

Council Delivery Plan (2024/25)

Introduction

Our Council Plan vision is:

“Working with partners and communities to ensure the borough is FAIRER, SAFER, GREENER, TOGETHER. We have a Future Council commitment to ensure that the council is ready for the future, is managed effectively and responsibly in the best interests of our communities and delivery is supported by high quality services.”

The purpose of the Council Delivery Plan (2024/25) is to set out the key actions, deliverables and milestones for the current financial year that will contribute to the delivery of our vision. It does not aim to include everything that the Council does.

The actions and activities in this plan are presented under the Council Plan headings of Fairer, Safer, Greener, Together and Future Council, and alongside the Council Plan priorities that they support. The actions are assigned to the most relevant strategic committee for oversight, however it is recognised that many of the actions are cross-cutting and link to a number of themes, priorities and services.



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FAIRER

Priorities

Children and young people

We help the borough’s children and young people to be healthy, happy, safe and successful by removing barriers, creating opportunities and providing and enabling care and support where and when it is needed.

Equality, diversity and inclusion

We tackle exclusion, promoting equity and supporting those most in need.

Quality homes and housing services

We work to meet the growing housing needs and aspirations of residents through having the right mix of good quality housing and services to support those in need.

Skills, training and good employment

We enable people to recover from the economic crisis by providing direct support. We strategically plan for the future with partners to deliver good skills, training and employment.

Start well, live well, age well

We promote health and wellbeing for all residents, supporting the most in need, encouraging physical activity and prioritising mental wellbeing.

Actions and milestones

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Children and young people	Develop and implement a new Children and Young People’s plan for Kingston	March 2025	(1) Plan finalised and approved by People Committee (2) Plan launched and partnership monitoring arrangements mobilised (3) Action plan for 2024/25 delivered	People

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Children and young people	Improve children and young people's play and multi use games areas through delivery of Community Parks programme, Active Kingston framework and asset investment plans	March 2025	(1) Delivery of Community Parks Programme with engagement as a core principle (2) Review of housing and corporate playground facilities complete (3) Playgrounds asset investment plan developed and funding secured (4) Review of priority sites, as set out in Active Kingston framework, complete (5) Investment and delivery plan for MUGA and outdoor sports agreed as part of Active Kingston action plan	C&R and Place
Children and young people	Transform the experiences of children and young people with SEND and their families, so that local, high-quality education, health and social care provision meets children's assessed needs	March 2025	(1) Embed a Lived Experience model across education, social care and health services to better consider, plan and coordinate early help and support to children and young people who have special educational needs and disabilities (SEND) and who are supported by children's social care services.(2) Work with adult social care and housing providers to improve pathway and transition planning for young people with SEND so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.	People
Children and young people	Develop alternative education provision to better support the educational progress, achievement and wellbeing of children and young people with challenging behaviours who have been permanently excluded or are at risk of exclusion from school	March 2025	(1) Increase the number of young people with SEND accessing supported internships and the range of internships available within the Borough (2) Develop the local information, advice and guidance events and the quality assurance of info, advice and guidance provision for young people with EHCPs (3) Creation of a universal offer to support what is available in schools e.g inclusion toolkit which all stakeholders can contribute to	People

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Equality, diversity and inclusion	Continue to focus on getting information and support to the people who need it most through the cost of living crisis	March 2025	(1) Number of residents receiving a Warm Homes home energy efficiency advice assessment through the Warmer Homes Better Health service (2) Number of children supported to obtain Free School Meals	C&R and Place
Equality, diversity and inclusion	Engage with Kingston's communities to develop the 2025- 2029 Equality, Diversity and Inclusion (EDI) Strategy for the borough	March 2025	(1) Kingston EDI data collated and considered to inform the strategy (2) Consultation and engagement activities with residents, partners and communities planned and completed (3) 1st draft of strategy shared with the Inclusive Kingston Leadership Board	C&R
Equality, diversity and inclusion	Kingston to be a welcoming borough for those seeking sanctuary	March 2025	Meet the criteria for approved City of Sanctuary status in 25/26 by completing these activities in 24/25: 1) Launch City of Sanctuary staff training module (2) Approve Kingston policy for City of Sanctuary	People
Quality homes and housing services	Continue to progress the Cambridge Road Estate regeneration scheme providing much needed new homes	December 2024	(1) Start on site of phase 1C - April 2024 delivering 117 Council homes out of a total of 198 in the sub-phase; Completion of Block B (42 Council homes) and E4 (first 32 of 95 Council homes) in Autumn/Winter 2024. In total, the first phase of the CRE scheme will deliver 254 Council rented homes out of a total of 453 being developed.	Place
Quality homes and housing services	Continue to deliver new council homes for rent through the Small Sites Programme (Phase 1).	March 2025	(1) Practical Completion of Cumberland House (April 2024) (2) Practical completion of Roupell House (December 2024) completing the delivery of 101 homes through the Small Sites Programme.	Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Quality homes and housing services	Support the delivery of housing decarbonisation creating more energy efficient homes and reducing energy costs for households	March 2025	(1) Number of residents receiving direct support or advice on retrofitting grants or interventions (2) Number of engagements of online promotions of grant or advice opportunities (3) Delivery of DESNZ programme for SHDF or other programmes and adherence to agreed timelines (4) Number of energy efficiency measures installed in residents' homes (5) Number of carbon reduction initiatives	Place
Quality homes and housing services	Through a Temporary Accommodation project provide sustainable accommodation for vulnerable residents that encourages independence, either short term in nightly paid accommodation or long term through social housing and the private rented sector	March 2025	(1) Stock increased via acquisitions workstream (2) Voids reduced (3) A reduction in total nightly paid accommodation placements (households) (4) A reduction in total households in Hotels and B&Bs.	Place
Skills, training and good employment	Implement the Employment & Skills Action Plan with partners to support new opportunities for training, skills and jobs, targeting those with additional barriers and our more vulnerable and disadvantaged residents	March 2025	(1) Number of people supported to improve their employment status (2) New economic development and growth strategy published incorporating clear focus on inclusion.	Place
Skills, training and good employment	Enhance the provision of work experience and early careers opportunities through the council's services and major contracts, to support access to employment including those with care experience or other additional barriers	March 2025	(1) Initial Implementation of new work experience/early careers policy with HR - Q1 24/25, with minimum 10 opportunities in 2024/25; (2) Development of opportunities through the emerging new major contracts and S106 planning obligations. (3) Incorporation of work experience opportunities within the CRE LLP's emerging employment and skills plan.	C&R and Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Start well, live well, age well	Deliver the Active Kingston Action Plan for 2024/25 that will link local, regional and national objectives to provide residents with access to physical activity, sport and recreation	March 2025	(1) Engagement completed, with action plan finalised and key priorities for 2024/25 delivered (2) Active Kingston partnership established to lead on the delivery of the action plan (3) Seek to provide buildings for community groups providing fitness related services (4) Ensure modern, well maintained facilities measured through net promoter score at each facility (4) % of people achieving at least 150 minutes of activity per week (Sport England Active Lives survey) (5) Value generated through physical activity in monetary terms using the SV Calculator	People
Start well, live well, age well	Support the development and publication of the Kingston Joint Local Health and Wellbeing Strategy 2025	March 2025	(1) Partner engagement complete (2) Approval and publication of the 2025 Kingston Local Joint Health and Wellbeing Strategy 2025	People
Start well, live well, age well	To design and build a new leisure centre in Kingston town that is sustainable and supports the Council's goal of net-zero operation in 2030	March 2025	(1) To complete RIBA Design Stages 3 (2) To submit a planning application for the development of a new leisure centre in Kingston town (3) To complete RIBA Design Stage 4 (4) To develop a full business case for the delivery of a new leisure centre in Kingston town and submit for Committee approval.	Place
Start well, live well, age well	Deliver courses to enable people to improve their English, maths, digital, employability and vocational skills, and provide a comprehensive mental wellbeing provision to help residents improve their wellbeing and build resilience	March 2025	A year on year increase in (1) Enrolments on KAE courses (2) Number of individual learners supported (3) Enrolments on Job Search Programme (4) Mental wellbeing enrolments	People

SAFER

Priorities

Adults and children’s social care

We help families build resilience through the provision of effective support and care and ensure that young people are well prepared for adulthood. We provide high quality, wide ranging support through a person centred approach.

Keeping the borough safe

We work with partners, residents and local communities to keep the borough safe. We continue to take a stand against all forms of hate crime, abuse and discrimination.

Resilient borough

We plan and respond effectively to lessen the impacts of disruptive incidents. We support the borough to adapt to manage the impacts of climate change.

Taking care of our borough

We work to maintain safe and well looked after streets, public spaces and buildings, and provide effective protection through well managed regulation of businesses and other activities.

Actions and milestones

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Adults and children's social care	Increase uptake of Direct Payments, supporting residents to remain at home and independent as long as possible	March 2025	(1) Continue to increase the uptake of Direct Payments which also promote choice and control	People

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Adults and children's social care	Continue to embed the Safeguarding Strategic Plan 2023-2025 to ensure that individuals within the Kingston Community are able to live a life free from abuse and neglect	March 2025	(1) Increase referrals to Healthwatch for Making Safeguarding Personal (2) Embed the refreshed local arrangements for 24/25 (3) Confirm voluntary sector training offer for 24/25 (4) Revise local procedures to improve Safeguarding Adults Reviews (SAR) process including embed learning reviews involving PSW leadership and use of the learning and development offer	People
Adults and children's social care	Work with care provider market to improve overall quality of service delivery	Ongoing	(1) CQC provider rating for regulated services of good or above and accessible care provider market without any ongoing provider failure and proactive support delivered to providers	People
Adults and children's social care	Embed the learning from the Adult Social Care Peer Review into practice through our Adult Social Care Transformation and Improvement Plan	March 2025	(1) Update Self Assessment post peer review findings (2) Continue with the collation of a robust evidence library (3) Achieve a positive CQC inspection outcome (4) Deliver Transformation and Improvement priorities.	People
Adults and children's social care	Progress the Acre Road site development, for the provision of independent living accommodation for individuals with learning disabilities and those young adults who are making the transition to independence	March 2025	(1) Complete RIBA 3 Design (2) Submit Planning Application (3) Tender and Procure a Principal Contractor with a target to Start on Site in Early 2025	C&R and Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Adults and children's social care	Develop local and good quality accommodation and support options for those children and young people who cannot continue to live with their birth families	March 2025	(1) Participate in the Department for Education's Regional Care Collaborative pathfinder programme (2) Develop more in-house registered children's home provision and supported accommodation for care leavers (3) Strengthen our approach to family network meetings and family group conferences to help identify and approve kinship and connected carers and improve the support available for them (4) Develop a care leavers' guarantor scheme and improve the range of support available to care leavers to enable them to move into their own housing with appropriate support.	People
Adults and children's social care	Invest in services that support young people and families to develop the skills and confidence to live, learn and grow independently	March 2025	(1) Create a new child and family help service that supports children in need and families needing targeted support, led by social workers and supported by otherwise qualified practitioners.	People
Adults and children's social care	Work closely with our partners to make sure our services are joined-up and more accessible to children, young people and their families, and that our local offer is better understood	March 2025	(1) Develop Family Hubs to bring together the support that children, young people and families need from different services into a single accessible location in their local communities, so that families only need to explain their stories and the support they need once rather than having to tell many different practitioners.	People
Adults and children's social care	Continue to embed transitions improvement and recruit to coordinator role	March 2025	(1) Pathway established and embedded (2) recruit to the Transitions coordinator role	People

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Adults and children's social care	Make the best use of the corporate estate by providing property to deliver education to children with special educational needs or alternative education provision	March 2025	Support major initiatives including (1) Post 16 Campus (2) providing 2 new schools	People
Keeping the borough safe	Deliver an early identification and intervention approach to help prevent crime before it happens, reduce the likelihood of issues escalating, ensuring appropriate support for victims of crime and interventions to reduce reoffending	March 2025	(1) Coordinate timely risk management panels to ensure a multi-agency response to safeguard and support victims and to coordinate interventions to reduce re-offending	People
Keeping the borough safe	Review and upgrade the CCTV infrastructure that supports Emergency Planning across the borough	March 2025	(1) Deliver a new CCTV Control Centre, improving safety in Kingston while enhancing the use of technology and reducing cost	People
Keeping the borough safe	Delivery of the Safer Kingston Partnership Plan 2024-29	March 2025	(1) Delivery plans developed for each thematic area to inform priorities for 2024-25 (2) Monitor progress through quarterly reporting to the Safer Kingston Partnership	People
Keeping the borough safe	Co-produce and publish the Prevention of Violence Against Women and Girls Strategy 2024-2029	March 2025	(1) Co-Produced draft strategy presented to the Safer Kingston Partnership in May 2024 (2) Design and launch to be planned with the Survivors Forum (3) Delivery plan developed for each objective area and progress monitored	People
Resilient borough	Deliver the Warm Homes Better Health service to help eligible residents to keep their homes warm and save money on energy bills	March 2025	(1) Number of residents receiving a Warm Homes home energy efficiency advice assessment	Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Resilient borough	Continue to support residents, businesses and our voluntary, community and social enterprise sectors to make them more resilient to disruptive incidents and to be able to support their communities	March 2025	(1) Publish information and guides to build community resilience (2) To ensure regular meetings with a community resilience forum to develop and increase the participation of the VCSE sector in emergency response arrangements	People
Resilient borough	In cooperation with London Councils, develop an adaptation pathway for Kingston based on best practice, including main steps the council is going to take to make the borough more resilient to the impacts of climate change	March 2025	(1) Working Group in place and meeting quarterly (2) Climate change adaptation pathway presented and approved by the Working Group (3) Priority risks identified (4) Draft adaptation strategy presented	Place
Resilient borough	Continue to support Kingston to be a cohesive borough	March 2025	(1) Coordinate the Faith and Belief Forum (2) Deliver a thriving Inclusive Kingston Borough Alliance (3) Support the Anti-Hate Crime Action Group (4) Deliver a calendar of activities throughout the year to promote community cohesion	C&R
Taking care of our borough	Clean and maintain our streets to a good standard, including delivery of partnership projects to address fly tipping problem areas and tackle envirocrime	March 2025	(1) Phase two of litter bin and cleaning arrangements in Kingston Town Centre implemented (2) Partnership action plans to tackle fly tipping delivered to time, cost and quality (3) Successful mobilisation of new environmental enforcement contract	Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Taking care of our borough	Deliver a fair and sustainable parking service that aims to balance the needs of all road users to support the local economy, improve road safety and reduce congestion and emissions	March 2025	(1) Recommissioning and mobilisation of a new parking enforcement and operations contract to ensure an effective service for residents, businesses and visitors. (2) User acceptance testing completed with local residents to identify opportunities for improvement, with plan agreed and actions for 2024/25 implemented (3) National Parking Platform (NPP) implemented to provide customers with flexible options for payments (4) Vehicle removal and storage solutions explored and delivery plan agreed (5) PCN evidence quality	Place
Taking care of our borough	Effective delivery of planned maintenance programme - carriageways, footways, street lighting, structures	March 2025	(1) 5.5km of new carriageway (2) 1km of new footway (3) 100% completion of LED streetlight programme	Place
Taking care of our borough	Continued effective regulation of businesses and other activities in the borough through Regulatory Services by carrying out a food standards inspection regime, issuing licences and monitoring licensable activity, timely investigation of residents' concerns and using transparent and proportionate enforcement to ensure compliance	March 2025	(1) Percentage of food business rated 3 or above (2) No of Enforcement Notices (3) % of service request responded to within 3 days (target 85%) (4) Number of licences issued (5) 4 multi-agency days within Kingston Town Centre for a coordinated approach of action to improve the appearance and regulation of Kingston Town Centre	Place

GREENER

Priorities

Energy and carbon reduction

We provide strong leadership and support the whole borough to reduce carbon emissions. We explore ways to produce clean energy locally, and commit to high quality standards for development in our borough. The council will be carbon neutral in its operations by 2030 and wider borough 2038.

Our natural environment

We set the highest standards and work in partnership with our communities to enhance nature across the borough for the benefit of all.

Sustainable transport and air quality

We protect public health by taking decisive action to improve air quality and reduce carbon, and provide effective infrastructure to make it easier to get about the borough, facilitating a move to more active travel and less use of polluting vehicles.

Waste reduction, recycling and reuse

We maintain our high levels of recycling, while driving a reduction in waste. We support activities that contribute to waste prevention including reuse, repair and sharing of resources

Actions and milestones

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Energy and Carbon reduction	Utilise excess heat waste and provide cleaner greener energy through an innovative District Heating Network	March 2025	(1) Approval for commercial delivery structure from Committee Autumn of 2024 to allow implementation and development of the Full Business Case	Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Energy and Carbon reduction	Increase & enhance business engagement in activity to reduce carbon emissions through mitigation, adaptation, strengthening supply chains and innovation	March 2025	(1) 1 X Kingston Efficient Homes Show delivered - May 2024 (2) Numbers of attendees at events directly delivered (3) Number of businesses engaging in Green Economic Recovery programmes including the Green Business Community and Green Pledge, and other emerging schemes	Place
Energy and Carbon reduction	Build a programme and clear pipeline of suitable sites for solar energy generation installations across the Borough	March 2025	(1) Numbers of buildings past due diligence stage for installing solar panels through the Energy4all community partnership scheme (2) Number of council owned land sites and buildings assessed for suitability for solar panels (3) Total number of installations	Place
Energy and Carbon reduction	Development of a Roadmap to the borough's Net Zero 2038 target	July 2025	(1) Commission Strategy to Net Zero for 2038 by November 2024 with a view to engagement and recommendation to Committee by July 2025	Place
Energy and Carbon reduction	Development and delivery of a Power Purchase Agreement (PPA) to supply renewable energy to the Council	March 2025	(1) Working with the London Councils Consortium develop a business case and procurement strategy for a virtual PPA 2) Procure and award contract for commencement Q3 2025/26	C&R
Energy and Carbon reduction	Embed environmental considerations into our policies, practice and commissioning intentions and proactively support the voice of children and young people in this area	March 2025	(1) Refresh and review Achieving for Children's Environment Strategy	People

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Our natural environment	Working with the Biodiversity Action Partnership to deliver the Biodiversity Action Plan, including implementation of biodiversity improvements within council managed land and providing support to landowners and community groups to deliver planting and biodiversity schemes	March 2025	(1) Action plan objectives for 2024/25 delivered (2) Increase the area of land managed through nature conservation practices including wildways and pollinator parks 3) Deliver the next phase of Tolworth Court Farm programme including establishment of the wetland habitat (4) Pilot the " Miyawaki miniforests concept at two locations (5) Support rollout of Biodiversity Net Gain and other planning policy requirements	Place
Our natural environment	Implementation of the new Green Spaces Strategy and Action Plan to protect the natural environment, improve accessibility and use, and promote health and wellbeing	March 2025	(1) Engagement completed, with action plan finalised and key priorities for 2024/25 delivered (2) Support for Friends Groups delivered, including establishment of new groups (3) Green Social Prescribing Programme co-designed with key partners (4) Accessibility of green space / quality of spaces (Greenspaces for Greater London - GIGL)	Place
Our natural environment	Develop and publish a new Tree and Woodland Strategy setting out how we will responsibly manage and maintain existing tree stock and develop future planting schemes, balancing biodiversity, climate adaptation and public realm priorities with safety considerations	March 2025	(1) Draft strategy approved by Place Committee (2) Wider engagement to support development of Action Plan, with objectives for 2024/25 agreed and implemented (3) Funding secured for tree planting programme (4) Tree planting programme delivered to time and cost (5) Number of trees planted on public land	Place
Sustainable Transport and Air Quality	Improve active travel infrastructure to encourage residents to use low carbon transport modes	March 2025	(1) Complete Ewell Road Strategic Cycle Route (2) Commence construction of Kingston/New Malden outstanding sections with aim to complete early in 25/26 (3) minimum of 2 new school streets delivered	Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Sustainable Transport and Air Quality	Provide infrastructure to encourage use of cleaner vehicles	March 2025	(1) Implement electric vehicle 'gully charging' trial for up to 20 households. (2) Commence roll out of next phase of slow and fast electric vehicle charging network	Place
Waste Reduction, recycling and reuse	Provide high quality waste, recycling and composting services to all households in the borough	March 2025	(1) Decision to award new waste, recycling and street cleansing contract and new recyclates contract approved by summer 2024 (2) Mobilisation plan finalised and delivered, including transition of services to Highways to enable go live of new contract from April 2025 (3) % of waste and recycling collections completed on scheduled day	Place
Waste Reduction, recycling and reuse	Deliver a range of service improvements and initiatives to promote food waste reduction and increase reuse, repair and sharing activity across the borough	March 2025	(1) Delivery of RBK's 2023-2025 Reduction and Recycling Plan Action Plan complete (2) Deliver initiatives including on-street storage trials, food waste pilots for flats above shops, and eco refill shops in schools	Place

TOGETHER

Priorities

Boosting economic development and growth

We support existing businesses, stimulate new start up enterprise, and attract significant inward investment to help deliver a stronger, resilient, competitive local economy that enables sustainable employment opportunities, fairer incomes and a thriving green sector.

Developing and celebrating our culture, heritage and identity

Individuals and communities are at the heart of our cultural life with opportunities to learn, develop, create and collaborate.

Shaping our places

We deliver high quality regeneration of town centres, enhancing opportunities for culture and heritage while supporting healthy and sustainable communities.

Strategic partnerships and delivering within the community

We innovate and collaborate with our partners to achieve the borough's ambitions. We build on the strengths of our communities, supporting and enabling community groups, and work closely with the voluntary, community, faith and social enterprise sectors, sharing our resources to deliver our shared aims.

Strengthening and empowering our communities

We support people to build the communities that are right for them and ensure they have a voice in place shaping and decision making. We celebrate our diversity and champion communities.

Actions and milestones

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Boosting economic development and growth	Support business start-up and growth through provision of support programmes and affordable workspace, including for green and creative enterprise	March 2025	(1) Delivery of new UKPSF-funded business support programmes (2) Number of businesses and new entrepreneurs supported through direct service activity (3) Refreshed e-newsletter launched April '24 (4) Number of people from more challenging backgrounds engaged in enterprise support	Place
Boosting economic development and growth	Develop and implement a New Economic Development Strategy	March 2025	1) Committee endorsement - July '24 2) Final 'live' action plan, monitoring and reporting approach implemented July	Place
Boosting economic development and growth	Develop the large employer forum for Kingston, achieving benefits from working together for Kingston	March 2025	(1) 3 meetings in 24/25, starting in June '24	Place
Developing and celebrating our culture, heritage and identity	Development of plans for the 2025 cultural celebration of past, present and future Kingston	March 2025	(1) Recruit a Programme Producer by June 2024 (2) Establish key themes through community engagement and collaboration (3) Prepared to submit funding bids by June 2024 to ACE, NHLF and others	Place

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Developing and celebrating our culture, heritage and identity	Developing a more unified and strategic cross Culture and Heritage Service Outreach and Engagement Offer, building on transformation priorities and focused on community co-curation and inclusion	March 2025	(1) Delivery of a strategic programme of culture and heritage activities, developed jointly and in partnership (2) Planning and delivery of the Kingston 2025 cross-disciplinary programme, with community activation and collaboration at the centre	Place
Shaping our places	Regenerate the boroughs town centres through delivering a coordinated programme across improved public realm, infrastructure, workspace schemes across our high streets and town centres, including implementing the Kingston Town Centre Vision and Tolworth Station masterplan	March 2025	1) No. improved town centre public realm spaces and no. sqft delivered (2) No. sqft new workspace delivered (3) Ancient Market Place operator opportunity launched and new Operator secured (4) Tolworth area masterplan adopted and action plan in delivery (5) New Malden Gateway project in RIBA Stage 3/4 delivery	Place
Shaping our places	Develop a new Cultural Strategy for Kingston Borough and a stronger narrative for the role of culture and Heritage in delivering a thriving and inclusive Borough	March 2025	(1) Identify opportunities to align Kingston 2025 planning with development of the Cultural Strategy (2) Write business case for Cultural Strategy, by July 2024	Place
Strategic partnerships and delivering within the community	Ensure services delivered by the VCSE are supported to deliver outcomes, including working in partnership with the sector to develop the model for information, advice and guidance	March 2025	(1) Agreement to IAG Development Partner investment and commissioning of a VCSE partner (subject to funding) (2) Establishment of adult safeguarding training programme for local VCSE (3) Review of commissioning programme undertaken in collaboration with the sector to identify opportunities to improve processes	C&R

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Strategic partnerships and delivering within the community	Continue to develop and deliver working groups collaboratively with VCSE partners as part of the Empowering People, Strengthening Communities approach	March 2025	(1) Deliver 12 meetings across the working groups in 24/25 (2) Deliver activities across Communities Month (June '24) including an event to celebrate volunteering in the borough (3) Complete a volunteering four-year plan for the borough (4) Increased access to social value for VCSE in RBK contracts	C&R
Strategic partnerships and delivering within the community	Deliver a joint project with the Kingston Partnership Board to promote early help and prevention in Kingston	March 2025	(1) Project scope agreed (2) Project delivered by March 2024/25	People
Strengthening and empowering our communities	Complete the refresh of the Council's Community Engagement Framework and supporting tools	December 2024	(1) Publication of revised framework - Q3	C&R
Strengthening and empowering our communities	Offer more opportunities for face to face engagement across the borough and making it as easy as possible for all residents and communities to have their say on matters that are important to them	March 2025	(1) Increase the number of in-person events and conversations across the borough's four neighbourhoods as part of our engagement on different projects	C&R
Strengthening and empowering our communities	Support and empower "Friends of" groups across the borough	March 2025	(1) Support the establishment of a minimum of one new "Friends of" group in each Neighbourhood	C&R

FUTURE COUNCIL

Priorities

Buildings, planning and infrastructure

We develop and use our buildings and space in the most efficient and impactful way, and provide high quality planning services, delivering the infrastructure to support new development and enabling residents to get the right design for their communities and the natural environment.

Data and insight

We develop data and insight to guide how we improve services. We share this insight across the council and our partnerships to enable us to make the best decisions for the borough.

Finance and commissioning

We are responsible with the council's finances, maintaining a balanced budget. We commission services that are fit for purpose and provide value for money.

Great employer

We attract and retain the best talent by supporting, investing in and developing our workforce. We ensure our staff are reflective of and connected with our communities and focused on improving outcomes for residents and our council.

Service delivery, digital and communications

We provide access to information and services efficiently. We invest in fast, digital solutions, while supporting those who are digitally excluded. We communicate clearly and in an accessible way with our communities.

Transforming our services

We focus on transformational opportunities to address the significant financial, economic and social challenges that impact both us as an organisation and the community we support. We promote equity, equality, and environmental responsibility in all that we do

Actions and milestones

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Buildings, planning and infrastructure	Conduct a final consultation and submission of the Local Plan for examination	March 2025	(1) Publish Authority Monitoring Report (2) Publish the annual Infrastructure Funding Statement (3) Deliver the consultation (4) Submit the Local Plan for examination	Place
Buildings, planning and infrastructure	Redevelopment of the Council's Guildhall site and Future Workplace	March 2025	(1) Complete both staff and wider public engagement (2) Complete RIBA 2 and partially complete RIBA 3 (3) Delivery of the Retrofit Accelerator (workplaces) programme (4) Tonnes CO2e saved through retrofit measures / switch to renewable energy sources	C&R
Buildings, planning and infrastructure	Enhance Culture and Community Infrastructure in the Borough through the development of a Spaces and Places Network and approach to identify and utilise community offers / activities / spaces and places in neighbourhoods	March 2025	(1) Identify one neighbourhood to focus on to develop the methodology and approach (2) Strategically plan community offers that support the Kingston Prevention & Wellbeing (3) Improve signposting to activities in community spaces (4) Ensure that there is a 'golden thread' of alignment between the developing Cultural Strategy, the Economic Strategy and the Local Plan so that priority cultural and community infrastructure needs are clearly identified and evidenced	People
Data and insight	Carry out a survey to understand how residents take in information and understand which are the most trusted channels and sources to inform the way the council delivers communications	March 2025	(1) Survey commissioned Q2 (2) Survey completed Q3 (3) Insight and learning used to inform communications strategy and approach	C&R

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Data and insight	Approve and publish the council's Data Strategy, and begin work to implement it	March 2025	(1) complete consultation (2) Strategy approved by SLT (3) Work underway on data governance, platform and quality.	C&R
Finance and commissioning	Development of Medium Term Financial Strategy, Medium Term Financial Plan and Budget for 2025/26	February 2025	(1) MTFS agreed (2) MTFP and balanced 2025/26 budget agreed	C&R
Finance and commissioning	Embed social value policy across commissioning cycle, with a focus on delivering environmental benefit, supporting communities, promoting local business, securing local skills and employment opportunities, and delivering social innovation through contracted spend	March 2025	(1) Social value policy, action plan and toolkit updated to reflect new regulatory regime (2) Support model for tenders agreed and implemented (3) Digital solution to monitor social value offers implemented (4) Carbon emission measurement within supply chain introduced (5) Monitoring of LLW within contracts complete (6) % of third party spend within borough - suppliers with Kingston postcode	C&R
Finance and commissioning	Ensure costed proposals that support the delivery of the Net Zero Strategy 2030 are considered in the budget setting process for 2025/26	March 2025	(1) Initial business cases completed and included in budget setting process for MTFS 2025-2029 (2) Inclusion of climate budgeting section/carbon reporting in budget papers	Place
Finance and commissioning	Prepare for procurement reform arising from legislative changes to ensure the Council secures best value from third party spend and is compliant with the Procurement Act, Provider Selection Regime and legacy regulations.	March 2025	(1) Procurement Act preparedness plan implemented (2) Communications plan delivered, including engagement with suppliers, local businesses and VCSE organisations (3) Review of Contract Regulations (4) Standard contract terms and conditions launched (5) Supplier financial assessment undertaken (6) % of third party spend with contracted suppliers	C&R

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Great employer	Deliver the Empowering People to Perform - Leadership and Management Transformation Development Plan	March 2025	(1) Training Needs Analysis (managers/ leaders) - outcomes of launch of performance review framework (2) Leadership and management Transformation Development Plan (May 2024) (3) Coaching and mentoring framework (4) Embedding behaviour / Performance Development Framework	C&R
Great employer	Ensure that the council attracts and retains the best talent through high quality resourcing and retention activity	March 2025	(1) Define the resourcing offer to the organisation (2) Oleeo recruitment system enhanced to improve the user experience (3) Focus on agency worker reduction in Adult Social care More in-depth monitoring of exit surveys to understand trends and hotspots (4) Use the evidence base to develop and implement retention measures specifically looking at benchmarking of salaries / benefits	C&R
Great employer	Deliver the Inclusive Kingston Action Plan, focusing on developing the Council's workforce	March 2025	(1) Delivery of the Workforce EDI Action Plan	C&R
Service delivery, digital and communications	Implementation of the new Housing NEC system modernising the delivery of our landlord and repairs service and the allocation of permanent tenancies	March 2025	(1) Phase 1 implementation achieved winter 2024	Place
Service delivery, digital and communications	Implementation of the new Adult Social Care Vision and the delivery of the Adult Social Care Transformation and Improvement Plan	March 2025	(1) Outcomes defined in the vision across "Council", "Resident" and "Partnerships" (2) Milestones set at the Adult Social Care and Health transformation board	People

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Service delivery, digital and communications	Improving our information, advice and guidance offering and enabling ASC users to find the right pathway for them quickly and easily, in collaboration with our citizen and professional users	March 2025	(1) Use of Connected Kingston (2) Creating an online financial assessment pathway for Adults (3) Building new content for key audiences in transition, learning disability and mental health	People
Service delivery, digital and communications	Migration of the existing council website onto a new platform, redesigning the website in line with user needs, accessibility and brand guidelines	March 2025	(1) Website delivered by 31/03/2025	C&R
Transforming our services	Delivery of the cross council transformation programme that prioritises financial sustainability and maintaining positive outcomes for residents. With a focus on targeted prevention, to reduce demand into high cost services and making best use of resources to ensure we can continue to meet resident need both now and in the future	March 2025	(1) Clearly defined programmes with targeted interventions established (2) Progress tracked against targets to establish impact	C&R
Transforming our services	Embed Kingston's Wellbeing and Prevention approach as a framework through which to deliver services and change ways of working in the borough	March 2025	(1) Phase 1 - socialisation and embedding of the approach (2) Mapping completed (3) Develop an effective framework for evaluating and measuring impact	C&R

Priority	Action or Activity	Delivery date	Measure, milestone or metric that will demonstrate progress or achievement	Committee
Transforming our services	Develop and deliver an opportunity assessment framework/approach to support services to identify opportunities for change, redesign and improvement enabling more efficiently and maximising use of resources	March 2025	(1) Create a cohesive coordinated approach to for assessment aligned to the budget setting process (2) Benchmarking approach developed and embedded	C&R