

The Kingston Plan

#allKingston

Background

This document contains the product of two collaborative events held in November and December 2016 of voluntary, private and public sector Kingston partners. The contributions have been pulled together to form the basis of our next Kingston Plan, the partnership's plan for Kingston borough.

The shared and agreed outcomes are detailed below, underpinning which are our partnership infrastructure and behaviour initiatives. Each section outlines the partnership's priorities under the specific outcome or initiative, what is already happening, our collaborative next steps and who has volunteered to help deliver.

Please note that this is a **draft version** and still needs to be holistically shaped by all organisations. A smaller group of the Kingston Strategic Partnership are meeting to determine emerging themes and delivery of the plan.

The Kingston Plan delivery group

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Overview

Wellbeing

People achieve wellbeing, independence and live healthy lives

Opportunity

A place where people prosper and reach their full potential with high quality education, skills and employment

Resilience

A safe and resilient community where everyone is welcome and supports the most vulnerable

Connected

A diverse network of engaged communities where everyone does their bit

Our behaviours

- Beneficiary impact over organisation focus
- Risk embracing
 - Letting go
 - Citizen centred

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*Making a **Difference** Together*

Our infrastructure

- Governance
- Placed based budgets
 - Open data
 - Spaces and places
 - Communications and community engagement

Good growth

A borough that embraces growth and attracts investment for a stronger, more diverse economy

Choice

A borough of choice and opportunity that has broken the mould to increase the availability of housing and jobs

Sustainability

A sustainable borough with a diverse transport network and quality environment for all to enjoy

Heritage

A borough with an identity rich in history, heritage and creativity which drives its future

Our partnership's infrastructure

Priorities	Collaborative next steps	Who will deliver?
<ul style="list-style-type: none"> ● Strategy and outcomes ● Governance - With greater co-working and co-production and rapid, significant change, we need to work out forward thinking, agile and innovative governance for the partnership. ● Place based budgets - collaborate on funding and join this up across the borough. ● Open data - we need a whole picture of local knowledge between our partners. ● Spaces and places ● Join up communications and community engagement 	<p>Strategy and outcomes</p> <ul style="list-style-type: none"> ● A coordinated, system wide, single and sustainable vision/strategy/framework for delivery - The Kingston Plan ● All partners signed up to a shared set of outcomes <p>Governance</p> <ul style="list-style-type: none"> ● We need some governance that allows us to work more effectively ● New and improved Kingston Strategic Board (without strong governance this will not work) ● A compact way of working across all partners ● Empowering and upskilling communities, GPs and voluntary organisations to take on 'Places and Spaces' needs governance support ● Add to and improve existing structures rather than creating new ones ● Integration - we have far more in common which can be integrated than we would like to admit ● Take a single issue eg economic regeneration or mental health and work through as partners ● Develop our information governance and security > enable confidence and collaboration ● Shared public service workforce for Kingston's single public service 	<p>Action groups:</p> <ul style="list-style-type: none"> ● Strategic Business Council department happy to help ● KIAA introduce alliance ● Joint procurement with partners - Council Commissioning Team ● Communications lead in Voluntary and Community Sector - Citizens' Advice Kingston ● Engie ● Establish a network for Kingston communities e.g - too many organisations using the same people separately ● Buy in from RBK, TFL, British Rail to achieve goals ● 'Impact aloud' Superhighways project support - including charities across south London and SLIC

- Make delivery models flexible
- Disseminate information outwards from the Kingston Strategic Partnership
- Make sure that projects are accountable to someone/a group of people, perhaps the Kingston Strategic Partnership?
- Ensure that delivery is ongoing
- Everything should align in the governance structure

Place based budgets

- Continue good work including on budget allocation
- Ensure funding for a dynamic sustainable voluntary sector - collaboration with Love Kingston, local philanthropists, inward investment.
- Flexible funding. Grants, not restricted contracts
- Develop our knowledge of high cost individuals and facilitate effective intervention regardless of thresholds
- Procure jointly with RBK partners - pool our budgets
- Be genuine and not merely budget focussed

Open data

- Create a sub group
- Share information and ideas better
- Make data realistic - different partners have different systems, approaches and budgets
- Shared systems data and business intelligence
- Improved data /population analytics and citizen digital platforms
- Data > evidence base > identify what needed > who can provide
- Data sharing key - but address data protection
- Co-chair data for way ahead - role of infrastructure in London - Superhighways

- Data sharing is key between health, social care and borough to better support residents
- Kingston data centre of excellence

Spaces and places

- The future is digital - smart borough initiatives
- Place based digital futures programme

Join up communications and community engagement

- Create a sub group
- South West London Environment Network - communications in environment sector
- Engage key stakeholders early
- Need to work in partnership to explain squeeze on funding
- Ensure communication reaches all groups in the community at a universal level e.g. families
- Share information, listen to people's stories and plan together
- Better information hierarchy systems
- Citizens' Advice Kingston - single "front door"
- Digital platforms/engagement
- Multi organisation digital futures programme
- Communications improvement so message gets to all not just the currently engaged
- Provide consultation responses in a joined up way to projects such as crossrail 2
- Maximise consultation opportunities with a wide range of stakeholders

Our partnership behaviours

Priorities	Collaborative next steps	Who will deliver?
<ul style="list-style-type: none"> • Beneficiary impact over organisation focus - distributed leadership • Strengths based: Utilising the assets of people and place - this has not been achieved on a macro scale • Resilient and risk embracing • The Council needs to let go • Citizen centered 	<ul style="list-style-type: none"> • Training • Listening and trust • Be open to multiple systems although there will inevitably be gaps - nothing is perfect • Proven methodologies applied <p>Beneficiary impact over organisation focus - distributed leadership</p> <ul style="list-style-type: none"> • The value of smaller organisations to be better recognised and supported • Create a collaborative commissioning environment = people share rather than compete • Ask not what this will do for me but what can I bring to the overall partnership • Developing local community leadership • Recognise and embrace change • Develop ability to step out of institutions and silos to visualise and appreciate the bigger connected picture • Use shared terminologies and understanding sector/partner language • Groups interacting all the time • Shared database of community assets, volunteers, skills and property • Learn to be effective collaborative leaders 'safe in each others' space' • Embrace debate 	<ul style="list-style-type: none"> • Meet regularly with partners driving the implementation of the Our Kingston Programme • Understand/know who are the contributors to these. Have we got all the parties who can contribute to this?

	<ul style="list-style-type: none"> ● Collaborate, cocreate and coproduce ● Recognise where capabilities sit within partners and trust in them ● Recognise the power imbalance (often linked with funding) between statutory/VCS partners <p>Strengths based: Utilising the assets of people and place</p> <ul style="list-style-type: none"> ● First step - map assets and direction of key people ● Kingston Voluntary Action - a compact across all partners ● Words like 'place and 'asset' don't always make sense outside of the Council ● Procure a joint location outside of RBK council for joint meetings? ● Needs to stay local and specific ● Safe spaces to learn from each other by asking the right questions ● We need business to buy in to this and become true partners <p>Resilient and risk embracing</p> <ul style="list-style-type: none"> ● Use digital to make Council more human ● Virtualise the Council ● Don't blame each other for the lack of funding ● We need to be a borough that takes risk and does not just sit back and let things happen to us ● To the barricade - come the revolution! ● Risk embracing if it benefits citizens <p>The Council needs to let go</p> <ul style="list-style-type: none"> ● The Council needs to let go - what does this mean? ● To 'let go' RBK must build capacity and capability in communities but keep supporting ● Find out what the barriers are and squash them ● Adult to adult relationships - not adult to child ● Council needs to open as a partner and be seen as such <p>Citizen centered</p>	
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	<ul style="list-style-type: none"> • Trust relationships - work from the community - go to the community • Multi sided community platform • Work together to create crowdfunding platforms • Customer focus - citizens are also assets. Bottom up - customer voice - experience • User centered design is vital 	
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People achieve wellbeing, independence and live healthy lives

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
<p>Priorities</p> <ul style="list-style-type: none"> • Prevention • Seamless services • An environment which enables healthy choices <p>Principles underpinning this outcome</p> <ul style="list-style-type: none"> • Reducing inequalities • Community engagement • Give people choice and let them take ownership of risk 	<p>Prevention</p> <ul style="list-style-type: none"> • South West London Environment Network - improving energy efficiency of homes to tackle fuel poverty • Strong focus on prevention, a well informed public who can manage their own health • Kingston Voluntary Action - New Year '17 - Health Conference focus on prevention • Welcare - support for children in prisoner families • Job centre and smoke free - advice to help people stop smoking <p>Seamless services</p> <ul style="list-style-type: none"> • Kingston Coordinated Care - new model of care being 	<p>Prevention</p> <ul style="list-style-type: none"> • The year of #selfcare with partners - buy in • Engage with the community about self care • What is the impact of art? • The difference in technology of self care prevention and empowerment needs to be agreed • Changing narrative to get residents to see how we can move from customer to citizen • Assisted living technology services <p>Seamless services</p> <ul style="list-style-type: none"> • Kingston Coordinated Care - Further collaborative working/ functional integration between 	<p>Leaders:</p> <ul style="list-style-type: none"> • Kingston Coordinated Care • Active & Supportive Communities Network • Healthwatch • Health and wellbeing Board - wider discussion across all partners and feedback in • Kingston Hospital - leadership in prevention and early intervention • Kingston Voluntary Action - leadership role

<ul style="list-style-type: none"> • Improve communication and proactively work with schools, colleges, health and local care partners • Relentless focus on user experience - user led design 	<p>developed/developing to achieve active and supportive communities</p> <ul style="list-style-type: none"> • Kingston Voluntary Action - Digital health project <p>An environment which enables healthy choices</p> <ul style="list-style-type: none"> • Healthwatch - enabling engagement and critical comment • Welcare - supporting parents with mental health issues 	<p>health and social care/third sector partners through KCC</p> <p>An environment which enables healthy choices</p> <ul style="list-style-type: none"> • South West London Environment Network - opportunities to take part in conservation work and community gardening • Encourage employers to adopt health practices in the workplace • Showers in places of work - encourage workers to exercise before/after/during work • Kingston Hospital healthier vending machines already in place • Understand the importance of green infrastructure - parks, trees, cycling and walking paths for health and wellbeing • School health service - immunisations, sexual health and safeguarding mental health • Dementia friendly Kingston • Winter preparedness e.g fuel poverty • Invest in home quality - refurbishment /new build, to ensure minimum risk of damp, cold or overheating to maintain healthy indoor quality for occupants increasing wellbeing and avoiding 	<p>rallying small community groups</p> <p>Action groups:</p> <ul style="list-style-type: none"> • Lidl - fruit and vegetable promotion - healthy and affordable choices • Kingston Voluntary Action - keen to be on task groups • Healthwatch can alter support to task groups • Working groups should be independently chaired • YourHealthcare - major contribution to KCC programme with partners across borough • Richmond and Kingston Accessible Transport are part of active and supportive communities • Social Housing Providers <p>The following organisations identified themselves as having a part to play:</p>
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		<p>risk of ill health - impacts of cold on for example health, school or work performance</p>	<ul style="list-style-type: none"> ● Rose Theatre ● Citizen Advice Kingston ● South West London and St George's Mental Health Trust ● Schools / CAMHS ● The Clinical Commissioning Group ● Kingston Hospital ● Kingston Council ● Staywell ● Job Centre Plus ● Richmond and Kingston Accessible Transport a member of VCS strategic partnership ● South West London Environment Network
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A place where people prosper and reach their full potential with high quality education, skills and employment

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
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<p>Priorities</p> <ul style="list-style-type: none"> • Focusing on people who fall out of the education, skills and employment systems • Creating opportunities for business • Sustainable employment 	<p>Focusing on people who fall out of the education, skills and employment systems</p> <ul style="list-style-type: none"> • Schools, College and University - School's strategy • Schools, College, Uni, businesses, Kingston Adult Education - traineeships, apprenticeships and academic qualifications • Job Centre Plus and Chamber of Commerce - Over 50s employment • Upskilling existing volunteers through the digital health project - Kingston Voluntary Action • Volunteering experience at Kingston Hospital <p>Creating opportunities for business</p> <ul style="list-style-type: none"> • University - Business growth strategy <p>Sustainable employment</p> <ul style="list-style-type: none"> • Lidl - store expansion = employment credentia • Advice to help people keep their jobs • JCP and health - Health MoTs in the job centre 	<p>Focusing on people who fall out of the education, skills and employment systems</p> <ul style="list-style-type: none"> • Reaching full potential starts with early years • Clear career pathways for volunteers - universal approach across all the partners and shared recognition of its value • Better support for the unemployed over 50's looking to re-skill/retrain <p>Creating opportunities for business</p> <ul style="list-style-type: none"> • Apprenticeships in Healthcare and back office/support services • More diverse business sectors and smaller creative businesses • Development of new roles plus/including apprenticeships capability based values • Local recruitment for business • Business 'adopt' or understand how they might facilitate employment • Collaborating and coordinating business community <p>Sustainable employment</p> <ul style="list-style-type: none"> • Value all levels of employment not just commuters with high income jobs • NHS organisations to promote careers options/jobs in the NHS 	<p>Action group:</p> <ul style="list-style-type: none"> • Kingston College • Kingston College and Kingston C.O.C upskilling job seekers in the borough • Kingston Hospital • Job Centre Plus • Chamber of Commerce • Kingston Adult Education
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		<ul style="list-style-type: none"> • Support work placed volunteering - free up employee time to participate • Rotational roles that provide opportunities to expand knowledge and skills • Encourage employers to recruit older part-time, job share and flexible hours workers 	
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A safe and resilient community where everyone is welcome and supports the most vulnerable

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
<ul style="list-style-type: none"> • Supporting self, enabled by the surrounding community • Hate crime eradicated • Night time safety 	<p>Supporting self, enabled by the surrounding community</p> <ul style="list-style-type: none"> • Kingston Chamber of Commerce is a dementia friendly organisation • Providing funding for charities on theme 'isolation to integration' • Working and developing Kingston Coordinated Care • Campaigning for justice (Citizen's Advice Kingston) 	<p>Define resilient</p> <p>Supporting self, enabled by the surrounding community</p> <ul style="list-style-type: none"> • Resilient = preventative • Kingston First to support shopmobility? • Employers to provide support to vulnerable groups • Put lots of effort into finding out who the hard to reach are and you may 	<p>Leaders:</p> <ul style="list-style-type: none"> - Kingston Voluntary Action - leadership role on community cohesion - RBK - Strategic lead for domestic violence & SV <p>Action groups:</p> <ul style="list-style-type: none"> • Kingston Police

	<ul style="list-style-type: none"> • Welcare - the thread that keeps families together, we offer services to all parents to promote peer support to improve family well being and children's achievements • Staywell - outreach work within sheltered schemes across the borough • Fire service - running open days to educate • Better use of diversion programme for the street drinkers <p>Night time safety</p> <ul style="list-style-type: none"> • Kingston First, Safer Kingston Partnership, CBO, Town centre action plan 	<p>find the vulnerable. Remember vulnerable people can be capable, they may just need a little help</p> <ul style="list-style-type: none"> • Training employees/raising awareness regarding vulnerable customers, clients and residents • Syrian refugee project support • Creating, investing in spaces which are age, access friendly, legible etc • Kingston Voluntary Action - targets services and development to vulnerable and isolated communities • Kingston Voluntary Action - work with Police on community engagement e.g Korean community • Improved mechanisms through the central use of IT to create a one stop shop for volunteering right down to the local level street/ward level • Council work closely with voluntary sections to ensure we reach everyone • Smart cities • Fund prevention • Community mapping, participation programme, enable Kingston town centre • Enable independence without poverty - asset rich and cash poor households 	<ul style="list-style-type: none"> • Racial Equalities Council • Kingston Clinical Commissioning Group • Probation Service • Kingston Council • Kingston First • Neighbourhood Watch <p>This sometimes needs support and facilitation which needs resourcing</p>
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		<ul style="list-style-type: none"> • Ensure the cost of simple necessities such as energy for heating and cooking does not put householding into poverty (fuel poverty) <p>Hate crime eradicated</p> <ul style="list-style-type: none"> • Recognise 'hidden' crime and sometimes perception is crime happens on the streets but often in home environments • A multi-partner strategy for how the Kingston partners will improve collectively the borough's sense of safety and people vulnerable to crime <p>Night time safety</p> <ul style="list-style-type: none"> • Federated CCTV and traffic concern network 	
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A network of engaged and diverse communities where everyone does their bit

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
<ul style="list-style-type: none"> • Real and meaningful engagement 	<p>Real and meaningful engagement</p> <ul style="list-style-type: none"> • Kingston Conversations and Neighbourhood Forums 	<p>Real and meaningful engagement</p>	<ul style="list-style-type: none"> • Healthwatch can act as a forum for

<p>with citizens, visitors and workers meaning they can influence and change things</p> <ul style="list-style-type: none"> • Citizens contribute to society on a sustainable basis • Services are flexible 	<ul style="list-style-type: none"> • Citizen's Advice Kingston - network of information and advice providers • Healthwatch has an established network for engagement and sustainability <p>Citizens contribute to society on a sustainable basis</p> <ul style="list-style-type: none"> • Staywell - build on the active and supportive network • Healthwatch - their app/website says how the community can get more involved • Engagement is a way to tell you can't make citizens engage if they don't want to • Kingston Voluntary Action - building volunteering across all partners - quality environment for all volunteers • Develop a series of cross referencing sub networks eg. befriending network info and advice, linked to the active and supportive network <p>Services are flexible</p> <ul style="list-style-type: none"> • Council - remove barriers to working together e.g offer payroll to charities • Council - using outcome based budgeting shifting from versatility • Funding for local social impact groups - Love Kingston/London community Foundation 	<ul style="list-style-type: none"> • Does the council really engage with everyone? How do we measure this? • Recognise that our community is more diverse than we think and extend the reach • Prioritise engaging with hard to engage (e.g Korean population) <p>Citizens contribute to society on a sustainable basis</p> <ul style="list-style-type: none"> • Businesses are part of the local community - encourage/embrace involvement • Involve young people - they often feel that they are not included • Develop new community models of delivery/support. Pump prime with one of capacity building support • Citizen apps • Asset/resource mapping - what is already going on and who can contribute to what? • More central IT/web based resource for potential volunteers to come forward to find a slot where they can best contribute - tinder for volunteers? • Community mobilization platform <p>Services are flexible</p> <ul style="list-style-type: none"> • Gathering data/ideas from clients 	<p>engagement about services</p> <ul style="list-style-type: none"> • RBK as an 'enabler' • Kingston Coordinated Care is a vehicle for our community partners network network
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	<ul style="list-style-type: none"> • Better lives project partnership Local Authority/Job Centre Plus/Community • Inclusive affordable projects • Local charity partnerships/give back 	<ul style="list-style-type: none"> • One public service, single point of resident access, all services communicate with one voice, letting citizens take over services • Active listening • Borough volunteer food markets, companies to sponsor 	
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A borough that embraces growth and attracts investment for a stronger, more diverse economy

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
<ul style="list-style-type: none"> • Use growth to deliver social infrastructure • Supporting and developing businesses • Sustainable growth to deliver sustainable finances • Environmentally sustainable growth 	<p>Use growth to deliver social infrastructure</p> <ul style="list-style-type: none"> • Transport for London (TfL) - lobby the government for great infrastructure • TfL engagement • Site allocation/policy review • Working on 'way ahead' for London Civil Society - working with funders and business and shaping infrastructure - super highways <p>Supporting and developing businesses</p> <ul style="list-style-type: none"> • Attracting new business in, internationalisation, supporting and developing business 	<ul style="list-style-type: none"> • Define what we mean by 'good growth' in Kingston • The benefits of good well sized growth are not well understood- improved communication required • A shared Kingston growth strategy • In order to fully recognise and embrace the opportunities for growth and investment, Kingston's spatial context needs to be considered further. Kingston as a London Borough forms part of the wider vision for London's growth. This is set out within the suite of strategic guidance documents 	<ul style="list-style-type: none"> • Chamber of Commerce work as part of an integrated business support group which can levy on the business growth agenda • Ibus

	<ul style="list-style-type: none"> • Kingston Chamber of Commerce provides business development support to all borough businesses • Helping people develop skills to work in business <p>Sustainable growth to deliver sustainable finances</p> <ul style="list-style-type: none"> • Providing framework, strategy and infrastructure for growth 	<p>produced by the Mayor. These need to be considered in order for opportunities to be realised and aligned. The Borough should not be seen in isolation, rather recognising what growth and investment Kingston seeks to achieve and how this fits into and embraces the wider vision. This is important given the strategic planning policies in the form of the London Plan set out Kingston's requirements for growth e.g. housing numbers.</p> <ul style="list-style-type: none"> • The Kingston Plan should seek to agree and embrace the required levels of growth in order to meet the needs of the Borough. It is not about infinite growth, rather seeking the right level of growth in the right location. • The Integrated Business Support Group will need to achieve better levels of communication with those driving the economic growth and business growth strategies to understand what level of business growth and type of business mix is necessary to achieve "good growth". <p>Use growth to deliver social infrastructure</p> <ul style="list-style-type: none"> • Neighbourhood planning 	
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		<ul style="list-style-type: none"> ● Space, place and movement also needs focus ● Community investment companies ● Growth for all of Kingston's people - reminder for us to remember vulnerable ● Encourage philanthropy to encourage voluntary sector economy to meet need. Think outside 'public' money <p>Supporting and developing businesses</p> <ul style="list-style-type: none"> ● Linking investment on an international dimension to set as support for our diverse community e.g Korean, Sri Lanka ● Business and borough working as we are to attract new business ● The Kingston business ought to be better framed ● Tourism bring jobs and opportunities for S.M.E. cafes/restaurants ● Support green job supply chain in the borough, including technical and installation of energy saving measures and renewables. ● Recognise the role of the community to own its energy supply company to minimise energy costs and operate a commercial business model - Bristol Energy is a good 	
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		<p>example social and commercial growth.</p> <p>Sustainable growth to deliver sustainable finances</p> <ul style="list-style-type: none"> • Important for future prosperity 'grow or die' • Balance business growth <p>Environmentally sustainable growth</p> <ul style="list-style-type: none"> • Create environmentally sustainable growth • Can't have infinite growth - poor Kingston and poor planet 	
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A borough of choice and opportunity that has broken the mould to increase the availability of housing and jobs

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
<ul style="list-style-type: none"> • Affordable homes including key worker housing • Diversifying employment base 	<p>Diversifying employment base</p> <ul style="list-style-type: none"> • Retain student skills, apprenticeships and work tasters • Strong borough branding to promote employment • Skills gap assessment - Job Centre Plus • Kingston University has the biggest number of graduates who set up their own businesses 	<p>Affordable homes including key worker housing</p> <ul style="list-style-type: none"> • Understand the housing need - all types, all locations, all tenures, all affordability - including specialist and supported e.g dementia, older people 	<p>Action groups:</p> <ul style="list-style-type: none"> • Engie • Paragon - development and area opportunities and affordable housing • KIER - build homes and kier communities already (hire Kingston work base)

		<ul style="list-style-type: none"> ● Planning core strategy policy - Greater London Authority planning policy ● What does affordable housing mean? Affordable = £70k+ income and we need truly affordable housing. The term 'affordable' needs to be very clear ● Is low cost housing a reality? ● We need to have housing which young people can afford so they stick around in Kingston - affordable housing for singles. ● Future proof the options for the future demographic ● Consider the type of housing ● Diversify types of housing and use of sustainable and cheaper material. It doesn't have to last forever! ● Giving housing advice - avoiding homelessness <p>Options:</p> <ul style="list-style-type: none"> ● Shared ownership ● Build more ● Access to temporary accommodation ● Prioritise NHS houses over student accommodation ● Student housing ● Develop sites as community housing for all, including services 	<ul style="list-style-type: none"> ● Superhighways and Kingston Voluntary Action - University sandwich year and job apprenticeship ● Employment opportunities with new business coming to borough ● Lidl - store expansion = more jobs for local people ● Healthwatch - not too much in this outcome ● Your healthcare - developing and supporting new roles and opportunities ● Promoting roles in the NHS/public sector to existing residents and being more flexible ● Kingston Voluntary Action - continue to explore ESF and other external funding together ● Kingston Voluntary Action - strategic approach to poverty
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		<ul style="list-style-type: none"> ● Low cost innovative solutions to housing. Flexible in terms of buy, rent and length of lease <p>Other housing ideas</p> <ul style="list-style-type: none"> ● Redevelop Guildhall complex as multi-model housing/commercial ● New local plan ● One public estate to be used more flexibly ● Housing needs to be part of the Kingston Coordinated Care programme ● Have a speedy system to bring unoccupied homes into speedy occupation ● Cross-borough approach - joint working with other councils - exchange ideas on innovation approaches ● Kingston creative innovation hub ● Incentivised (financial) to live in a different way > support to downsize before going into crisis ● Link local labour to planning consents (construction)? ● Key worker criteria should cover NHS employees in low paid jobs ● Affordable children <p>Diversifying employment base</p>	
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		<ul style="list-style-type: none"> ● Should we be defining not diversifying our employment base? ● Identify opportunity areas for high density mixed use (commercial and residential) i.e sustainable development. Draw on Kingston's established character through design ● Job creation with new story ● Support all residents with health and disabilities who want to work - employer involvement ● Need to grow the business stock to produce good employment opportunities ● We support parents to return to work with confidence ● Commitment to apprentices - link up organisations ● Integrated business support provided by organisation with local experience and expertise ● Work together to pool expertise and resources to develop what is needed to make Kingston successful and sustainable ● Build more solid rent with Kingston businesses and employees ● Create more work around the river - fish market? Food markets? Rebates for local residents? 	
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		<ul style="list-style-type: none"> • Links with education/work skills programmes • Use our interesting characteristics - University, communities (Korean/Tamil) to grow base. Creative strategy? • Exploit the growing 'green jobs' sector • Enable voluntary and community sector to take a commercial perspective by helping with business rent and rates 	
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A sustainable borough with a diverse transport network and quality environment for all to enjoy

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
Supporting transport infrastructure Environmental sustainability, including air quality	Supporting transport infrastructure <ul style="list-style-type: none"> • Transport for London - lobby government to invest in transport infrastructure. Healthy Streets focus • Lidl - commitment to green travel plans • Transport is a key part of keeping people independent and connected 	Supporting transport infrastructure <ul style="list-style-type: none"> • Recognise that improved transport brings economic benefits and productivity gains • Jobs/economic growth stimulated through better connectivity with the rest of London. Invest in transport perhaps through CIL Reg 123 	Action groups: <ul style="list-style-type: none"> • Kingston Environment forum for info sharing • South West London Environment Network - Kingston cycling campaign, environment centre • ENGIE

	<ul style="list-style-type: none"> • The focus should be on good transport rather than diverse - diverse doesn't mean good <p>Environmental sustainability, including air quality</p> <ul style="list-style-type: none"> • Kingston Environment Forum - awareness raising • Kingston Chamber supports and promotes initiatives like 'Go Cycle' • Staywell's community furniture project is helping support environmentally friendly waste disposal and recycling of furniture etc. • Kingston First attend coordination meetings and influence change • South West London Environment Network: energy efficiency projects • Engie 11% energy consumption saving • Warm Homes Better Health brings together improved energy efficiency for older people in their home while improving health and wellbeing - Public Health 	<ul style="list-style-type: none"> • Improve connectivity - crossrail 3, look for opportunities across different modes of transport • Plan for regeneration around crossrail 2 hot spots, Kier can assist in design and build • Get on with crossrail • Good transport links are key to accessing community based services • Accessible transport for all • Supporting transport for vulnerable older individuals • Investment in highways desperately needed • More regular refreshing of linings white/red/yellow etc on roads • Ensuring that transport is included in strategic planning, e.g Kingston coordinated care programme • Recognise Greater London Authority plans - part of under network connections in and across London • Work with providers: TfL, South west trains - co-ordinated approach • Commitment from businesses to meet RBK needs • Kingston Voluntary Action - research and development - Older People's car schemes 	<ul style="list-style-type: none"> • Transition town Kingston - sustainable projects • Richmond and Kingston Accessible Transport are part of active and supportive communities • We also need businesses to buy in • Kingston Cycling Campaign would offer whatever support it could to the Go Cycle project • Kingston Biodiversity Network would advise and support on green spaces, water quality and biodiversity, has worked with the Council to produce relevant Action Plans, and undertakes practical conservation projects around the borough. • SW London Environment Network and Transition Town Kingston Energy Group would advise and
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		<ul style="list-style-type: none"> ● Investment in transport and infrastructure. Facilitate economic growth ● Cleaner buses, liaise with TfL to get transport running in Kingston soon ● More/fewer cycle lanes? ● Digital cycle maps/apps <p>Environmental sustainability, including air quality</p> <ul style="list-style-type: none"> ● Get the schools involved in air quality ● Action to reduce emissions of Co2 e.g energy efficiency of buildings ● Across water catchment areas - waterways - biodiversity, managing flooding risk, highlighting historical roots ● Introduce green roofs and verges into townscape ● Strategic priority essentials for growth must be balanced with health concerns over champions ● Local green infrastructure, green corridors across borough boundaries - see Greater London Authority plans ● Local energy infrastructure ● De-centralised energy generation ● Kingston energy company - using our 'buying' power to generate a return for local economy/people 	<p>support RBK on energy-efficiency measures, and can disseminate energy advice via workshops and home visits.</p> <ul style="list-style-type: none"> ● Kingston Environment Forum working groups can offer advice and support on, e.g, air quality and flood risk; we have some expertise, and sufficient interest in this kind of issue to do the necessary research. ● Transition Town Kingston & Kingston Environment Centre can publicise local green news, initiatives and consultations via their monthly joint e-newsletter. Both organisations are also involved in practical projects such as community gardens.
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A borough with an identity rich in history, heritage and creativity which drives its future

Priorities	What do we already have?	Collaborative next steps	Who will deliver?
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<ul style="list-style-type: none"> • History and heritage is vibrant and a source of enjoyment • Kingston hosts even more events and festivals 	<p>“Kingston has everything”</p> <p>History and heritage is vibrant and a source of enjoyment</p> <ul style="list-style-type: none"> • Community Brain - creating an image of Kingston which is fun and exciting • Creative Kingston • Kingston First - promoting Kingston as a place to visit/work • Creative design and high quality developments • Thriving and exciting new business, fashion, tech, art, music, architecture <p>Kingston hosts even more events and festivals</p> <ul style="list-style-type: none"> • International Youth Arts Festival - year round performances • Rose Theatre - premiering nationally recognised productions - excellent asset for older borough but disagreement over how it should be funded • Have supported the delivery of an Enjoying Later Life Festival, but this needs resourcing to continue • Love Kingston, annual fundraising day. Love Kingston Day - small business and community events • Gloriana Kingston • Kingston Chamber of Commerce - raise money from activities to support these charities 	<p>History and heritage is vibrant and a source of enjoyment</p> <ul style="list-style-type: none"> • Understand the assets right across the borough • Ask residents and visitors what works and share information • Using our rich history to make money to develop services • Celebrate our diversity through our heritage • Considering new museum and heritage spatial strategy • A Kingston Hub • Importance of public spaces, community venues, cultural spaces and events in mitigating downsides of developments • Need for greater co-ordination between different groups - in heritage, culture promotion • Focus of the lives of ordinary people in the past of just the royal traditions • In a diverse world we need to keep our heritage and where we have come from • Strategies for the neighbourhoods on arts and culture • Joint strategy and business planning • Talk about the great heritage when out and about having a shared Kingston story and vision 	<p>Action group:</p> <ul style="list-style-type: none"> • Kingston First promoting the history of Kingston and as a place to shop/visit/eat • Creative Kingston • Community Brain • Rose Theatre • Love Kingston • Kingston Chamber of Commerce • Robin Hutchinson
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	<ul style="list-style-type: none"> • More fundraising separate from council 	<ul style="list-style-type: none"> • Joint bids for grant funding • Recognise synergies old and new • Identify and build on strengths and uniqueness of Kingston; play to strengths, look for opportunities, embrace new creativity/cultural change, keep up with times • Our Kingston app • Sell concept of a 'boutique' borough • More needs to be said about the business and creative industries - part to play in identifying <p>Kingston hosts even more events and festivals</p> <ul style="list-style-type: none"> • Spotlight and showcase unique historical and cultural assets to fit • Organising fundraising events collaboratively - use our organisations to promote historical importance • Music festival around the river like SW4 in Clapham • Festival, Carnival and Christmas Markets • Music talent quest nights with support for real talent identified • Tourism promotion • Identifying/nurturing and supporting local creative talent • New museum as a community endeavour 	
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		<ul style="list-style-type: none"> ● Augmented reality heritage trail ● Digitise museum ● Build a hub like 'box park' in Croydon and Shoreditch - Scandinavian pop-ups, Sri Lankan pop-ups and Kier can help decision and build ● Network the arts with the night time economy - pre theatre menus, discount parking at Bentalls, night time market to improve perceptions of Kingston at night ● Digital Muybridge ● Kingston Voluntary Action; work with English Heritage to change Kingston from being one of their 'Gold Spots' ● Greater utilisation of borough's green spaces - currently not as accessible as could be 	
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