



INFRASTRUCTURE DELIVERY PLAN

Local Plan Evidence Base

July 2026

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1. INTRODUCTION

1.1 Purpose of this IDP

The Royal Borough of Kingston upon Thames has produced this Infrastructure Delivery Plan (IDP) to support the Council's emerging New Local Plan for the borough.

The IDP forms part of the Council's evidence base of the New Local Plan providing a summary of the infrastructure required for the borough, according to the level of development proposed to meet the borough's population and housing growth projections. Explicitly, this IDP seeks to provide an overview of:

- The key infrastructure projects needed over the New Local Plan period;
- The potential locations and development sites identified for their delivery;
- The estimated timing for delivery;
- The estimated costs and sources of funding in place for their delivery;
- The delivery mechanisms and governance structure for the allocation of Council funding sources (such as S106 and CIL);

*Note this is not an exhaustive list

This IDP aims to help support a collaborative approach with relevant infrastructure and service partners to the planning of infrastructure requirements as part of the Local Plan process.

Information gathered for this IDP will help inform the allocation of financial planning contributions which will be reported in Council's Infrastructure Funding Statement. This will set out the framework for how funding will be secured through planning mechanisms (currently S106 and CIL) and how this will be strategically allocated alongside other sources of funding to deliver the necessary infrastructure to support the aims and objectives of the Local Plan.

1.2 Overview of Planning Policy

National Planning Policy Framework

The National Planning Policy Framework (2024) requires all Local Plans to be prepared with the objective of contributing to the achievement of sustainable development.

In particular, when preparing new Local Plans, the framework expects policy-making authorities to work with relevant infrastructure providers to determine where additional infrastructure is required, and for planning policies to make sufficient provision for said infrastructure.

Paragraph 27 of the NPPF states that :

Once the matters which require collaboration have been identified, strategic policymaking authorities should make sure that their plan policies align as fully as possible with those of other bodies where a strategic relationship exists on these matters, and take into account the relevant investment plans of infrastructure providers, unless there is a clear justification to the contrary. In particular their plans should ensure that:

- a) a consistent approach is taken to planning the delivery of major infrastructure, such as major transport services/projects, utilities, waste, minerals, environmental improvement and resilience; and strategic health, education and other social infrastructure (such as hospitals, neighbourhood health facilities, universities, schools, major sports facilities and criminal justice accommodation);
- b) unmet development needs from neighbouring areas are provided for in accordance with paragraph 11b; and
- c) any allocation or designation which cuts across the boundary of plan areas, or has significant implications for neighbouring areas, is appropriately managed by all relevant authorities.

The NPPF highlights the need for co-operation, joint working and information sharing between different stakeholders to tackle cross boundary infrastructure requirements, but does acknowledge in Paragraph 28 that *“plans come forward at different times, and there may be a degree of uncertainty about the future direction of relevant development plans or plans of infrastructure providers. In such circumstances strategic policy-making authorities and Inspectors will need to come to an informed decision on the basis of available information, rather than waiting for a full set of evidence from other authorities.”*

Paragraph 85 of the NPPF also touches on infrastructure provision. It states that

“Planning policies and decisions should recognise and address the specific locational requirements of different sectors. This includes making provision for:

- a) clusters or networks of knowledge and data-driven, creative or high technology industries; and for new, expanded or upgraded facilities and infrastructure that are needed to support the growth of these industries (including data centres and grid connections);*
- b) storage and distribution operations at a variety of scales and in suitably accessible locations. that allow for the efficient and reliable handling of goods, especially where this is needed to support the supply chain, transport innovation and decarbonisation;*
- c) the expansion or modernisation of other industries of local, regional or national importance to support economic growth and resilience.*

The Mayor's London Plan

The Mayor of London's London Plan (GLA 2021) forms part of the Development Plan for boroughs in London. Local Plans are required to be in general conformity with strategic policies in the London Plan.

In planning for London's growth, the London Plan recommends Boroughs assess the capacity of existing and planned infrastructure to support the required level of growth in their area and identify infrastructure requirements in social infrastructure delivery plans or programmes.

Paragraph 3.2.1 of the London Plan:

'... Infrastructure capacity, having regard to the growth identified in the Development Plan, should be identified in the borough's infrastructure delivery plans or programmes ...'

The London Plan expects boroughs to work with infrastructure providers to consider the cumulative demands from developments and ensure that sufficient capacity will exist at the approach time.

There are also emphasises on boroughs to engage with local communities and stakeholders at an early stage and to plan for the infrastructure necessary along identified Growth Corridors and Opportunity Areas following an 'area-based approach' where appropriate.

1.3 Macro Context and Environment (National/International)

It is important to consider the wider Macro-environment when drawing up an IDP as national/international economic, environmental, political, technological, socio-cultural and demographic factors will all invariably impact upon how RBK is able to fund and provide necessary infrastructure to support the Local plan. This IDP will not set all of these factors out in detail, save for brief overview as per the following:

Economic

The UK and numerous other countries in Europe and beyond have been dealing with challenging inflationary pressures and economic instability post COVID. The resulting costs of materials, labour, borrowing etc have all risen significantly - resulting in a significant increase in delivery costs for most forms of infrastructure delivery in the last few years. As a result, Planning contributions such as S106 and CIL can no longer deliver what they once did.

Political

The UK has recently changed governments, and a greater focus on development led growth (and the supporting infrastructure) is likely to increase the focus on infrastructure delivery in the country (and potentially change where this is intended to be located). Additionally, larger scale conflicts in the middle east and in Ukraine and geo-political tensions in Europe and beyond have fed into the inflationary and economic pressures mentioned above.

Environmental

Climate Change is another international factor which has a major impact on infrastructure delivery. The Council declared a Climate emergency in June 2019. This has placed a firm emphasis on delivering more sustainable and ecologically sensitive forms of infrastructure.

Technological

Artificial intelligence has emerged over the last few years with tech firms dominating the world markets - these technological developments combined with changes in working arrangements which were pushed forward by Covid will also impact upon certain types of infrastructure requirements across the Borough (and beyond).

Demographic

In 2022, the population of the United Kingdom was over 67.6 million, compared with 63.7 million ten years earlier in 2012. A greater population requires a greater level of infrastructure provision. Additionally, in the year to mid-2022, the median age of the population was 40.7 years, up from 39.6 years in 2011, which reflects a wider trend within the UK towards an older/aging population.

Socio/cultural

Technological developments above have led to much greater emphasis towards human interactions in the technological sphere - such as through emails, social media, online gaming etc which results in a wider societal change/reliance on these forms of interaction for much of the population.

1.4 Regional Infrastructure Needs and the Duty to Cooperate

As highlighted by the NPPF and the London Plan, Strategic Infrastructure needs for RBK should not be viewed in isolation. Infrastructure deficiencies, needs and provisions in/for nearby Boroughs and the wider region need to be taken into account as these can have a knock on effect upon what we need to provide. As part of this requirement, the Council has engaged with and has reviewed the Infrastructure Delivery Plans and the wider local plans of all our neighbouring Boroughs and fed this into this document.

Additionally, the Localism Act 2011 and subsequent regulations also place a statutory duty on local planning authorities to engage and work effectively with other prescribed bodies when addressing relevant strategic matters (the 'Duty to Co-operate'). These matters include the planning of infrastructure that may have cross-boundary requirements or implications.

The infrastructure of strategic importance for the Greater London areas is planned for by the London Mayor (through its London Plan). The Council has and will continue to work positively with the Mayor and other local planning authorities to identify and address the matters of strategic importance as part of the New Local Plan process. Note that the Council collects Mayoral CIL on behalf of the Mayor which is used to provide London-wide transport infrastructure and deliver infrastructure of strategic regional importance.

Statements of Common Ground have/will be prepared to provide information on relevant strategic issues for the area, and the outcomes from any joint-working activities.

Infrastructure covered by this IDP*

The infrastructure types and categories included by this IDP include:

- Education
- Sport, Community and Leisure
- Healthcare
- Green Infrastructure
- Waste and Water infrastructure
- Regeneration
- Sustainable Energy, Power and Climate action
- Highways and Transportation
- Flood resilience
- Housing & Property

*Note this is not an exhaustive list.

Please note, that the IDP does not seek to identify every item of infrastructure that may be required or would come forward over the Local Plan period.

This IDP has focused on infrastructure with tangible implications for the Local Plan process (e.g. projects that require safeguarding or policy allocation in the Local Plan, and projects with a projected/known 'funding gap' and those that will likely require developer funding to support their delivery).

1.5 IDP Methodology

For most of the infrastructure covered by this IDP, providers already have established processes for identifying infrastructure requirements, with service strategies and related capital programmes providing information on existing and planned capacity and future infrastructure requirements for the borough.

To inform this IDP, the Council has consulted with various infrastructure providers to identify any related infrastructure planning issues and help identify the infrastructure requirements to deliver the New Local Plan.

The infrastructure providers and service partners that contributed to this IDP include (but are not limited to):

1. London Healthy Urban Development Unit (HUDU)
2. NHS SWL Integrated Care Board
3. Surrey County Council
4. Royal Borough of Kingston Upon Thames:
 - 4.1. Achieving for Children (AfC)
 - 4.2. Corporate & Communities
 - 4.3. Highways & Transport
 - 4.4. Regeneration, Recovery, Employment, Skills and Enterprise
 - 4.5. Culture and Heritage
 - 4.6. Major projects
 - 4.7. Property
 - 4.8. Strategic Planning
 - 4.9. Greenspaces

- 4.10. Flood Resilience
- 4.11. Leisure Services and Contracts
- 4.12. Waste
- 4.13. Capital Projects
- 5. Network Rail
- 6. NGET: National Grid Electricity Transmission
- 7. UKPN: UK Power Network
- 8. Thames Water

The preparation of this IDP had three broad stages:

Stage 1: Initial Information gathering & initial review

(January – February 2022)

The first stage is primarily a desktop review including a review of all existing evidence/baseline documents in order to identify what infrastructure evidence currently exists and gaps that require addressing for the preparation of an updated IDP. Note that this IDP document builds on a preliminary draft IDP produced in December 2020.

Stage 2: Further Engagement

(February 2022 – July 2023)

The second stage involved working with partners and providers to review and refine the information gathered in Stage 1 on an annual basis, including follow-up discussions with all the various stakeholders to narrow down the list of relevant IDP projects and seek updates on their funding and delivery.

Stage 3: Prioritisation

(August 2023 – July 2024)

The final stage involved taking all the resulting evidence and engagement, factoring in all macro context and regional infrastructure needs and the results of the Duty to Cooperate, and placing all of this under the ‘lens’ of the Local plan and its aims and objectives. Through doing this we are able to prioritise the identified projects into the following 3 broad categories:

Critical Infrastructure:	<i>Critical for meeting primary unmet development needs arising from the Local Plan and for enabling the primary development objectives set out within the Council's Local Plan (and wider planning Policy) to be met.</i>
Essential Infrastructure:	<i>Essential for meeting secondary unmet development needs arising from the Local Plan and for enabling secondary development objectives set out within the Council's Local Plan (and wider planning Policy) to be met.</i>
Important Infrastructure:	<i>Important for meeting other unmet development needs arising from the Local Plan and for enabling other development objectives set out within the Council's Local Plan (and wider planning Policy) to be met.</i>

Primary development needs/objectives refer to infrastructure that meets primary human needs resulting from the implementation of the Local Plan (such as employment, core health and care facilities, housing, core educational facilities and vital (sustainable) transport facilities).

Secondary development needs/objectives refer to infrastructure that meets secondary human needs resulting from the implementation of the Local Plan (such as community facilities, sport and leisure facilities, sustainable travel facilities, higher/other educational facilities, flood mitigation/prevention etc).

Other development needs/objectives refer to infrastructure that meets other important human needs resulting from the implementation of the Local Plan (such as public spaces, cultural facilities, heritage assets, landscaped parks/gardens, biodiversity enhancement etc etc).

Prioritisation within the IDP document also takes into consideration the status of the evidence documentation used to demonstrate any unmet and/or future needs (such as age, adoption status etc). Additionally, it is noted that some projects may meet several different unmet development needs and/or policy objectives and so may be prioritised at a higher level as a result. Finally, as the IDP is a fluid document, prioritisation for certain projects will likely change over time.

In relation to time periods. Aligning with the New Local Plan period (between 2019 and 2041), infrastructure requirements in this IDP have been organised into the following periods:

- **Ongoing:** Infrastructure projects that have been given the green light/have commenced
- **Immediate:** Infrastructure projects that are due to commence within 1 year
- **Short-term:** Infrastructure projects that are due to commence within 2-5 years
- **Medium-term:** Infrastructure projects that are due to commence within 6-10 years
- **Long-term:** Infrastructure projects that are due to commence within 11+ years

Stage 4: (Re)engagement and (Re)gathering of information

July 2024 - Present (July 2026)

Delays have occurred in progress in the local plan as a result of the publication of the revised National Planning Policy Framework as well as accompanying guidance. As a result, Stages 1-3 were repeated. As the Plan was amended, housing targets changed, projects initially inserted in the IDP were delivered and the number and type site allocations were increased. As such the IDP has been reviewed and updated accordingly to ensure it is as up to date as possible as it moves to examination. The project lists in this specific document are therefore up to date as of April 2026.

Stage 5: Annual Review and Update

Notwithstanding the delays outlined in the previous stage, the Council has sought to review and update this IDP periodically with infrastructure providers and service partners to ensure it reflects the most up-to-date information available. It is recognised that requirements for infrastructure will evolve over time, as such the Council will continue to refine and amend the project lists attached to this IDP on an annual basis (at a minimum).

1.6 Limitations of this IDP

The planning of infrastructure is complex - involving a wide range of organisations and bodies, working to different timescales and delivery objectives. While the Council has taken care to ensure the information included in this document is accurate and correct at the time of writing, the delivery of infrastructure is a fluid process sensitive to economic, social, political and environmental changes and pressures from macro to micro level, and so the document will only ever provide snapshots of where we are at any one time.

As such, this IDP does not in any way commit the Council or any providers to the funding or delivery of infrastructure identified in this document.

This IDP has been prepared at a level of detail required to support plan-making only. Additional assessments may be required to determine the precise nature of any provision and options for project funding and delivery.

2. DEVELOPMENT GROWTH

2.1 Population Change

In the city of London, the population size has increased by 16.6% in the last 10 years, from around 7.4 million in 2011 to 8.6 million in 2021. By 2035, London's population is expected to increase to a total population of 9.6 million.

The Draft LHNA report identifies that population growth over the last decade has been low (3.5%), focussed mainly on the 65+ age group, with the population of children in particular falling.

Similarly, by 2032, the GLA project that greatest growth is projected to be in the 65 or over age group, where the population is expected to increase by up to 29%. In contrast the number of children of primary and secondary age are projected to drop well below the current figures. Detailed housing led population projections are listed below (GLA, 2021):

Age Group	% Change Identified Capacity Scenario	% Change Past Delivery Scenario	%Change ge Housin g Target Scenari o
0 to 3	-4.22%	-12.20%	-4.11%

4 to 10	-18.31%	-22.66%	-17.97%
11 to 15	-10.49%	-13.30%	-10.32%
16 to 17	5.04%	2.14%	5.04%
18 to 64	8.40%	1.80%	8.34%
65 and over	28.94%	26.33%	29.01%

2.2 Housing Requirements

In the short to medium term, the borough is expected to experience significant growth in several areas, including Kingston town centre, Norbiton (specifically the Cambridge Road Estate), and the town centres of New Malden and Tolworth. As part of the emerging New Local Plan, the Council plans to release Green Belt land and Metropolitan Open Land for development, with most of these sites situated primarily in the southern parts of the borough

The table below shows the Draft Local Plan's 'Housing Trajectory':

Housing Trajectory	Pre-adoption 2025 to 2027	Years 1-5 2028 to 2032	Years 6-10 2033 to 2037	Years 11-15 2038 to 2042	Total
Planning Permissions	1,740	125	0	0	1,865
Expected Windfalls	0	1,125	1,625	1,625	4,375
Site Allocations	325	2,110	6,610	3,790	12,835
Total	2,065	3,360	8,235	5,415	19,075
Annual requirement for each phase		672	1,647	1,083	

Note: The figures above are subject to change based on planning application submission and outcome

The Council recently commissioned a Local Housing Needs Assessment Draft Report (capacity based methodology) which identifies that population growth over the last decade has been low (3.5%), focussed mainly on the 65+ age group.

- A trend-based assessment of future demographics identifies a declining population in younger/ school-age cohorts.
- The LHNA identifies evident benefits from higher housing delivery in supporting the sustainability of Borough schools and the local economy.

Whilst the LHNA identifies a lower need than the London Plan target, the Local Plan must try to meet this target as far as it can, and therefore must plan for a housing (and associated infrastructure provision) to accommodate this target.

2.3 Employment Developments

The future demand for offices is anticipated to be focused on town centres and within existing office clusters. The London Plan identifies Kingston as having the demand and viability to accommodate new offices. It also identifies New Malden, Surbiton and Tolworth as having demand for office functions (but generally within smaller units).

The borough has two designated Strategic Industrial Locations providing land and premises for industrial functions - Barwell Business Park and Chessington Industrial Estate. The borough also has a number of designated Locally Significant Industrial Sites, and non-designated sites containing existing industrial and business uses.

To meet the future demand for industrial and related services, the London Plan expects the borough to manage and where necessary intensify existing industrial sites with no net loss in industrial capacity.

3. DELIVERING INFRASTRUCTURE PROJECTS

3.1 Bidding process and funding allocation

As noted in Section 1 of the document, this IDP provides the initial (and preliminary) prioritisation list for infrastructure projects put forward by the relevant public sector delivery agencies. It is designed to identify key infrastructure priorities necessary to deliver the Local Plan. It also provides guidance to decision makers in the allocation of Developer Contributions (such as S106 and CIL). Full details on how the IDP feeds into the Council's adopted processes and how the Council seeks to deliver these projects are available on our [website](#).¹

4. ASSESSING INFRASTRUCTURE REQUIREMENTS

This is split into two sections. SECTION A provides the prioritisation list for infrastructure projects put forward by the relevant public sector delivery agencies (including RBK). SECTION B will identify very high general infrastructure requirements deriving from the development delivery set out and planned for in the Plan.

SECTION A - Project Priorisation List

The next section provides the prioritisation list for infrastructure projects put forward by the relevant public sector delivery agencies. These are grouped/organised together by subject/service area, as listed below

4.1 Education

¹ <https://www.kingston.gov.uk/infrastructure-planning-delivery/delivering-infrastructure-projects>

- 4.2 Sport, Community and Leisure
- 4.3 Health and Social Care
- 4.4 Green Infrastructure
- 4.5 Waste and Water Infrastructure
- 4.6 Regeneration
- 4.7 Sustainable Energy, Power, and Climate Action
- 4.8 Highways and Transportation
- 4.9 Flood resilience
- 4.10 Housing, Property and Major Projects

4.1 Education

4.1.1 Introduction

The section covers all educational-based infrastructure, including primary and secondary schools, higher education institutions, youth and social/community centres where the main purpose is education (note some overlap with healthcare section).

4.1.2 RBK responsibilities and requirements

The Council, as Local Education Authority, has a legal responsibility to ensure that there are sufficient school places in the Borough for all children who need a school place. The Council coordinates with adjoining authorities to estimate the needs for education infrastructure.

4.1.3 Evidence base

The key evidence bases used to identify the need for the projects which follow are set out below:

- RBK School Place Planning Strategies (2020- 2023)
- Childrens Centre Strategy
- Childrens Social Care Sufficiency Strategy
- Youth Centre Strategy

Note: The IDP does not test the robustness of the evidence bases above



4.1.4 Education project list

Service Area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Education & Other AfC projects	Primary education	RBK School Place Planning Strategy	Essential Infrastructure	Potential requirement for a new primary school or primary places in the North Kingston area	Provision of 16,700 new homes is likely to trigger a requirement for additional primary places in the North and central Kingston areas in the medium to longer term.	TBC (Area 1 North Kingston; Area 2 Kingston Town and Norbiton)	Medium-term (6-10 years)	10
Education & Other AfC projects	Primary education	IDP engagement (AfC)	Essential Infrastructure	Maintenance projects for Council-maintained and Foundation primary schools and Malden Oaks	Ongoing work to repair and/or replace building infrastructure, to address large-scale condition and compliance issues.	TBC	Other/TBC	5

Service Area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Education & Other AfC projects	Secondary education	RBK School Place Planning Strategy	Essential Infrastructure	Temporary expansions of existing secondary schools	Temporary expansions of existing secondary schools to meet demand for places – through bulge classes - until the opening of the proposed new secondary school. For 2020, Hollyfield School and the Kingston Academy both accommodated an extra class; Kingston Academy did so again in 2021 and may do so again in 2024.	Schools to be identified.	Immediate (1 year)	0.12
Education & Other AfC projects	Secondary education	RBK School Place Planning Strategy 2023	Essential Infrastructure	Potential requirement for a new secondary school or secondary places within the borough	Provision of 16,700 new homes will trigger a requirement for an additional secondary school within the borough in the medium to longer term.	TBC (Area 1 North Kingston; Area 2 Kingston Town and Norbiton)	Long-term (11-15 years)	25
Education & Other AfC projects	Specialist Education (SEND)	RBK School Place Planning Strategy	Critical Infrastructure	Spring School	Spring School is a new special free school for children and young people with Autism. Two new special schools (one in Kingston and one in Richmond) will fill major gaps in local offers for children with Autism and SEMH as their main needs. The part of the Moor Lane site to be leased for the school - to be known as Spring School - was disposed of in November 2021. Spring School will open in September 2023 in the new Norbiton primary school building, and will move to the Moor Lane	Part of Moor Lane Centre site, Moor Lane, Chessington	Immediate (1 year)	6.5

Service Area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
					Centre site in Chessington for the start of the 2025/2026 school year.			
Education & Other AfC projects	Specialist Education (SEND)	RBK School Place Planning Strategy	Essential Infrastructure	New 16-25 Campus for Special Schools	Proposal to develop a 16-25 campus which would co-locate the sixth forms of the borough's special schools (Dysart, Bedelsford, St Philip's) and Orchard Hill College's provision; the proposal will also release spaces at the three special schools and free up the Orchard Hill College site - in Beaconsfield Road, New Malden - for disposal. No suitable, affordable site has been identified, so a feasibility for a reduced specification is being undertaken to create a post-16 centre within an RBK-owned building.	TBC	Medium-term (6-10 years)	20
Education & Other AfC projects	Specialist Education (SEND)	RBK School Place Planning Strategy	Essential Infrastructure	New 'Cullum Centre' SRP at The Kingston Academy	This would enable a new autism-specialist SRP at The Kingston Academy by creating bespoke facilities in partnership with the National Autistic Society, who would provide £1.1m towards the capital cost.	The Kingston Academy, Richmond Road, Kingston	Short-term (2-5 years)	3
Education & Other AfC projects	Specialist Education (SEND)	AfC Specialist Resource Provision Review	Essential Infrastructure	New SRP at Richard Challoner Catholic Secondary School	This would enable a new autism-specialist SRP at Richard Challoner through the demolition of the existing caretaker property and the building of a new purpose built space.	Richard Challoner, Manor Dr N, New Malden KT3	Short-term (2-5 years)	3

4.2 Sport, Community, and Leisure

4.2.1 Introduction

This section covers all sport, community, and leisure infrastructure which require maintenance and improvements works to support positive impacts on the health and wellbeing of local communities.

4.2.2 RBK responsibilities and requirements

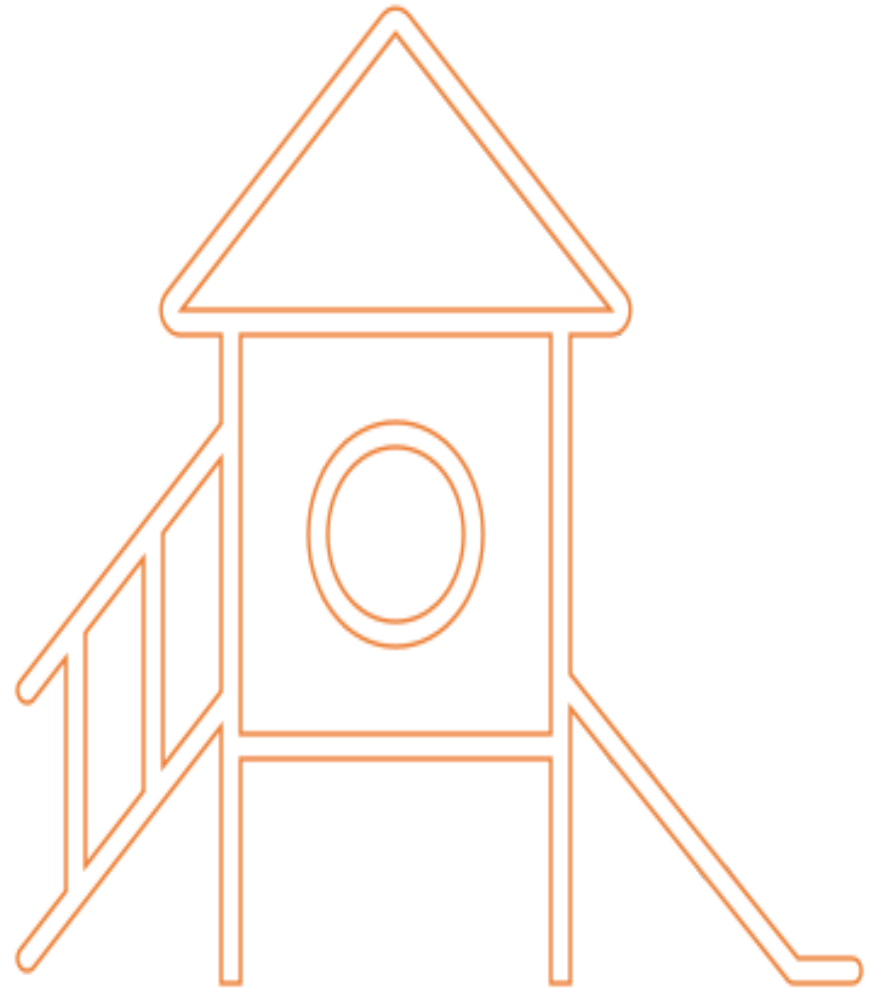
The ambition of the borough is to improve the quality of the local sports, community, and leisure spaces to support the health and wellbeing of residents and visitors, support healthier lifestyles through enhanced accessibility to open spaces, recreation and play facilities.

4.2.3 Evidence base

The key evidence bases used to identify the need for the projects which follow are set out below:

- RBK Leisure Strategy Refresh 2020
- RBK Community Parks Programme 2020-24
- RBK Greenspace Strategy 2024-34
- RBK Allotment Strategy 2015-21

Note: The IDP does not seek to examine the robustness of the evidence base(s) noted above.



4.2.4 Sport, Community and Leisure project list

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Sports, Community and Leisure	Sports and leisure facilities	RBK Leisure Strategy Refresh 2020	Essential Infrastructure	The Malden Centre Replacement Facility	Replacement facility for The Malden Centre; design options has been commissioned, it is understood that following its approval, a development partner will be sought as part of the site's delivery strategy. Recommended specification: 6 lane x 25m pool, 20m x 10m learner pool, 150 station gym, 2 x multi-purpose fitness studios, 4 court sports hall, Community and art spaces, Flexible spaces for health consultation and library services (potential co-location of services)	The Malden Centre, part of Cocks Crescent site	Medium-term (6-10 years)	25.00
Sports, Community and Leisure	Sports and leisure facilities	RBK Leisure Strategy Refresh 2020	Essential Infrastructure	New leisure facility at Chessington	There remains a need for additional swimming provisions in the south of the borough. However, the development of a new leisure facility at Chessington is likely to be a longer-term priority. In the short term, a Community Use Agreement may be required to ensure existing facilities at the academy are afforded continuity of provision and access under any new operational management of the site. Recommended specification: 6 lane x 25m pool 75 station fitness suite 2 x group fitness studios, 4 to 6 court sports hall, Community changing rooms, Integrated healthy living centre, 4 x meeting rooms (5m x 4m)	TBC – south of the borough	Long-term (11-15 years)	15.00
Sports, Community and Leisure	Sports and leisure facilities	RBK Leisure Strategy Refresh 2020	Important Infrastructure	Improvements to facilities at Weir Archer Athletics and Fitness Centre	Improvement to existing facilities, including changing and ancillary facilities, to support community activity on site, and its potential role as an exemplar disability sports hub facility.	Weir Archer A&F Centre	Short-term (2-5 years)	0.25

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Sports, Community and Leisure	Recreational Grounds and Children's Play Areas	RBK Community Parks Programme 2020-24	Important Infrastructure	Major refurbishment of play areas at Blagdon Road Open Space	The existing MUGA will be upgraded to support a wider range of informal sports and activities, and attract a broader user group. This should align with works proposed at Cocks Crescent development.	Blagdon Road Open Space, New Malden	Immediate (1 year)	0.10
Sports, Community and Leisure	Community Facilities	IDP engagement (RBK Corporate & Communities)	Essential Infrastructure	St Mary's Community Centre	Refurbishment and Regeneration of St Mary's Community Centre	St Mary's Centre, Church La, Church Ln, Chessington KT9 2DR	Immediate (1 year)	0.05
Sports, Community and Leisure	Recreational Grounds and Children's Play Areas	RBK Community Parks Programme 2020-24	Important Infrastructure	Enhancement of Kingfisher Playground	To enhance the range of equipment on the site and to extend the existing footprint of the playground. This should align with proposals for the new leisure centre.	Kingfisher Playground	Short-term (2-5 years)	0.03
Major Projects and Greenspaces	Recreational Grounds and Children's Play Areas	IDP engagement (RBK Corporate & Communities)	Essential Infrastructure	King George V Playing Fields Masterplan	Replacement of Fire damaged changing pavilion and potential expansion of 3G pitch options	King George V Playing Field, Tolworth	Short-term (2-5 years)	9.00

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Sports, Community and Leisure	Recreational Grounds and Children's Play Areas	RBK Greenspace Strategy 2021-31	Important Infrastructure	Churchfields Recreation Ground Pavilion	Replace two container/ modular changing room, toilet and general purpose units, and to undertake some minor works externally in order to bring this local community facility back into use for leisure and recreation purposes	Churchfields Recreation Ground	Short-term (2-5 years)	0.80
Sports, Community and Leisure	Recreational Grounds and Children's Play Areas	RBK Greenspace Strategy 2021-31	Important Infrastructure	Victoria Recreation Ground Pavilion	Modification to existing sport pavilion, changing facility and community activity area to comply with DDA and address capacity related issues.	Victoria Recreation Ground	Short-term (2-5 years)	0.50
Sports, Community and Leisure	Recreational Grounds and Children's Play Areas	RBK Greenspace Strategy 2021-31	Important Infrastructure	Beverley Park Pavilion	full refurbishment of the building, internally and externally to bring it back into use for community, leisure and commercial activities, including public toilets, cafe/ serving hatch, 2no changing rooms, shower/ toilets, community space, recreation/ clubhouse space. The pavilion has been identified as a priority for letting of facilities and potentially services, particularly catering/ cafe facilities, and possible hire outs	Beverley Park, KT3 3LL	Short-term (2-5 years)	0.50
Sports, Community and Leisure	Recreational Grounds and Children's Play Areas	IDP engagement (RBK Corporate & Communities)	Important Infrastructure	Playzones Initiative - Boroughwide	Creation/improvement and promotion of 8 MUGA playzones across the Borough. Playzones are safe, inclusive and accessible outdoor facilities, that bring communities together through recreational forms of football and a range of other sports. They specifically target disadvantaged and under-represented groups.	Various location	Medium-term (6-10 years)	0.80

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Sports, Community and Leisure	Recreational Grounds and Children's Play Areas	RBK Greenspace Strategy 2021-31	Important Infrastructure	Programme to modernise existing recreational and ancillary buildings and toilet blocks	Many of the existing buildings recreational and ancillary buildings within parks are dilapidated. Additional funding would be required to help convert and renovate these buildings or to repurpose them for new uses.	TBC	Medium-term (6-10 years)	8.00
Sports, Community and Leisure	Community facilities	IDP engagement (RBK Corporate & Communities)	Important Infrastructure	CRE Community Hub fit-out	The approved CRE development includes a large scale community hub facility with a footprint of 1,250m2. This hub requires funding for furniture and equipment in order for it to be utilised for its intended/maximum range of purposes	Cambridge Road Estate	Short-term (2-5 years)	0.03
Sports, Community and Leisure	Food Growing	RBK Allotment Strategy 2021-31	Important Infrastructure	Improvement works to existing allotments	Improvement works to retain the viability of existing allotment sites (including fences, footpaths, and water supply) and to bring unproductive areas back into use.	Council managed allotments	Short-term (2-5 years)	0.36
Sports, Community and Leisure	Food Growing	RBK Allotment Strategy 2021-31	Important Infrastructure	Community Food Growing	To support community food growing projects and allotments, with the aim of supporting community involvement and food growing in communities.	Community managed sites (TBC - 14 locations)	Short-term (2-5 years)	0.70

4.3 Health and Social Care

4.3.1 Introduction

Health and Social care facilities include hospitals, primary care facilities, wellbeing/mental health facilities, children's homes, public care homes.

4.3.2 RBK responsibilities and requirements

The ambition of the borough is to support the NHS in its efforts to increase the emphasis on prevention and maintaining good health, moving elements of hospital care out of hospitals and into the community, and delivering primary care at scale.

4.3.3 Evidence bases

The evidence bases used to identify the need for the projects which follow is set out below:

- NHS Capital Estate Strategies
- NHS South West London Integrated Care Board (previously CCG)
- Engagement with RBK Public Health and Commissioning bodies and others where applicable

Note: The IDP does not seek to examine the robustness of the evidence base noted above. Further reference includes IDP engagement (SWCCG Estate Broad and RBK Public Health).



4.3.4 Health and Social care project list

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Healthcare	Healthcare facilities	IDP engagement (SWCCG Estate Board)	Critical Infrastructure	Redevelopment of Tolworth Hospital	Redevelopment of Tolworth Hospital to deliver the Estate Modernisation Programme and increase capacity to meet changing and growing population needs. Redevelopment of Tolworth Hospital may include the potential disposal of surplus land at Springfield Hospital to provide funding for redevelopment. (Acute & Specialist Care)	Tolworth Hospital	Immediate (1 year)	88
Healthcare	Healthcare facilities	TBC	Important Infrastructure	Kingston Hospital Foundation Trust Masterplan	Relocation and consolidation of services within the site and disposal of surplus buildings. Including expanded ITU facility, eye unit expansion which include paediatric oncology, outpatient refurbishment and Energy Centre development.	Kingston Hospital	Immediate (1 year)	200
Healthcare	Other projects	TBC	Important Infrastructure	Relocation of Kingston Wellbeing Service (KWS-Substance Misuse Service)	Relocation of KWS from Surbiton Health Centre (a PFI building managed by Community Health Partnership) and the Lodge, which is a small building within the complex. Maps of the footprint on the Surbiton Health Centre complex and a basic specification are available upon request. The Public Health Team would like to identify any suitable accommodation options for KWS due to the current costs of accommodation (high price per square metre) and affordability moving forward.	TBC	Immediate (1 year)	6

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Healthcare	Healthcare facilities	IDP engagement (SWCCG Estate Board)	Critical Infrastructure	Cambridge Road Estate - new primary care health facility as part of the regeneration of the estate	New health facility in a more central location within Cambridge Road Estate as part of the first phase of the estate redevelopment. Planning permission granted subject to s106 legal agreement. S106 heads of terms secures a onsite health facility of approx. 1,000 m2 in phase 2 (or later phase) or an in-lieu s106 contribution of £951,460. Details to be provided in a healthcare delivery plan. Potential relocation of Churchill medical centre into this new facility (as an alternative to project 10.)	Cambridge Road Estate (CRE) site	Medium-term (6-10 years)	8
Healthcare	Healthcare facilities	IDP engagement (SWCCG Estate Board)	Essential Infrastructure	New healthcare premises in Tolworth	Options for new or improved primary healthcare facilities in the Tolworth area, which could include a new community hub to expand healthcare capacity and provide additional services, including Chessington and Surbiton PCN requirements. Different options to deliver a new facility or increase existing primary care capacity. The approved King George's Gate development (16/10482/FUL) includes a health facility in phase 2 of the scheme. There may be other site opportunities. Discussions have taken place with regard to the Express CIC community hub site as identified in the Tolworth Plan and a masterplan is being developed for Tolworth Station. CCG has sought a s106 contribution from Tolworth Towers application, which is the subject of a planning appeal.	TBC	Medium-term (6-10 years)	6

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Healthcare	Healthcare facilities	IDP engagement (SWCCG Estate Broad); 2019/20 Estate Strategy	Essential Infrastructure	Primary Care Networks - estate investment	Expansion and improvement of the estate to accommodate the additional Primary Care Network workforce and services and address the impacts of population growth and change. The short-term focus is to address immediate PCN estate issues.	Borough-wide	Medium-term (6-10 years)	25
Healthcare	Health and Wellbeing projects	IDP engagement (RBK Public Health)	Important Infrastructure	Projects to address health inequalities and to promote better health and mental wellbeing for the population. Includes substance misuse services, given the increasing increasing need driven by an	To be considered in subsequent updates of the IDP, and as part of large housing development proposals.	TBC	Other/TBC	TBC

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
				increase in population.				
Healthcare	Healthcare facilities	IDP Engagement NHS South West London ICB	Critical Infrastructure	Relocation of expansion of practice at Cambridge Road Estate.	Relocation of an existing practice or expansion of a new branch site in the stage 1 development of the Cambridge Road Estate.	Kingston PCN	Other/TBC	2.6
Healthcare	Healthcare facilities	IDP Engagement NHS South West London ICB	Critical Infrastructure	Void Utilisation Manor Drive Medical Centre	Installation of a lift and minor works to the first floor to enable the practice to occupy the vacant space (void space currently an NHSPS costs) for GP and PCN services	New Malden and Worcester Park	Other/TBC	0.8
Healthcare	Healthcare facilities	IDP Engagement NHS South West London ICB	Critical Infrastructure	Reconfiguration Orchard Practice	Reconfigure Orchard Practice	CanburyChurchillOrchard, Berrylands	Other/TBC	2.22
Healthcare	Healthcare facilities	IDP Engagement NHS South West London ICB	Critical Infrastructure	Upgrade Churchill Medical Centre	Upgrade Churchill Main Site to current standard.	Canbury,Churchill, Orchard, Berrylands	Other/TBC	0.25

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Healthcare	Healthcare facilities	IDP engagement (SWCCG Estate Board)	Essential Infrastructure	Gosbury Hill Health Centre	Options to establish whether redevelopment or relocation would best suit population needs and provide additional primary care services. Feasibility study underway to look at site options - to be completed end of May 2022.	TBC	Short-term (2-5 years)	10
Healthcare	Healthcare facilities	TBC	Essential Infrastructure	Extension and improvement to Churchill Medical centre	Extension and improvement to Churchill medical centre in order to deal with the increased demand from population growth	Churchill medical centre Clifton Rd, Kingston upon Thames KT2 6PG	Short-term (2-5 years)	5

4.4 Green infrastructure

4.4.1 Introduction

Green infrastructure refers to the network of multi-functional green spaces and features vital to the sustainability of our natural environment. Green spaces across the borough require a programme of infrastructure maintenance and improvement works to ensure their long-term sustainability and support positive impacts on the health and wellbeing of locals and visitors, as well as valuable habitat for local flora and fauna.

4.4.2 RBK responsibilities and requirements

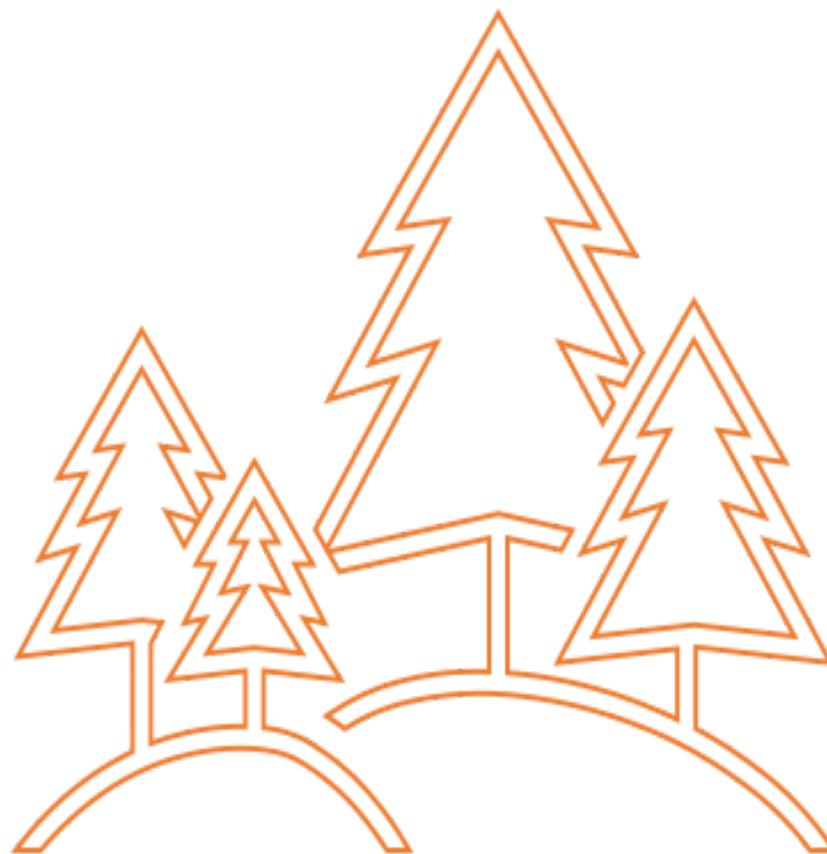
The Council aims to manage and develop its parks and greenspaces across the borough to ensure sustainable, diverse and accessible use by our current residents and visitors as well as the increased numbers of individuals through the forecasted population growth in Kingston.

4.4.3 Evidence base

The evidence base used to identify the need for the projects which follow is set out below:

- RBK Community Parks Programme 2020-24
- RBK Greenspaces Strategy 2021-31
- RBK Climate Change Action Plan
- ALGG Opportunity Project
- RBK Biodiversity Action Plan 2021-31

Note: The IDP does not seek to examine the robustness of the evidence base(s) noted above.



4.4.4 Green infrastructure project list

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Green Infrastructure	Parks, Green Spaces and Tree Planting	RBK Community Parks Programme	Important Infrastructure	Canbury Gardens Masterplanning	To implement the Council's adopted masterplan, this includes improvement to a number of features within the park, biodiversity enhancements, and to provide better public access and connectivity to the town centre.	Canbury Gardens	Medium-term (6-10 years)	0.5
Green Infrastructure	Parks, Green Spaces and Tree Planting	RBK Community Parks Programme	Important Infrastructure	Queens Promenade – Pocket Park Project	Works to create a pocket park along the Queens Promenade	Queens Promenade Pocket Park	Immediate (1 year)	0.1
Green Infrastructure	Parks, Green Spaces and Tree Planting	RBK Greenspaces Strategy	Important Infrastructure	Raeburn Open Space LNR - wheelchair accessible footpath and boardwalk	Works to create a Wheelchair accessible footpath through the woodland of the Berrylands nature reserve (joining the two bridges together to create a circular loop), and to create a raised boardwalk through the 'blackthorn tunnel'.	Raeburn Local Nature Reserve	Immediate (1 year)	0.1
Green Infrastructure	Parks, Green Spaces and Tree Planting	RBK Greenspace Strategy	Important Infrastructure	Parks and greenspaces – infrastructure improvement works	Works to essential infrastructures (including footpaths, jogging/running trails, recreational cycle paths, boundary treatments and related features) to improve accessibility, facilitate healthy lifestyles, and to keep sites safe, attractive and usable by local communities.	TBC	Medium-term (6-10 years)	1.5
Green Infrastructure	Nature Conservation and Biodiversity	IDP engagement (RBK Corporate & Communities	Important Infrastructure	Nature Enhancement Plan: Tolworth Court Farm & FF	Implementation of conservation grazing and browsing project, and extension of the wetland area to improve its ecosystem functions and support nature engagement opportunities.	Tolworth Court Farm & Farm Fields	Immediate (1 year)	2

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
		)						
Green Infrastructure	Nature Conservation and Biodiversity	ALGG Opportunity Project	Important Infrastructure	Nature Enhancement Plan: Six Acre Meadow	Realignment and habitat management to improve the visibility and biodiversity at the site.	Six Acre Meadow	Short-term (2-5 years)	0.45
Green Infrastructure	Nature Conservation and Biodiversity	ALGG Opportunity Project	Important Infrastructure	Nature Enhancement Plan: Knollmead Allotments	To support the continuing community stewardship of an acre of formerly waterlogged land at the site for its special ecological and cultural value.	Knollmead Allotments	Immediate (1 year)	0.008
Green Infrastructure	Nature Conservation and Biodiversity	IDP engagement (RBK Corporate & Communities)	Important Infrastructure	Nature Enhancement Plan: Southwood Local Nature Reserve	Restoration of the flood plain, including works to improve drainage of boundary properties by creation of seasonal ponds and drainage ditches into the Hogsmill; Creation of a community orchard, and removal of invasive species. Including foot path enhancement works	Southwood Local Nature Reserve	Medium-term (6-10 years)	0.45
Green Infrastructure	Nature Conservation and Biodiversity	ALGG Opportunity Project	Important Infrastructure	Hogsmill Restoration, Phase 2 (Bonesgate Section)	Continuation of existing Green Arc Project, to provide realignment of Hogsmill River, in-channel enhancement, bank reprofiling, and bridges and footpaths.	Bonesgate River	Short-term (2-5 years)	0.9
Green Infrastructure	Nature Conservation and Biodiversity	RBK Biodiversity Action Plan	Important Infrastructure	Tolworth Brook Naturalisation	Continuing the naturalisation work that has taken place upstream to improve the ecosystem functions of the site, including the de-culverting of the river and creation of wetland habitats. Including footpath enhancement works	Raeburn Open Space & Edith Gardens Local Nature	Medium-term (6-10 years)	1.3

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
						Reserve		
Green Infrastructure	Nature Conservation and Biodiversity	RBK Biodiversity Action Plan	Important Infrastructure	Jubilee Wood LNR and pond restoration	Restoring this nature reserve in the south of the borough which support wet woodland, a meadow and two ponds which have been under managed for many years. (known records of Great Crested Newt)	Jubilee Meadows LNR	Short-term (2-5 years)	0.2
Green Infrastructure	Nature Conservation and Biodiversity	RBK Greenspaces Strategy	Critical Infrastructure	Hogsmill River Footbridge restoration	Works to rectify a number of critical health and safety issues identified on 6 unadopted footbridges which cross the Hogsmill River at various points (including programme costs)	Hogsmill River	Immediate (1 year)	4

4.5 Waste and Water Infrastructure

4.5.1 Introduction

Maintenance and renewal of existing waste and water infrastructure and delivery of new infrastructure to support growth.

4.5.2 RBK responsibilities and requirements

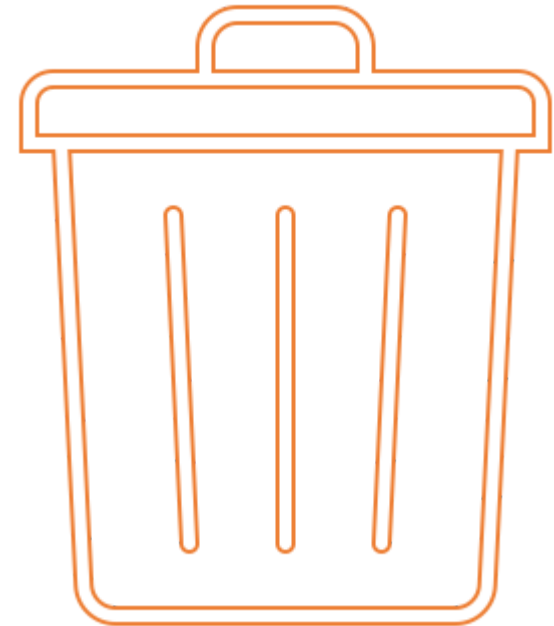
The Council is committed to reducing the amount of waste produced in the borough and will ensure that recycling and waste management are fully considered with new development.

4.5.3 Evidence bases

The key evidence bases used to identify the need for the projects which follow are set out below:

- Engagement with water utility providers (eg Thames water) and RBK waste department and published waste management strategies.

Note: The IDP does not seek to examine the robustness of the evidence base(s) noted above.



4.5.4 Waste and Water Infrastructure Project List

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Waste	Waste	IDP Engagement	Essential Infrastructure	Villiers Road Waste Transfer Station and Recycling Centre Site	Substantial investment in the waste site at Chapel Mill Road in order to bring it in line with modern environmental permitting, H&SE and carbon standards	Chapel Mill Road KT1 3GZ	Medium-term (6-10 years)	8
Waste	Waste	IDP Engagement	Essential Infrastructure	Refleeting of Waste Collection & Recycling Vehicles	Replacement of waste collection vehicles across the Borough with electric replacement vehicles wherever practicable in order to provide a fully operational and sustainable fleet owned by RBK.	Boroughwide	Immediate (1 year)	4.5

4.6 Regeneration

4.6.1 Introduction

Infrastructure required to support, protect, and enhance economic development and employment in the Borough.

4.6.2 RBK responsibilities and requirements

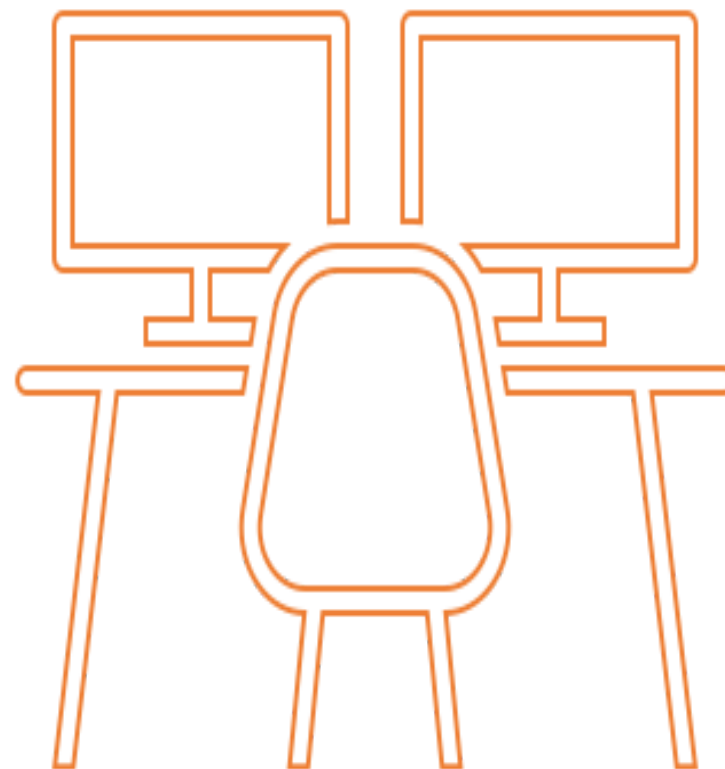
The Council will promote the creation of a sustainable, diverse and balanced economy through:

- Ensuring availability of a range of workspaces and unit sizes, start-up space, co-working space and 'grow-on' space by protecting existing floorspace and encouraging the provision of new floorspace - including to support the growth of the emerging green economy; and
- Working with affordable and shared workspace providers to bring forward affordable, flexible and shared workspace
- For major developments, maximising the opportunities for employment and skills both through construction and the final uses of the development
- Public realm improvements to stimulate high street recovery and renewal

4.6.3 Evidence base

The primary evidence base used to identify the need for the projects which follow is set out below:

- Employment land review & Reimagining Kingston
- Mayor of London High Streets for All
- Culture 'Made in Kingston' Strategy;
- RBK Economic Growth and Development Strategy
- Engagement with the RBK High Street Regeneration Team



4.6.4 Regeneration project list

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Regeneration	Employment, Skills and Enterprise	Employment Land Review	Essential Infrastructure	Provision of flexible and affordable workspace	Investment to ensure adequate provision of office-based flexible workspaces that respond to changing working patterns and growing demand. This could be in a commercial, community or public sector owned facilities, predominantly around Kingston and Surbiton, in line with ELR recommendations, with investment in physical works to make schemes viable for commercial delivery.	Kingston town centre (Sites TBC) and Surbiton, in line with ELR recommendations. Guildhall?	Short-term (1-5 years)	2.5
Regeneration	Town Centres and High Street	Reimagining Kingston ; Mayor of London High Streets for All ; RBK Economic Growth and Development Strategy; Culture ' Made in Kingston' Strategy;	Essential Infrastructure	Kingston Riverside Regeneration	Investment to secure the phased regeneration of Kingston Riverside and lever investment from private and other public partners, improve connectivity and use of town centre riverside asset, stimulating local and visitor economy, supporting health & well-being objectives. Works to include improvements to river edge, underpass, paving, wayfinding, lighting. Opportunity to deliver Green economy, Cultural, Well being strategic objectives underpinning council's community leadership on environment and well-being.	Kingston Riverside, Town End, Thames Side, Thames Street Car Park, Westfield Landing	Short-term (1-5 years)	4

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Regeneration	Town Centres and High Street	Reimagining Kingston; Mayor of London High Streets for All	Important Infrastructure	Ancient Market House & Place	Public realm improvements to Ancient Market and surrounding public realm including riverside lanes, improving connectivity to riverside.	Ancient Market House & Place; Thames Street, Kings Passage, Emms Passage, Bishops Hall, Memorial Gardens	Short-term (1-5 years)	3
Regeneration	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Essential Infrastructure	Kingston Town Centre (KTC) Gateway	Public Realm and transport hub improvements to town centre gateways and surrounding public realm.	Richmond Rd, Kingston Station Forecourt, Cycle Hub & Old London Road	Medium-term (6-10 years)	2

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Regeneration	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Important Infrastructure	KTC: Clarence Street: Kingston Bridge to Old London Road	Public Realm improvements to main pedestrian thoroughfare (Clarence Street)	KTC: Clarence Street: Kingston Bridge to Old London Road	Short-term (1-5 years)	2
Regeneration	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Important Infrastructure	KTC: Cafe Culture	Public Realm improvements to support food & beverage / entertainment uses within the town centre, specifically on high footfall streets with North / South orientation (similar to Castle Street)	Thames Street, Fife Road	Short-term (1-5 years)	2
Regeneration	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Essential Infrastructure	KTC: Night time Economy	Investment to stimulate and reignite cultural-led night time economy, supporting high street recovery and renewal. Kingston's night time economy to drive leisure and business recovery and growth.	Kingston Town Centre	Short-term (1-5 years)	2
Regeneration	Town Centres and High Street	Culture 'Made in Kingston' Strategy; Mayor of London High Streets for All	Essential Infrastructure	New Malden Town Square, High Street and Gateway (Fountain Roundabout)	Investment to realise transformation of New Malden Town Square, High Street Public Realm improvements & gateways (Fountain Roundabout/Station), with improvements to Fountain Roundabout supporting highways transformation of traffic intersection.	New Malden Town Centre	Short-term (1-5 years)	0.68

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Regeneration	Town Centres and High Street	Mayor of London High Streets for All	Important Infrastructure	Town Centre - High Street public realm decluttering	Decluttering programme launching in New Malden to support improved pedestrian access , reduce ASB and improve high street visual appeal.	New Malden	Short-term (1-5 years)	0.05
Regeneration	Town Centres and High Street	Culture ' Made in Kingston' Strategy; Mayor of London High Streets for All; RBK Economic Growth and Development Strategy	Important Infrastructure	Celebrating Kingston's Heritage - King Athelstan	Multi year animation of town centres and high streets, and community participation led cultural programming leading to a major national festival in 2025 to celebrate the 1,100th anniversary of the Coronation of Athelstan.	Ancient Market Place/Ancient Market House & Borough Wide	Short-term (1-5 years)	2
Regeneration	Town Centres and High Street	Culture ' Made in Kingston' Strategy; Mayor of London High Streets for All; RBK Economic Growth and Development Strategy	Important Infrastructure	Celebrating Kingston's Heritage - King Athelstan	Development of new visitor centre building on Kingston's Saxon heritage	Kingston Town Centre	Medium-term (6-10 years)	5

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Regeneration	Town Centres and High Street	RBK Economic Growth and Development Strategy; Inclusive Kingston; Mayor of London High Streets for All	Important Infrastructure	Town Centre - Business Skills, Mentoring & Capacity development	Provision of a mentoring/ business support programme	New Malden, Surbiton, Chessington , Tolworth	Short-term (1-5 years)	0.3
Regeneration / Highways	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Important Infrastructure	KTC: Wayfinding	Wayfinding design & implementation	KTC	Short-term (1-5 years)	0.75
Regeneration / Highways	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Essential Infrastructure	KTC: Eden Street	Traffic reconfiguration, including potential one way system or fully pedestrianised.	KTC	Long-term (11-15 years)	4
Regeneration / Highways	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Critical Infrastructure	KTC: Hostile Vehicle Mitigation	Being delivered as Priority by highways team. Regeneration input to ensure that the HVM delivery is coordinated with public realm and ambitions of High Street Regeneration team.	KTC	Short-term (1-5 years)	1

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Regeneration / Highways	Town Centres and High Street	Reimagining Kingston/ ; Mayor of London High Streets for All	Critical Infrastructure	KTC: Wood Street and Steadfast Road	Improvements to crossing and experience at Steadfast Road & Wood Street	KTC	Medium-term (6-10 years)	1

4.7 Sustainable Energy, Power and Climate Action

4.7.1 Introduction

Infrastructure works to support an environmentally sustainable development of the borough.

4.7.2 RBK responsibilities and requirements

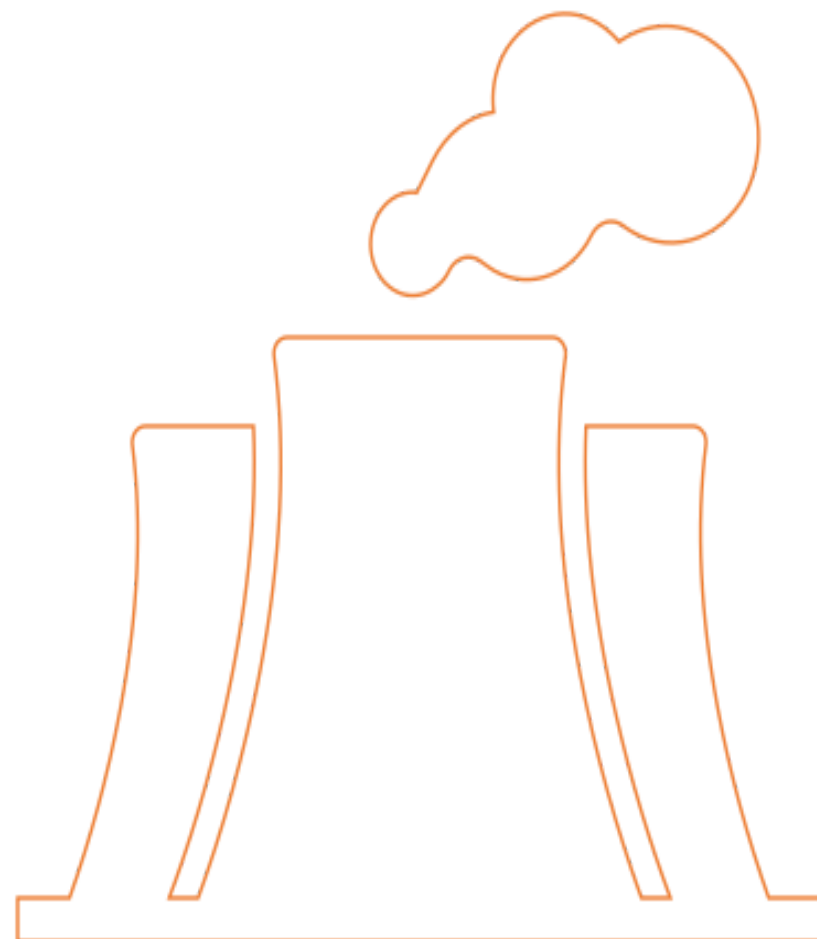
Kingston seeks to promote low carbon development that will help to slow the rate of and be resilient to the effects of climate change.

4.7.3 Evidence base

The evidence bases used to identify the need for the projects which follow are set out below:

- RBK Energy Masterplan
- RBK Climate Action Plan
- Engagement with UKPN
- Engagement with RBK departments (Climate change, major projects, regeneration etc)

Note: The IDP does not seek to examine the robustness of the evidence base(s) noted above.



4.7.4 Sustainable Energy, Power and Climate action project list

Service area/body	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
RBK Major Projects	District Heating Networks	RBK Energy Masterplan 2020, South London Subregional Local Area Energy Plan (2024)	Critical Infrastructure	DHN Cluster 1 - Kingston Town Centre	Opportunity to utilise secondary heat from River Thames. An outline cost of £11.6m is estimated for such a scheme. Implementing this scheme could save an average of 2,740t CO2e per year; equivalent to carbon emissions from 3,300 homes using individual boilers.; opportunity to expand network to CRE in future	Kingston Town Centre	Medium-term (6-10 years)	11.6
RBK Major Projects	District Heating Networks	RBK Energy Masterplan 2020	Essential Infrastructure	DHN Cluster 2 - Cambridge Road Estate	Secondary heat supply source from Hogsmill Sewage Treatment works. An initial investment of £7.2m is required. This scheme has a yearly carbon saving of 1,000t CO2e per year; equates to CO2e produced by heating 1,200 homes with a gas boilers,	Cambridge Road Estate	Medium-term (6-10 years)	7.2
RBK Major Projects	District Heating Networks	RBK Energy Masterplan 2020	Essential Infrastructure	DHN Cluster 3 – Tolworth 2	Secondary heat supply source from Hogsmill Sewage Treatment Works	Tolworth Hospital and surrounding area	Medium-term (6-10 years)	2.5
UKPN	EV charging infrastructure	South London Subregional Local Area Energy Plan	Important Infrastructure	PV canopies - Chessington World of Adventures	The site is highlighted as a prime opportunity for integrating Solar PV canopies over the large car parks to generate renewable electricity on-site, which would help offset the high power draw from	Chessington World of Adventures	Short-term (2-5 years)	2

Service area/body	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
		(2024)			EV chargers.			
UKPN	Fabric Retrofit	South London Subregional Local Area Energy Plan (2024)	Important Infrastructure	Fabric Efficiency - Raeburn Avenue	Creation of a "focus area" in the Raeburn avenue area for fabric retrofit (insulation and energy efficiency measures)	Raeburn Avenue	Medium-term (6-10 years)	0.05
Climate action	Buildings	RBK Climate Action Plan	Essential Infrastructure	Carbon Neutral Estate Bring the estate to carbon neutrality, by the target of 2030	Property Programme (1) Evaluate the Council's buildings to create and cost a delivery plan to reduce energy consumption, adopt low carbon technologies (heat pumps and district heating networks) and increase renewable energy generation (2) Identification for immediate action on buildings with minimum energy efficiency standard (MEES) below D and targeting an EPC B standard. (3) Develop a business case for bringing the estate to carbon neutrality (4) Bring the estate to carbon neutrality, by the target of 2030 [This work will include completion of a more detailed carbon baseline for about 90 of the Council's operational buildings in order to develop a programme of work to ensure properties are carbon neutral by 2030. Actions will include heating, cooling, ventilation, lighting and water]	Corporate Estate	Medium-term (6-10 years)	10

Service area/body	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Climate action	Energy	RBK Climate Action Plan	Essential Infrastructure	Energy Management Install automatic metre readers across the Council's buildings and facilities to improve data on how we use energy. If needed and feasible install submetering and Building Management Systems.	Energy & Water Management Install appropriate meters/ meter readers across the Council's buildings and facilities to improve data and insights in how we use water and energy. If needed and feasible install submetering and Building Management Systems. All new buildings and major refurbishments to display real time consumption and generation in reception areas. Monitoring energy/carbon performance for annual carbon reporting. [This will help to identify where energy might be wasted or used more efficiently]	Corporate Estate	Short-term (2-5 years)	0.05

Service area/body	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Climate action	Energy	RBK Climate Action Plan	Essential Infrastructure	Decarbonise Our Heating Replace gas boilers in Council buildings with low or no carbon alternatives, using electric alternatives where we can. Increase the number of PV panels installations in corporate assets (including installations in schools) and work to support community installations.	Decarbonise Our Heating Replace gas boilers in Council buildings with low or no carbon alternatives, using electric alternatives where we can [is this at end of life or as part of costed approach - target date] Increase the number of PV panels installations in corporate assets (including installations in schools) and work to support community installations.	Corporate Estate	Short-term (2-5 years)	0.75

Service area/body	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Climate action	Transport	RBK Climate Action Plan	Important Infrastructure	Provide Pool Cars and Cycles for RBK Staff Deliver year on year investment in pool cars and bicycles for council staff.	Provide Pool Cars and cycles for RBK Staff (circa 5%). Deliver year on year investment in pool cars and bicycles for council staff for a period of 10 years	Borough wide	Medium-term (6-10 years)	2

4.8 Highways and Transportation

4.8.1 Introduction

Infrastructure works to support walking and cycling, 'green routes', behaviour change, low carbon transport measures, highways & transport schemes, parking schemes, HGV management /intrusion, and bus priority.

4.8.2 RBK responsibilities and requirements

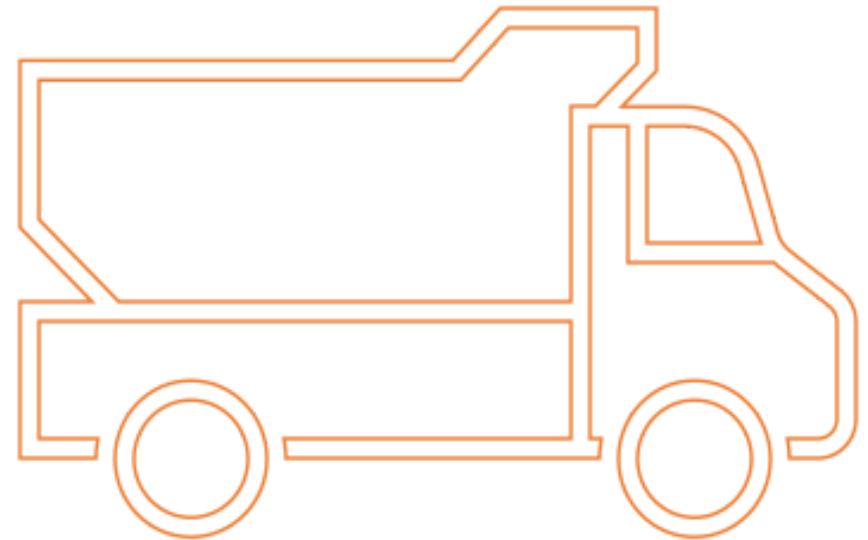
Kingston seeks to increase the modal share of public transport, through the multi-modal support of active travel which in turn will reduce the overall reliance on the private vehicle, reducing congestion and associated pollution.

4.8.3 Evidence base

The key evidence bases used to identify the need for the projects which follow are set out below:

- RBK Third Local Implementation Plan 2019
- Cycle Network Plan
- Climate Change Action Plan
- RBK Electric Vehicle Strategy
- Borough Parking Reviews

Note: The IDP does not seek to examine the robustness of the evidence base(s) noted above.



4.8.4 Highways and Transportation project list

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Transport	Sustainable Transport Infrastructure	IDP engagement	Important Infrastructure	RBK - Electric Vehicle Charging Infrastructure	This covers all projects seeking to deliver the necessary Electric Vehicle Charging Point infrastructure on public land/highways to support the transition towards electric vehicles over the local plan period (in line with Policy objectives)	Various	Long-term (11-15 Years)	40
Transport	Parking Schemes	Borough Parking Review; Climate Change Action Plan	Important Infrastructure	RBK Parking Management/ Enforcement Programmes	This includes all projects seeking to review parking arrangements and deliver parking management schemes over the Local Plan Period to account for additional parking stress created by additional development/homes target in the LP. Current cost estimates are £15k for each consultation, and £25k for implementation of controlled parking zones/other measures (incl project costs)	Various	Long-term (11-15 Years)	20

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Transport	Sustainable Transport Infrastructure	RBK Third Local Implementation Plan 2019; Cycle Network Plan; Climate Change Action Plan	Essential Infrastructure	RBK Sustainable Transport Programmes	This includes all other pipeline schemes which will be required to deliver sustainable transport infrastructure - which could relate to walking, cycling or public transport . This includes schemes such as the Strategic Cycle Network projects, the Route 75 corridor (KTC to WP), Upper Brighton Rd/Kingsdown Rd Roundabout improvements, Fountain Roundabout, Jubilee Way, Low Traffic Neighbourhoods and Healthy Streets, new bus interchanges etc etc	Various	Medium term (6-10 Years)	10
Transport	Sustainable Transport Infrastructure	RBK Third Local Implementation Plan 2019; Cycle Network Plan; Climate Change Action Plan	Essential Infrastructure	RBK Go-cycle Programme	This includes various all the schemes, including the NW8 Brighton Rd/Hook road element, the NW9 element (Ham to Kingston TC - and NW9a), the NW10 element (New to Old Malden, the Leatherhead Road element (hook road to Borough Boundary) etc etc over the local Plan period . This programme is designed to create safe and effective cycle highways/arteries to connect the Borough	Various	Medium term (6-10 Years)	60

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Highways and Transportation	Highway Safety Improvements	RBK Third Local Implementation Plan 2019; Cycle Network Plan;	Critical Infrastructure	RBK Highway safety Improvements Programmes	This includes numerous schemes required to mitigate harm to highway safety in the Borough (pedestrians, cyclists, drivers) both at present as well as factoring in the development set out in the Local Plan. This would include improvements to various roundabouts and junctions and RBK carriageways, installation/relocation of crossings, creation of segregated links, school streets, improved signage, installation of traffic calming measures, bollards etc etc.	Various	Long-term (11-15 Years)	35
Highways and Transportation	Highway Safety Maintenance	RBK Third Local Implementation Plan 2019; Cycle Network Plan;	Essential Infrastructure	RBK Highway essential maintenance (resurfacing and road making)	This includes all essential repair and maintenance works which will be required over the local plan period, factoring in the increased population and additional wear and tear from electric buses (heavier)	Various	Long-term (11-15 Years)	109
Transport	HGV management and intrusion	RBK Third Local Implementation Plan 2019;	Important Infrastructure	RBK HGV Intrusion Review programme	HGV management schemes which identify options to review and manage HGV intrusions and mitigate harm to highway safety over the LP period	Various	Short-term (2-5 years)	1.5

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Transport	Behaviour Change / Supporting Infrastructure / Low Carbon Transport measures	RBK Third Local Implementation Plan 2019; Cycle Network Plan 2016; Climate Change Action Plan	Important Infrastructure	RBK - Behaviour change and related programmes	Includes all schemes to raise awareness and encourage and raise awareness the use of sustainable transport methods. This includes campaigns and information targeted at Schools, workplaces and Residents, with a main focus aimed at large trip generators such as Kingston University and Kingston Hospital. This also includes schemes such as free cycle training, travel planning, bike workshops etc etc.	Boroughwide	Long-term (11-15 Years)	0.06
Transport	Green Infrastructure	RBK Third Local Implementation Plan 2019; Cycle Network Plan 2016; Climate Change Action Plan	Important Infrastructure	RBK 'off-highway greening' Programmes	Includes schemes to improve green infrastructure on RBK owned/highway assets, such as pocket parks, roundabout greening/planting - in various areas across the Borough	Various	Short-term (2-5 years)	7
Transport	Railway infrastructure	Network Rail	Essential Infrastructure	Tolworth Station Accessibility	Improvements to accessibility at the station including step free access between platforms	Tolworth Station	Short-term (2-5 years)	3.5

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
				Improvements				
Transport	Railway infrastructure	Network Rail	Essential Infrastructure	Chessington North Station Area Accessibility Improvements	Improvements to accessibility at the station including step free access between platforms	Chessington North Station Area	Short-term (2-5 years)	3.5
Transport	Railway infrastructure	Network Rail	Critical Infrastructure	Kingston Station Reconfiguration/Redevelopment	Expansion of capacity through redevelopment and reconfiguration of the Station due to capacity issues at peak times. Including re-arrangement and restructure of gatelines.	Kingston Station	Short-term (2-5 years)	2
Transport	Railway infrastructure	Network Rail	Essential Infrastructure	New Malden Station Accessibility improvements	Improvements to the accessibility of the station.	New Malden Station	Short-term (2-5 years)	4.25

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Transport	Sustainable Transport Infrastructure	RBK Third Local Implementation Plan 2019; Cycle Network Plan; Climate Change Action Plan	Essential Infrastructure	Surbiton Station access improvements & cycle links	Surbiton station is a key interchange with a large number of rail commuters arriving at the station by bike. The station also adjoins a number of trip generators such as Surbiton High Street, many food venues and supermarkets, as well as several nearby primary and secondary schools. The scheme would improve access to Surbiton station and Surbiton high street by creating quality cycling facilities along Victoria Road and improving the roundabout directly outside the station for cyclists and pedestrians. As well as connecting the station and high street into the existing cycle network delivered via the Go Cycle Programme, in particular Cycleway 29 and Cycleway 28, as well as other LCN routes.	Surbiton station forecourt, Station Approach, Victoria Road, roundabout outside station - Victoria Rd (B3370), St Marks Hill (B3370), Claremont Rd, St James Rd	Short-term (2-5 years)	TBC
Transport	Highways & Transport Schemes	RBK Third Local Implementation Plan 2019; Climate Change	Essential Infrastructure	Eden Street - Pedestrianisation	Explore options to pedestrianise Eden Street. Currently a busy bus interchange so would closely involve TfL/ bus operators and potentially require relocation of this hub.	Eden Street	Medium term (6-10 Years)	70

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
		Action Plan						
Transport	Highways & Transport Schemes	RBK Third Local Implementation Plan 2019; Climate Change Action Plan	Essential Infrastructure	Kingston Town Centre Gyratory Major Scheme	Major scheme - Redesign and implement a revised gyratory (one way traffic System) for Kingston Town Centre. Need to review options in the Kingston Town Centre Movement Study which set out different ways to alter the gyratory.	Kingston town centre	Long-term (11-15 Years)	50

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Transport	Bus Priority	RBK Third Local Implementation Plan 2019;	Critical Infrastructure	A2043 Malden Road	Identified as a strategic & local route – very high priority. Malden Road (RB Kingston) (A2043) adjoins Central Road & Cheam Common Road (LB Sutton) which runs through Worcester Park shopping area and is also a key bus route for local & strategic routes including the X26. The A2043 is highlighted as being within the 50-75th percentile safety link. Currently the area experiences severe congestion due to railway line pinch points which also results in poor air quality along this link. Delays to buses between Kingston & Sutton are tidal. This bid for funding is to continue progressing this existing scheme to implement measures which tackle bus delays. This is a joint scheme with LB Sutton and will feed into the X26 Review..	A2043 Malden Road	Short-term (2-5 years)	0.7

4.9 Flood resilience

4.9.1 Introduction

Sustainable Drainage Systems (SuDS) to manage surface water drainage and mitigate flood risk in the borough.

4.9.2 RBK responsibilities and requirements

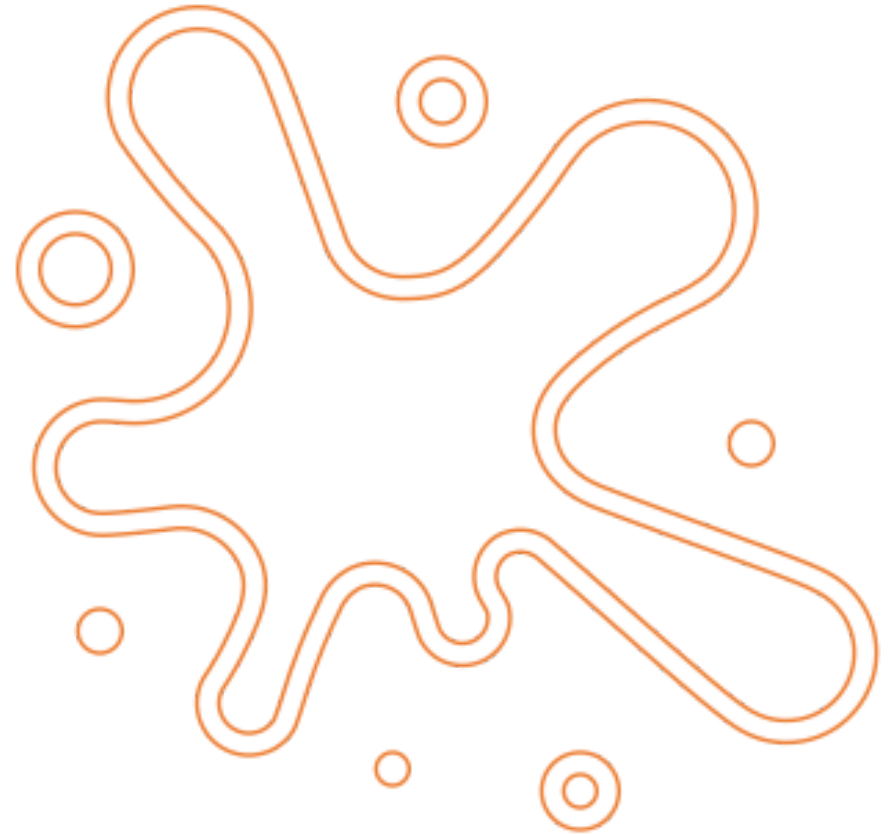
Climate change will result in extreme flood events occurring more frequently in the future, with the potential to affect residents and businesses in a number of areas of the borough. The Council will seek to reduce flood risk and ensure resilience against the future impact of flooding in accordance with the National Planning Policy Framework.

4.9.3 Evidence base

The key evidence bases used to identify the need for the projects which follow are set out below:

- Surface Water Management Plan
- Engagement with RBK Flood Risk Engineers

Note: The IDP does not seek to examine the robustness of the evidence base(s) noted above.



4.9.4 Flood resilience project list

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Flood resilience	Flood resilience	RBK Flood Risk Engineer & Surface Water Management Plan	Essential Infrastructure	New Malden Flood Alleviation Scheme	Channel widening features, rain garden and below ground storage to reduce existing flood risk to properties at Coombe girls school and Coombe wood golf course.	Coombe Wood golf course, Coombe Girls School	Short-term (2-5 years)	1.488
Flood resilience	Flood resilience	RBK Flood Risk Engineer & Surface Water Management Plan	Essential Infrastructure	King George's Recreation Ground	Park currently floods and impacts properties on Hook Rise South; opportunity to incorporate SuDS features to better manage the surface water runoff and lower the impact of flooding.	King George's Recreation Ground, Chessington	Short-term (2-5 years)	0.40
Flood resilience	Flood resilience	RBK Flood Risk Engineer & Surface Water Management Plan	Important Infrastructure	Critical Drainage Areas	Various Flood Mitigation Measures/SuDS features at Old Malden (Manor Park)	Old Malden	Short-term (2-5 years)	0.54

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet Funding Requirement (£M)
Flood resilience	Flood resilience	RBK Flood Risk Engineer & Surface Water Management Plan	Important Infrastructure	Critical Drainage Areas	Various Flood Mitigation Measures/SUDS at Surbiton (Seething Wells)	Seething Wells Area, Surbiton / Berrylands	Short-term (2-5 years)	0.63

4.10 Housing, property and Major Projects

4.10.1 Introduction

RBK asset and property management and major projects (including Affordable Housing).

4.10.2 RBK responsibilities and requirements

The Council will work positively and proactively with key stakeholders and development industry partners to facilitate the delivery of affordable homes and public facilities to help meet the borough's increasing needs.

4.10.3 Evidence base

The key evidence bases used to identify the need for the projects which follow are set out below:

- Kingston's housing accommodation needs assessment
- Corporate Landlord - Asset Strategy/ Capital Assets
- Engagement with RBK Housing, Property and Major Projects teams

Note: The IDP does not seek to examine the robustness of the evidence base noted above.



4.10.4 Housing and Property project list

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	King Edward Recreation Ground Pavilion	Provision of sports/ leisure facility for recreation and community use incl flexible space, changing, public toilet, refreshment to support local external recreation and amenity	King Edward Recreation Ground	Immediate (1 year)	0.2
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	King George V Pavilion	Provision of sports/ leisure facility for recreation and community use incl flexible space, changing, public toilet, refreshment to support local external recreation and amenity (to replace destroyed building)	King George V Playing Fields	Immediate (1 year)	0.35
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	Cemetery Pergola	Replacement of facility for cemetery visitors and families for reflection	Kingston Cemetery & Crematorium	Immediate (1 year)	0.15
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	Changing Places Toilets - Latchmere Rec	1no CP toilet - DLUHC funding + RBK - provision in strategic area	Latchmere Rec Ground - Pavilion	Immediate (1 year)	0.05

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	Changing Places Toilets - Hook Centre	1no CP toilet - DLUHC funding + RBK - provision in strategic area	Hook Centre	Immediate (1 year)	0.05
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	Changing Places Toilets - Marketplac e/ surrounds	1no CP toilet - DLUHC funding + RBK - provision in strategic area	Marketplac e/ surrounds	Immediate (1 year)	0.05
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Critical Infrastructure	Surbiton Cemetery	Requirement for expansion of plots to accommodate, with sub-structure/ groundworks to stabilise area. Increased demand for sqm.	Surbiton Cemetery	Immediate (1 year)	0.25
Housing & Property	Property - Car Parks	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	Tolworth Car Park	Remedials, upgrade	Tolworth	Immediate (1 year)	0.3
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision	Important Infrastructure	New Malden Library	Structural, roof, compliance, refurbishment, remodelling	New Malden	Immediate (1 year)	0.6

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision, community hub/ work place; Cultural offer	Important Infrastructure	Kingston Library	Workplace remodel, upgrade, basement works, remedial, refurb for lettings, heating	Kingston	Immediate (1 year)	0.8
Housing & Property	Property - Libraries/ Culture/ Heritage	Cultural offer	Essential Infrastructure	Kingston Library & Kingston Museum scoping/ visioning for long term development	Scoping/ visioning to masterplan in tandem with Kingfisher, public realm, and Museum/ library functions	Kingston	Immediate (1 year)	0.25
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision, community hub/ work place	Essential Infrastructure	Surbiton Library	Refurbishment, remedial repairs, fire compliance	Surbiton	Immediate (1 year)	0.6
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision, community hub/ work place	Essential Infrastructure	Hook Centre/ Library	Heating and air conditioning, ICT infrastructure, rebranding, remodelling, extension (Changing Places Toilet to include - listed separately)	Hook, Chessington	Immediate (1 year)	1.3

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision	Important Infrastructure	Tudor Hall & Playground	External works including playground rectification and upgrade	Tudor Hall & Playground	Immediate (1 year)	0.1
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision	Important Infrastructure	Old Malden Library	Rotting woodwork, General refurbishment and urgent remedial works	Old Malden Library	Immediate (1 year)	0.2
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision	Essential Infrastructure	Tolworth Library	General refurbishment and urgent remedial works incl toilet facilities, internal and external works	Tolworth	Immediate (1 year)	0.15
Housing & Property	Property - Libraries/ Culture/ Heritage	Cultural offer	Important Infrastructure	Kingston Museum	General refurbishment, remodelling, accessibility, cultural frontage, public realm	Kingston	Immediate (1 year)	1.8
Housing & Property	Property	Future workplace; Cultural offer	Important Infrastructure	Sessions House	Re-use of Corporate asset for Council infrastructure/ workplace, potentially for CCTV control, other Council critical elements	Surbiton	Immediate (1 year)	0.5

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property - Libraries/ Culture/ Heritage	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	CCTV infrastructure - CCTV Control room and BEC	Infrastructure upgrade incl CCTV routing, cabling, processing, secure housing of equipment, monitoring, staff workspace and welfare associated, security elements associated	Kingston	Immediate (1 year)	0.4
Housing & Property	Property - Libraries/ Culture/ Heritage	Cultural offer	Important Infrastructure	Kingston History Centre (GH)	Refurbishment, workplace upgrade, decant requirements	Kingston	Immediate (1 year)	0.5
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision	Essential Infrastructure	Libraries ICT/ data Infrastructure project	Delivery of new media/ ICT infrastructure to all libraries/ hubs to boost accessibility to services, facilities, for residents and productivity re: workplace	Boroughwilde at Library locations	Immediate (1 year)	0.4
Housing & Property	Property - Car Parks	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	Harrow Close Car Park area redesign and remodel	Audit, re-design and reconfiguration of layout, parking, signage, landscaping, barriers, fencing, security, circulation routes to provide ergonomic solution, minimising congestion and removing health & safety issues	Harrow Close	Immediate (1 year)	0.1
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Important Infrastructure	Christ Church Primary School playing field works	Remedial works to enable use all year	Christ Church Primary School playing field works	Immediate (1 year)	0.25

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property - Crematoria	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	Kingston Crematorium expansion, accessibility and modernisation	Expansion, accessibility and modernisation, ability to hold larger services, celebrations of life particularly post-Covid	Kingston Cemetery & Crematorium	Immediate (1 year)	2
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	Caretaker House re-purpose - Moor Lane	Re-purposing for vulnerable adults/ younger adults	Moor Lane	Immediate (1 year)	0.2
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	Caretaker Houses re-purpose	Re-purposing of houses across the borough for community care/ key workers	Boroughwilde	Immediate (1 year)	4
Housing & Property	Property		Essential Infrastructure	Robin Hood Primary - turning/ access CHECK not repeat of AfC	Works to manage traffic, access, turning for support to Primary School pupils with additional needs/ support requirements	Robin Hood Primary School	Immediate (1 year)	0.25

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property	AfC	Essential Infrastructure	Relocation of vehicle depot - associated UKPN/ other works	Reprovision of minibus parking and secured area for AfC functions including CCTV, power/ elec, lighting, re-surfacing, welfare, security fencing	Cox Lane /Jubilee Way	Immediate (1 year)	0.5
Housing & Property	Property	Car Parks - Infrastructure/ Accessibility	Important Infrastructure	Bittons Car Park improvements	Car park improvements	Bittons Car Park	Immediate (1 year)	0.1
Housing & Property	Property	Car Parks - Infrastructure/ Accessibility	Important Infrastructure	Rose Car Park Lifts and ancillary	Replacement of lifts beyond service life to provide accessibility and ancillary improvements	Rose Car Park	Immediate (1 year)	0.3
Housing & Property	Property	Town Centres & High Street	Essential Infrastructure	Market House - Check not a duplication of Regeneration	Refurbishment, re-purposing & DDA works to bring building back into civic use.	Market Place	Immediate (1 year)	2.3
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	Tolworth Leisure Centre refurb	Refurbishment of the Tolworth Leisure Centre	Tolworth Recreation / Leisure Centre	Immediate (1 year)	0.4

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	Check with Highways for any duplication	Town Centre Automatic Bollards	TS to insert	Immediate (1 year)	0.25
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	Future Workplace Programme	Wholesale review of councils workspaces, aim to reduce the councils footprint and release Guildhall 1 & Guildhall 2 as they will be surplus to requirements.	Options appraisal with recommended future location to be presented to committee, this will determine future location for staff.	Immediate (1 year)	12
Housing & Property	Property	Corporate Landlord - Asset Strategy/ Capital Assets	Essential Infrastructure	Latchmere Pavilion	Provision of sports/ leisure facility for recreation and community use incl flexible space, changing, public toilet, refreshment to support local external recreation and amenity	Latchmere Recreation Ground	Short-term (2-5 years)	0.3

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing & Property	Property - Libraries/ Culture/ Heritage	Cultural offer	Essential Infrastructure	Kingston Library & Kingston Museum long term development	Wholesale re-work as part of Cultural Quarter/ Kingfisher re-development	Kingston	Short-term (2-5 years)	7
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision	Important Infrastructure	Surbiton Library Annexe	Refurbishment and re-purposing of space	Surbiton	Short-term (2-5 years)	0.2
Housing & Property	Property - Libraries/ Culture/ Heritage	Library provision	Important Infrastructure	Tudor Library extension	General refurbishment and urgent remedial works	Tudor Library extension	Short-term (2-5 years)	0.2
Housing & Property	Property - Libraries/ Culture/ Heritage	Cultural offer	Important Infrastructure	Coronation Stone - future	Possible longer-term repairs work/ relocation to All Saints	Kingston	Short-term (2-5 years)	0.2
Housing & Property	Property	Council Homes Acquisition Programme (CHAPS)	Essential Infrastructure	Major Voids (GF incl CHAPs acquisitions Capital)	CHAPS covers refurbishment works on acquired properties to bring them into use as temporary accommodation. Delivered by the Council's Term Contractor, Cardo, these works are funded from the General Fund and form part of the wider voids programme.	Delivery of 35 properties boroughwide	Short-term (2-5 years)	0.25

Service area	Category	Source	Classification	Project Name	Description of Project	Proposed Location	Timing of Requirement	Unmet funding requirement (£M)
Housing and Property	Property	Investment portfolio	Important infrastructure	Wellington Crescent Redevelopment	Redevelopment of obsolete industrial units to provide modern employment "Nursery" Industrial units.	Wellington Crescent New Malden.	Short-term (2-5 years)	0.5

SECTION B - HIGH LEVEL INFRASTRUCTURE ESTIMATES ALLOCATIONS

In this section we have set out High-level estimate of the additional infrastructure requirements in the Royal Borough of Kingston upon Thames (RBK) area for the delivery of circa **20,000** additional homes (to be delivered partly by the site allocations in the Plan) by 2043. These figures are very broad indicative estimates of infrastructure requirements and demands which could arise from the delivery of these sites as they exist at the time of writing — local specifics (housing mix, occupancy, modal share, demographics, existing spare capacity, service catchments) will drive actual demand and will need detailed modelling and analysis when the developments will come forward at the Development Management stage. Please see the site allocations section of the Plan for further information on these site allocations.

4.15 Kingston upon Thames TOTALS - Infrastructure Increment Model (entire Borough/all neighbourhoods)

Category	Increment per home	Total for 20,000 homes	Observations / Notes / Sources
Primary School Places	0.25 pupils/home	5,000 places	DfE (2023) <i>Fact Sheet 5: New Homes and School Places</i> . Child yield could be lower for higher-density apartments.
Secondary School Places	0.13 pupils/home	2,600 places	DfE average secondary yield; adjustments may be made for apartment-heavy or student-oriented schemes.
Car Parking Provision	1.0 spaces/home	20,000 spaces	Urban centre with high PTAL (4–6); lower parking ratios justified vs. suburban norms.

Electric Vehicle (EV) Parking / Charging Points	1.0 EV-capable spaces/home	20,000 EV-capable spaces	Required under UK Building Regulations (Approved Document S, 2022).
Daily Vehicle Trips (Private Car)	2.8 trips/home/day	56,000 trips/day	Reduced from suburban 3.5 trips/home due to strong rail and bus accessibility (DfT NTS, 2023).
Daily Bus & Rail Journeys	1.2 journeys/home/day	24,000 journeys/day	Reflects higher public transport usage typical in Kingston town centre (modal share ~35%).
General Practice (GP) Doctors (FTE)	0.00152 GPs/home	30.4 FTE GPs ($\approx$ 30–31)	Based on ~2.5 persons/home and 1 GP : 1,655 residents (Commons Library, 2024).
Hospital Beds	0.006 beds/home	120 beds	UK average ratio of 2.6 hospital beds per 1,000 population (King's Fund, 2025).
Community Facilities	0.001 facility/home	20 facilities	Reflects demand for community halls, shared cultural or youth spaces within mixed-use sites.
Water Supply Demand	350 litres/day/home	7,000,000 litres/day	Ofwat / Environment Agency average consumption; may fall with water-efficient design.
Energy Demand	3.5 MWh/year/home	70,000 MWh/year	BEIS 2023 domestic average; reductions expected from EPC A/B standards.
Waste Generation	300 kg/year/home	6,000,000 kg/year (6,000 tonnes)	WRAP (2023) benchmark. Centralised waste management and recycling infrastructure expansion required.
Green & Blue Infrastructure (Greenspace + SUDS)	15 m ² /home	300,000 m ² (30 ha)	Based on Fields in Trust / Natural England greenspace standards.
Digital Infrastructure – Broadband	1 fibre connection/home	20,000 connections	Gigabit-capable broadband mandated for all new homes (Ofcom, 2024).
Digital Infrastructure – 5G Small Cells	1 per 200 homes	100 small-cell sites	Based on Ofcom (2024) urban coverage density (1 site/150–250 homes).

4.11 ANNEX 1 - Assumptions, Caveats and Background Data/Sources

Assumptions

- Homes delivered = **Circa 20,000**
- We assume that the pupil yields, car trip generation rates, utilities, etc are broadly in line with national/UK norms (or London/outer London where relevant)
- For many items (GPs, hospital beds, community facilities, green/blue infrastructure, utilities, digital) no precise benchmark exists publicly for per-home increments — so approximate “per home” or “per capita” proxies have been applied based on established studies.
- All estimates assume the developments are fully occupied and reflect typical/established new-home occupancy profiles as of the time of writing (families rather than purely singles) by 2043
- It is also assumed that delivery of these is phased based on the estimated timeframes and that (likewise) the supporting Infrastructure would also be phased over time within the Local Plan period (to 2043).

Caveats

- These are **ball-park** estimates and do *not* replace a fully detailed infrastructure impact assessment (IIA) or development contributions calculation for the specific 44 mixed-use sites (which will need to consider local baseline capacity, existing spare capacity, site-specific demographics, housing mix, transport connectivity, modal shift, etc.).
- The time horizon to **2043** means some needs may be phased or absorbed via existing expansion or will require ‘trigger points’ tied to delivery milestones.
- Some of the infrastructure can be secured on-site as part of the developments (e.g., parking, EV charging, digital connectivity, local green space) while others will require engagement with borough-wide services (schools, health, hospitals, utilities).

- For transport: the trip generation estimate assumes no major modal shift or reduction in car ownership across the plan period; given the London/outer London context.
- For health: hospital bed estimates assume occupancy and demand rates remain similar across the time period. In reality, innovations (virtual wards, day surgeries, change in healthcare delivery methods) may reduce bed and GP-demand per capita.
- For green/blue infrastructure: Note that the standard of accessible space may be supplemented by existing parks and local typology (urban vs suburban) may reduce the area(s) required.

Background Data/Sources

Table 1. - Estimations templates used for prognosis

Infrastructure area	Infrastructure item	Estimated additional need & calculation	Comments / caveats
EDUCATION	Primary school places	Using national average pupil yield: 0.25 primary pupils per new home. (GOV.UK) no. of homes $\times 0.25 = \approx$ no. of primary school pupils . If an average primary school in England has ~276 pupils (per DfE) then this is $\sim$ no. of primary school pupils $\div 276 \approx$ no. of schools' worth .	Capacity might already exist and may absorb some of this.
	Secondary school places	National average yield: 0.13 secondary pupils per new home. (GOV.UK) no. of homes $\times 0.13 = \approx$ no. of secondary pupils . With average secondary size ~1,054 pupils, that is $\sim$ no. of secondary pupils $\div 1,054 \approx$ no. of schools' worth .	Again local factors vary: age profile, local secondary capacity, whether pupils attend private schools, cross-borough flows.

TRANSPORT	Car parking provision	Using London Plan/Design Guide: In outer London PTAL zones, up to 1 space per unit may be typical, or less in good PTAL areas. (London City Hall) If we assume 0.75 spaces per dwelling (for mixed use, reasonably good accessibility) → no. of homes × 0.75 ≈ no. of car parking spaces required. If the area is very accessible and able to support lower parking, one might assume 0.5 spaces/dwelling	This is spaces, not cars owned. Visitor parking could add further demand. Also if higher family-car ownership or less good public transport access then spaces needed may be higher.
	Electric vehicle (EV) parking / charging provision	UK government expects new homes and major developments to include EV charging infrastructure. (GOV.UK) If we assume each parking space needs to have an EV-capable charging point or at least a proportion: e.g., assume 100% of new dwellings with resident parking should have an EV-charge-capable space → then using no of parking spaces (above) approximate no of parking spaces + EV-capable spaces/ports . Alternatively if only 50% of spaces are in-curtilage (so 0.375 per unit)	Many flats may not have dedicated off-street parking; on-street communal chargers may serve plural dwellings. Public charging demand may also increase beyond resident parking.

	Additional daily vehicle trip generation	Using trip generation guidance: For multifamily/apartment units assume ~4-6 trips per day per dwelling from source. (frontdesk.co.in) If we assume moderate-density mixed use, take ~5 trips per dwelling/day → no of homes × 5 = ≈ no of additional vehicle trips per day . If larger houses/traditional suburban then perhaps ~7 trips	These are gross trips (in+out). Local transport modelling would refine by mode shift, location, internalisation (walk/cycle) etc.
	Additional daily bus and rail journeys	Base data: in urban conurbations residents make ~35 bus trips per person per year and ~16 rail trips (excluding London Underground) per person per year. (GOV.UK) For a development of no of homes homes, assume average 2.4 persons per home → no of homes × 2.4 = ~no of persons. If each person on average does, say, 20 bus/rail trips per year extra (due to new housing) → no of persons. ×20 = ~no of additional passenger journeys per year, or ~no of extra bus/rail journeys per day . If we assume 40 journeys/year per person then So estimate no of additional daily bus/rail journeys .	This is a rough estimate. The actual change will depend on public transport accessibility, mode share, new residents' trip patterns, whether many trips are internal to the development.
HEALTH	Additional need for General Practice (GP) doctors	GP to patient ratio: about 1,655 patients per FTE GP in England (Sept 2024) (House of Commons Library) Using ~2.4 persons per home → no of homes × 2.4 = ~no of persons. If RBK wants to maintain national average load, then: no of persons ÷ 1,655 ≈ no of full-time GPs . One might round to the additional GPs (full-time equivalents) to service the new population.	Some of these needs might be absorbed by existing GP practices if capacity exists; also new resident age profile matters (younger families produce more GP visits typically).

	Additional need for Hospital beds	England has ~2.35 overnight hospital beds per 1,000 population (per The King's Fund) (<u>The King's Fund</u>) Using population from above → no of people × 2.35 ≈ no of beds .	Note that hospital capacity is regional and also day-case/virtual care substitution is increasing. The local hospital catchment may already have spare capacity or the need may differ due to demographics.
COMMUNITY FACILITIES	Additional community facilities	"Community facilities" is a broad category (e.g., social centres, youth centres, community halls, libraries). A heuristic might be: one additional small community centre per ~2,000-3,000 new dwellings.	This is a very rough rule-of-thumb. The actual need depends on existing provision, mix of uses in the developments, co-location of mixed-use community spaces, and whether residents are served by nearby existing facilities.
UTILITIES	Additional need for utilities (water, energy)	For utilities the benchmark is harder to derive. Simplified approach: assume each new dwelling uses average UK household water and energy consumption. For example: average water use ~150 litres/person/day; average household energy use ~3,100 kWh/year (approx 8.5 kWh/day). With 2.4 persons per home × no of homes = no of persons:	

WASTE	Waste	Waste: if average UK household produces ~400 kg/year of household waste → no of homes $\times 400 \text{ kg} \approx$ no of kg/year (tonnes/year) additional waste.	These represent incremental loads on utility infrastructure (supply networks, disposal, treatment). These are approximate; new homes may be more efficient than average, may incorporate active management, and some waste may be diverted.
GREEN INFRASTRUCTURE	Additional need for green & blue infrastructure (greenspaces, parks, sustainable urban drainage)	A commonly used planning metric is to provide around 2.4 ha of accessible greenspace per 1,000 population (e.g., open space standards) or equivalent. If no of persons assumed → no of persons $\times 2.4 \text{ ha}/1,000 \approx$ no of ha of accessible greenspace with ~15 m ² publicly accessible greenspace per home. Additionally, for sustainable urban drainage (SuDS) and blue infrastructure you might allocate e.g., 5-10% of site area for attenuation/blue space/flood mitigation.	The actual site area, density, local deficiencies in open space, baseline supply, flood risk etc will affect the needed provision. If higher density then provision may be lower or distributed differently (roof gardens, podiums, green walls).
DIGITAL INFRASTRUCTURE	Digital infrastructure (broadband, 5G)	For digital infrastructure, the requirement is for high-speed broadband connectivity and 5G readiness in all new homes. A reasonable planning assumption: each dwelling should be enabled with gigabit-capable broadband and communal 5G/FTTP conduit infrastructure. So for a no. of homes that means planning for ~no of homes fibre-to-the-premises (FTTP) home connections plus associated 5G small-cell/antenna provisioning (one small cell per e.g., 100–300 homes).	This is more of an infrastructure enablement than a quantified “need” like car parks. The cost and rollout plan will depend on the developer, telecoms provider, and technology future-proofing.

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Theme

Main references

Demographics & occupancy

ONS 2021 Census; RBK Borough Profile

Education (school place yield)

DfE (2023) *Fact Sheet 5: New Homes & School Places*

Parking standards

RBK Residential Design SPD (2024); London Plan (2021) Table 10.5

EV charging

London Plan Policy T6.1; UK Gov. *EV Infrastructure Strategy* (2022)

Trip generation

TfL *Travel in London Report 15* (2023); TRICS database (Outer London residential)

GP ratios

NHS Digital Workforce Statistics (2024); HoC Library CBP-7194

Hospital beds

The King's Fund *Hospital Beds in the NHS* (2023)

Water & energy

Thames Water; BEIS Energy Consumption Statistics (2023)

Waste generation

Defra *Local Authority Collected Waste Statistics* (2023)

Green/Blue Infrastructure

GLA *Open Space Strategies* (2022); Natural England ANGSt standards

Digital connectivity

Ofcom *Connected Nations Report* (2023); DCMS *GigaBit Broadband Act* (2021)