport into the town centre will be improved, through improved walking and cycling routes, better public transport, including upgraded rail and bus stations, and potentially a park and ride service.

The district centres of New Malden, Surbiton and Tolworth will all be thriving, playing to their strengths to provide local shops and services, office based employment, and residential accommodation. Shopping parades and local shops will continue to provide for day to day needs. We will also modernise our main

industrial areas and maintain sufficient land to support our local economy.

These developments will have helped to create a wider range of employment opportunities, particularly in growing sectors such as creative, culture, business services and tourism.

Educational standards will remain high in schools which will be redeveloped and refurbished through the Building Schools for the Future and Primary Capital Programme. Access to a range of local support services in schools or childrens' centres will have improved outcomes for all and substantially closed the gaps in attainment between pupils in different schools and from different backgrounds, especially between deprived and more affluent pupils. This will form a part of the 'community hub' network across the borough providing accessible services in local settings, including health, housing, advice and information. Kingston College and Kingston University will continue to expand the range of further and higher educational provision.

In addition to physical and economic regeneration of our main employment centres residents will have access to the opportunities to acquire skills and other necessary support to compete successfully for jobs and to progress in their careers. There will be tailored support to tackle barriers to employment for groups such as disabled people, people with mental health problems, lone parents and ethnic minorities, to

allow them to gain sustainable employment if they are able to do so.

There will be an increase in the number of homes, both for sale on the open market and affordable housing for rent or shared ownership for which households in housing need can apply. Kingston has a minimum target of 3,850 new homes between 2007 and 2017. This equates to 385 per annum – a target which will be extended to 2025 pending a review of the London Plan with new housing targets for the period beyond 2017.

Provision of new housing will reflect the needs identified in terms of sizes, types and tenures of homes. Affordable housing provision will be maximised.

Safe, Healthy and Strong: Preventing problems, promoting responsibility and independence

The Borough will continue to be one of the very safest in London, but with reduced crime at local 'hotspots' such as the town centre. We wish to create a local environment that is not only safe but feels safe. Town and district centres will have a good mix of evening attractions suitable for all ages. New developments will be designed in a way that reduces the opportunity for crimes and makes people feel safe. We will work to reduce the causes of crime, working with local communities to address anti-social behaviour and providing services to help rehabilitate those with drug and alcohol addictions.

There will be good quality health facilities to meet the needs of the growing population, some of which will be delivered at community hubs with other public services. There will be a wide range of opportunities for people of all ages to engage in leisure and cultural activities to improve their physical and mental health. Through successful partnership with our communities people are making healthier lifestyle choices, such as stopping smoking and ensuring they take regular exercise. These initiatives will help stem the rise in obesity and promote healthy lifestyles for all. This will lead to a reduction in health inequalities and improved life expectancy.

Kingston is a place where people of all ages and backgrounds thrive together, respecting diversity and with a common sense of belonging. People are proud of Kingston and live in communities where they feel belonging and mutual respect. People are encouraged to know their neighbours and support them, through community development and volunteering opportunities. People have access to wider support networks in the community and communities are working together to build capacity, and promote cohesion.



Kingston in context

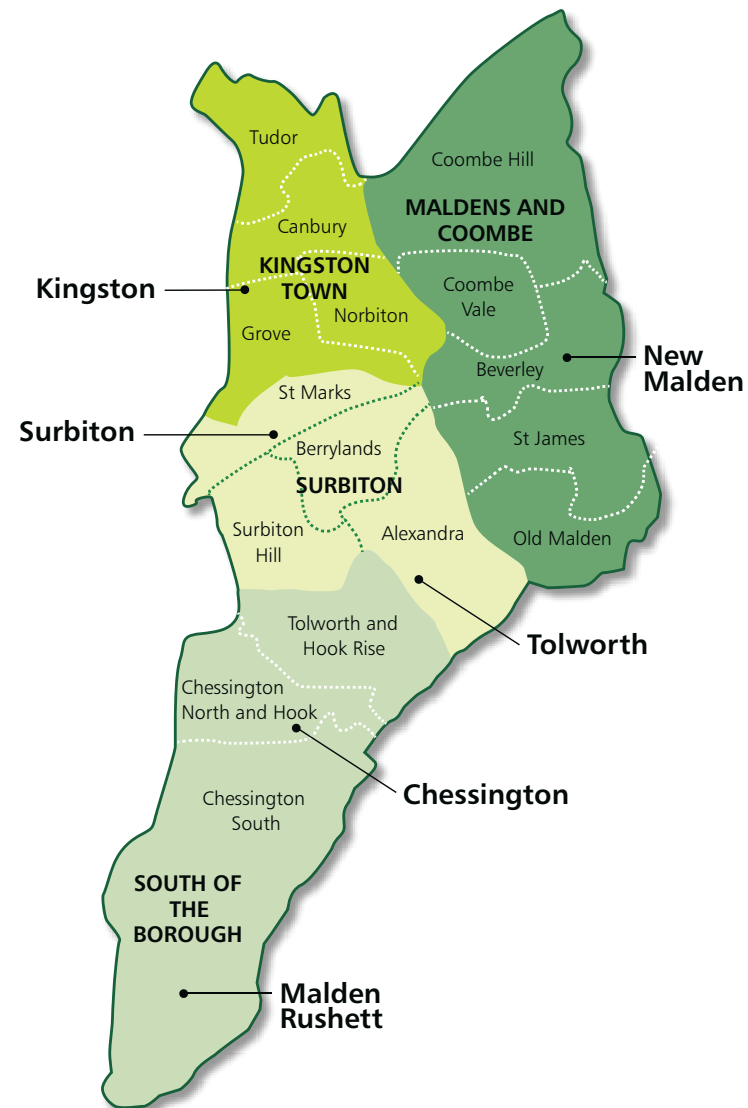
Kingston the place

The Royal Borough of Kingston upon Thames is located in the Southwest London sub-region, with the river Thames forming the borough's north western boundary. The Council works closely with its sub-regional partners such as the healthcare trusts, the University, housing cooperatives, the police and other Local Authorities to deliver public services such as health, education, affordable housing and other infrastructure such as waste management and transport facilities in a high quality environment. The Borough's outer London location means that there are also important linkages with Northeast Surrey. The attraction of Kingston's town centre generates transport and accessibility issues as people visit for work, shopping and leisure activity that require working and cooperation with transport providers including Transport for London and partners in Surrey.

Kingston has a rich heritage epitomised by the Royal connections of the Coronation Stone and Royal charters. The area has significant natural assets – the river location, the easy access to Richmond Park and Hampton Court, with good walking and cycle routes. In addition more modern attractions such as Chessington World of Adventures, the shopping centre in Kingston and a vibrant nightlife provide a sense of what makes the Borough special.

Kingston town centre serves as the driver of our economy. While retaining its historic character this is combined with delivering a range of retail and business services as well as leisure and cultural attractions including the Rose Theatre and Kingston Museum. The University and College both serve to boost our reputation for excellence in education provision.

The borough's three district centres (Surbiton, New Malden and Tolworth), as well as the range of smaller local shopping parades are important to the well being of its local communities. They provide local services and facilities, employment and a focus for the local community. There are opportunities to enhance the district centres and strengthen their role and attraction and to continue to protect local shops. Away from these centres, over a third of the borough is open space, with large tracts of protected Green Belt and Metropolitan Open Land providing a range of sports and leisure facilities.



Quality of life

Kingston is an outstandingly successful place where people enjoy an excellent quality of life and we aim to keep it that way. It is a destination of choice for people who come to our borough to work and live, to learn and study, and for leisure and business. Kingston is clean, safe, healthy, tolerant, and has a thriving economy and voluntary sector, vibrant culture, excellent schools and a high quality residential environment and green open spaces.

We have an enviable reputation for being a relatively affluent borough providing our community with a good quality of life. But that is not everyone's experience of Kingston – Kingston is also a place of contrasts. There are pockets of relative poverty and deprivation, largely clustered in small areas associated with concentrations of social housing, where people do not have the same quality of life or the same opportunities.

Although Kingston's population is the smallest in London at just under 156,000 in 2006, it has grown faster than any other borough since 2001. 15.5% of Kingston's population is from Black and Minority Ethnic groups and this rises to 20.6% for those under eighteen against a national average of 8.7% (2001 Census). We also have the largest Korean population in Europe. Our population is set to increase from around 156,000 today to 164,000 by 2021 (GLA projections). This will bring its own challenges in terms of added pressure on housing and local services.

As partners we will also need to work hard to ensure that we tackle problems of social deprivation wherever these occur and create the best opportunities, services and environment for all our residents. Perceptions of community cohesion are good in Kingston (2006 Survey). But this cannot be taken for granted so we need to foster a sense of belonging and an environment where differences are respected and valued.





Our partners

Making a difference together

All of us who are responsible for public services are committed to working together on behalf of our community to make Kingston a place where people enjoy a good and fulfilling life.

Our partnership work is led by the Kingston Strategic Partnership which sets the overall vision and strategic direction for the borough. It is chaired by the Leader of the Council and consists of senior representatives drawn from the following public sector, business and voluntary bodies:

- Royal Borough of Kingston upon Thames
- Metropolitan Police
- Kingston Primary Care Trust
- Kingston University
- Learning and Skills Council
- Job Centre Plus
- Kingston First
- Kingston Chamber of Commerce
- Kingston Voluntary Action
- Save the World Club
- Kingston Race and Equalities Council

The Kingston Strategic Partnership is convinced that what matters to our residents is that the services that they need are easily accessible, not who is responsible for providing them. The challenge for us is to work together as 'One Kingston' to make this happen. The future will therefore see us working even more closely to plan, conceive, commission and deliver services together, and to pool our assets, resources, energy and imagination. We will move to a

position where we will provide improved access to targeted services provided by a range of partners in one place.

As a partnership we are inclusive in our ambition to maximise the potential for all our residents to share in and contribute to Kingston's success. Local democracy is strong in Kingston and many people are actively involved in their communities and are keen to participate and have their voices heard. We want to become even more responsive to local people and better at engaging our communities in the delivery and scrutiny of local services. To achieve this, our partnership working needs to extend beyond organisations into local communities. As a Council, our Neighbourhood system provides direct interaction between local people, Councillors and service providers, enabling us to tailor our activities to suit different parts of the borough.

Delivering public services

Our residents have naturally high expectations for a rising quality of life. They expect high quality and affordable public services providing value for money in the areas that matter to them most. These include health and social care and all sectors of education. But they also want to see improvements in their local neighbourhood environment – cleaner streets, better quality public buildings and open spaces, less crime, and to have the confidence that this is a safe place where they can enjoy life to the full. Kingston's community also care about their relationship with the global environment and the impact of climate change (2006 Survey and 2008 Community Plan consultation).



However, these naturally rising expectations coincide with a period of tighter public sector finances. There is a paradox in our position: our very success as a place means that public funds are drawn away from Kingston, and so the image of a green and prosperous borough masks some very real challenges. For example, around one third of rent from our Council home tenants goes direct to central Government to be spent on housing elsewhere in the country. While we have pressed for changes to this system of 'negative subsidy' it illustrates the type of issue that is beyond our control. We also receive less grant from central Government than most other London boroughs which means we have to raise around 70% of our costs from Council Tax. This creates some difficult tensions and we therefore have to be realistic about what we are able to deliver given our resources and what is within our control.

We need to be clear about the outcomes that matter most to the success of our borough and to focus our efforts on these. To deliver the priorities in this Plan we will need to be more

innovative, more efficient, and to make the most of our joint resources and strong network of partnerships across the Borough. In order to meet the challenge of getting more from less we will need to continue to develop the 'social capital' of the Borough – to empower and create networks of individuals and communities who can draw strength from each other and take responsibility for meeting their own needs. We will also prioritise efforts to help people help themselves now to prevent future problems and the need for later more intensive support. We will ensure easier access to information and advice from the Council, its partners and its services and work to build the capacity to deliver change.

Shared values

A vital aspect of our success in working together is our shared values centred on a commitment to being inclusive in our dealings with all members of our community.

We are proud of our diverse borough and value every resident. The Kingston Strategic Partnership is committed to equal opportunities and diversity. Our overall aim is to ensure that everyone can fully participate in the social, cultural, political or economic life of the Borough. We will ensure equal opportunity and access to services for all, regardless of their background, (e.g. race, disability, gender, age, religion and belief, and sexual orientation), as well as respecting the differences that exist and valuing the richness of our diverse population to build a strong and cohesive community and promote a sense of belonging.

We will tackle discrimination and social deprivation to create the best opportunities, services and environment to ensure that people from different backgrounds have similar life chances.

As required by the Equality Standard for Local Government, this Plan has been subjected to an Equality Impact Assessment.



How the Kingston Plan was developed

This Community Plan updates the previous Plan (2004-2009). Following an initial conference with partners in November 2007, where we identified a range of priorities for the future of the borough, we used an external social research company, MVA Consultancy, to engage with local people in order to test that the priorities were the right ones to meet local expectations.

We already know a lot about the issues that local people think matter most from previous research. For example, residents' surveys over the last eight years show clearly that clean streets, affordable

housing, good education, activities for teenagers, a good health service, low crime levels, good public transport and low levels of traffic congestion are at the top of the list of things that people say make the area a good place in which to live. These priorities are, therefore, reflected strongly in this Plan.

The consultation programme ran between April and July 2008 and we spoke with a wide range of community groups and organisations. We ran a workshop for local residents and numerous additional discussions and interviews with local stakeholders to ensure that people of different neighbourhoods, ethnic groups, religions, ages and genders, disabled people, volunteers, local businesses, and those with environmental concerns, were all given a chance to add their comments. Details of the full research programme are available in a report provided by the MVA Consultancy which is available on request (please see page 43 for details of how to contact us.)

The overwhelming message from the consultation was positive. The draft Plan was well received by the large majority of people and to a large extent the objectives covered the areas that people described as most affecting their quality of life. It was clear however that some issues were not reflected accurately enough in the consultation version and we have now revised the Plan in the light of these comments so that it reflects local expectations more closely. The opposite page summarises the main points that arose during consultation and these now feature in some shape or form in the final version of the Plan.

However, it is not possible to reflect all the comments people made. Public finances are limited and it would simply be too costly to put into practice all the ideas that emerged during the consultation process. While the Plan sets out our shared strategic priorities it does not detail all the many individual initiatives and actions that contribute towards achieving those priorities. Information about how the Plan will be delivered and how performance will be monitored is set out on page 42. This will be in the form of a Delivery Plan that will be reviewed on an annual basis. The Delivery Plan will include reference to the various strategies and plans that support the Kingston Plan. If you would like to know more about the detail of how the Kingston Plan will be delivered then please let us know – see page 43 for details of 'how to contact us.'

Summary of issues raised through the local consultation programme

A sustainable Kingston: protecting and enhancing the environment for us and future generations

- Show more ambition by aiming to improve rather than preserve the environment.
- More emphasis on improving public transport in order to reduce our ecological footprint and sustain economic prosperity.
- Provide more information about how to be environmentally friendly and energy efficient.
- Tackle congestion through better traffic management measures and acknowledge that the car would continue to be the preferred mode of transport for certain journeys and for people who were less mobile.
- Make the built environment more hospitable to the needs of disabled people.

Prosperous and inclusive: sharing prosperity and opportunity

- More emphasis on transport and accessibility which are vital to future economic success.
- Greater emphasis on the value of district centres and housing estates, not just Kingston town centre.
- Include opportunities for education and training for adults and older people.
- Increase employment opportunities for all groups.
- More emphasis on closing gaps in educational achievement between socio-economic groups.
- Make sure that we protect green space and local infrastructure (including roads, schools, medical services) in the face of pressure from future housing and commercial development.
- Emphasise more the importance of affordable housing for local people – particularly the young, disabled and older people.

Safe, healthy and strong: preventing problems and promoting responsibility and independence

- Do more to reduce fears about personal safety when going out at night, particularly to Kingston Town Centre.
- More visible policing.
- Provide more affordable and accessible leisure facilities.



- Improve health services and promote healthy living.
- Provide more public information about support services and transport in order to help people to live independently at home.
- Better provision and sharing of information in order to help communities work together and build stronger support networks.

Overall

- More emphasis on improving the efficiency and affordability of council services and providing quick and timely access to information about services.
- More emphasis on improving quality of life and social cohesion in the area.
- More emphasis to ensure inclusion, i.e. access to all services (housing, education, health, leisure services etc.) for all people, and in particular ensuring all services are affordable and are accessible for disabled people, all age groups and people with language barriers.



Three cross-cutting themes to deliver our vision

Theme 1		
A Sustainable Kingston – protecting and enhancing the environment for us and for future generations		
Objective 1 Tackle climate change, reduce our Ecological Footprint and 'reduce, reuse and recycle'.	Objective 2 Ensure the sustainable development of our borough and the promotion of sustainable transport.	Objective 3 Protect and improve the quality of our local environment.



Theme 2		
Prosperous and Inclusive – sharing prosperity and opportunity		
Objective 4 Sustain and share economic prosperity.	Objective 5 Raise educational standards and close gaps in attainment.	Objective 6 Increase supply of housing and its affordability.



Theme 3			
Safe, Healthy and Strong – preventing problems and promoting responsibility and independence			
Objective 7 Make communities safer.	Objective 8 Improve overall health and reduce health inequalities.	Objective 9 Support people to be independent.	Objective 10 Encourage people to take an active part in the social and cultural life of the community.





Theme 1:

A sustainable Kingston

Protecting and enhancing the environment
for us and for future generations

People in Kingston care about the future and about the environment – they are concerned about climate change, their local environment and green issues generally. Our goal is to ensure that where new development occurs it is sustainable, meeting the economic and social needs of today without compromising the future of our environment.

Theme 1 objectives,
long term goals and actions:

Objective 1 –

Tackle climate change, reduce our Ecological Footprint and 'reduce, reuse and recycle' (p18-19)

Objective 2 –

Ensure the sustainable development of our borough and the promotion of sustainable transport (p20-21)

Objective 3 –

Protect and improve the quality of our local environment (p22-23)

Theme 1: Objective 1

Tackle climate change, reduce our Ecological Footprint and 'reduce, reuse and recycle'

Why this is important

We must do all we can to both mitigate and adapt to the challenge of climate change. Climate change is inevitable but if we all take steps now, individually and collectively, to reduce the amount of carbon dioxide and other greenhouse gases reaching the atmosphere as a result of our activities the impact can be managed.

Among the issues we will address at a local level are energy consumption, flood risk and emergency planning, transport and land use planning and public education.

We also have an overarching aim of reducing our Ecological Footprint and the challenge for Kingston is to achieve this while continuing to deliver economic progress and well-being. We aim to influence people's behaviour in areas such as water and energy use, travel choices, and reducing consumption.

To manage waste levels and minimise the amount sent to landfill we are leading an innovative waste partnership together with Croydon, Merton and Sutton. This will influence people's behaviour to reduce levels of household and municipal / business waste by diverting waste from landfill and increasing recycling. The voluntary and community sector also has a key role to play in reducing waste, increasing recycling and promoting and supporting greener lifestyles in the community.

Long term goals

- A Kingston prepared for the impacts of climate change.
- Reduce our CO₂ emissions to contribute to national targets to reduce UK net CO₂ emissions by 26-32% by 2020 and 80% by 2050.
- Reduce risk of flooding – create a working partnership with the Environment Agency and Thames Water to develop Surface Water Management Plans to implement effective sustainable drainage systems.
- Reduce our Ecological Footprint.
- Reduce waste sent to landfill and increase recycling – recycle or compost 50% of our domestic waste by 2020.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● A co-ordinated approach to tackling climate change mitigation and adaptation. 	<ul style="list-style-type: none"> ● A borough wide climate change and energy partnership; ● A sub-regional (South London) approach to meet the climate change challenge; ● A prioritised Action Plan for the borough to prepare for the 50 year climate impacts on infrastructure, the economy, and health.
<ul style="list-style-type: none"> ● To meet the energy hierarchy of: <ul style="list-style-type: none"> – reduce energy use – use energy efficiently – use renewable/clean energy 	<ul style="list-style-type: none"> ● More energy efficient buildings (both new and retrofitted); ● 10% renewable energy on new build.
<ul style="list-style-type: none"> ● Creating low carbon communities. 	<ul style="list-style-type: none"> ● A low carbon zone in the borough – where a range of co-ordinated activities take place to reduce carbon emissions, increase energy efficiency and alleviate fuel poverty.
<ul style="list-style-type: none"> ● Influence people's behaviour to reduce our Ecological Footprint. 	<ul style="list-style-type: none"> ● A clear understanding of what it means to reduce our Ecological Footprint; ● Action Plan and Monitoring system in place and adopted by partners; ● Information made available to enable public to make informed choices to influence their behaviour.
<ul style="list-style-type: none"> ● Kingston Council to ensure sustainable capital investment and procurement policies. 	<ul style="list-style-type: none"> ● Track record of sustainability at all levels.
<ul style="list-style-type: none"> ● Lead four borough waste partnership and implement new waste collection scheme 	<ul style="list-style-type: none"> ● Lower levels of residual waste and landfill; ● Higher levels of recycling and composting.
<ul style="list-style-type: none"> ● Support voluntary and community sector/third sector organisations working with the community on green issues 	<ul style="list-style-type: none"> ● Lower levels of waste; ● Higher levels of recycling



Theme 1: Objective 2

Ensure the sustainable development of our borough and the promotion of sustainable transport

Why this is important

Development and redevelopment is inevitable to respond to the changing needs of our community – we need to accommodate housing growth and consistent economic progress. We can influence the shape of our future environment by ensuring that development is appropriate, sympathetic and sustainable.

To ensure sustainable development we need to plan carefully where we build our homes and how we develop our economy. Transport and access to places of work, schools, shops and local services are crucial factors.

To manage transport demand and reduce the impact of congestion we are aiming to influence the way people travel by encouraging more sustainable modes of transport as an alternative to reliance on the car. We work in close partnership with Transport for London on the provision of public transport. By promoting walking and cycling initiatives we will also improve people’s health and fitness. A reduction in traffic will also reduce air pollution and improve the quality of the air we breathe. This will improve the health of vulnerable members of our community, especially the very young and those with cardio-vascular problems or asthma.

It is, however, important to acknowledge that the car will continue to be the preferred mode of transport for certain journeys and for some people who are less mobile, such as older and disabled people. We will provide convenient parking for disabled persons as well as community transport options for those who cannot drive or use conventional public transport.

We will continue to work to make the best use of our roads through monitoring and managing levels of traffic congestion. This includes working with Transport for London on traffic management schemes, traffic light phasing and diversionary routes to avoid accidents and major roadworks. We also coordinate roadworks with the various utility companies to minimise disruption.

Long term goals

- Ensure that new development is sustainable with access to local public transport and high quality pedestrian and cycle routes to reduce car usage.
- Reduce levels of traffic and congestion by working towards the Government’s aim of improving access to core facilities such as employment sites by public transport, cycling and walking.
- Reduce traffic and noise pollution and improve air quality.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Implement planning policies promoting sustainable development e.g. the right type and density of housing, together with shopping, employment development and leisure and community facilities in the right place. 	<ul style="list-style-type: none"> ● New housing in accessible locations close to a range of local facilities; ● Retail, office development, leisure and community facilities in Kingston town centre and the district centres of Surbiton, New Malden and Tolworth, together with business development on the boroughs designated employment sites.
<ul style="list-style-type: none"> ● Promote sustainable and accessible transport through improved public transport provision, better walking and cycling infrastructure, and a programme of travel awareness initiatives. 	<ul style="list-style-type: none"> ● More local bus and train journeys; ● More people walking and cycling; ● Roll out a programme of successful School, Workplace and individualised Travel Plans; ● Increased car-sharing and car club membership.
<ul style="list-style-type: none"> ● Reduce the car share of all trips by Borough residents to 45% by 2011 (in 2001 53% were made by car, van or taxi). 	<ul style="list-style-type: none"> ● Car use in the Borough’s town centres will fall by 5% by 2011 and by 3% in the Borough as a whole.
<ul style="list-style-type: none"> ● Reduce pollution and noise from road traffic and improve air quality. 	<ul style="list-style-type: none"> ● Reduced pollution levels in line with appropriate standards; ● More uptake of cleaner and greener fuels, e.g. electric, hybrid, hydrogen etc; ● Implementation of quiet road surfacing and noise barriers.



Theme 1: Objective 3

Protect and improve the quality of our local environment

Why this is important

Being clean and green is a vital part of what makes Kingston an attractive place for people to live and visit. The quality of our local environment influences how people perceive the Borough as well as being an important factor in contributing to a thriving economy and safe community.

Environmental protection and enhancement is a priority and planning policies for the Green Belt, Metropolitan Open Land and local open spaces have been very successful in protecting these. Well managed parks and open spaces, high quality buildings and public spaces and a clean and welcoming street scene are very important in promoting a sense of well being and encouraging people to use these spaces. This is essential if we want to encourage more walking, cycling, use of public transport, and opportunities for exercise to improve health and fitness. Allotments also have the potential to improve healthy eating, biodiversity, fitness, and community activities.

We also understand the importance of our parks and open spaces to biodiversity and the maintenance of natural habitats and flood control.

Long term goals

- Increase satisfaction of residents' with local area (their neighbourhood and local street).
- To improve the quality of buildings and spaces and protect and enhance heritage assets.
- Maintain and enhance our green spaces to maximise use and community benefit, ensuring they are welcoming and accessible and that people feel safe.
- Promote the use of our green spaces to contribute to the health, fitness and wellbeing of residents e.g. through football, cricket and tennis as well as enhancing outdoor play facilities for all children and young people.
- Conserve our natural habitats to achieve positive benefits for biodiversity.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Create a cleaner local environment through street cleansing, removal of graffiti, reduction of waste including tackling litter and fly-tipping, and promotion of recycling. 	<ul style="list-style-type: none"> ● Increase in people's satisfaction with their local area.
<ul style="list-style-type: none"> ● Protecting and enhancing our distinctive historic environment. 	<ul style="list-style-type: none"> ● Well cared for listed buildings (fewer on the 'at-risk register') and more conservation areas with Character Appraisals and Management Proposals.
<ul style="list-style-type: none"> ● Protecting and enhancing the borough's open spaces, including Green Belt and Metropolitan Open Land. 	<ul style="list-style-type: none"> ● Greater use and enjoyment of open spaces through improved access and environmental improvements.
<ul style="list-style-type: none"> ● Achieve Green Flag status for 1 park in each Neighbourhood by 2011; ● Development Plans for 4 further key parks for Green Flag submission. 	<ul style="list-style-type: none"> ● Successful achievement of Green Flag status for all key parks.
<ul style="list-style-type: none"> ● Increase opportunities for outdoor play. 	<ul style="list-style-type: none"> ● Refreshed and well maintained play areas in all neighbourhoods; local residents involved in design and improvement of play areas.
<ul style="list-style-type: none"> ● Maintain and increase tree stock in sustainable locations. 	<ul style="list-style-type: none"> ● No net loss of Council's stock of trees.
<ul style="list-style-type: none"> ● Increase number of available allotment plots. 	<ul style="list-style-type: none"> ● Sufficient allotment plots to meet demand.
<ul style="list-style-type: none"> ● Improved local biodiversity – active management of local sites. 	<ul style="list-style-type: none"> ● Increased proportion of local sites where positive conservation management is being implemented.





Theme 2:

Prosperous and inclusive

Sharing prosperity and opportunity

Kingston is a prosperous and successful place where people want to be and we aim to keep it that way. We have a hugely successful retail economy and our education services are outstanding. While most people have good lives here not everyone has the same quality of life and we will therefore tackle disadvantage to close attainment gaps and offer opportunities to improve the lives of all our residents.

Theme 2 objectives,
long term goals and actions:

Objective 4 –

Sustain and share economic prosperity (p26-27)

Objective 5 –

Raise educational standards and close gaps in attainment (p28-29)

Objective 6 –

Increase supply of housing and its affordability (p30-31)

Theme 2: Objective 4

Sustain and share economic prosperity



Why this is important

Maintaining a healthy and sustainable local economy is vital to the well-being of the Borough. We will do this through promoting physical and economic regeneration while working to increase employment and skills levels.

Key to sustained economic prosperity is the need to address the challenges posed by climate change and energy supply and we will work in partnership to ensure the local economy is flexible and resilient enough to meet those challenges.

Businesses are facing challenges from the ongoing credit crunch combined with inflationary pressures from high oil and commodity prices. With growing evidence of a global slow-down it seems clear that this will negatively impact our economy. Kingston's employment rate, for example, has recently shown a decline and this trend could continue for the next few years. Over the 12 year period covered by this Plan, however, it can still be expected that our challenging target of an 80% employment rate and our other long term goals can be met.

The regeneration of Kingston town centre will act as a driver of the economy for the whole Borough. A key element of this will include retail led mixed-use development and improvements to transport infrastructure to enhance Kingston's regional shopping appeal. We want to increase the

number of people visiting as well as the amount of time spent here. We will achieve this by diversifying the day time and night time economy to appeal to a broader cross section of the community and thereby provide a wider range of employment opportunities, particularly in growing sectors such as creative, culture and tourism.

Improving access to services and facilities by public transport is essential to achieve an economically successful Borough, and in particular improving access to employment will allow more people to share in prosperity and improve social cohesion. The economic regeneration of Kingston town centre, for example, will generate extra trips which could cause additional traffic congestion and so jeopardise the benefits of that regeneration. To avoid this outcome, these additional trips will need to be made mainly by non car modes – public transport, cycling and walking. We will work with partners to improve transport infrastructure and services for residents, visitors and businesses including more frequent and reliable rail and bus services.

We will also be seeking to enhance the retail, community and employment roles of our District Centres at Surbiton, New Malden and Tolworth through new development and improvements to public spaces and transport infrastructure and to continue to protect more local shopping parades and shops. Elsewhere we will work with landowners, investors and businesses to modernise our industrial estates, seeking to ensure there is sufficient provision of land and premises to encourage different businesses to locate, remain and expand in the borough.

We will provide residents with the opportunities, information and advice to acquire the necessary skills to compete successfully for jobs and to progress in their careers. Kingston University, Kingston College and Kingston Adult Education with its robust training for work programmes will play a crucial role in achieving this. We will map and enable clear progression routes for young people leaving school, college or care to ensure effective transition into employment through the development of skills and knowledge, including the promotion of apprenticeships. We will provide a range of learning opportunities covering basic skills; English for speakers of other languages; vocational courses; work-based learning courses; degree level and professional courses.

Kingston University, as part of its mission, aims to widen the participation of entrants to higher education. It is proud of its record of working with Kingston primary and secondary schools and the further education college to raise the attainment of students and their awareness of

higher education opportunities both nationally and at the University. In 2008 over 800 Kingston Borough students who were the first in their families to go to University participated in activities designed in partnership with teachers and parents. The University also works with employers and is expanding the number of vocational opportunities for local employees to combine study and work.

While our employment rate of 74.0% (2007) is above the London average there are pockets of relative poverty and deprivation, largely concentrated in the social housing estates. People who lack skills and qualifications are more likely to be workless and socially excluded. Certain groups also face varied and complex barriers to employment, for example disabled people, people with mental health problems, lone parents and ethnic minorities. We will provide tailored support to such groups including job search, training in interview skills, CV writing, IT skills, literacy, numeracy and communication

skills as well as childcare to support them into employment. This further contributes to our aim to support parents and carers within disadvantaged families to lift children out of relative poverty.

Long term goals

- To regenerate Kingston Town Centre to provide a broader offer and maintain the town's status within the top shopping centres nationally.
- To maximise employment opportunity for all and to achieve a local employment rate by 2020 that meets Government's national target figure of 80%.
- To reduce the percentage of working age people claiming out of work benefits to 5.0% by 2020.
- To work towards achieving locally the Government's ambition to eradicate child poverty by 2020.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Regenerate Kingston town centre and district centres; ● Modernise industrial estates and grow our Small and Medium sized Enterprises (SME) base. 	<ul style="list-style-type: none"> ● Increase in footfall in Kingston Town Centre; ● Increase in number of VAT registered businesses and in those showing growth; ● Increase in number of modernised industrial estates.
<ul style="list-style-type: none"> ● Increase employment opportunities for all including disabled people, lone parents, people who lack qualifications. 	<ul style="list-style-type: none"> ● Increase in overall employment rate – including adults with mental health, physical disability or learning disability conditions.
<ul style="list-style-type: none"> ● Support capacity building in the third sector and the development of social enterprise. 	<ul style="list-style-type: none"> ● Increase in third sector organisations providing services.
<ul style="list-style-type: none"> ● Help people of working age on benefits back to work and prevent those in work falling out of work and onto benefits. 	<ul style="list-style-type: none"> ● Reduction in numbers of working age people claiming out of work benefits.
<ul style="list-style-type: none"> ● Raising the skill threshold of adults so as to access future employment opportunities. 	<ul style="list-style-type: none"> ● Increase numbers with lower skills levels including adults with learning disabilities and mental health problems in training to enable entry to employment; ● Increase numbers of adults qualified to at least Level 3 and Level 4.
<ul style="list-style-type: none"> ● Increase take up of formal childcare by low-income working families. 	<ul style="list-style-type: none"> ● Increased numbers in employment and training amongst disadvantaged groups including lone parents.

Theme 2: Objective 5

Raise educational standards and close gaps in attainment



Why this is important

An important part of the reason why Kingston is a popular place to live is the excellent performance of its schools.

Our educational attainment levels are high across all key stages with results well above national averages. We consciously strive for excellent universal educational provision as a means to tackling inequality and social exclusion.

To maintain the success of our outstanding services for children and young people we want to raise educational standards across the Borough. Where there are gaps in educational attainment we will work to close these and therefore help to give our children and young people the best start in life. While gender and ethnicity are significant in attainment gaps, the single largest gap is between deprived and more affluent pupils.

Our Primary Capital Programme aims to deliver greater choice and improved access by expanding primary school places to meet increasing demand. There is a good level of inclusive provision across all schools. We will ensure there are sufficient Special Educational Needs resources to support any increase in the pupil population and that existing resourced provision offers effective outreach to other mainstream schools. The Building Schools for the Future programme

will allow us to build on our already high levels of inclusion and develop even stronger links between mainstream and special schools.

We and our partners are committed to achieving the five 'Every Child Matters' outcomes of: being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic wellbeing. We will do this through developing integrated services to support every child and young person through the extended schools programme and school clusters. We will ensure that integrated support and extended schools provision is accessible for children with learning difficulties and disabilities. We also work closely with our third sector partners who are particularly well placed to provide community based services for children and young people who may need additional support.

The goal of all educational attainment is to make children and young people fit for a fully active, rewarding and responsible place in society. All young people will be able to make a successful transition to adult life, continuing education and employment. As an important part of this challenge, we will ensure that our children and young people understand the importance of the environment, their relationship to it and their responsibility for it.

Good communication and reading skills are fundamental for a successful society, as poor literacy levels affect a person's ability to engage with and access services, hinder economic and employment prospects and can lead to ill-health and feelings of isolation. These factors impact on the community as a whole in terms of social cohesion, levels of crime, and dependency on welfare payments. We will ensure that there are a variety of entry points into reading and literacy through our Library and Adult Education Services, the provision of family learning and Adult Basic Skills tuition.

Long term goals – by 2020:

- Every child ready for school, with at least 93% developing well across all areas of the Early Years foundation Stage Profile by age 5.
- Every child ready for secondary school, with at least 93% achieving at or above the expected level in both English and mathematics by age 11.
- Close attainment gaps for all groups of under-achieving pupils.
- Every young person with the skills for adult life and further study, with at least 93% achieving the equivalent of five higher level GCSEs by age 19; and at least 72% achieving the equivalent of two A levels by age 19.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Close achievement gap between boys and girls and between schools. 	<ul style="list-style-type: none"> ● Increased attainment levels overall and all children benefit from going to a good school.
<ul style="list-style-type: none"> ● Close achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4. 	<ul style="list-style-type: none"> ● Children and young people on free school meals will achieve as well as their peers.
<ul style="list-style-type: none"> ● Close the gap in achievement of Level 2 and 3 qualifications by age 19 between those on free school meals at age 15 and their peers. 	<ul style="list-style-type: none"> ● Increase in achievement levels at level 2 and level 3. ● Reduce levels of those not in education, employment or training, especially for vulnerable groups.
<ul style="list-style-type: none"> ● More young people from low income backgrounds progressing to higher education. 	<ul style="list-style-type: none"> ● Increase numbers of young people from low income backgrounds progressing to higher education.
<ul style="list-style-type: none"> ● Providing young people with access to a range of services through one entry point through the Integrated Youth Support Service involving statutory and third sector agencies. 	<ul style="list-style-type: none"> ● All disadvantaged young people at age 14+ will benefit from education, employment or training (to age 19) and participate positively in the local community.



Theme 2: Objective 6

Increase supply of housing and its affordability



Why this is important

The Borough’s population is set to increase from around 156,000 today to 164,000 by 2021 (GLA projections). Over the same period the number of households is estimated to increase from 64,687 to 72,336.

As an attractive place to live, demand for housing is traditionally high in Kingston. Demand is further driven by the growing number of single person households.

To determine the levels of additional housing needed, targets in the Mayor’s London Plan have been drawn up in consultation with boroughs. In Kingston we have a target of providing at least 3850 homes over the ten year period 2007 to 2017. This target is realistic and achievable and is based on a thorough assessment of capacity. A good deal of the new housing will be built in areas that have already been identified. The 2008 Annual Monitoring Report identified capacity on known large sites (those over 0.5ha) of around 2,500 homes for the period 2008/09 to 2017/18, including just over 1,000 in Kingston town centre.

The housing target is a long term target, aggregated over a ten year period, and there will be fluctuations year on year. Any downturn in the

economy and financial instability will inevitably result in a slowing of house building rates. Equally, the ‘credit crunch’ will affect the overall economic prosperity of the Borough, including town centre investment. Current forecasts estimate that housing delivery for 2009 could reduce by half, on a national basis. The key issue is how long the economic downturn will last, and it should also be recognised that there will be a time lag once economic conditions improve, before delivery rates significantly improve. On a more positive note, a slowing of the economy may create more opportunities for the delivery of affordable housing.

Our planning policies will be strengthened to ensure better coordination of new housing and associated services and infrastructure. When negotiating new developments, we will work to secure the best deal for the Borough by securing financial contributions from developers towards local services including green spaces, improving the road network and education provision.

We will ensure that housing provision meets a range of housing needs, including private and affordable housing with a mix of dwelling sizes from smaller flats and houses to larger family dwellings, as well as the provision of more managed student housing for the University.

We will also work with developers and Housing Associations to target the provision of affordable housing, including accessible housing suitable for disabled and older people. Affordable housing is that which is accessible to those people whose incomes are insufficient to enable them to afford adequate housing locally on the open market. In addition, developments of affordable housing are required to provide a mix of different sized units including family sized homes.

We must also improve the condition of existing housing and the achievement of national ‘Decent Homes’ standards. This is of great importance given the cross cutting benefits that this will have in terms of health, education and general well-being. The Council will struggle to make the investment at the required rate to meet national Decent Homes standards. Current nationally set funding rules result in around one third of rent from our Council home tenants going direct to central Government to be spent on housing elsewhere in the country. We will continue to campaign for a change in the funding system while exploring what we can do at the local level to improve housing conditions.

We will endeavour to ensure that housing is sustainable – both new build and refurbishment of existing stock. Housing should be energy and carbon efficient and sufficiently flexible and

resilient to meet the potential 50 year climate impacts of higher temperatures and extreme weather events on infrastructure and health.

Long term goals

- Increase overall level of housing provision in line with the regional (London Plan) and local (Local Development Framework - LDF) minimum target of 3,850 new homes over a 10 year period 2007 to 2017.
- Increase provision of affordable housing in line with local LDF target of at least 40% with 25% of this as social rented (these targets will need to be reviewed in the long term to ensure consistency with the Mayor’s London Plan when that is revised).
- Achieve Decent Homes standards for all our housing tenants.
- Ensure provision of new housing meets the needs of disabled and older people.

- Increase fuel efficiency of housing stock and tackle fuel poverty by ensuring that no household occupies a home with a SAP (Standard Assessment Procedure) rating of less than 40 by 2016.



Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Local Development Framework (LDF) policies in place to identify suitable locations for new housing at appropriate densities to meet identified needs. 	<ul style="list-style-type: none"> ● Housing provision in line with local, regional and national targets.
<ul style="list-style-type: none"> ● LDF policies to increase delivery of affordable housing and use planning decisions to reinforce our position. 	<ul style="list-style-type: none"> ● Affordable housing delivered in line with LDF target.
<ul style="list-style-type: none"> ● Improve condition of homes in council ownership and private sector. 	<ul style="list-style-type: none"> ● Increase in % of Decent Homes targets achieved.
<ul style="list-style-type: none"> ● LDF policies to ensure the delivery of Lifetime Homes Standards and that 10% of all new homes must be accessible by or easily adaptable to wheelchair standards. 	<ul style="list-style-type: none"> ● Lifetime Homes and wheelchair housing delivered in line with LDF and London Plan targets.
<ul style="list-style-type: none"> ● Prevent homelessness. 	<ul style="list-style-type: none"> ● Lower levels of people in temporary accommodation.
<ul style="list-style-type: none"> ● Reduce the negative effects of overcrowding. 	<ul style="list-style-type: none"> ● Fewer households living in severely overcrowded conditions.
<ul style="list-style-type: none"> ● Improve the environmental performance of both the new and existing building stock within the borough. 	<ul style="list-style-type: none"> ● New developments will comply with construction targets including the Code for Sustainable Homes (and use of sustainable materials); exceed the Decent Homes Standards and improve Standard Assessment Procedure ratings.



Theme 3:

Safe, healthy and strong

Preventing problems and promoting responsibility and independence

Safe

We are proud to be a place where people want to live because our quality of life is very good. It is our responsibility to do what we can to prevent problems emerging that would damage this in future. A key part of this is keeping the Borough safe and we expect people to play their part by behaving in a responsible manner. Our vision is that everyone who lives in, or comes to, our borough should both be safe and feel safe. We will also work together to safeguard vulnerable adults and children and young people.

Healthy

Many factors affect our health and people in the Borough have the right to expect high quality health services to be available when they fall ill. However some aspects of health can only be improved by people themselves making healthier lifestyle choices, such as stopping smoking or ensuring they take regular exercise. Our goal is to ensure that the health and well being of residents improves and this is best approached by getting people more engaged in their own health and making clearly targeted investment in preventative services, including those provided by the third sector.

Strong

We want people to be proud of the Borough and to live in communities where they have a sense of belonging and mutual respect. We want to encourage people to be independent and to take an active part in local life. We want to help the community to help itself and the people in it to help each other, so that people have access to wider support networks in the community rather than being reliant on the help of public services. We want communities to work together to build capacity, promote cohesion and strength. We will be working with our partners in the third sector to help build the capacity of community groups and networks.

Theme 3 objectives,
long term goals and actions:

Objective 7 –

Make communities safer (p34-35)

Objective 8 –

Improve overall health and reduce health inequalities (p36-37)

Objective 9 –

Support people to be independent (p38-39)

Objective 10 –

Encourage people to take an active part in the social and cultural life of the community (p40-41)

Why this is important

Kingston is one of the safest boroughs in London and maintaining that status is crucial if we are to achieve our ambition to continue to be one of the very best places to live and work.

The current priority areas for the Safer Kingston Partnership are to reduce:

- violence against the person;
- crime by and against young people;
- domestic violence and hate crime;
- anti-social behaviour; and
- drug and alcohol misuse.

The Safer Kingston Partnership has put measures in place aimed at achieving its vision that everyone who lives in, or comes to, our borough should both **be safe and feel safe**.

Our Safer Neighbourhood and Safer Transport Teams focus on issues of concern raised by the local community. We also work with our partner agencies on the Adult Health & Wellbeing Board to safeguard vulnerable adults.

One of the successes of Kingston is its thriving town centre night time economy, providing a cultural and social outlet for residents and visitors from a wide area, and enriched in January 2008 by the addition of the Rose Theatre. Being a 'hub' for evening entertainment brings its own challenges. Our aim is to provide a hospitable, welcoming, safe and secure town centre with good affordable transport links and a wider choice of venues and activities to cater for all ages and interests.

We also work to provide safer streets and help overcome the fear of crime. For example, through the provision of high visibility policing by police and community support officers; the upgrading of street lighting; licensing and ensuring safe travel at night.

Long term goals

- Reduce overall crime, in particular instances of violence, and ensuring that, by 2020, Kingston remains one of London's safest boroughs.
- To reduce levels of drug and alcohol related crime, disorder and anti social behaviour.
- Increase public confidence in local agencies dealing with crime and its effects and reduce the fear of crime.
- Help offenders regain their place in our society by promoting responsible behaviour.
- Continued reduction in the number of fires, fire related deaths and injuries, to ensure that Kingston remains one of the safest London boroughs from fire.
- Reduce the number of road traffic accidents.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Tackle all types of violent crime – including assault with injury, domestic violence and hate crime and minimise the potential for terrorist activity. 	<ul style="list-style-type: none"> ● Reduction in crime rates ● Enhanced public reassurance ● Cohesive and strong communities and a built environment which is a positive deterrent to criminal and anti-social activity.
<ul style="list-style-type: none"> ● Improve the reputation of Kingston town centre at night – including the role of the Rose Theatre to diversify the night time economy; ● Kingston is also working with the Civic Trust on ways to increase the quality and broaden the appeal of town centres at night. 	<ul style="list-style-type: none"> ● Increase in footfall to town centre; ● Attainment of Civic Trust 'Purple Flag'.
<ul style="list-style-type: none"> ● Tackle drug misuse and related offending. 	<ul style="list-style-type: none"> ● Increase in the numbers of drug users successfully engaged in and completing drug treatment. ● Reduction in drug related offending.
<ul style="list-style-type: none"> ● Develop a partnership approach to tackle alcohol misuse. 	<ul style="list-style-type: none"> ● Reduction in drug and alcohol related crime, disorder and anti social behaviour.
<ul style="list-style-type: none"> ● Prevent people from becoming victims or perpetrators of Anti-Social behaviour including instances of graffiti and fly-tipping. 	<ul style="list-style-type: none"> ● Enhanced public reassurance.
<ul style="list-style-type: none"> ● To implement the Policing Pledge which it is planned to introduce nationwide – this envisages visible patrols in your area to tackle your local policing priorities. 	<ul style="list-style-type: none"> ● Enhanced public reassurance.
<ul style="list-style-type: none"> ● Preventative activity and early intervention to engage young people before they become victims of crime or offenders. 	<ul style="list-style-type: none"> ● Reduce the number of first time entrants to the Youth Justice System aged 10-17 and ensure that children and young people at risk of offending or re-offending achieve outcomes as good as their peers.
<ul style="list-style-type: none"> ● Rehabilitation and resettlement of offenders. 	<ul style="list-style-type: none"> ● Increase level of offenders under probation supervision in employment at the end of their order or licence.
<ul style="list-style-type: none"> ● Work as a partnership to promote three key fire safety messages: <ol style="list-style-type: none"> 1. Prevention – Stopping fires occurring in the first place. 2. Detection – Installation of smoke alarms and ensure they are kept working 3. Escape Plan – Development of escape plans so that people know what to do if a fire breaks out. 	<ul style="list-style-type: none"> ● Reduction in the number of fires, fire related deaths and injuries. ● Provision of improved and targeted community fire safety.
<ul style="list-style-type: none"> ● Reduce the number of road traffic accidents. 	<ul style="list-style-type: none"> ● Reduction in line with targets set by the Mayor of London of a 50% reduction in numbers killed or seriously injured by 2010 compared to the 1994-98 average.



Theme 3: Objective 8

Improve overall health and reduce health inequalities



Why this is important

As a relatively prosperous borough, Kingston does not feature strongly as an area with wide-ranging and deep-rooted health problems.

To maintain and improve the overall health of the wider Kingston community we will work as a Partnership to prevent future health problems by promoting healthy lifestyles and encouraging people to look after themselves. We will ensure that information is available to enable more people to lead healthier lifestyles through access to leisure services and use of green spaces as well as increasing opportunities for cycling and walking.

We are committed to planning, commissioning and providing high quality health and social care services and we continue to work together to drive up performance. Our commissioning approach will increasingly enable us to develop better, quality-assured services which meet local needs.

Life expectancy has been rising in the Borough mainly due to the increasing standard of living and improvements in the lifestyle of the population. However, life expectancy differs markedly between wards with those in Norbiton, the most deprived ward, having a life expectancy

6 years less, on average, than those in Tudor. There are other health inequalities that also tend to be focussed on key pockets of deprivation where we need to tackle important issues such as teenage pregnancy, drug and alcohol misuse, mental ill-health, obesity and sub-standard housing. We will encourage people to take responsibility for their own health and will work to develop services which are both accessible and affordable.

Your feedback asked that we provide a local environment which enables people to easily get to local services, shops and parks. This is particularly important to older and disabled people. The council has a programme to provide bus stops which are fully accessible and provides convenient parking for disabled people. For those who cannot drive or use conventional public transport the council will continue to assist the voluntary sector to provide community transport. In addition we are working on the concept of 'community hubs' or networks, to provide local services in local settings, with easier access by public transport and entrance to services.

We recognise that our partners in the third sector have a particular role to play in helping people who may be unwilling or unable to access mainstream information and services to do so. Many from so-called 'hard to reach' groups may prefer to deal initially at least with a voluntary or community group.

Long term goals

- Narrow gap in mortality rates and health inequalities between wards – by 2020 to reduce by at least 10% the gap between the fifth of areas with the lowest life expectancy at birth and Kingston's population as a whole.
- Promote healthier lifestyles to encourage people to take responsibility to prevent future health problems.
- Child health improved with the proportion of obese and overweight children reduced to 2000 levels.
- Reduce alcohol and drug related harm to individuals, families and the wider community.
- To work towards the Government's aim of improving access to core services such as hospitals, GP surgeries and employment sites by public transport, cycling and walking.
- Enhance children and young people's wellbeing, particularly at key transition points in their lives – increase the number of schools implementing the Social and Emotional Aspects of Learning programme (SEAL) to a) 100% Primary b) 80% Secondary by 2009/10.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Tackle stroke, coronary heart disease and cardio-vascular disease. 	<ul style="list-style-type: none"> ● Lower levels of mortality rate from all circulatory diseases at ages under 75.
<ul style="list-style-type: none"> ● Reduce prevalence of smoking; combat sale of tobacco products to under 18. 	<ul style="list-style-type: none"> ● Lower levels of smoking.
<ul style="list-style-type: none"> ● Increase participation in physical activity. 	<ul style="list-style-type: none"> ● By 2012 35% of adults undertaking 3x30 minutes physical exercise per week; ● By 2012 100% young people involved in 5 hours physical exercise per week.
<ul style="list-style-type: none"> ● Reduce levels of obesity – starting at primary age. 	<ul style="list-style-type: none"> ● Lower levels of obesity for all ages. ● Increased physical activity.
<ul style="list-style-type: none"> ● Improve sexual health. 	<ul style="list-style-type: none"> ● Lower numbers of teenage pregnancy; ● Lower instances of Chlamydia under 25 year olds; ● Better access to sexual health services.
<ul style="list-style-type: none"> ● Reduce alcohol related harm by promoting sensible drinking and addressing problematic drinking; combat sales of alcohol to under 18s. 	<ul style="list-style-type: none"> ● Lower levels of alcohol related hospital admissions.
<ul style="list-style-type: none"> ● Provide a comprehensive range of high quality and timely drug treatment services for problematic drug users. 	<ul style="list-style-type: none"> ● Increased numbers of drug users successfully engaged and completing treatment. ● Increased numbers reporting improved outcomes as a result of drug treatment.
<ul style="list-style-type: none"> ● Improve physical access to health facilities – link bus services to the main shopping, work and health destinations and bring all residents within 400 metres of a bus stop. 	<ul style="list-style-type: none"> ● All residents with good access to the surgery and hospital facilities that they require.
<ul style="list-style-type: none"> ● Deliver effective child and adolescent mental health (CAMHs) services. 	<ul style="list-style-type: none"> ● Increased effectiveness of CAMHs services.



Theme 3: Objective 9

Support people to be independent



Why this is important

Our aim is to work with our partners, including the third sector, to improve independence and wellbeing in the community and to ensure that people of all ages with low or moderate social care needs and carers are given the necessary advice, information and support to achieve this.

This will include making available opportunities (affordable where possible) for employment, education, learning, sport and leisure. We will undertake work to prevent future problems with those who have lower levels of need to improve outcomes around loss of independence; discrimination or inequality; illness and deterioration of health or wellbeing. A high percentage of people with a long-term condition state that they receive 'enough support from local services and organisations to help manage their long-term conditions'. We will continue to support those people to be independent.

As our finances come under increasing pressure the reality is that we can no longer afford to provide all of our services free to everybody. However we will provide a guarantee that those who most need our services are still able to access them.

We are committed to delivering an extensive service for our older residents: to maintain older people in their own homes, where possible, and enable any move to a residential or nursing home to be a positive experience which allows for resident choice. Working closely with a wide

range of voluntary and community groups we will ensure that older people are able to maintain a high quality of life through taking advantage of a wide range of day services provided at local venues throughout the borough. The activities will include learning and leisure activities to keep mind and body healthy along with opportunities to meet up with their friends and socialise.

You have told us that 'transport is a real issue to allow people to access social opportunities and not to be isolated'. We will continue to improve the accessibility of services to enable independent living, for example, through Community Transport, the Taxi Voucher Scheme, Dial a Ride, and Shopmobility; as well as the provision of convenient parking for disabled persons. Older people continuing to live in their own homes will also need to have their mobility maintained and improved by the provision of accessible bus stops and low floor buses, and well maintained footways.

We are equally ambitious to improve life chances for children and young people through early intervention and prevention. Our aim is that all children and young people will be protected from being physically, sexually or emotionally abused or neglected, have the benefit of living in a supportive home and will be able to achieve and maintain emotional and physical well-being. Our vision is that those families, children and adults in need will be able to access the support they need from a range of multi-agency integrated services at a local level. Children and young people with learning difficulties and disabilities will have the same equality of opportunity as other children and make progress educationally, emotionally and socially, and children and young people who leave care will be well educated, healthy and able to lead a fulfilling and independent life.

Long term goals

- Increase numbers of people with health and social care needs achieving independent living, choice and control.
- Increase numbers accessing independence and wellbeing services and preventative services.
- Reduce the proportion of older people, people with learning disabilities, people with mental health problems, disabled people, people who misuse drugs or alcohol who require more serious interventions.
- Evidence of increased public involvement in planning and development of health and social care services – increased number of local people and organisations taking part in Local Involvement Network (LINKs) activity.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Enabling vulnerable adults to achieve independent living. 	<ul style="list-style-type: none"> ● Help more people to live independently with support – from a 2008 baseline of 68.65% to 73.15% by 2011; ● 10% more people accessing preventative services by 2011.
<ul style="list-style-type: none"> ● Support adults with a long-term condition to be independent and in control of their condition. 	<ul style="list-style-type: none"> ● Less people admitted to hospital with a long-term condition, or shorter average length of stay if they are; ● More people with long term conditions taking part in the Expert Patient Programme and taking responsibility for their own care.
<ul style="list-style-type: none"> ● Helping adults to self care and manage their own needs. 	<ul style="list-style-type: none"> ● More social care clients accessing benefits advice and increasing their income as a result; ● By 2010 everyone receiving social care should have an individual budget allocation; ● Disabled and older people have access to information about available support.
<ul style="list-style-type: none"> ● Provide carers with the support and services they need. 	<ul style="list-style-type: none"> ● Number of carers receiving needs assessment or review and a specific carer's service, or advice and information.
<ul style="list-style-type: none"> ● Through early intervention and prevention reduce the number of children who require statutory intervention. 	<ul style="list-style-type: none"> ● Reduction in number of children on the child protection register and the number of children in care.
<ul style="list-style-type: none"> ● Stability for children in care as a key preventative measure. 	<ul style="list-style-type: none"> ● Reduction in number of placements and increase in length of placements.
<ul style="list-style-type: none"> ● For those over 65, increase <ol style="list-style-type: none"> 1. satisfaction levels with their home and neighbourhood 2. numbers who say they receive the information, assistance and support needed to exercise choice and control to live independently. 	<ol style="list-style-type: none"> 1. Older people feel able to access the advice and support they need in a local setting 2. Older people find information and advice easy to access in a way which they prefer to receive it.
<ul style="list-style-type: none"> ● Support adults with learning disabilities and those in contact with secondary mental health services into settled accommodation. 	<ul style="list-style-type: none"> ● Higher levels in settled accommodation.
<ul style="list-style-type: none"> ● The Council will continue its programme of bus stop accessibility works to enable low floor buses to operate effectively. 	<ul style="list-style-type: none"> ● The programme is 95% complete and the bus stops in the Borough will be fully accessible by 2009/10.

Theme 3: Objective 10

Encourage people to take an active part in the social and cultural life of the community



Why this is important

We want Kingston to be a borough where people of all ages and backgrounds can thrive together, respecting diversity and with a common sense of belonging.

As a Partnership we recognise that dignity and respect are key determinants of an individual's wellbeing. Fair and equal treatment by local services is a critical component of removing inequalities and barriers to involvement in society as well as in the economy.

Perceptions of community cohesion are good in the Borough (2006 Survey) but cannot be taken for granted so we need to foster a sense of community and belonging and an environment where differences are respected and valued. We will encourage people to know their neighbours and support them, through community development and volunteering opportunities.

A flourishing third sector is important for cohesive and inclusive communities, providing individuals with the means to lead a better quality of life, and helping them to have more of a say over the issues that affect them. The work of organisations such as Kingston Voluntary Action and Age Concern is central to building the strength and capacity of the local voluntary sector. To support this, we are revising the local Compact which sets out a code of practice for how we work with the local third sector.

The Council has made a commitment to three year funding arrangements for our key strategic third sector organisations and we aim to invest

in developing services together with our local voluntary sector partners. We will work with Kingston Voluntary Action and the Volunteer Centre to develop access to opportunities for volunteering, through increased publicity, information and advice. The importance of churches and faith groups in providing support for communities, often through their volunteers, is recognised. They can also play a crucial role in improving community cohesion by increasing understanding of different faiths and cultures.

Creating opportunities for participation in a wide range of affordable and accessible activities, such as sports, leisure, arts and environmentally related activities enhances the health and quality of life for both individuals and the wider community. The promotion of interaction between different groups through events like carnival and fun days, as well as intergenerational work with local schools, are important ways of strengthening the sense of community.

Kingston Museum and our Local History and Archives both contribute to the 'sense of place' by enabling people to explore the rich and diverse history of the Borough as well as their own history. Our libraries are an important and popular resource with just over 32% of our population regularly using them, the second highest number of active library users in London. These services are community based, free and make a significant contribution to the quality of life of our residents.

Kingston University also plays a key part in the cultural life of the community. It encourages access to its Dorich House Museum and its Stanley Picker Art Gallery, both of which run education programmes with local schools. The University has a close relationship with the Rose Theatre and also makes many of its drama and music performances accessible to the local community. It is an important player in a number of other cultural initiatives in the Borough, among them the annual Reader's Festival and the Muybridge Festival.

Long term goals

- Maintaining our quality of life – we want everyone to be satisfied with the area and their neighbourhood as a place to live.
- Create an environment for a thriving third sector – increase opportunities for volunteering and the numbers of people volunteering.
- Increase numbers of people participating in cultural or sporting activities.
- Develop a reputation for excellence in a wide range of arts, especially arts based on the spoken word and reading.

Actions

What we will do	What success will look like
<ul style="list-style-type: none"> ● Build the strength and capacity of the local voluntary sector to create an environment for a thriving third sector. 	<ul style="list-style-type: none"> ● More organisations supported and active; ● An increased approval rating from third sector organisations for the role of the local statutory bodies in their area in influencing their success.
<ul style="list-style-type: none"> ● Encourage all residents to get involved in a range of activities including sports, leisure, culture and the arts. 	<ul style="list-style-type: none"> ● More people participating; ● More volunteers; ● 100% young people participating in 5 hours cultural activities per week.
<ul style="list-style-type: none"> ● Facilitate more inclusive and accessible inter cultural activities and community participation across the borough and use the Rose Theatre in Kingston town centre as a catalyst to diversify the day time and night time economy. 	<ul style="list-style-type: none"> ● An increase and broader range of arts and cultural activities including festivals and performance events; ● Increase in resident satisfaction with theatre and related cultural activities;
<ul style="list-style-type: none"> ● Promote involvement of community and residents' groups in local decision making including young people. 	<ul style="list-style-type: none"> ● Increase in participation in the local democratic process including voter turnout and participation in local decision making.
<ul style="list-style-type: none"> ● Work with people from a diverse range of backgrounds and organisations including schools, colleges and the University to tackle deprivation and discrimination to build integration and cohesion. 	<ul style="list-style-type: none"> ● Increased numbers of people who feel they get on well together and belong.
<ul style="list-style-type: none"> ● Continue to promote social inclusion through monthly Citizenship Ceremonies. 	<ul style="list-style-type: none"> ● Increased numbers of people achieving citizenship.



Delivery and measuring performance

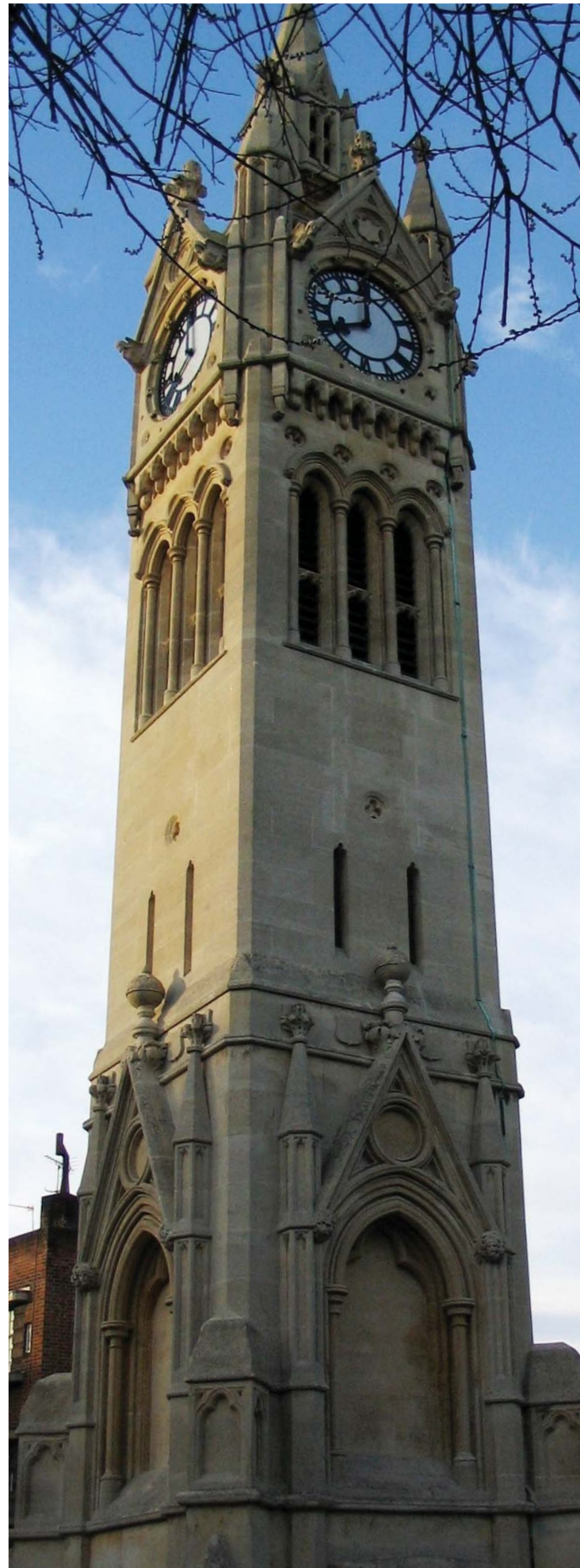
A Delivery Plan will be put in place to monitor performance on each of the themes and objectives in the Kingston Plan. Performance indicators to help us track progress have been identified for each of the ten Objectives and the actions agreed by the Kingston Strategic Partnership are identified and assigned to lead partners. The Delivery Plan will set out our performance framework.

The outcomes and indicators will be monitored and performance managed on behalf of the Kingston Strategic Partnership through four Partnership Delivery Groups with responsibilities clearly assigned. Each Partnership Delivery Group will consider an annual review of progress and will monitor performance at appropriate intervals throughout the year.

The implementation of the Kingston Plan is a rolling programme with specific short term targets working towards long term objectives. Annual review of progress and of the Delivery Plan will ensure the Kingston Plan remains responsive to the needs of the borough and our Partnership is able to learn and adapt through the action we take.

Local Area Agreement

The Delivery Plan will include our Local Area Agreement (LAA). This is in effect a contract with Government where we set out specific targets around our immediate key priorities as a group of partners. The LAA covers the three year period 2008/09 to 2010/2011. It is reviewed annually when new priorities may be added depending on how we are performing against a range of national priorities set by Government.



Have your say – how to contact us

Your views are important to us and we value on-going dialogue with our community to ensure that the priorities we are working to continue to be your priorities.

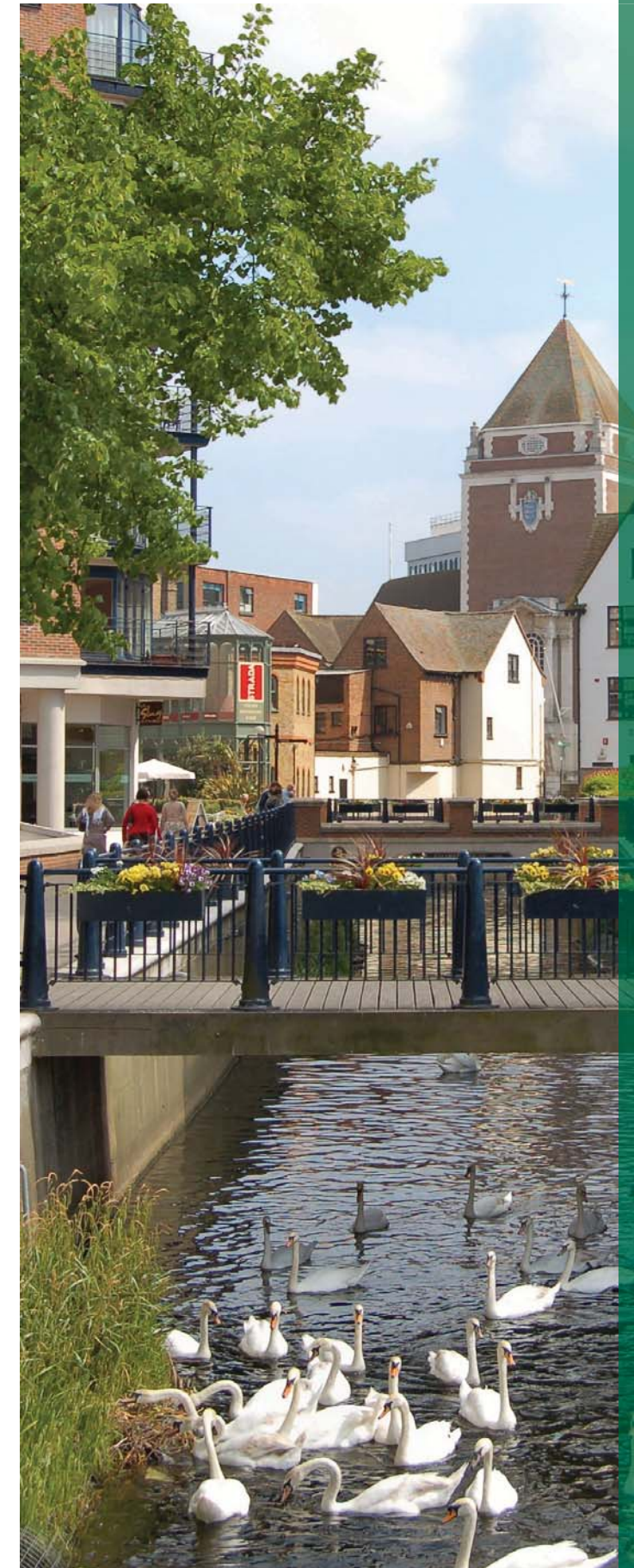
If you have any comments on the Kingston Plan or if you wish to receive any more detail then please contact us:

'Kingston Strategic Partnership'
The Royal Borough of Kingston upon Thames
Room 238
Guildhall 2
Kingston upon Thames
KT1 1EU

Telephone: Chris Field 020 8547 5010
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Dean Tyler 020 8547 5192

Email: communityplan@rbk.kingston.gov.uk

If you have difficulty reading this document because of a disability or because English is not your first language, we can help you. Please call our helpline on 020 8547 5757 or ask someone to call on your behalf.



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