



**kingston**first

**MAKING  
A GREAT  
TOWN  
GREATER**

**KINGSTONFIRST BUSINESS RENEWAL PROPOSAL 2015–2019**

# KINGSTONFIRST BUSINESS RENEWAL PROPOSAL 2015–2019

The renewal proposal reflects on the **successes of Kingstonfirst over the past 10 years** and sets out how, with your support, we propose to **drive Kingston Town Centre forward** to become **a leading destination in the UK**.

In **June 2014**, along with all eligible businesses in the Business Improvement District\* (BID) area, you will be invited to **vote** on whether you would like to see the **vision** and **promises** detailed within this proposal delivered over the **next five years**.

It cannot happen without your support, so please take time to read the proposal and cast your vote – **Kingston is counting on you!**





# INSIDE KINGSTONFIRST

- 5 AN EXPERIENCED KINGSTONFIRST
- 6 A THRIVING KINGSTON
- 8 THE PAST  
TEN YEARS OF SUCCESS 2004–2014
- 12 THE FUTURE  
MAKING A GREAT TOWN GREATER  
2015–2019
- 20 THE BID AREA
- 21 THE FINANCES
- 22 THE BUDGET
- 23 THE LEVY RULES, LEGAL  
AGREEMENTS AND COMPANY  
GOVERNANCE
- 24 OUR PERFORMANCE AND  
EVALUATION
- 25 A DEDICATED TEAM
- 26 THE WORD ABOUT TOWN
- 28 YOUR VOTE COUNTS

\* A Business Improvement District (BID) is a business-led initiative supported by government legislation which gives local businesses, within a commercially defined area, the power to raise funds locally, to be spent locally on improving their trading environment.



# AN EXPERIENCED KINGSTONFIRST

Our 10 year track record of making things happen has earned Kingstonfirst its place as a credible contributor to the success of the Town Centre.

Kingstonfirst is an independent, not for profit, commercially led and experienced company which was established over a decade ago by the businesses of Kingston Town Centre, to champion their interests and deliver change for the better.

Throughout this time we delivered **tangible results and real returns**, many of which you will read about in this proposal.

At a time when consumer shopping habits and expectations continue to change, mobile technology offers greater choice, consumers search for that authentic experience, and the West End and competing centres such as Croydon and Guildford continue to attract significant new development, **Kingstonfirst's role is more important than ever.**

Kingstonfirst is **uniquely placed** to **protect your interests** and **promote economic prosperity and development** in the Town.

**Kingstonfirst has evolved** during its tenure. The focus for the first five year term was on creating a **Safer, Cleaner** Town Centre, whilst the second term focused on the **Marketing and Promotion** of Kingston, along with opportunities for **Community Engagement** and for businesses to **Drive Down Costs**.

Our focus for the third term will be to build on our legacy, but also to deliver a more **innovative, commercial and bespoke approach to shaping an even greater future** for Kingston Town Centre through close collaboration with our partners.

As we enter a third BID term, **Kingstonfirst is better placed than ever to deliver this ambition.**



**Greg Hughes**  
Chair



**Ros Morgan**  
Chief Executive

**LET'S MAKE  
THIS GREAT  
TOWN  
GREATER**



**A THRIVING KINGSTON  
STRONG RETAIL OFFER,  
FLOURISHING ARTS  
SCENE, VIBRANT  
RESTAURANT AND CAFÉ  
CULTURE, GREAT NIGHTLIFE  
AND A BEAUTIFUL SETTING  
ON THE RIVER THAMES**

**KINGSTON IS A GREAT TOWN  
TOGETHER WE CAN MAKE IT GREATER**

**OVER 1,000  
INTERNATIONAL  
BRANDS**

**ALMOST 200  
INDEPENDENT  
BUSINESSES**

**20 MILLION VISITORS A YEAR**

**750 EMPLOYERS  
PROVIDING JOBS  
TO 20,000 PEOPLE**

**£1 BN  
RETAIL  
SPEND**

**MORE THAN  
31,000  
STUDENTS**

**HIGHEST  
OCCUPANCY  
RATES IN UK**

**SAFEST LONDON BOROUGH**

# THE PAST TEN YEARS OF SUCCESS 2004-2014

The following pages highlight our key achievements over the last ten years.



## INVEST IN KINGSTON

**£9.4m**

of BID levy money reinvested in the Town Centre

**£5.4m**

of additional non-levy income invested in the Town

## DRIVING DOWN COSTS

Over

**200**

businesses have saved an average of **£1,250** each since the Recycling Scheme began

## AN ACTIVE MEMBERSHIP

**150**

Town Link Radio and Business Crime Reduction Partnership members, resulting in shop theft reduction of **11%**

Over

**200**

Recycling Scheme members

**78%**

clubs and pubs achieved Best Bar None national accreditation

**415**

businesses participated in one or more Event or Marketing Campaign

## REGENERATION AND DEVELOPMENT

**£2.6m**

investment secured from the Greater London Authority for the Town Centre in 2012/2013

**£30m**

investment secured to create and promote a more cycle friendly Town Centre

## RAISING KINGSTON'S PROFILE

Over  
**£1m**

of media coverage secured, featuring  
**209** Kingston businesses to a readership of  
**119m**

Over  
**108m**

broadcast reach of Kingston through  
'RideLondon'

## SAFER STREETS

**120**

Street Pastors volunteered  
**2,830** hours to patrolling the Town Centre at night

**7,000**

fewer crimes in 2013 than in 2003

## A WARM WELCOME AND CUSTOMER SERVICE

**40,000**

visitors greeted by our Ambassadors last year

Safe journey home for  
**25,000**

visitors via our Marshalled Minicab Kiosks

## CLEANER AND ATTRACTIVE STREETS

In

**2013**

our Rangers removed  
**2,000** window stickers,  
**730** flyers, **870** posters,  
**750** pieces of graffiti,  
and **650** bags of waste

**5,650**

miles of pavement washed over past 5 years

**425,000**

square metres of gum removed over past 10 years

## DRIVING FOOTFALL AND SPEND

4

Showcase events peaked in 2012 with an incremental spend of **£5.3m**

## GIVE AND GAIN

945

hours volunteered to Kingstonfirst in 2013

86%

of volunteers went on to full time employment or education

## BUSINESS INSIGHT

Monthly

Town Centre Performance Reports

## DRIVING UP STANDARDS

Kingstonfirst strives for excellence, which is recognised through the awards we have won.

**Winner** of national ATCM Night Time Economy Award 2013

**Winner** of Best Value Project in Mayor of London BID Awards 2011

**Silver** in London in Bloom Awards 2013

**Purple Flag** Award for excellence in Town Centre management at night 2010–2013

**Finalist** in British BIDs Proud Project Awards 2013

**Finalist** in Beautiful South Awards 2013

**OUR ACHIEVEMENTS ARE GREAT  
WE CAN ACHIEVE EVEN GREATER**

# THE FUTURE MAKING A GREAT TOWN GREATER 2015–2019

The following pages highlight our objectives and key initiatives that will be delivered over the next five years.

## THE CONSULTATION

Consultation was key in creating a business proposal that would work hard for the Town Centre and deliver what you want. Every business had multiple opportunities to be consulted via a series of methods, including workshops, forums, one to ones, telephone and through online and postal forms. As a result we received 1,050 direct responses with some businesses taking the opportunity to provide feedback on more than one occasion.

METHOD	TOTAL COUNT (Rounded to nearest 10)	TOTAL %
ONE TO ONES	260	25%
GROUP FORUMS	170	16%
SURVEYS	120	11%
CALLS	500	48%
	<b>1050</b>	<b>100%</b>

# YOUR PRIORITIES

Kingstonfirst's business renewal proposal has been created to directly address business priorities for the Town Centre as identified via the consultation. Your priorities are outlined below.

# OUR PROMISE

We promise to build on our legacy of the past 10 years and to address your priorities head on through a robust business plan as set out in the following pages under three key objectives: **Marketing, Managing** and **Shaping** Kingston.

- A **robust marketing strategy** for the whole Town Centre
- **Celebrate Kingston and all its glory** – heritage, culture, education, retail, leisure, river, independents, markets, music scene...
- A **warm welcome** for visitors
- **Greater footfall** and **spend**

## MARKETING KINGSTON

- Help to **drive down** operational costs
- A **dedicated team** to help on a day-to-day basis
- A **safe, attractive** and **hassle-free** Town Centre
- A **more attractive environment** to work
- **Improve connectivity** across the Town Centre
- Better **access, signage** and **car parking**

## MANAGING KINGSTON

- **Strong business leadership** that protects business interests and influences the future of the Town Centre
- Further **investment** in quality public spaces
- **Greater engagement** with landlords
- An opportunity to **connect trade** between businesses
- Continue to **change the markets** for the better
- Opportunities for **volunteering**
- More **communication** and Town Centre **intelligence**

## SHAPING KINGSTON

## OUR VISION

To continue to drive Kingston Town Centre forward to become a leading destination in the UK

A young girl with dark hair is the central focus, wearing a vibrant, multi-colored feathered headdress. She has gold face paint on her cheeks and a small decorative element on her forehead. She is looking directly at the camera with a slight smile. The background is blurred, showing other people in similar festive attire.

# **MARKETING KINGSTON**

**OVER THE NEXT 5 YEARS WE AIM TO...**

# CONVEY THE MESSAGE

- Deliver a **robust brand and marketing strategy** that unites Kingston
- Deliver **targeted campaigns** to celebrate Kingston's distinctiveness including our independent retailers, markets and public spaces and promote a shopping and cultural experience the internet cannot provide
- Co-ordinate a **Marketing Alliance** which combines expertise, creativity and funding
- Maintain a **Visit Kingston** website and develop it as a tool to generate increased interest and visitors to Kingston
- Increase our **media** presence and connect with the **multichannel shopper** by harnessing Kingston's **social media channels** and **online promotion**

# EMBRACE ANIMATION AND INNOVATION

- Deliver a **cultural programme of events** and ensure that **something is always happening** in Kingston Town Centre
- Deliver a quality **markets programme** including the Ancient Market, Monday Market, award winning Night Markets and Specialist Markets
- Improve **navigation** through better pedestrian signage
- Promote **connections** between shopping and leisure
- Offer a **meet and greet service** for coach parties, organised groups, new students and employees
- Offer a **Discover Kingston Service** to all new businesses, including guided tours and service information
- Provide a **warm and knowledgeable welcome** to Kingston via our information kiosk, and Ambassador and Volunteer programmes





# MANAGING KINGSTON

OVER THE NEXT 5 YEARS WE AIM TO...

# MAINTAIN A SAFE ENVIRONMENT

- Lead **Kingston Business Against Crime Partnership** to reduce crime, and shop theft in particular, by sharing intelligence and identifying and excluding prolific offenders
- Operate **Town Link Radio**, linking businesses with the Rangers, Police and CCTV and enabling real time communication
- Oversee the delivery of **SCANNET**, an ID database system used in clubs and pubs
- Facilitate the provision of night time **marshalled taxi kiosks**
- Deliver and evolve **Business Watch, Pub Watch and Travel Watch** to ensure comprehensive representation from the various business sectors
- Represent businesses on the **Safer Strategic Partnership** alongside the Borough Commander
- Champion Business **emergency and contingency planning**
- Ensure appropriate levels of policing in the Town Centre and fund **extra dedicated police and street pastors** during peak periods to reassure our visitors and night time workers

# PRESENT CLEAN STREETS DAY AND NIGHT

- Provide a year round **dedicated Ranger Team** focused on street management and communication with businesses
- Provide **weekly street washing**
- Deliver a **deep cleaning** programme
- Improve standards of **neglected land and alleyways** which can let the Town Centre down
- Facilitate the delivery of a **Night Time Clean Up Scheme** including toilets and street washing
- **Decorate the Town Centre** through seasonal lighting and a planting programme
- Offer a free **recycling service** for businesses

# CHAMPION ACCESSIBILITY AND LEGIBILITY

- Champion the need for **enhanced pedestrian routes, signage and gateways** to improve connectivity and movement across the Town Centre
- Campaign for **transport improvements** to improve accessibility to jobs as well as shopping
- Support the Borough's delivery of 'Mini Holland' bid to improve **cycle facilities** across the Town Centre
- Increase visits by campaigning for a **more joined-up car parking strategy** across the Town Centre with **better signage, simplified pricing** and **improved standards**
- Advocate **future use of the Market House** to draw visitors to the area
- Provide regular **Travel Alerts** and **Business Briefings** to minimise the impact of any major works and road closures



# **SHAPING KINGSTON**

**OVER THE NEXT 5 YEARS WE AIM TO...**

# INVIGORATE KINGSTON

- Promote Kingston as a great place to do business, and advocate the need to **attract and retain a wide range of jobs** in the Town Centre to support the economy and encourage daily footfall
- Work with **landowners** to ensure a holistic and joined-up approach to **securing the short and long term vision** for Kingston
- Actively campaign for new development, an **improved environment and accessibility** and to evolve Kingston's wider offer
- Support the delivery of the **Kingston Futures\*** Plan
- Provide a flexible and proactive response to any changes in the business environment to enable Kingston to be at the forefront of economic success
- Champion the need for **greater investment in the physical and digital infrastructure** of the Town Centre to support business growth

\* Led by Kingston Council, Kingston Futures aims to shape the future transformation of Kingston, building on its already successful metropolitan image to ensure the Town retains its profile and status as a destination of choice.

# COLLABORATE IN ACTION AND VOICE

- Act as a **strong, collective business voice** and influence the business agenda
- Operate a **one stop shop for businesses** to report operational concerns
- Provide regular **e-communications, one to one contact, business briefings, forums** and **Town Centre performance reports**
- Facilitate **business to business trade** and **networking opportunities**
- Promote **business support opportunities**
- **Champion excellence and best practice** including support for Kingston Business Excellence Awards, Best Bar None and Purple Flag
- **Drive down costs** for businesses, including extension of the recycling service, energy audits and further joint procurement opportunities

# JOIN HEARTS, MINDS AND ACTIONS

- Develop and implement a **volunteering strategy for the Town Centre** with our partners
- Act as an **interface for businesses and charities** to work together
- Investigate the scope for **recruitment brokerage** including work experience placements and apprenticeships
- Create an **employee work-life scheme** offering activities to improve work-life balance
- Provide a **dedicated travel ticket service for employees**
- Promote the **evening economy offer** to encourage employee patronage of the Town Centre **after work hours**

# THE BID AREA

There are currently approximately 940 business properties within the proposed Business Improvement District (BID) area shown here.

Kingstonfirst led the way as the first BID in the country. Now there are over 170 in the UK.

A BID is a commercially defined area within which businesses agree their priorities for the area and between them invest in projects and initiatives designed to address these.

Please visit [www.kingstonfirst.co.uk](http://www.kingstonfirst.co.uk) for a full list of roads within the BID area.

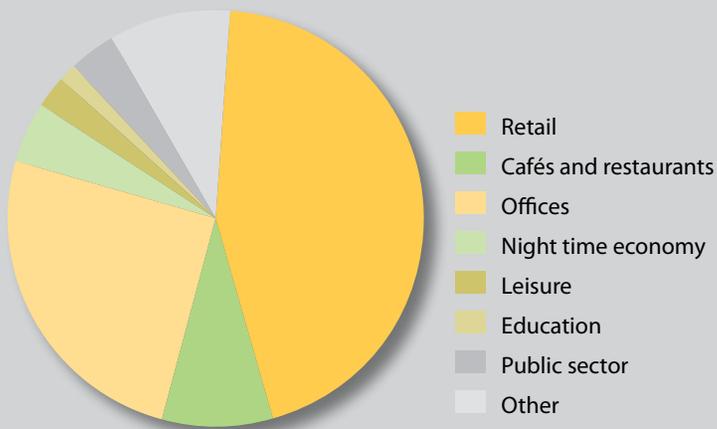


# THE FINANCES

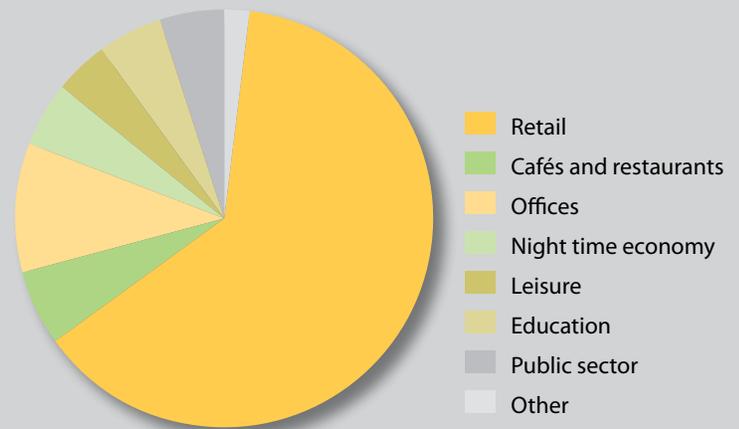
Kingston BID represents approximately 940 business properties and generates an annual investment for the Town Centre which is supplemented by additional cash and in-kind contributions each year. This investment is ring-fenced for the Town Centre and committed to the delivery of the Business Proposal.

All businesses within the BID Area will financially support the delivery of the five year Business Proposal via a levy charged each year. The levy is calculated based on the rateable value of the property. For example:

Rateable Value	Levy %	Levy amount
£10,000	1%	£100
£50,000	1%	£500
£100,000	1%	£1,000
£250,000	1%	£2,500



PERCENTAGE OF BUSINESSES BY SECTOR



PERCENTAGE OF GROSS RATEABLE VALUE BY SECTOR

The first chart illustrates that retail and office represent the largest sectors by number in the BID area.

The second chart highlights that retail is the sector with the highest total gross rateable value and will therefore make the greatest total levy contribution to the delivery of the business proposal.

# THE BUDGET

## TOTAL BUDGET OF £8.3 MILLION OVER 5 YEARS

Proposed Budget 2015–2019	Year 1 (2015)	Year 2 (2016)	Year 3 (2017)	Year 4 (2018)	Year 5 (2019)	Total Budget 2015–2019	%
<b>Income (£)</b>							
BID Levy	880,943	907,372	934,593	962,631	991,509	4,677,047	56%
Additional Public Sector Contribution	124,623	128,611	132,726	136,973	141,357	664,289	8%
Additional Private Sector Contribution	109,280	109,280	109,280	109,280	109,280	546,400	7%
Transferred Service Areas*	450,439	463,997	477,963	492,350	507,169	2,391,918	29%
<b>Total Income</b>	<b>1,565,285</b>	<b>1,609,259</b>	<b>1,654,562</b>	<b>1,701,233</b>	<b>1,749,315</b>	<b>8,279,654</b>	<b>100%</b>

<b>Expenditure (£)</b>							
Marketing Kingston	470,995	476,878	482,936	489,177	495,605	2,415,591	28%
Managing Kingston	489,393	493,488	497,707	502,051	506,527	2,489,166	29%
Shaping Kingston	198,261	199,725	201,233	202,786	204,385	1,006,390	12%
Transferred Service Areas*	373,210	376,061	378,997	382,022	385,137	1,895,426	22%
Management and Overhead Costs	140,654	144,874	149,220	153,697	158,308	746,752	9%
<b>Total Expenditure</b>	<b>1,672,513</b>	<b>1,691,025</b>	<b>1,710,093</b>	<b>1,729,732</b>	<b>1,749,961</b>	<b>8,553,324</b>	<b>100%</b>

<b>Operating Surplus/(Deficit)</b>	<b>(107,228)</b>	<b>(81,766)</b>	<b>(55,531)</b>	<b>(28,499)</b>	<b>(646)</b>
<b>Finance by Prior Year Surplus</b>	<b>278,704</b>	<b>171,476</b>	<b>89,710</b>	<b>34,179</b>	<b>5,680</b>
<b>Total Surplus/(Deficit)</b>	<b>171,476</b>	<b>89,710</b>	<b>34,179</b>	<b>5,680</b>	<b>5,034</b>

- The average projected annual levy income is £935,410
- Based on historic performance, an assumed collection rate of 97% has been adopted
- The BID levy income shown above assumes the application of an annual inflationary factor of 3%
- The percentage of projected income other than levy income is 44% of the total income over the term of the BID
- The annual levy collection charge is £29,200, which amounts to 3.1% of the levy and £31/unit
- Management of the BID is budgeted at 9% of the total annual expenditure

\*The management of community events, tourism, street activities, open spaces and markets was transferred from the Royal Borough of Kingston to Kingstonfirst in 2010.

# THE LEVY RULES, LEGAL AGREEMENTS AND COMPANY GOVERNANCE

## BID LEVY RULES

- 1** A BID levy of 1% of rateable value will be charged on all eligible hereditaments listed in the 2010 local Non-Domestic Rating List as at 1st January 2015 on a chargeable day basis with no refunds made.
- 2** All new hereditaments entering the Rating List after 1st January 2015 will be levied at 1% of the prevailing list.
- 3** All hereditaments within the BID area will be charged with no threshold or exemptions applicable.
- 4** The number of eligible hereditaments is estimated at 940.
- 5** The BID levy may increase by an inflationary factor of up to 3% in successive years (i.e. up from 1% to 1.03% in year 2). The board will assess if any increase is appropriate each year, giving careful consideration to the economic environment.
- 6** The term of the BID will be five years from 1st January 2015 to 31st December 2019.
- 7** In the case of an empty or untenanted premises, the property owner will be liable for the BID levy with no void period, and will be entitled to vote.
- 8** The BID area and the levy percentage arrangements as set out in this plan cannot be altered without an alteration ballot. The variation policy is detailed in the Company Operating Procedures.

## LEGAL AGREEMENTS

A baseline agreement is in place, which sets out the agreed levels of service provided by Kingston Council.

An operating agreement is in place between Kingstonfirst and Kingston Council, which defines the contractual arrangements for the collection and enforcement of the BID levy.

A Transferred Services Agreement is in place between Kingstonfirst and Kingston Council setting out the details of the services delivered by Kingstonfirst on its behalf.

**A copy of these agreements can be viewed at [www.kingstonfirst.co.uk](http://www.kingstonfirst.co.uk)**

Consideration has been given to the British BIDs Industry Criteria and Guidance Notes 2014 when formulating the BID Levy Rules.

## COMPANY GOVERNANCE

Kingstonfirst operates as a company limited by guarantee. The Board represents all business sectors operating in Kingston, currently totalling 26 directors. The Board is responsible for the strategic and financial management of the BID and meets on a quarterly basis.

# OUR PERFORMANCE AND EVALUATION

## AREA INTELLIGENCE

Kingstonfirst will continue to capitalise on the knowledge of the key sectors in the Town Centre by facilitating forums and partnerships to collate sector specific intelligence. In addition, Kingstonfirst will champion new sector collaborations over the next term.

The intelligence gathered is shared with all BID levy businesses through the monthly Town Centre Performance Report that is collated and distributed by Kingstonfirst.

## MEASURING PERFORMANCE

Kingstonfirst will apply for British BIDs Accreditation over the next term to cement Kingstonfirst's reputation across the industry as a high quality organisation with exemplary management systems. Robust reporting will support this application, whilst indicating to businesses their return on investment. This will include:

### MARKETING

- Media coverage in terms of value and reach
- Website visits and engagement levels via social media
- Event evaluation including spend

### MANAGING

- Extent of cost saving initiatives offered
- Results of safety initiatives including crime figures supplied by the Metropolitan Police
- Type and number of issues resolved by Kingstonfirst Rangers

### SHAPING

- New investment in the Town Centre
- Business Engagement Record
- Business Survey

# A DEDICATED TEAM

The BID is to be led by a Chief Executive, supported by a dedicated management team, with a support structure including an Ambassador Team and a Ranger Team.

The uniformed **Ranger Team** is focused on Kingston's businesses and dealing with all street management issues. The team is on call to BID businesses 363\* days a year.

The uniformed **Ambassador Team** is focused on Kingston's visitors and providing an information service. The team operates the information kiosk outside the railway station.

\* Excludes Christmas Day and Easter Sunday



**KINGSTONFIRST MAKE IT HAPPEN**

# “THE WORD ABOUT TOWN”



## LARGE RETAILERS

We are lucky to have the Kingstonfirst team driving forward our Town Centre. Their innovation and enterprise is creating a Kingston we can be proud of and one which companies choose to do business in.

**Andrew Collins** Operations Manager, John Lewis

I knew Kingston without a BID and I know it with a BID... I would never not have a BID again.

**Andy Beagley** Owner, Natterjacks

The recycling scheme alone saves me more money than my BID levy. On top of that, there is genuine reserve of help available if you seek to use it. A vote to renew is a must.

**Jon Tolley** Owner, Banquet Records



## SHOPPING CENTRES

Kingstonfirst has shown real innovation in modernising our crime prevention in the Town Centre, enabling businesses to share intelligence and information online in real time.

**Ailsa Fraser** Centre Manager, Eden Walk

Kingstonfirst should be congratulated for galvanising the Town Centre's businesses into working together to promote and market the best that Kingston has to offer. They have been instrumental in animating our streets and creating a feel-good factor that permeates throughout the town.

**Robert O'Dowd** Chief Executive, The Rose Theatre



## EDUCATION

Kingstonfirst have really provided a platform for students to be integrated with the Town Centre and to be used as an asset to help local businesses with their expertise.

**Rajiv Sharma-Drake** Head of Secretariat, Kingston University



## INDEPENDENTS



## LEISURE



## RESTAURANTS AND CAFES

Our levy works out at £21 a week, which is equivalent to three hours of minimum wage. The benefits provided by Kingstonfirst are more than worth my £21 and not having Kingstonfirst in the Town Centre really wouldn't be worth thinking about.

**Vincent O'Keeffe** General Manager, Las Iguanas

Kingstonfirst get things done. By creating a place that is clean, safe and pleasant to visit, they help to ensure that I am proud to say I am a Kingston businessman.

**John Perry** Partner, Palmers Solicitors



## OFFICES



## NIGHT TIME ECONOMY

The Kingstonfirst Rangers Team are a massive asset to the town and my business, I know they are only a phone call away and they help my businesses on a weekly basis.

**Caroline Beese** General Manager, The Mill

When Business Improvement Districts are developed and implemented effectively they make a very valuable contribution to improving the local trading environment and benefit the wider local community.

**Helen Dickinson** Director General, British Retail Consortium



## BRITISH RETAIL CONSORTIUM



## PROPERTY OWNERS

In the last ten years we have seen higher footfall, longer user stay, higher spend – this is in no small part down to Kingstonfirst.

**Chris Patterson** Director – Real Estate, Aviva Investors

**KINGSTON IS A GREAT TOWN  
TOGETHER WE CAN MAKE IT GREATER**

# YOUR VOTE COUNTS

**A postal ballot of all business ratepayers  
in the BID area will take place from  
29th May to 26th June 2014**

The Business Renewal Proposal for 2015–  
2019 will be delivered if two tests are met:

- ✓ A simple majority of those voting in  
the ballot must vote in favour
- ✓ Those voting in favour must represent  
a majority of rateable value of the  
hereditaments (rateable properties)

**For further details on how to cast your  
vote visit [www.kingstonfirst.co.uk](http://www.kingstonfirst.co.uk)**

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**OTE**  
**TO MAKE A GREAT  
TOWN GREATER**  
**29TH MAY  
TO 26TH JUNE  
2014**