

# PART **D** IMPLEMENTATION AND MONITORING FRAMEWORK

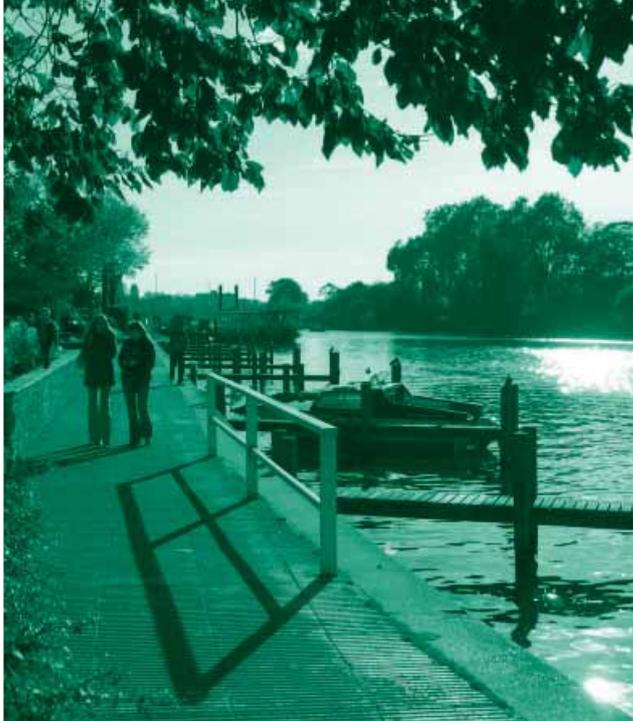
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chapter **13** implementation and monitoring framework

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## Introduction

- 13.1 The purpose of this section is two-fold: firstly, it seeks to demonstrate the deliverability of this Area Action Plan (AAP) and secondly, it sets out an indicative programme for the delivery of the main elements of the Vision, and the range of funding sources and land ownership arrangements by key objective and associated action for each of the 20 Proposal Sites.
- 13.2 The AAP Vision will be realised through the implementation of the 8 key objectives and their related AAP policies and actions, principally through the delivery of the main Proposal Sites, as well as other projects, such as the public realm, riverside, conservation area and access enhancements. From the inception of the K+20 Strategy in 2003, there was a desire on the part of stakeholders and the Council to deliver a range of short, medium and longer term improvements. Various initiatives have commenced and by the end of 2006 a number of projects had been completed by public, private and community/voluntary sector organisations (Appendix 6).
- 13.3 To deliver the K+20 'vision' and implement the AAP, phased over a number of years to 2020, it is essential that the Council continues to work in partnership with a range of stakeholders in the public, private and community/voluntary sectors. These include: land and property owners; developers; businesses; Kingston First/ Kingston Town Centre Management; transport providers including TfL – London Buses and London Rail, Network Rail, the Department for Transport and South West Trains; car park operators; the GLA; Kingston University; Kingston College; the Thames Landscape Strategy; the Environment Agency; infrastructure providers, including Thames Water, gas and electricity providers; the Police; the Primary Care Trust; Kingston Voluntary Action, residents and local groups.
- 13.4 The success of the AAP will depend upon effective and co-ordinated delivery, with the Council playing a central role. It will require considerable resources to realise many of the actions that contribute to the vision. Partnership working, with a clear process and good communication among the partners and with stakeholders, will be required to keep all parties up to date and involved in the progress of the AAP as a whole and projects for individual sites.

## Delivery model

- 13.5 The consultant Price Waterhouse Coopers (PWC) was engaged in December 2005 to enable the Council to fully understand the complexities of the implementation of an area based regeneration and redevelopment strategy, and to consequently identify the most appropriate delivery model. A number of delivery model options have been considered, from land assembly, strategic delivery, masterplan developer, to semi autonomous subsidiary. A Council-wide officer/external consultant delivery group was set up to establish the local factors that will influence the type of delivery mechanism. This group analysed underlying market conditions; the role to be taken by the Council (facilitation versus intervention); land assembly issues; risk transfer; funding mix and the nature of existing land ownerships. The outcome of this analysis is that a planning-led with strategic development partner 'blended' approach has emerged.
- 13.6 The PWC input is ongoing and will respond over time to circumstances as delivery progresses. Key stages of inception (December 2005), workshop output (August 2006), intermediate conclusions (October 2006) and further workshop (February 2007) have been documented.

## Adopted Delivery Mechanism

- 13.7 The rationale for the Strategic Development partner approach has been influenced by the interest shown by leading property company, Hammerson in a substantial area of the town centre which has been identified as suitable for major change and development and which is referred to as The Eden Quarter. The Hammerson interest comprises elements within up to five of the major proposal sites (out of the total of 20) contained within the town centre AAP boundary. These are Proposal sites P1 (Clarence Street North), P2 (Eden Quarter – south of Clarence Street), P3 (Eden Quarter – east of Eden Street & Ashdown Road), P4 (St James Area), and P5 (Cattle Market Car Park & Fairfield Bus Station). Hammerson has over several years acquired significant property interests within the town centre by private treaty negotiations and further land is being assembled through negotiation.
- 13.8 A co-operation agreement was signed between Hammerson and the Council in July 2003, to explore retail-led mixed-use development. Heads of Terms were signed in December 2005. These set out the basis upon which a development could proceed and the core elements to be incorporated into a scheme including retail uses, restaurants, cafes, car parking, residential, public spaces, a bus station, offices, and community uses. However this work has been terminated along with the Council's contractual relationship with Hammerson. The procurement of a new development partner commenced in early 2008, under the Public Contracts Regulations and European Union procurement rules.

- 13.9 It is not envisaged that a planning application will be submitted by the successful development partner for major redevelopment for the Eden Quarter until 2009. The AAP will form the strategic planning framework for the assessment of development proposals.
- 13.10 A risk assessment is being progressed with PWC to establish and understand the inherent risks involved with the single development partner approach, and to develop a consequential mitigation strategy. Initial work has concentrated on mitigating circumstances whereby Hammerson fail to receive planning permission or implement a planning consent. Consultant CB Richard Ellis (CBRE) has been engaged to advise the Council on the Development Agreement (DA) to maximise the benefit to the community and ensure that the Council's interests are not disadvantaged. Whilst the Council is no longer seeking to conclude an exclusive DA with Hammerson, it is envisaged that a DA will still be required to regulate the contractual relationship between the Council and the successful development partner.
- 13.11 A further element has been to commission CBRE to prepare an assessment of the retail/commercial impact of the Eden Quarter development on the town centre. This report (2006) concludes that the Eden Quarter development will have a very positive impact on the town and will *"strengthen and substantially improve the existing retail offer"*. This will enable Kingston to *"not only maintain but strengthen its position within the regional shopping hierarchy"*. The proposal *"has the potential to meet modern retail requirements and also seems flexible to accommodate future requirements"*, and *"will create an active and vibrant commercial environment"*.
- 13.12 The delivery of the AAP is dependent upon a number of other important proposal sites, character areas and key areas for conservation. A development strategy has been formulated to achieve the objectives of the AAP through the development of proposal sites and other 'windfall' sites, together with an integrated approach to the public realm and access improvements, as outlined below.
- 13.13 The remaining 15 Proposal Sites (those outside of the Eden Quarter development) have been prioritised in terms of deliverability, based primarily upon land ownership and alignment to key objectives. Of the 15 sites:
- 4 are mostly within Council ownership and proposals are being considered as part of the Council's Asset Management Review
  - 2 have planning permissions, which are likely to be implemented
  - 9 are subject to pre-application discussions, including several which have unimplemented planning permissions
- 13.14 Part C of the AAP sets out the planning and spatial parameters for bringing these sites forward. If necessary, informal Planning Guidance and/or Planning Briefs will be developed to give greater certainty and clarity for delivery of the Proposal Sites. The need for this will be assessed by the Council on a site by site basis. These sites will be delivered in partnership with landowners and key stakeholders, and this work will be taken forward with them.
- 13.15 Consideration in terms of risk assessment has also been given to the delivery of transport, social and utilities infrastructure to support proposals for new retail, commercial, leisure and residential uses, as part of the holistic approach to town centre development.

- 13.16 The integrated transport strategy provides for a number of deliverable transport improvements, including new facilities as well practical measures, it does not rely on 'costly' infrastructure provision. The Council recognises that its powers are limited in relation to rail and bus provision, but is committed to playing an active lobbying role as well as using its planning powers. Access improvements will be delivered through a range of initiatives including the implementation of Proposal Site policies, partnership working, S106 planning obligations and through the Council's capital programme.
- 13.17 In respect of improvements to Kingston Station, the Department for Transport (DfT) has notified the Council that they will be installing passenger lifts in mid 2007 under the Government's Access for All Programme, to create obstacle-free accessible routes from station entrances to and between all platforms. Rail operator South West Trains are also committed to improving Kingston Station and have drawn up and costed initial proposals which would provide: a new station entrance to improve the appearance of the station which currently presents a poor image for the town centre; a new side entrance to improve interchange facilities; a new secure cycle parking area; a new booking hall and retail outlets. Detailed proposals are now being worked up with a view to implementation in 2008/09. The Council's Executive has approved the allocation of £200,000 from S106 contributions for town centre access improvements towards this scheme.
- 13.18 New and improved transport facilities form an important element of the transport strategy and Proposal Site policies. In particular, the proposed new bus station, improved Fairfield bus station and new high quality parking (Policies K16 – K20) are an integral part of the Eden Quarter proposals for Sites P2 – P5; and the Council will expect these features to be incorporated into any scheme for the Eden Quarter. The transport work referred to in Part A (at paras.4.9 – 4.10) takes a robust approach to transport infrastructure capacity.
- 13.19 In terms of promoting access improvements to the town centre through rail + bus via Surbiton station, Local Implementation Plan (LIP) funding has been awarded for 2007/08 and 2008/09 for bus priority measures subject to the outcome of local consultation. The preferred scheme for the provision of a permanent park and ride facility to improve access to the town centre also relies on existing infrastructure, utilising the existing railway station and parking at Kempton Park and the existing rail service to Kingston.
- 13.20 In respect of social infrastructure, including schools and GP healthcare facilities, this AAP relies on the provision of school places in existing schools in the areas surrounding the town centre, for which capacity has been identified. The provision of an enlarged/replacement GP healthcare facility has been planned within the North Kingston area on Proposal Site P18 and planning permission has been granted for such a facility. The provision of enhanced faith, community and voluntary sector facilities is identified in this AAP (Policy K6) so that they can continue to meet local needs and assist in increasing the scale and scope of their public service delivery.
- 13.21 The Council has regular strategic liaison meetings with utility and transport providers to exchange information on development proposals and planned works/service improvements. A presentation on this AAP was given to the one of these meetings in 2006 and such liaison will continue.

## Delivery objectives

13.22 By a distillation of the AAP Vision and Plan Objectives three key delivery objectives have been identified:

- Diversification of the town centre employment base
- Increase in the time spent by each visitor (i.e. 'dwell time')
- Facilitate the expansion of the education sector and develop greater knowledge transfer and physical integration.

To deliver these key objectives it is recognised that support and 'buy in' will be required by principal public and private stakeholders. Discussions have already commenced with a number of stakeholders and potential partners to identify short and medium term opportunities. Regular meetings and briefings have been set up with Kingston Primary Care Trust, major retail stakeholders (Morley Fund Management, John Lewis Partnership, and Bentalls), Kingston Town Centre Management/ Kingston First and a Kingston University Liaison Committee has been set up with a brief to foster partnership working, and promote a shared vision for Kingston town centre. Site specific discussions are also taking place – for example, meetings have been held in relation to Proposal Site P10 (Kingston Station); and ongoing discussions have taken place with hotel operators with regard to hotel provision.

## Looking forward

13.23 The Council recognises that, over time, alternative delivery mechanisms may emerge in relation to the AAP. Although not a formal proposal within the AAP, there is the possibility of some form of formal partnership body to own and drive forward the K+20 Strategy. Given the need for joint working between the public, private and voluntary sector, and the University/College, this could comprise a development organisation with a Board comprising of representatives from those organisations with a vested interest in the ongoing economic success of Kingston. The role of such an organisation could include:

- Development and oversight of the K+20 Strategy
- Development of a Business Plan and informal 'action plans' for delivery of proposal and other sites.
- A forum for exchange of views between stakeholders and outside interests
- A focus for the promotion and marketing of Kingston and the communication of the objectives of the AAP towards delivery
- A statement of intent underpinning the delivery of the AAP and the ongoing economic growth of Kingston.
- To oversee the co-ordination and phasing of projects as they come forward

13.24 The Council will regularly review and monitor performance towards the AAP objectives, and the delivery of individual proposal sites and policy initiatives. It will review and discuss delivery mechanisms with its partners in response to monitoring and review information.

13.25 One key partner merits particular reference and this is Kingston Town Centre Management who promoted and established Kingston as the first Business Improvement District in the country in January 2005 (see para.3.22). Under the BID, which has a five year initial lifespan, businesses contribute an additional sum of 1% of the business rate, which generates an income of some £800,000+ a year for additional services/improvements in the town centre, over and above the services provided by the Council under a baseline agreement. Priority projects are: promoting the town centre to attract more visitors; securing a cleaner, safer environment with added security; better transport and access; and support for small independent businesses in the private sector. 'Kingston First' is the delivery arm of the BID, with whom the Council is working closely to realise the shared vision for the town centre. 'Kingston First' is a key partner in the delivery of the AAP and protocols have thus been put in place to maximise the strength of this joint resource.

## Funding

- 13.26 The majority of the AAP proposals will be implemented by private sector developers, land and property owners and businesses, with the Council acting corporately as a facilitator, and as a regulator through the planning process. Where appropriate, private sector interests will be required to make a contribution towards the cost of delivering public infrastructure, transport and public realm improvements across the town centre, usually through Section 106 agreements, as set out in Policy K23.
- 13.27 There are a number of proposals that will require other resources, including public sector resources, to fund some of the transport, environmental and public realm improvements. Funding responsibilities for these projects include the Council's own resources through its Policy and Capital Programme; Kingston First BID/Kingston Town Centre Management; the GLA, TfL and LDA; South London Partnership and transport providers TfL, London Buses and the Department of Transport.
- 13.28 Significant funds, in excess of £5 million have already been received or committed from external sources and it is anticipated that opportunities will arise to secure additional funds, as documented below:
- Allocations from Transport for London through Borough Spending Plan bids for access/improvement works in the town centre amount to £2million for the last three years (2004/05; 2005/06; 2006/07). This figure includes awards for the upkeep of the primary road network; cycle network and cycle parking improvements; pedestrian and cycle priority schemes, bus priority schemes, Kingston Bridge refurbishment and signage

## Public Involvement

- For the year 2007/08 and 2008/09 £10,000 and £200,000 respectively have been awarded to fund bus priority measures between Surbiton and Kingston town centre, subject to the outcome of consultation
  - An allocation of £182,500 has been made by TfL to fund the improvement of the Eagle Wharf open space to provide an attractive destination space on the riverside.
  - Kingston First BID budget for the town centre amounts to £4.3m over the five year life of the BID or £800,000+ per year
  - Crime Reduction Partnership funding £20,000
  - The Council has allocated funding of £250,000 over the coming year for implementation of the Moorings Business Plan to improve riverside facilities
  - S106 planning obligation contributions from development in the town centre for transport, access, safety and security, and environmental improvements amount to nearly £3 million over the past six years.
- 13.29 The preparation of the AAP has sought to involve the public and stakeholders throughout the various stages, since its inception in 2003. The key to successful delivery is flexibility, and the Council recognises the need for on-going consultation and review throughout the process of implementing and delivering the AAP proposals. It is proposed that a Communications Plan will be prepared to disseminate regular information on the progress and delivery of the AAP. Individual development proposals will be considered through the development control process, with full opportunities for continued public and stakeholder engagement in accordance with the principles enshrined in the Statement of Community Involvement.

## Implementation and Monitoring Framework

- 13.30 The Council will monitor the implementation of the Area Action Plan, and performance against the plan's objectives. This section sets out a series of indicators, and where possible, targets, against which progress will be monitored. Relevant indicators are grouped under the eight key AAP objectives.
- 13.31 Some indicators are Local Development Framework Core Output Indicators set by the Department for Local Government and Communities. The Council's LDF Annual Monitoring Report will provide information on the indicators and targets set out in the schedules as well as progress on each proposal site.

## Key to Abbreviations in Schedules 1 and 2

### Agencies:

RBK – Royal Borough of Kingston upon Thames  
KTCM – Kingston Town Centre Management  
KF – Kingston First (BID name)  
EA – Environment Agency  
TfL – Transport for London  
MfL/GLA – Mayor for London/Greater London Authority  
LEA – Local Education Authority  
TLS – Thames Landscape Strategy  
PCT – Primary Care Trust  
SWT – South West Trains  
TW – Thames Water  
DoT – Department of Transport  
HMCS – Her Majesty's Courts Service  
EDF – Electricite de France  
PR – Public Realm Improvement Schemes  
PP – Planning Permission  
MVRA – Motor Vehicle Restricted Area  
LAA – Local Area Agreement  
DDA – Disability Discrimination Act

## Schedule 1 Part B Policies

POLICY/TOPIC	INDICATOR/ACTION	TARGET & DATES	RESPONSIBLE AGENCY
<b>OBJECTIVE 1: TO MAINTAIN A DIVERSE AND SUSTAINABLE ECONOMY, PROVIDING FOR BUSINESS AND EMPLOYMENT DEVELOPMENT NEEDS</b>			
<b>OBJECTIVE 2: TO ENHANCE THE QUALITY AND RANGE OF TOWN CENTRE USES, INCLUDING HOUSING</b>			
<b>K1: New and Enhanced Shopping Facilities</b> (see Proposal Sites P1, P2 and P3 - Schedule 2)	<ul style="list-style-type: none"> <li>• Amount of completed A1 retail floorspace</li> <li>• Increased footfall from base year 2006</li> <li>• No loss of convenience goods floorspace</li> <li>• Proportion of G/F vacant property in primary frontage</li> <li>• Proportion of G/F vacant property in secondary frontage</li> </ul>	Provision of 50,000m <sup>2</sup> gross additional A1 retail floorspace for comparison goods by 2015.  No loss of convenience goods floorspace over plan period.  Max. 1.5%  Max. 4%	Private sector land & property owners, retailers, developers, RBK
<b>K2: Shopping frontages, Shop Sizes and Use of Floors above Shops</b>	<ul style="list-style-type: none"> <li>• No. of A1 shops converted to other uses</li> </ul>	No loss of retail units in defined frontages	RBK
<b>K3: Markets and Market Stalls</b>	<ul style="list-style-type: none"> <li>• Improve market facilities</li> <li>• No. of designated street stalls</li> </ul>	Improved market facilities  No loss of designated street stalls	RBK through its role in operating, managing and licensing markets and street stalls, plus market traders associations, KTCM
<b>K4: Employment Development</b>	<ul style="list-style-type: none"> <li>• Amount of new or refurbished B1a office floorspace from base year 2006</li> <li>• Amount of vacant office floorspace</li> <li>• Reduction in office vacancy level from 2006</li> <li>• Increase in Grade A and B+ office floorspace</li> <li>• Reduction in B- and C Grade offices</li> <li>• Maintain provision of completed A2 floorspace for financial and professional services</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of 5,000 sqm improved B1a floorspace by 2020 of Grade A or B+ quality</li> <li>• Reduction in office vacancy level from 2006 base of 16% of stock to 10% by 2011</li> </ul> See above  <ul style="list-style-type: none"> <li>• No Grade B- or C Grade offices by 2020</li> <li>• Monitor changes in A2 floorspace, losses and new provision to ensure no net loss over plan period.</li> </ul>	RBK, public and private sector organisations, businesses, land/property owners, Chamber of Commerce, Kingston College, Kingston University; KTCM, Network Rail, Kingston Innovation Centre

**Schedule 1  
Part B Policies (Continued)**

<b>K5: Public Admin, Police &amp; Her Majesty's Courts Service</b>	New/upgraded Court facilities- submission of plg application; granting of PP; u/c & completion. Police facilities	Provision of new/upgraded Court and Police facilities. Dates to be provided based on further discussion with HMCS and Met. Police	RBK, Metropolitan Police, HMCS
<b>K6: Arts/Entertainment/ Leisure/ Faith/ Community/ Voluntary/ Hotel</b>	Improved facilities: <ul style="list-style-type: none"> <li>• Theatre</li> <li>• Increase tourism potential by completion C1 development (hotels/guest houses)</li> <li>• Completed A3 floorspace (restaurants/ cafes)</li> <li>• Improved library/ museum</li> <li>• Completed D1 non-resid floorspace</li> <li>• Protection and enhancement of community/faith/ voluntary sector facilities</li> </ul>	Completion and opening of the Rose Theatre 2007/08. Provision of: <ul style="list-style-type: none"> <li>• Full service hotel by 2011</li> <li>• Increase in no. of restaurants by 2011</li> <li>• Improved library/ museum by 2011</li> <li>• Completed D1 non-resid floorspace</li> <li>• Improved facilities for the community/ voluntary sector by 2011</li> </ul>	Kingston Theatre Trust. RBK working in partnership with the private sector; faith, community and voluntary sectors, including Kingston Voluntary Action and Save the World Club.
<b>K7: Housing</b>	<ul style="list-style-type: none"> <li>• No. of completed homes each year</li> <li>• No. and % of affordable homes</li> <li>• No. of student places in managed student housing</li> </ul>	<ul style="list-style-type: none"> <li>• Provide approx. 1000 new homes on proposal sites across the town centre.</li> <li>• 50% affordable housing on qualifying sites</li> <li>• Provision of 500 student places in managed student housing</li> </ul>	Private sector land and property owners and housing associations
<b>K8: Higher &amp; Further Education</b>	Completed D1 floorspace for Kingston University and Kingston College	Completion of upgrading of Penryhn Road campus and Kingston College by 2020.	Kingston University and Kingston College

**Schedule 1  
Part B Policies (Continued)**

<b>OBJECTIVE 3: TO PROVIDE A HIGH QUALITY ENVIRONMENT WITH WELL DESIGNED BUILDINGS AND SPACES</b>			
<b>K9: Improve Design Quality</b>	Phased implementation of 20 Proposal Sites and 3 landmark sites	Completion of development of Proposal Sites by 2020, including the 3 landmark sites.	Private sector land and property owners
	No. of developments incorporating renewable energy, reclaimed construction materials and water/energy saving measures	All major developments	
	No. of developments built to BREAM/ Ecohomes standard	All major developments	
<b>K10: Public Realm Improvements</b>	Phased implementation of rolling programme of:	Annual monitoring of 4 elements to monitor progress	RBK (Private sector land and property owners, KTCM)
	• Public realm improvements	Completion of all identified public realm improvements by 2020	
	• Gateway improvements G1-G6	Completion of 6 gateway improvements by 2020	
	• Open space improvements	Completion of all open space improvements by 2020	
• No. of locations where public art provided	Public art provided at all 13 locations by 2020		
<b>OBJECTIVE 4: TO PRESERVE AND ENHANCE THE HISTORIC ENVIRONMENT</b>			
<b>K11: Old Town Conservation Area</b>	• No. of properties on Buildings at Risk Register	• Reduction in no. of properties on Buildings at Risk Register from 2006 base year to zero by 2020	RBK + Private sector land/ property owners and developers
	• No. of listed buildings and Buildings of Townscape Merit	• No loss of listed buildings and Buildings of Townscape Merit	
	• No. of planning applications in OTCA with Conservation Area enhancements	• No specific target but monitor and review	

**Schedule 1  
Part B Policies (Continued)**

<b>K12: Areas of Special Character</b>	Townscape and environmental enhancements	<ul style="list-style-type: none"> <li>• Completion of Old London Rd public realm improvements by 2011</li> </ul>	RBK (Private sector land/property owners)
<b>OBJECTIVE 5: TO PROMOTE AND ENHANCE USE OF THE RIVER AND RIVERSIDE</b>			
<b>K13: Riverside Strategy</b>	<p>Increased activities and use of river. Provision of improvements to:</p> <ul style="list-style-type: none"> <li>• Riverside facilities, no. of moorings improved from base 2006</li> <li>• No. of riverside links improved</li> <li>• Length of Thames riverside walk improved</li> <li>• No. of riverside spaces improved</li> <li>• natural environment</li> <li>• 3 riverside development sites</li> </ul>	<ul style="list-style-type: none"> <li>• Moorings business plan completed 2006</li> <li>• Target for mooring improvements to be developed from moorings business plan</li> <li>• All links to the riverside improved</li> <li>• Improve quality of 1150m of riverside walk</li> <li>• All riverside public spaces improved</li> <li>• Implementation of 3 biodiversity enhancement schemes by 2020</li> <li>• Riverside proposal sites developed by 2020</li> </ul>	RBK/TLS (EA, TfL, private sector land/property owners, KTCM)
<b>K14: Hogsmill River</b>	<ul style="list-style-type: none"> <li>• Improved Hogsmill Walk</li> <li>• Biodiversity improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Length of Hogsmill Walk improved</li> <li>• Implementation of biodiversity improvements</li> </ul>	RBK (EA, Private sector land/property owners)
<b>OBJECTIVE 6: TO IMPROVE TRANSPORT, ACCESS AND CONNECTIVITY</b>			
<b>K15: Town Centre Road Network</b>	<ul style="list-style-type: none"> <li>• Implementation of public realm imps within MVRA and improvements to relief road crossings</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of identified improvements.</li> <li>• Reduction in queuing and congestion on the relief road due to rebalancing of parking and major attractions</li> </ul>	RBK/TfL

**Schedule 1  
Part B Policies (Continued)**

<p><b>K16: Public Transport</b></p>	<p>More frequent rail services More late night rail services</p> <p>New/ improved Kingston Station No. of improvements to cross boundary bus services (GLA/Surrey) Provision of express bus link Kingston-Surbiton and promotion rail + bus to Kingston via Surbiton</p> <p>New bus station Site P3 Removal of buses from Eden Street Improved Fairfield Bus Station Site P5</p>	<ul style="list-style-type: none"> <li>• 4 trains per hour on Richmond Loop line</li> <li>• Further improvements to late night rail services</li> <li>• Improved Kingston Station by 2009</li> <li>• Improvements to cross GLA boundary bus services</li> <li>• Provision of express bus link and promotion of rail + bus services to Kingston via Surbiton Station</li> <li>• New bus station Site P3 by 2015</li> <li>• Removal of buses from Eden Street by 2015</li> <li>• Improved Fairfield Bus Station Site P5 by 2015</li> </ul>	<p>RBK, TfL, London Rail, Network Rail, Department for Transport, transport providers: South West Trains and London Buses</p>
<p><b>K17: Walking and Pedestrians</b></p>	<p>No. of public realm improvements completed</p>	<ul style="list-style-type: none"> <li>• Completion of all improvement schemes by 2020 with annual monitoring of progress</li> </ul>	<p>RBK, TfL, TLS, KTCM</p>
<p><b>K18: Cycling</b></p>	<p>% modal split of cycling to Kingston town centre across Kingston Bridge.</p> <p>No of cycle route improvements and length of route completed.</p> <p>Increase in no. of on-street secure cycle parking spaces from 2006 Provision of 3 secure cycle parking centres</p>	<ul style="list-style-type: none"> <li>• Increase in modal split of cycling across Kingston Bridge to 10% by 2020</li> <li>• Completion of 5 cycle route improvements by 2015 and riverside route by 2020</li> <li>• Double on-street secure cycle parking to 1200 spaces by 2011</li> <li>• Provision of 3 secure cycle parking centres by 2020</li> </ul>	<p>RBK, TfL</p> <p>Private sector land owners + South West Trains</p>

**Schedule 1  
Part B Policies (Continued)**

<p><b>K19: Other measures to improve accessibility</b></p>	<ul style="list-style-type: none"> <li>• Permanent park and ride to Kingston town centre</li> <li>• Improved provision of Community Transport and improvements to Shopmobility</li> <li>• Improved provision for taxis and private hire vehicle. Travel Planning and monitoring use of modes of transport</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of permanent park and ride to Kingston town centre by 2020</li> <li>• Improved provision for Community Transport and Shopmobility by 2015</li> <li>• Improved provision for taxis and private hire vehicles</li> </ul>	<p>RBK, TfL London Buses; neighbouring local authorities; Community Transport; private sector land/ property owners; KTCM voluntary and community sectors</p>
<p><b>K20: Town Centre Parking</b></p>	<p>No. of public off-street parking spaces:</p> <ul style="list-style-type: none"> <li>• Total</li> <li>• % in new high quality public car parks</li> </ul>	<ul style="list-style-type: none"> <li>• Parking provision maintained at around 7,000 spaces</li> <li>• Provision of 7,000 spaces in high quality public car parks outside the MVRA by 2020</li> </ul>	<p>RBK: KTCM; town centre businesses; car park operators; landowners/ developers</p>
<p><b>OBJECTIVE 7: TO PROVIDE A SAFE, CLEAN, FRIENDLY AND WELL MAINTAINED CENTRE IN THE DAY TIME AND AT NIGHT</b></p>			
<p><b>K21: Town Centre Management</b></p>	<ul style="list-style-type: none"> <li>• Improved town centre management</li> <li>• Reduce incidence of crime from 2006 base.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion and adoption of After Dark Strategy 2007</li> <li>• Implementation of ADS</li> <li>• Target to be provided from Crime Reduction Strategy</li> </ul>	<p>KTCM, RBK Police, businesses, local community</p>

**Schedule 1**  
**Part B Policies (Continued)**

<b>OBJECTIVE 8: TO ENSURE ADEQUATE INFRASTRUCTURE AND MIMINISE FLOOD RISK</b>			
<b>K22: Infrastructure &amp; K23: Planning Obligations</b>	No. of schemes with S106 planning obligations/use of contributions for infrastructure - utilities, open space, enviromental improvements, community uses	All major development schemes to have S106 covering infrastructure provision	RBK, LEA, PCT; EA, Thames Water
<b>K24: Minimising Flood Risk</b>	No. of development proposals which require flood zone assessment: <ul style="list-style-type: none"> <li>• With appropriate flood risk management measures</li> <li>• Without appropriate flood risk management measures.</li> </ul>	No development approvals in flood zones without flood risk management measures.	Private sector land/ property owners and developers; RBK; EA, TW

## Schedule 2 Part C Policies For Proposal Sites And Key Areas Of Conservation

PROPOSAL SITE	PROPOSALS	RESPONSIBLE AGENCIES	MILESTONES & TARGETS
<b>P1: Clarence St North</b> (see Policy K1 - Schedule 1)	Retail; residential; A2; A3; offices; studio workshops; community uses. New pedestrian routes, improved servicing and secure cycle parking	RBK/Selected Development Partner (private sector land and property owners and retailers)	<ul style="list-style-type: none"> <li>• Co-operation Agmt. Hammerson &amp; RBK 2003-2007</li> <li>• Heads of Terms for Development Agmt. Dec 2005</li> <li>• Completion of Development Agmt. 2008</li> <li>• Submission of plg. application 2009</li> <li>• Granting of PP 2009/10</li> <li>• Start implementation 2011.</li> <li>• Completion 2015</li> </ul>
<b>P2: Clarence St South – Eden Quarter</b> (see Policy K1- Schedule 1)	Retail; residential; A2; A3; community uses; offices; secure cycle parking Landmark building L1 New/improved pedestrian routes/ access Improved Shopmobility	RBK/Selected Development Partner La Salle CIN (private sector land and property owners and retailers)	ditto above
<b>P3: East of Eden St, Ashdown Rd, Eden Quarter</b> (see Policy K1- Schedule 1)	Retail; residential; A2; A3; public space; bus station, car park; secure cycle parking centre 2; community uses; refurbished PO	RBK/Selected Development Partner plus other private sector land and property owners and retailers	ditto above Completion of non EQ elements by 2020
<b>P4: St James Area</b>	Retail, A2; A3; A4; offices, nightclub, residential, public parking, improved public square, public art	Warner Estates/RBK/ Selected Development Partner (private sector land and property owners)	Potential for inclusion in Eden Quarter Scheme with completion by 2015
<b>P5: Cattle Market, Fairfield Bus Station</b>	Upgraded or additional parking; improved bus station; improved Monday Market facilities; limited affordable housing	RBK/Selected Development Partner/TfL London Buses	Ditto P2 and P3 completion 2013
<b>P6: Kingfisher, Kingston Library and Museum</b>	Leisure, recreation, cultural and community uses and open space including improved library/museum	RBK	By 2011
<b>P7: Former Fairfield Nursery</b>	Education, community uses, open space	RBK/private sector/ community organisations	Completion 2009

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### Part C Policies For Proposal Sites And Key Areas Of Conservation (Continued)

<b>P8: 107 -183 Clarence St; Station Bldgs, Fife Rd &amp; Rear Yard</b>	8a – Service area, limited parking and managed student housing 8b- Retail, A2; A3; A4 on G/F, A3/A4 & D2 leisure uses above	Private sector land and property owners and developers	Pre-applications discussions in progress re 8a Rear Yard and 8b Empire Theatre building
<b>P9: Fife Rd/ Wood St Corner</b>	Retail, retail related on G/F with residential, offices/ studio workshop space above	Private sector land and property owners	Extant PP for part of site for conversion of upper floors from offices to residential, but requires comprehensive scheme
<b>P10: Kingston Station</b>	Improved Station in short term; Secure cycle parking centre New Station & mixed use redevelopment, retail, A2/A3 on G/F, with offices and managed student housing; Landmark development L2	DoT and SWT for improved Station;  Network Rail for new station.	SW Trains draft proposals for station improvements 2005; RBK allocate £200,000 S106 towards improvements; DoT DDA improvements 2007; SWT improvements 2008 New Station post 2015
<b>P11: Quebec House</b>	G/F Retail, A2, A3 and upper floor offices, residential or D1 non-residential education or training centre	Private sector property owner /developers	Extant PP for additional floor and conversion upper floors offices to residential ; Pre-application discussions new proposals 2006
<b>P12: Northern Riverfront</b>	Hotel; residential; riverside public space; A3/ A4; retail; rebuilding of Bentalls B car park; new riverside open space	Morley FM; Fenwick; NHP & UAE	Bentalls B site extant PP for replacement car park. Vicarage Rd west end – extant PP for student housing above A1/A3/ A3 Turks site – extant PP for residential
<b>P13: Bishops Palace House &amp; 11-31 Thames St</b>	Mixed use redevelopment /refurb for retail; residential, offices; A3/A4/A5; secure cycle parking centre 3; improved riverside walk and pedestrian links	Property owners: Canadian & Portland; and Kandahar	Pre-application discussions with landowners for development post 2010

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<b>P14: Guildhall 1 and yard, County Court and corner St James Rd/ Bath Passage</b>	Retail, A3, offices, Courts, civic/community uses	RBK/HMCS	Partially dependent upon HMCS requirements for improved or additional courts
<b>P15: Surrey County Hall</b>	Civic Uses Education use, if Surrey County Council move	Surrey County Council/ Kingston University	Site has extant PP for change to Education use, but SCC unlikely to move in short/med term
<b>P16: Kingston University</b>	Redevelopment and upgrading for KU	Kingston University	Completion of Quad Block 2007, phased upgrading to follow
<b>P17: Power Station and EDF sites</b>	Residential, Hotel, Community uses	Private sector landowner NHP; EDF ; TW	Extant PP for EDF site for 191 flats; plg applic for both sites 2007
<b>P18: Lok'n Store 12 Skerne Rd</b>	Residential and GP Surgery	Private sector landowner/ housing developer/ housing association; PCT/GP practice	PP for 125 flats & GP surgery 2006; construction start 2007; completion 2009
<b>P19: Kingston College, Adjoining Sites &amp; Gas Holders</b>	Improved facilities for Kingston College; Adjoining sites – retail/ A2/A3 with residential above or education use Gas holders	Kingston College; private sector landowners/ developers; Utility company (Gas)	College proposals constrained by proximity to gas holders and HSE concerns re safety Gas holders retained to at least 2010/2015
<b>P20: Kingsgate car park &amp; Richmond Rd frontage</b>	Retail, A2/A3, showroom uses G/F; residential/ student housing; offices above; car parking; education; community uses	RBK/ private sector developer	Post 2010
<b>OTCA 1 – Historic Core</b>	Market Place/ public realm/open space/pedestrian improvements; lighting strategy; shop front retention; public art	RBK/ private sector/ KTCM/KF	On-going throughout the plan period
<b>OTCA 2 – Riverside South</b>	Riverside/waterspace enhancements; public realm improvements	RBK/ private sector/TfL KTCM/KF	Ditto OTCA1
<b>OTCA 3 – High Street</b>	Public realm & gateway improvements	RBK/ private sector / TfL/ KTCM/KF	Ditto OTCA1