

Project Brief: Tactical Street Improvements Plan

1. Context

Kingston First is the Business Improvement District (BID) for Kingston-upon-Thames. As a business-led, independent organisation representing and supporting 750 town centre businesses, we deliver targeted projects, services, and initiatives that ensure Kingston is a resilient, attractive, and vibrant place to do business and to visit.

One of our four strategic themes in our [Renewal Proposal](#) is to contribute to a safe and welcoming town centre. Through this theme of our work, we aim to improve perceptions of the attractiveness of Kingston and enhance the overall experience of the town centre. We do this by providing additional services over and above statutory provision. We deep clean 30,000 sq metres of the town centre with jet washing, plus remove graffiti and paint street furniture. We arrange annual hanging baskets and have initiated and maintained green 'Social Spaces' - temporary seating and planting- throughout the town centre over the last 6 years.

Our work also involves representing our members to organisations like Kingston Council on the operational and functional aspects of the town centre, for example, on highways issues or streetscene matters. We work with the Council to make the case for improvements and changes. We've recently lobbied for better designed and functioning bins within the town centre, additional cycle racks and initiated a business crime reduction partnership to address concerns surrounding crime and anti-social behaviour. We have also recently co-led and co-delivered, as a partnership with the Council as clients and investors, to deliver transformational public realm improvements at Eagle Brewery Wharf and Memorial Gardens.

In 2019, Kingston First, in partnership with Kingston Council, Kingston University and the GLA, produced the '[Reimagining Kingston Town Centre's Streets and Spaces](#) Strategy'. This articulated a blueprint for strategic and tactical investment in public spaces. This document led to the activation and transformation of empty space on the riverside within the John Lewis building and the public realm close to it, and facilitated a framework for investing in Eagle Brewery Wharf and Memorial Gardens. The strategic ideas remain supported.

We recognise that, as a constantly evolving town centre, there are many improvements that could be made to the streets and spaces of Kingston, both small and more significant, which can make them more enjoyable, usable, safer and more welcoming. We want to commission this work to bring an experienced, objective view of the issues and potential opportunities, and capture the views and perspectives of those regularly using the town. We are hoping to be able to use the findings from this work to inform our investment in tactical improvements in Kingston's streetscene, and provide ideas to partners on opportunities for change. It may also be a catalyst to develop feasibility studies to make the case for more complex interventions and improvements.

2. Project Specification

We want to appoint a team to audit every street in the BID area and make recommendations for the functional, operational and aesthetic improvement of them. Within the audit, we are looking to for a supplier to consider the following categories:

- **Functionality and Accessibility:** Layout efficiency, ease of movement, navigation, and physical accessibility for all demographics.
- **Aesthetic and Environmental:** Cleanliness, visual appeal, biodiversity enhancements, urban greening, and clutter reduction.
- **Social and Safety:** Public safety feel, comfort, dwell time potential, and ambient and safe lighting quality.
- **Inclusivity:** Specific analysis of how streets function for distinct user groups, such as women, young people (ages 11–24), elderly town centre users and people living with disabilities
- **Tactical opportunities for art, creativity or play:** Ideas that can add joy, fun, and spark engagement
- **Night-Time Economy:** We're particularly interested in the night-time functioning of Clarence Street, and Eden Street from a safety, evening footfall, lighting, and nighttime perspective.

It's important to us that we engage with our members, partners and the public during this work. We know they will have every experience of issues and opportunities which we want to hear and incorporate into the audit and its recommendations. We are therefore looking for a team's methodology to include:

- **Engagement with Kingston First's members- businesses and organisations operating in the town centre:** ideally we are looking for a reasonable sample of engagement from each street, for example 10-15% of each street, but this will depend on the areas and we can work with the appointed team to refine these. The sample must include a balanced mix of organisations and businesses.
- **Partners and representative groups:** including Kingston Council, the Met Police and relevant representative groups, such as accessibility groups or young people.
- **The public:** engagement with members of the public on each featured street to capture everyday user experience.

We can provide contact details for our members, partners and representative groups. We are also open to how this engagement takes place but we are looking for an integrated approach of in-person and online tactics.

4. Key Outcomes

The outcomes to this project we are looking for are:

- **Individual street reports:** A summary of trends and analysis across the town, and a dedicated breakdown for each street audited of improvements and opportunities. We

envisage this including annotated visuals and, where possible, versions which are understandable to people not familiar with technical landscape or highway design.

- **Phased Improvement Opportunities:** Clear identification of short, medium, and where appropriate, an indication of where there is opportunity for more long-term or complex change.
- **Cost Estimations:** Cost estimates for the proposed interventions to assist with project prioritisation.
- **Visuals:** Reference imagery, best-practice case studies, or conceptual mock-ups showing how the recommended interventions will physically improve the streetscape.
- **Summary of engagement undertaken:** Considering and referencing the main themes that emerged from business and public engagement in each street or area.

3. Budget

The budget for this project is up to £25,000 excluding VAT and inclusive of all expenses.

4. Project Timeline

Tender opens - 2 October

Deadline for submissions - 12pm, 28 October

Interviews - 5 November, in-person at our offices

Appointment - w/c 9 November

Target project start - 16 November

Target project finish - 31 March 2027

5. Responding to our tender

We are looking for submissions to our brief to outline:

- Your approach to working with us and your approach to the brief, including an outline project timeframe
- Two examples of your team's relevant experience and comparable work and projects
- A breakdown of how your proposed approach will inform what can be delivered within the budget

6. Tender scoring criteria

The successful provider will be chosen based on the following criteria:

35%	Quality of response including: - understanding of the brief and local context; - approach to working with the Kingston First team, our members and partners - the proposed approach/methodology and project plan
30%	Costs Clear and transparent breakdown of fees
25%	Project Management and experience

	- Your project management approach and approach to working with us, and our partners and stakeholders, - An outline of the project team and their experience - A plan for appropriate resourcing for the commission - examples of previous comparable projects
10%	Social value and Sustainability Outline how you approach will: - Embed relevant sustainable working practises and ways of working - Promote of inclusive and accessible design - Support or contribute to opportunities for the local community; for example, these could be social, culture, economic, employment, skills or experience related We support local commissioning and businesses, so local teams, connections, and networks are advantageous.

We may ask you to attend interviews to discuss your proposals further. We may approach your references at any point following your submission.

7. Deadline and contacts for submission

For an informal chat about the project, we will allocate time for a 30 minute meeting to bring to life our brief.

Please email your submission to Kelly Wood, Place Operations Manager, kelly.wood@kingstonfirst.co.uk by 12pm on 28th October 2026. Please ensure any transfer of large files is completed by then. Kelly is on leave from 19th - 23rd October so in her absence please contact Kirsten Henly, Chief Executive, kirsten.henly@kingstonfirst.co.uk.

Appendix 1 - List of streets in scope

The Kingston First BID area is shown on a map [here](#) and all the streets it comprises are listed below for completeness. The list excludes privately managed areas of the town.

Apple Market
Ashdown Road
Bath Passage
Bishops Hall
Brook Street
Castle Street
Church Street
Clarence Street
Cromwell Road
Crown Passage
Dolphin Street
Down Hall Road
East Lane
Eden Street
Emms Passage
Fairfield North
Fairfield Road
Fife Road
Grove Crescent
Harrow Passage
High Street
Horse Fair
Jerome Place
Kent Road
Kings Passage
Kingston Hall Road
Lady Booth Road
Milner Road
Nipper Alley
Old London Road
Penrhyn Road
Ram Passage
Richmond Road
Skerne Road
South Lane
St James' Road
Steadfast Road
Thames Side
Thames Street
The Bittoms
Union Street
Vicarage Road
Wadbrook Street
Water Lane
Weston Park
Wheatfield Way
Wood Street

Appendix 2- Kingston First's Vision, Mission and Values

Vision

Kingston will be a vibrant town where everyone has an amazing experience.

Mission

By leading, supporting and working with our members, partners and community, we will create a town where our members can thrive and where people want to be.

Values and behaviours

Creative;

- We have an open environment to share ideas and we believe everyone is able to come up with ideas and take them forward
- We look at best practice from elsewhere and see how we can make it our own
- We see mistakes as learning opportunities
- We experiment, we explore and we are agile
- We don't put limits on our thinking

Caring;

- We listen to everyone and respect their views
- We ask for help when we need it and give help when it's needed
- We are inclusive
- We trust each other
- We act with empathy

Making a difference;

- We take responsibility for the impact we deliver
- We evaluate and learn
- We use insight and evidence to identify what will have most impact
- We are not afraid to challenge and be brave in our ideas and thinking
- We are clear about what we want to achieve

Passionate;

- We believe in what we do
- We believe we can
- We see the bigger picture
- We do our best
- We know when to say no

Pride;

- We care when things go wrong
- We champion our work and celebrate achievements
- We are flexible but strive to deliver our best