



# HOUSING ZONE BID FOR CAMBRIDGE ROAD

The Royal Borough of Kingston upon Thames

JANUARY 2016



THE ROYAL BOROUGH OF  
KINGSTON  
UPON THAMES

# INDEX

---

INDEX .....	1
1.0 FOREWORD FROM THE PORTFOLIO HOLDERS FOR REGENERATION AND HOUSING .....	2
2.0 EXECUTIVE SUMMARY .....	3
2.1 The Vision .....	3
2.2 Expectations .....	3
2.3 Delivery proposals .....	5
3.0 INTRODUCTION .....	7
3.1 Kingston the Place .....	11
3.2 Kingston's Social Characteristics and Trends .....	12
3.3 Housing and Affordability .....	13
3.4 RBK's Strategic Commitment .....	15
3.5 The Cambridge Road Estate .....	17
4.0 KINGSTON'S HOUSING ZONE BID - CAMBRIDGE ROAD HOUSING ZONE .....	20
4.1 The boundary .....	20
4.2 The proposals .....	20
4.3 Delivery .....	22
4.4 Housing Zone Governance .....	24
4.5 Kingston's contribution .....	26
4.6 Funding requirements .....	27
5.0 HOUSING ZONE BID REFERENCE DOCUMENTS .....	29
6.0 KEY CONTACTS .....	29
7.0 APPENDICES .....	29
APPENDIX 1 – LETTER OF SUPPORT FROM THE LEADER OF THE COUNCIL .....	<b>Error! Bookmark not defined.</b>
APPENDIX 2 – LETTER FROM S151 OFFICER .....	31
APPENDIX 3 – INDIVIDUAL BOUNDARY PLANS .....	32
APPENDIX 4 – RISK REGISTER .....	35
APPENDIX 5 – PROGRAMME .....	38

## 1.0 FOREWORD FROM THE PORTFOLIO HOLDERS FOR REGENERATION AND HOUSING

---

This Council is committed to influencing development and shaping a great future for this Royal Borough. We recognise the need for new homes, more affordable homes, and better neighbourhoods and places but we are also clear about bringing new meaning to the term “business friendly”. New jobs, new apprenticeships and world-class education are at the forefront of our ambitions.

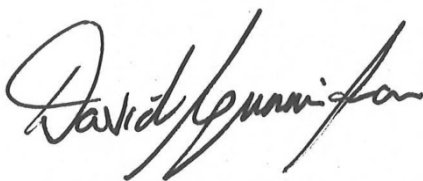
Kingston Council is working with the Mayor of London and Transport for London (TfL) to bring the borough Opportunity Area status. There are already over 40 major sites under active consideration across the emerging Opportunity Area as a whole, and our largest housing estate, the Cambridge Road Estate, is a significant part of this work.

The period between now and 2020 is going to be one of enormous change and challenges, with the reduction in social housing rents being one of them. But these are also times of opportunity. We will not allow the financial challenges we face to dilute our ambitions. We remain committed to delivering an ambitious estates regeneration programme, providing higher quality homes for local people and increasing the supply of much needed new homes in the borough.

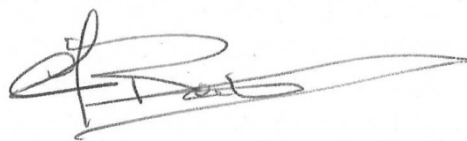
The regeneration of the Cambridge Road Estate is crucial to the provision of not only higher quality affordable homes in the Borough, but also a substantial increase in the number of homes being provided.

The Greater London Authority’s (GLA) Housing Zones programme provides an excellent opportunity to accelerate the delivery of housing schemes within the Kingston Opportunity Area and to provide more new affordable homes. We wholeheartedly welcome this initiative. We also accept and embrace the fact that a successful bid will be a powerful catalyst for growth, based on a delivery timescale between the Council, our development partners and the GLA family which fully meets all of our ambitions. Along with our partners, we will be accountable for our programme.

We are delighted to submit this Cambridge Road Housing Zone bid to the GLA and look forward to working with you over the coming months to finalise and agree the terms of the delivery framework.



Councillor David Cunningham  
Portfolio Holder:  
Regeneration



Councillor Cathy Roberts  
Portfolio Holder:  
Adult Social Care and Health incorporating Housing

## 2.0 EXECUTIVE SUMMARY

---

### 2.1 The Vision

Kingston is embracing growth within its borough. It recognises the need to provide significant numbers of new homes and wants to play its part in meeting the huge demand for additional homes in London, for both the existing population and the new.

The Council's growth agenda reflects the Mayor's priorities and the need to provide new homes of all tenures for London's increasing population. The GLA estimates that an additional 42,000 new homes are required in London every year. The London Plan (incorporating FALP, 2015) project that by 2036 there will be 180,000 residents living in the Kingston Borough, an increase in number of over 13,000 above those currently living in Kingston

Whilst private development is delivering some new housing it is not delivering the affordable housing Kingston needs nor the quantity of different housing tenures to meet market demand.

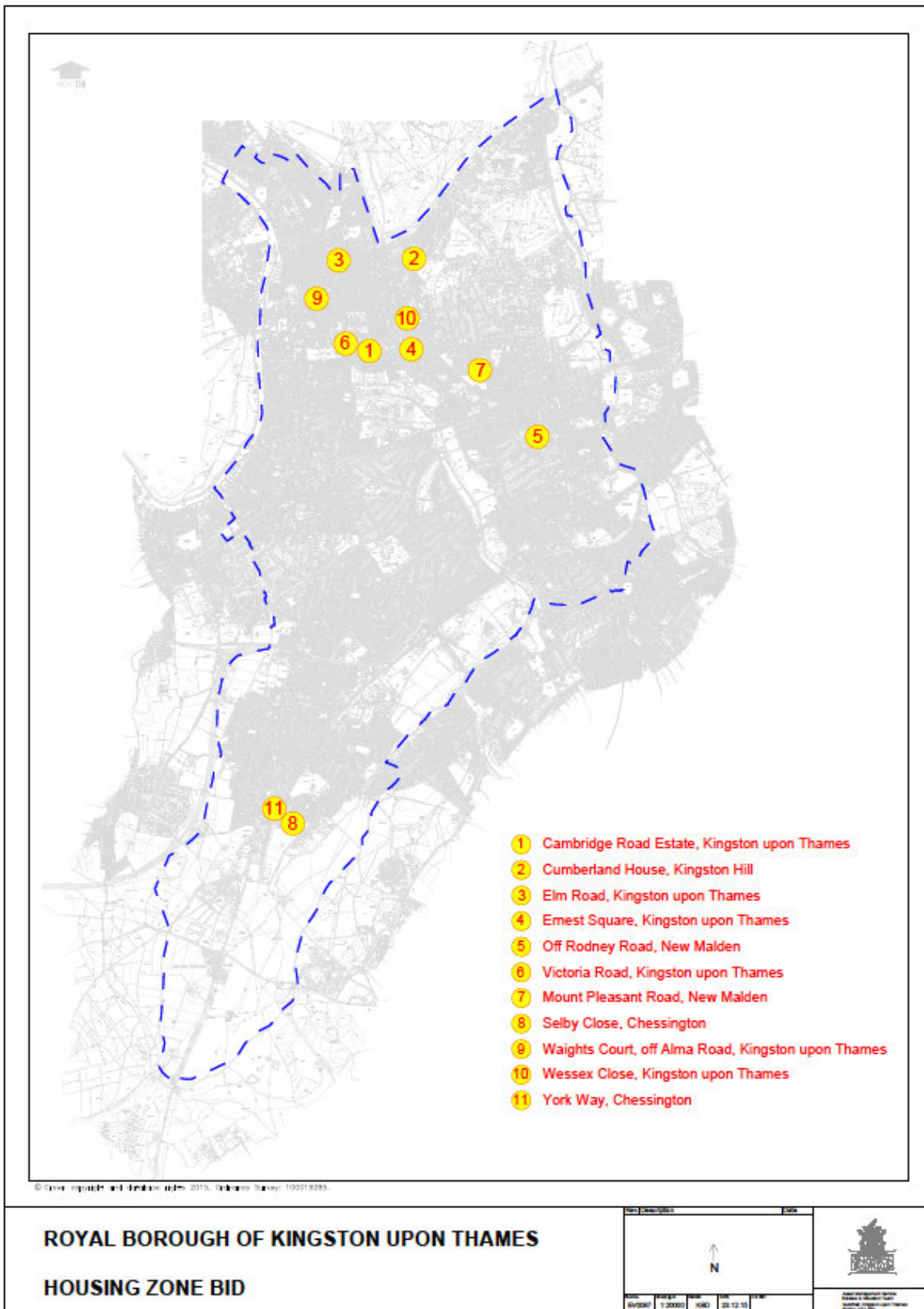
Kingston has its own large housing estates and has prioritised its biggest, the Cambridge Road estate, as the first phase of a new estate regeneration programme. It is this estate with its surrounding neighbourhood, together with a number of smaller borough-wide sites which could support the estate regeneration programme, that the Council is promoting as its first Housing Zone. The intention is that, with the GLA's support and funding, the Council's growth objective is delivered faster whilst ensuring the result is Council and community driven and of exceptional quality to meet the borough's needs.

The designation of the Cambridge Road Housing Zone in Kingston will help act as a catalyst for transformational change and a much needed driver for regeneration. Its identification as a key priority area for housing supported by the Mayor will increase its profile and developer confidence to invest in its regeneration. Funding support from the Housing Zone programme will help ensure proposals are robust and of excellent quality, addressing the borough's needs as well as the commercial needs of our subsequent developer partner and will help accelerate the new housing's delivery.

### 2.2 Expectations

Under the umbrella of the Cambridge Road Housing Zone we have identified 11 sites which we currently consider could deliver around 1,700 homes from an existing 820 homes. We want to be able to offer existing residents on the estate the ability to remain or return and to limit off-site relocation requirements. Engagement to date with our residents has indicated that their ability to remain in the community that exists on the estate is very important to them. For that reason we want to deliver at least the same amount of affordable housing as currently exists on the estate but our preference would be to deliver more; this aspiration will be tested during our detailed option appraisal process. To deliver at least the same amount of affordable rented units at social rents and on secure tenancies, the same terms from which our residents currently benefit, we will need grant support and this element of financial assistance forms the largest part of our funding bid. Grant funding is also required to deliver the shared ownership and equity share properties to provide the element of intermediate tenure and to enable our offer for our existing resident leaseholders and freeholders to remain on the estate if we need to acquire their homes. We will also need to deliver other tenures to help cross-subsidise the affordable housing and that reflect demand in London including private rented sector and market sale.

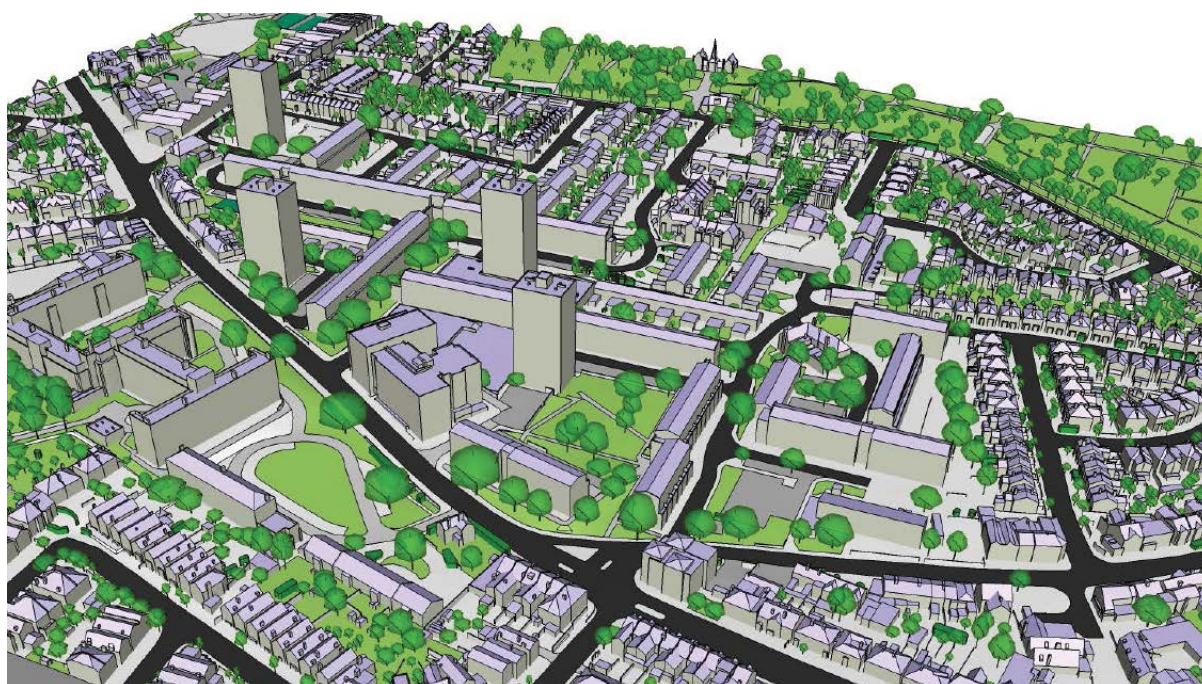
Our intention is to assess, through our ongoing feasibility work, how best to utilise the Council's assets to deliver high quality housing developments whilst maximising the number of homes the sites could support. We are aware there are limited land resources available and we need to optimise opportunities where they exist.



We propose to commission a masterplan for the Cambridge Road estate, once the initial feasibility works are complete and a preferred option identified, that will enable the Council and its stakeholders to develop a clear vision of exactly what we can and will deliver.

The Council accepts that it will need a development partner to help deliver this vision and we propose to do this through the London Development Panel and undertake soft market testing at an early stage to help inform the early stages of the masterplan. We also propose that procurement of this partner is undertaken in parallel with the extensive masterplanning process and that the appointed developer will have input into the masterplan before it is finalised.

The Cambridge Road estate has an attractive location, close to Norbiton station and Kingston town centre, something that our existing residents recognise and one of the positive elements about living on the estate. This location and the nearby facilities and amenities support the delivery of higher density housing here. We already have a significant degree of developer interest in our estate regeneration programme, and in particular the Cambridge Road estate, and are confident of delivering a successful scheme.



With Housing Zone support we expect to be able to start on site in 2016/17 and complete the first of our new homes in 2017/18, with the main estate regeneration programme commencing in 2018/19.

### **2.3 Delivery proposals**

The Council has developed a dedicated team to deliver the estate regeneration programme with a full-time programme manager and project officer. Additional direct support with programme work-streams is provided from other teams including Housing Development, Planning and Regeneration, Finance, Legal and Property.

We have a detailed project programme for delivery and a comprehensive risk register (both appended). We also have extensive cross-party councillor support for our proposals. Our proposals to try to retain the existing community within the new development will mean that there will need to be an extensive phasing element to the construction programme to ensure we re-provide any new replacement homes before the demolition of existing blocks. We are also assessing whether some of the existing blocks should be retained and improved.

ID	Task Name	2016			2017			2018			2019			2020			2021			
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3
1	Project initiation	█	█	█																
12	Due diligence and project prep	█	█	█																
10	Procurement and commissions		█	█	█															
19	Design feasibility study		█	█	█															
26	Acquisitions strategy		█	█	█															
31	Engagement and comms strategy		█	█	█															
37	Options appraisal and asset management plan			█	█															
43	Project brief preparation				█	█														
53	Soft market testing (LDP)					█	█													
67	Design development						█	█	█											
71	Dev Procurement strategy						█	█												
78	Developer procurement (LDP)								█	█										
90	Detailed design/reserved matters applications and approvals									█	█	█	█	█	█	█	█	█	█	█
93	Land acquisitions																			
111	Start on site, acq by private treaty																			

There is already a hierarchy of governance for the Council's estate regeneration programme and their remits will incorporate the Housing Zone if our bid is successful.

The Leader of the Council chairs the Housing and Regeneration Cabinet Board which also includes the Portfolio holder for Growth and the Portfolio holder for Adult Social Care and Health incorporating Housing which meets monthly.

The Council's Housing Regeneration Officers' Board, chaired by the Head of Housing and with members including all Heads of departments directly involved in delivery of the estate regeneration programme, meets regularly to review progress and direct activities as necessary.

The Council's Housing Regeneration Programme Review Group, a multi-disciplinary specialist team chaired by the Estate regeneration Programme Manager, will ensure delivery of the estate regeneration and Housing Zone programmes.

Whilst our programme is still at an early stage we have already started to develop our design options, have completed the property cost estimate for third party interests and are halfway through the preparation of our engagement and communications strategy. The next steps following completion of these first three commissions are to undertake our financial modelling in more detail with options analysis and start our more intensive consultation with our stakeholders. We are also finalising a new decant and relocation policy which addresses issues related to such a large regeneration programme.

Our intention, subject to GLA support, is then to commence the masterplanning stage for the preferred option to ensure the Council, its residents and other stakeholders are leading on the project in advance of the development partner appointment and its more commercially-driven priorities. We will also be starting, again subject to the GLA's support, to negotiate with third parties and acquire necessary interests by agreement if at all possible.

We have engaged with residents, community groups, the local police, education authorities and the NHS. We are establishing a residents' steering group on the estate to ensure these key stakeholders are closely engaged and part of the decision-making process.

## 3.0 INTRODUCTION

---

These are exciting times for the Royal Borough of Kingston, a borough with ambition and a desire for growth. We want to reinforce Kingston's place as a major metropolitan destination that benefits the social, economic and environmental wellbeing of residents, businesses and visitors.

We are delivering this vision through our programmes including Kingston Futures, Mini-Holland and Housing Estate Regeneration. We are working closely with the Mayor's Office to deliver an Opportunity Area Plan and be awarded Opportunity Area status. The proposed Crossrail 2 route includes nine stations within our borough further improving the borough's connectivity and helping to meet the needs of our increasing population. We are working with residents, local partners, landowners and developers in a joined up and strategic way; using our collective means and statutory powers to shape the physical character of the borough. We are working hard to attract investment to redevelop key parts of the borough, improving confidence in Kingston as a place where things happen. Major retail, leisure, residential and public realm improvements are underway or in the pipeline.



The Council's growth agenda reflects the Mayor's priorities and the need to provide new homes of all tenures for London's increasing population. The GLA estimates that an additional 42,000 new homes are required in London every year. The London Plan (2015) projects that by 2036 there will be 180,000 residents living in the Kingston Borough, an increase in number of over 13,000 above those currently living in Kingston.

The implications for Kingston are as follows:

- Increased overcrowding within existing markets
- Growing demand for housing of different tenures and types
- Competing need for support services
- Insufficient housing supply both now and in the pipeline
- Not enough land allocated to meet the longer term need
- Pressure on supply continuing to increase housing costs for both purchase and rental markets
- Declining affordability pricing out 80% of those who earn in the Borough
- Increasing homelessness.

The need to deliver additional homes includes the provision of social and affordable housing, a major concern for the Council:

- In 2015 the provision of affordable housing was 11% compared to the London average of 24%



- The Council loses an average of 40 homes from its own stock under right to buy each year
- Kingston needs an additional 673 council homes each year.
- In Kingston the average house value is 11.3 times the average wage.

The Council is proposing to utilise its own assets to bring forward housing growth and in April 2015 appointed a dedicated full-time Housing Estate Regeneration Programme Manager. Redeveloping our estates offers a unique opportunity to meet increasing demands for more housing while also improving the lives of our current residents. On 17 June 2015 the Council's Residents, Health and Care Services Committee agreed to develop proposals for a Housing Estate Regeneration Programme with the four key decisions as follows:

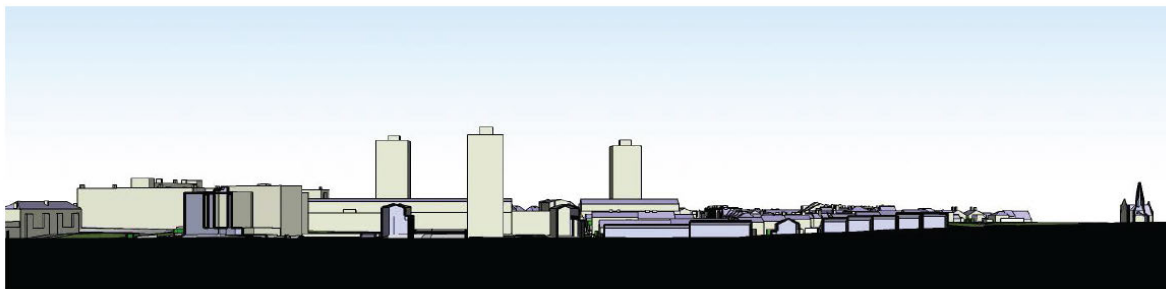
1. The Director of Place was authorised to commence the preparatory work on the Programme
2. The Programme would be delivered on a phased basis with Phase 1 comprising the Cambridge Road Estate
3. An initial budget of £250,000 was to be allocated from the Housing Revenue Account to undertake initial feasibility, due diligence, viability and strategy work
4. The key aims and objectives were agreed that would form the basis of the Housing Estate Regeneration Programme:
  - a. Outcomes:
    - Provide additional housing for the borough as an important aspect of its planning for growth strategy
    - Provide more choice of size and type of homes including affordable rented, shared ownership and home ownership
    - More efficient use of Housing Revenue Account (HRA) land asset with an increased income stream
    - Building sustainable homes and communities where people want to live
    - Improving the physical character of the borough
    - Environmental improvements with more energy efficient homes.
  - b. Key Principles
    - Any development proposals need to be able to absorb the onsite re-housing and decanting requirements
    - Any development proposals need to include covering the costs of leasehold buy-backs with an option considered of offering like-for-like replacement in lieu of repurchase with the appropriate support for leaseholders
    - As a minimum any development proposals must replace on site the existing social rented units (and leasehold units too if like-for-like replacement is offered)
    - Subject to viability appraisals the development proposals should seek to increase the amount of on-site affordable housing through a range of affordable tenures
    - The Council will retain a legal interest in the development sites
  - c. Priorities
    - Affordability
    - Resident involvement
    - Delivering growth
    - Quality
    - Speed of delivery
    - Sustainability
    - Mixed communities
    - Financial gain.

The hierarchy of these priorities would be tested through the option and viability appraisal process. Officers are now commencing the due diligence and feasibility work to help shape proposals before commissioning further work and procuring a developer partner. Key stakeholders include local residents, community groups and businesses, the Greater London Authority (GLA) and private landowners. The Council has already commissioned nearly £200k of work on the Cambridge Road Estate including the following:

- a design feasibility study which will investigate design options for the estate’s regeneration, assessing which blocks might be retained, which need to be replaced and the site’s capacity to provide additional homes, together with initial viability appraisals and assessment of other non-residential supporting uses. This study will help inform development options and detailed scheme viability appraisals and form one of the bases of early community engagement work. It will support the delivery of a comprehensive and coherent place, the coordination of development, the timely delivery of any supporting infrastructure, the effective engagement with stakeholders, not least the existing estate residents, and help ensure great quality design



Section -1



Section -2

Royal Borough of Kingston  
**Cambridge Road Estate**  
**Site Section DRAFT**  
 December 2015

*Site section of the existing Cambridge Road estate*

- an engagement and communications strategy which will help inform the Council on how best it can engage with its stakeholders and in particular its residents, how key messages can be communicated and provide an assessment and plan for the resources which will be required. It will provide recommendations for programme governance including a new steering group board, recruitment, operation (links to other resident engagement methods), terms of reference, roles and remit and recommendations for monitoring and evaluating the implementation of the engagement and communication strategy
- an acquisitions strategy which will identify all third party interests not owned by the Council within the estate, the costs of acquiring them including any costs above market value such as statutory compensation and recommendations on resources and timescales. [REDACTED]

[REDACTED]

The strategy will include advice on phasing options based on the acquisitions programme with acquisitions information capable of being used to influence the programme, the decant strategy and the development phasing.

The procurement processes for the design feasibility study and the acquisitions strategy, after soft market testing exercises designed to assess the most appropriate existing framework panel, utilised the Homes and Communities Agency's design and property panels. [REDACTED]

The final initial commission, to be procured early in 2016 after completion of the draft design feasibility study, will be for a property consultant to undertake detailed option appraisal work, testing initial design options, tenure mixes, unit types and phasing scenarios, together with completion of sensitivity analyses to inform extensive engagement work with stakeholders. This work will help to confirm viable options that deliver the Council's aims and objectives and to reach a preferred option agreed in consultation with stakeholders and residents.



*3D massing view of the existing Cambridge Road estate*

Stakeholder engagement has already commenced, with monthly residents' meetings held on the estate and officer presentations with community groups as well as meetings held [REDACTED]

[REDACTED] The engagement process will intensify as feasibility work is completed and the engagement strategy implemented. An initial assessment has already been undertaken of the potential options for delivering the programme. It is proposed that a development partner is procured to minimise risk to the Council and to contribute valuable knowledge and experience to the process. There are a number of ways in which this development partner could be procured and these methods and appropriate legal structure, with their advantages and disadvantages, will be further assessed as part of the feasibility process. One key option would be to use the

GLA's London Development Panel and it is this option, with its anticipated shorter procurement timescales in comparison with using the alternative OJEU route, that has been incorporated within the project programme. The designation of the Cambridge Road Housing Zone in Kingston will help act as a catalyst for transformational change and a much needed driver for regeneration. Its identification as a key priority area for housing supported by the Mayor will increase its profile and developer confidence to invest in its regeneration. Funding support from the Housing Zone programme will help ensure proposals are robust and of excellent quality, addressing the borough's needs as well as the commercial needs of our subsequent developer partner and will help accelerate the new housing's delivery.

While our vision is large our Housing Zone aspiration is strategic and achievable; under the umbrella of the Cambridge Road Housing Zone we have identified 11 sites able to deliver nearly 1,700 homes from an existing 820 homes.

### 3.1 Kingston the Place

Kingston has long been an attractive place to live and work, as well as having a reputation as one of the best places in the country for education and a significant retail, entertainment and leisure destination of choice. It is also consistently one of the safest boroughs in London. Kingston plays an important sub-regional role with strong road and rail links, as well as extensive bus coverage.



Location of Kingston

Kingston has a rich historic legacy stemming from its role as a crossing point for the Thames. The Borough famously played host to the coronation of seven Saxon kings. Close Royal links have subsequently been maintained and enhanced, through various charters and the proximity of Hampton Court, and Kingston is one of only eight Royal Boroughs in the UK.



Following its early beginnings as a Market Town, Kingston has undergone rapid transformation over the past 20 years. Kingston Town Centre is a thriving modern metropolitan centre with an extensive range of shops and services. Kingston has an established past as a seat of learning, with a future that looks equally promising. Kingston College has nearly 10,000 students and attracts students from across a wide area. Kingston University London has seven faculties serving over 20,000 students.

The Borough is made up of a range of locally distinctive areas providing local shops and services, bars and cafes, and a range of residential areas from the classically suburban to areas with a village feel and areas of modern apartment living. The mix of attractive residential areas, large areas of green space, high quality retail, cultural and education facilities, proximity to the Thames riverside and accessibility to central London and the Surrey countryside make the Borough a popular place to live, work and study.



### 3.2 Kingston’s Social Characteristics and Trends

The current population of Kingston is estimated to be 169,958 (Kingston Data 2014). Recent population increase has primarily been due to a significant rise in the number of births, which are expected to remain high for the next 10 years. Population projections to 2026 vary upwards from 6.4% per annum but they consistently project rises in the population which will result in significant implications for housing and community infrastructure.

The RBK Annual Monitoring report for 2014 identifies 65,630 households expected to rise (without intervention) to 69,900 by 2021, with an average household size of 2.5.

<b>Dwelling Stock By tenure (2013)</b>	<b>No.</b>
Local Authority Dwelling Stock	4,840
Registered Provider Dwelling Stock	2,440
Owner Occupied and private Rented Dwelling Stock	58,350
<b>Total Dwelling Stock</b>	<b>65,630</b>

*Figure 2 breakdown by tenure*

Single person households form the largest group (29%), followed by families with no children (23%) and couples with dependent children (22%). Kingston (as for Greater London) has a higher proportion of younger residents aged 20-29 than the national average and a lower proportion of older people aged 60-84.

Overall the Borough has a low proportion of residents in minority ethnic groups, 26% in 2011 compared with 40.1% for London overall. Tamils and Koreans form the largest minority ethnic groups in the Borough. New Malden’s Korean population is the largest in Europe. Population projections up to 2026 indicate increased

ethnic diversity in the Borough, with the minority ethnic population rising to 33% (compared to 48% in Greater London).

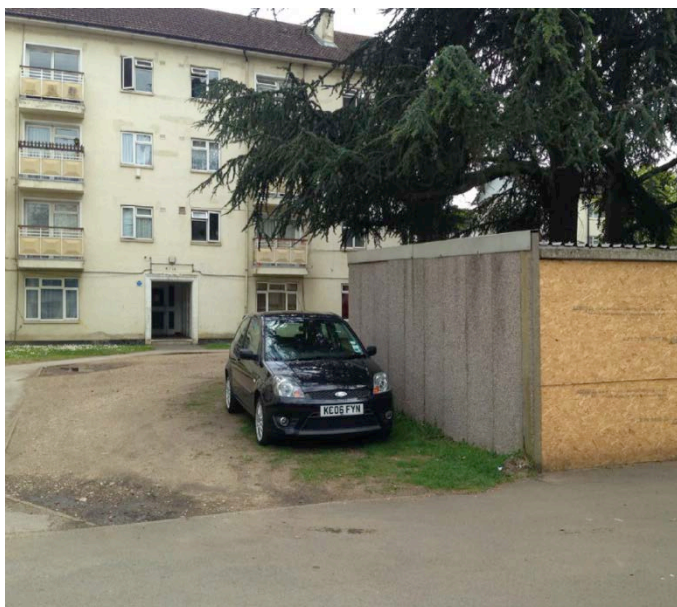
The Borough has pockets of deprivation in Norbiton ward, focused on the Cambridge Estate, and in parts of Beverley ward in New Malden and Grove ward in Kingston. People living in the more deprived areas have a lower life expectancy than other more affluent parts of the Borough and this is a significant challenge that has been identified by the local strategic partners.

Owner-occupation and privately rented housing are the main forms of tenure. Property prices are high and many people cannot afford to live in the Borough, which makes the provision of affordable housing an important local issue. It also results in local recruitment problems and commuting.

### 3.3 Housing and Affordability

Typically, Kingston comprises low density residential suburbs of family houses with gardens, but there is also significant variety in character across the Borough from the high density Kingston Town Centre to the semi-rural areas in the South of the Borough. About 64% of the stock is houses and 36% flats, although recent completions comprise 87% flats and 13% houses. Owner occupation is the main form of tenure (71%), followed by privately rented housing (14%). There is a relatively small social housing sector compared to the London average, with Council and Housing Association housing making up around 12% of the stock.

The successful delivery of new housing is not just about getting the right numbers of homes built; it is also about ensuring that the housing delivered is the right type to meet the different needs of those that require it. This can mean the type of housing (conventional homes, student accommodation, supported housing etc), the tenure of the housing (market or affordable), and the design (wheelchair units, lifetime homes etc).



*Kingsnympton Park estate*

In Kingston there is a particularly pressing need to increase the amount of affordable housing. That is housing which is accessible to those people whose incomes are insufficient to enable them to afford adequate housing locally on the open market. On average, just over 80 new build affordable units a year have been completed over the past five years. Yet, there remains a significant shortfall in the availability of affordable accommodation. We want this to change.

The National Planning Policy Framework sets out a clear presumption in favour of sustainable development (para 14), and establishes the government's intention to significantly boost the supply of housing. The draft SHMA collectively commissioned by Elmbridge Council, Epsom and Ewell, Kingston-upon-Thames, and Mole Valley Council confirmed the following:

- In Kingston, the rates of dwelling supply over the period since 2007 have been below target even against the lower, now superseded, London Plan target and, would be far worse when set against the new target set through FALP. But there is an improving pipeline showing a move into surplus delivered through outstanding permissions, large opportunity sites, and non-conventional (mainly

student) housing over the next five to seven years. There is a further need to identify new sources of supply to come on-stream from 2023-24

- Private rents are variable across the HMA, but generally high, reflecting house prices. Many commentators report strong upwards pressure on rents in 2015
- High prices and rents show that there are severe affordability problems within the HMA. Affordability ratios (such as the ratio of median house prices to median earnings) are extremely high. This suggests that there is a strong need for affordable housing provision.



*Sheephouse Way estate*

The London Plan sets targets for the delivery of new homes on a borough-by-borough basis. The London Plan is clear that these targets should be seen as a minimum and boroughs should seek to exceed them. In a borough such as Kingston, this will be a challenge with dwindling numbers of large sites and the need to safeguard land for other uses such as employment, waste and community facilities. The Borough's annual housing target as set out in the London Plan for the period 2015/16 to 2026 is 643 new units a year. However, the affordable housing need alone in Kingston is 673 units a year.

The Borough's annual housing target is based on an assessment of the capacity of housing sites within the Borough. This was carried out as part of the London-wide Strategic Housing Land Availability Assessment/ Housing Capacity Study 2013 (SHLAA/HCS), to which the Council contributed. The primary role of a SHLAA/HCS is to identify sites with potential for housing, consider their housing potential and assess when they are likely to be developed. The study estimates capacity from all sources, including large sites (over 0.25ha), small sites, changes of use, conversion and subdivision, as well as developments for non self-contained accommodation such as managed student housing and long term vacant units coming back into use.

### 3.4 RBK's Strategic Commitment

The Kingston Borough Housing Strategy 2015-20 prioritises and articulates the actions the Council will take to achieve its housing priorities. The delivery of sustainable housing growth is a key strategic commitment in our Borough Housing Strategy and in particular, our plans to achieve more and better affordable homes through our housing estate regeneration programme.

The Council will work more closely with registered housing providers (RPs) and developers to bring forward mixed tenure developments. This is essential to achieve balanced and sustainable communities and to meet the ambition of achieving community resilience.

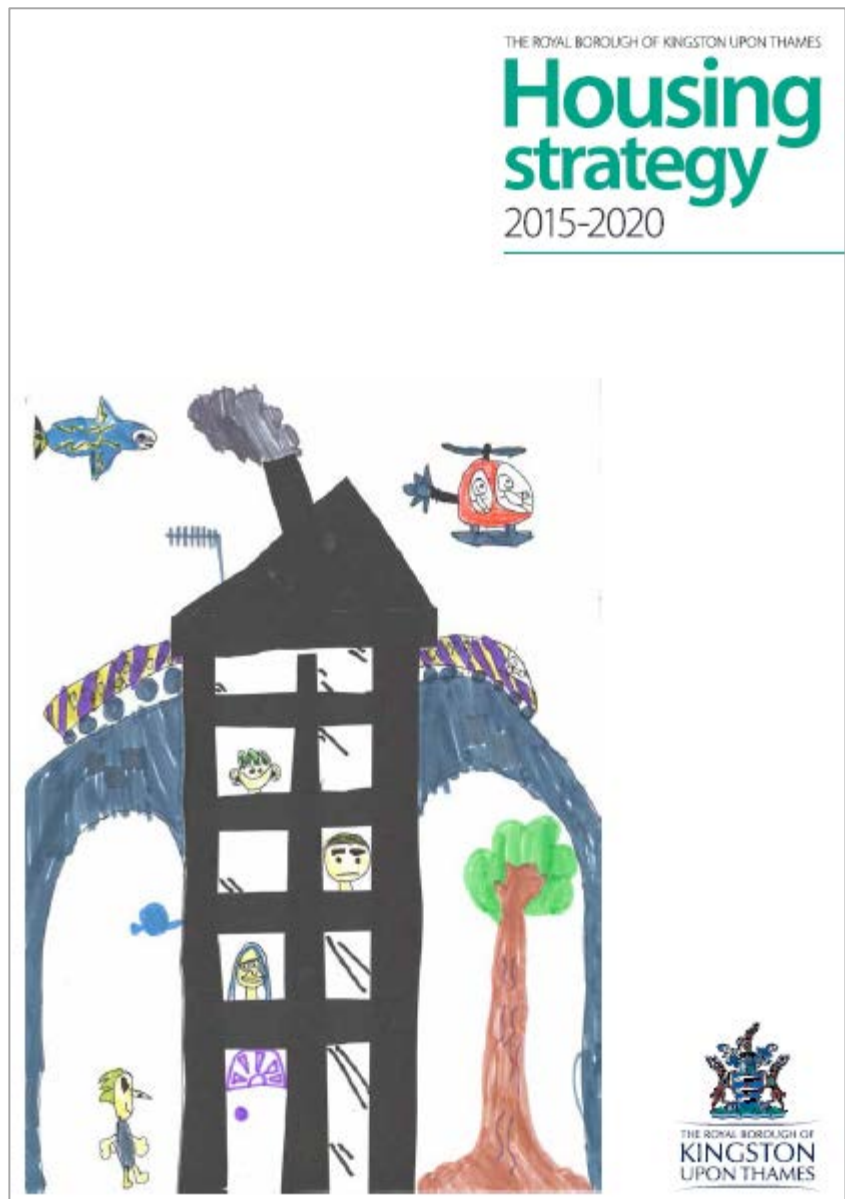
Given the challenges to meet present and future housing needs, particularly in the context of growing affordability issues, the Council could make some of its land available to RPs to deliver affordable housing on its behalf.

The Council has developed an Affordable Homes Strategic Delivery Plan for the period 2015-17, specifying sites for targeted development and the number of units we expect to deliver on each. This includes a minimum target of 100 new homes from existing stock and land.

Garage sites no longer fit for purpose will be used to either generate receipts towards the funding of new affordable housing or to provide new homes directly; the Council has already identified almost 500 garages as redundant [REDACTED]

Specifically within the Housing Strategy the Council has promised to:

- Deliver our housing estate regeneration programme, the initial phase of which forms the focus of our Housing Zone bid
- Seek to deliver a minimum of 133 new affordable housing units every year up to 2027
- Require developments of 5 or more units to provide at least 1 affordable unit of housing. Within the affordable housing element we will seek a 70/30 ratio between social/affordable rent and intermediate provision





- Accept a contribution towards affordable housing where due to viability reasons affordable housing cannot be provided on a site, or an alternative site.
- progress its own Local Authority New Build programme, identifying funding streams and developing in-house capacity to deliver this programme
- build on the success of and apply its extensions and de-conversions programme to a further 14 dwellings
- strengthen its negotiating position with developers in respect to S106 agreements so that it maximises the potential for new affordable housing on all new developments
- work more effectively with RPs, including providing grants from the Council's Right to Buy receipts, to develop new affordable housing in the borough. It will also review its partnering arrangements to assess whether it can work more effectively by focusing on a fewer number of preferred RP partners and therefore focus resources more effectively
- Review its partnering arrangements, particularly with smaller developers, where there is more scope to determine Council requirements for affordable housing
- Identify every possible site in the HRA as potential sites for new affordable housing.
- Continue with the Council's garage disposals programme to raise funds for Kingston's new build programme and scope the potential of surplus garage sites for new affordable housing development.

While these actions show the Council's commitment to more housing being provided in the Borough it clearly cannot easily deliver the numbers required to meet its own needs for affordable housing and the needs of its population. The Council is seeking further support from partners including the GLA. Without the Housing Zone investment, the regeneration of the Cambridge Road estate is likely to take significantly longer and deliver less community benefits.

The importance of estate regeneration and the processes the Council needs to undertake to achieve this has also been recognised within its Housing Strategy which states that:

"We will undertake an initial scoping study to determine possibilities for estate regeneration with which we will start our detailed engagement process with stakeholders and in particular our residents. Resident and stakeholder engagement will be fundamental to the development of the programme. We are fully committed to a process in which residents and communities are fully involved with the programme to ensure that their views and preferences are addressed within the proposals. The programme's preparatory work will investigate how best to engage effectively with our stakeholders, assess the options through which we can deliver new homes and facilities and how our partners might be procured.

We will focus on a number of objectives to maximise the housing choices of current and future residents who move to the borough to contribute to the development, growth and prosperity of Kingston. We will seek to maximise the delivery of appropriate market and affordable housing development to meet housing need and demand by the following key actions:

- Ensure that the Council's planning policies are updated to provide a robust basis for guiding future growth in Kingston and ensuring the housing which is built is attractive and meets the needs of our residents. Our focus will be to create neighbourhoods and communities which are sustainable by clearly setting out what type of housing is needed in the borough in terms of tenure, size and quality of properties and associated facilities.
- We will encourage new initiatives and housing products which meet housing need and demand from affordable and social rented through to home ownership. This is a key objective, as we wish to support, as far as possible in the current and future housing market, a functioning housing ladder where demand meets supply at a price that is affordable to households in Kingston.

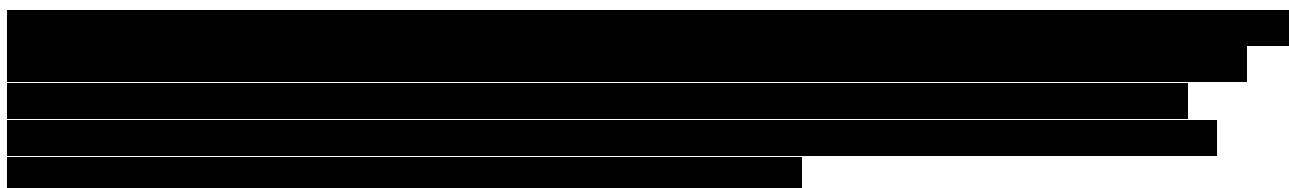
- We will seek to maximise the use of our land and assets to deliver new housing in the borough ensuring our development strategies set out the Council's aspirations, a pipeline of development and the funding required to make delivery happen.”

Objective 2: Regenerating our estates				
What we want to achieve: Provision of quality homes for council tenants and bring much needed new housing to the area				
Key action	Risks	Lead	Dependencies	Outputs/outcomes
Lead on the Housing Estate Renewal Programme	Our proposed model for housing estate regeneration will also need to be reviewed as it is based on the HRA underwriting the loss of income while homes are demolished and then rebuilt and the HRA may not now have the financial capacity to do this in addition to the other saving it will now need to find. Other upfront costs to enable housing estate regeneration may not now be affordable.	Housing Estate Regeneration Programme Manager		<ul style="list-style-type: none"> <li>■ Provide additional housing for the borough as an important aspect of our planning for growth strategy.</li> <li>■ Detailed engagement process with stakeholders and in particular residents</li> <li>■ Build sustainable homes including affordable rented, shared ownership and home ownership</li> <li>■ Environmental improvements with more energy efficient homes</li> <li>■ Develop key worker strategy</li> </ul>

*The Royal Borough of Kingston Upon Thames Housing Strategy 2015-2020 Delivery Plan*

### 3.5 The Cambridge Road Estate

The Cambridge Road Estate (CRE) has the largest concentration of council housing in the borough. It comprises around 820 homes on a site of approximately 8.6 hectares within a mix of high-rise (fifteen-storey) blocks, lower-rise flat and maisonette blocks and two storey terraced houses. It is well located close to Kingston Town Centre and both Norbiton and Kingston train stations supporting the principle of increased density. It contains fewer third party freehold and leasehold interests than the Council's other estates and it is recognised as an area that would benefit from much better planning and urban design.



The open space within the estate is generally of low quality with poor separation between different users, eg dog walkers and children, and few facilities, though there are several play and games areas for younger residents of varying quality. Natural surveillance is limited, with garages on the ground floor of maisonette blocks facing into the estate and a lack of active uses on the ground floor of the tall buildings. There are many secluded ground level alleyways and high level link walkways and block entrances to the maisonette blocks are unsecured. Whilst there are a number of trees on the estate, none protected by tree preservation orders, the general appearance is of a hard landscaped environment.

The estate has the highest score for indices of multiple deprivation within the borough: areas of severe deprivation include income deprivation, child poverty, employment deprivation, and health deprivation. The number of workless households, including households with a lack of spoken English, literacy and numeracy skills, presents particular issues as well as parent friendly routes back to work including access to



volunteering opportunities, and the need for increased opportunities for young people to enter employment. Parents living in poverty who can access quality and affordable childcare are also identified needs.

The estate was built in the 1970's and appears to be in reasonable structural condition though condition and structural surveys will need to be undertaken as part of this commission to provide further information. It is currently planned to be subject to improvement

works through Kingston's Better Homes programme over the next couple of years but these works are mainly internal. The fifteen-storey tower blocks of flats are of non-standard construction with reinforced concrete framing, rendered cladding panels, PVCu framed doors and window units, brick flank walls and flat roofs and concrete floors with steel framed balustrades to the balconies. The lower-rise blocks of flats and maisonettes are generally of non-standard cross-walled construction with reinforced concrete framing, rendered pebble dashed cladding panels, PVCu framed door and window units, concrete floors, brick flank walls and shallow pitched roofs. Two-storey houses are of traditional cavity brick wall construction with tile cladding under a pitched tiled roof.

The Cambridge Road Estate is covered by the general policies in the Council's Core Strategy 2012, and other relevant Supplementary Planning Documents. It is 'brownfield land' and is not allocated for specific development purposes in the Core Strategy. The Core Strategy and relevant Supplementary Planning Documents are available to download from the Council's website.



The Council is currently preparing a Kingston Opportunity Area Plan which is a Statutory planning document that will inform the designation of Opportunity Area for Kingston in the next London Plan. This work is being undertaken in collaboration with the Greater London Authority (GLA) and Transport for London (TfL) and this will include the Cambridge Road area. It is anticipated this will be adopted in 2017.

In addition the Council is preparing a new Borough Wide Statutory Local Plan to replace the Core Strategy. It is anticipated this will be adopted in 2018-19.

Whilst the above two new planning documents are unlikely to have been approved by the Council before the end of 2016 they will be at different stages in the process of production and acquiring some planning weight as they progress. In addition the supporting evidence bases for both documents, including the Strategic Housing Market Assessment (SHMA), Employment and Retail Studies and Transport Studies will be completed earlier and will be made available as soon as possible to support the work on CRE.

The principle of taller buildings in this area may be supported, particularly if part of a new development centre, even if the existing tall buildings are demolished, as there are no protected views through the estate and no adjacent conservation areas. Such proposals would be subject to good urban design principles, density assessments, daylight and sunlight studies, Right of Light implications and wind impact studies, and will be assessed on their individual merits.

The estate is near to but outside of the flood risk area linked to the Hogsmill Valley. The Hogsmill Valley is identified as a Key Area of Change within the Core Strategy, and also lies within the new Kingston Opportunity Area Plan. It includes a Thames Water sewage treatment works which has been subject to mitigation works to reduce associated odours as well as a large 74 hectare swathe of Metropolitan Open Land adjoining the Hogsmill River but this is poor quality and difficult to access by adjacent communities. It may be possible for the estate regeneration programme to help improve access to the open space from the estate through Hampden Road as part of its open space strategy.



The local police service advises that drug dealing is a problem on the estate and that its design and layout exacerbate this issue, with a multitude of available look-out and hiding places adversely affecting the police's ability to arrest the perpetrators. Proposals will seek to design-out crime, and in particular the drug dealing, through the use of Secure by Design principles, improved layouts and natural surveillance.

A new four form entry primary school is proposed near to but outside the estate but there are no existing secondary schools within the immediate area. The capacity of existing schools and requirement for additional places, particularly through population growth, has been assessed by the Council and there is currently no requirement for further school place provision to be provided as part of the estate regeneration programme.

There is a health clinic immediately adjacent to the estate on Cambridge Road. The capacity of existing facilities and requirement for additional, particularly through population growth, is currently being assessed by the Council.

Currently it is anticipated that all existing community services will be re-provided within the new development but rationalisation will be encouraged. There is a need for detailed consideration and extensive community engagement to determine the extent of community facilities and their uses.

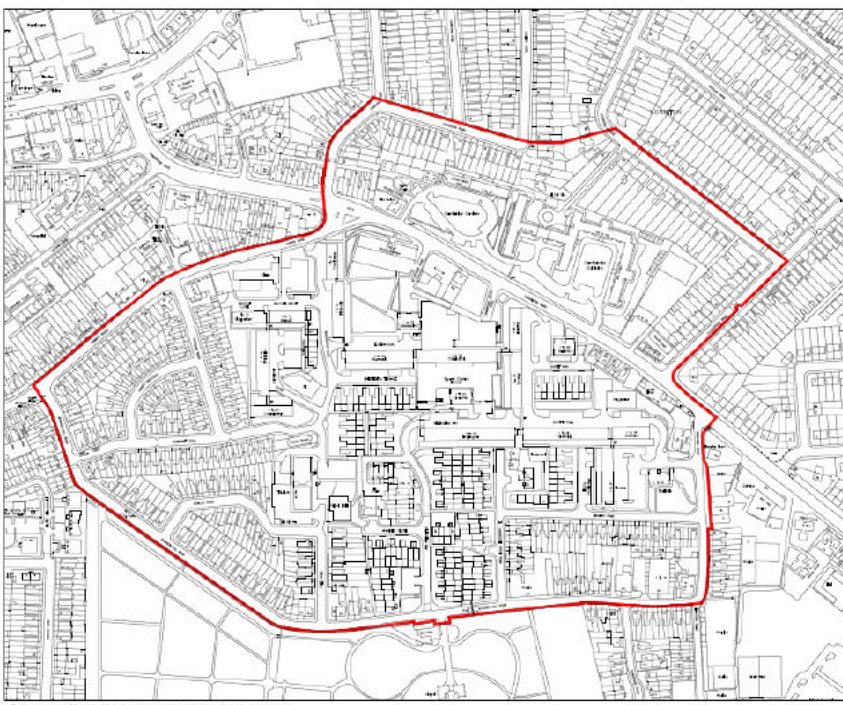
There are existing resident organisations and a positive community spirit on the estate and the Council wants to retain these within the new development by ensuring close stakeholder engagement throughout the scheme's delivery [REDACTED] This objective will be supported by the detailed engagement and communications strategy and a well-planned decant and relocation strategy.

## 4.0 KINGSTON'S HOUSING ZONE BID

### Cambridge Road Housing Zone

#### 4.1 The boundary

Whilst at the heart of our vision is the regeneration of the Cambridge Road estate the proposed boundary for our Housing Zone is much wider, incorporating adjoining residential areas within key road connections that would also benefit from the housing priority designation and supporting infrastructure that might include highways improvements, new and enhanced public realm and other amenities such as local retail and health facilities. The Housing Zone boundary also includes 10 smaller sites located throughout the borough, linked to the estate regeneration project through their potential to provide financial cross subsidy as developed for market housing and decant accommodation for secure tenants and resident leaseholders.



*Boundary plan for Cambridge road area*

The boundary plans for each site are included within the appendices.

#### 4.2 The proposals

Under the umbrella of the Cambridge Road Housing Zone we have identified 11 sites offering from 2 to 1,600 units. The largest of these sites is the Cambridge Road Estate with the tenure mix as follows:

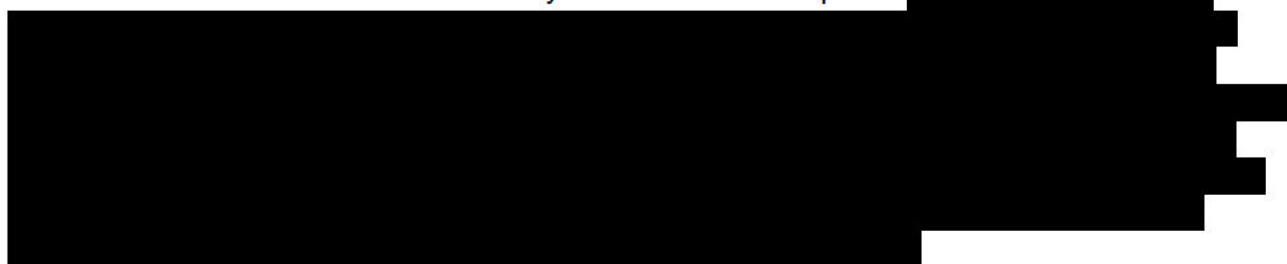
Tenure	No.
Social Rented	649
Leasehold	102
Freehold	69
<b>Total</b>	<b>820</b>

The largest part of the proposed Housing Zone, Cambridge Road Estate and surrounding residential area, covers 22.84 Hectares. The other 10 sites cover an area of 7.54 Hectares.

Site	Area Hectares
Cambridge Road Area	22.84
55 Mount Pleasant	0.51
Marshall/Fairholme house garage site	0.59
Selby Road garage site	1.04
Meredith Court	0.22
Waight's Court	0.45
1-5 Ernest Square	0.66
Wessex Close garage site	0.40
105-115 Elm Road	1.08
York Way garage site	1.06
Cumberland House garage site	1.53
<b>Total</b>	<b>30.38</b>

Initial feasibility work for the Housing Zone sites is in progress but at a very early stage. Consultant and partner feedback to date is that the area could support the provision of additional new homes and the outputs incorporated within this bid reflect current estimates. It is intended that the feasibility work assesses a range of proposals and optimises an increase in housing density to reflect the needs of the borough.

The proposals will incorporate a wide range of tenures, re-providing on CRE as a minimum the same number of affordable homes, both rented and shared ownership (where the latter are owner-occupied). It is intended that all affordable rented homes remain or are incorporated within the Council's ownership, let as secure tenancies at social (capped) rents. This proposal would meet the existing CRE tenants' preference for the Council to continue to be its landlord and would help with decant requirements. Without affordable housing grant at the levels within this Housing Zone bid it is less likely that the Cambridge Road estate regeneration scheme would be able to proceed and therefore this is the scenario stated within our bid proforma. The Council does not have a large supply of affordable housing stock in other locations which could be used for decanting purposes and therefore without providing replacement affordable homes on site would be unable to secure vacant possession of the estate within a foreseeable timescale. The assumption is therefore that our tenants will need to be rehoused as necessary within the new development.



Providing a range of tenures would help accelerate housing delivery and overcome any issues of market absorption, with, for example, the phased delivery of different tenures properly planned to avoid an oversupply of market sale units affecting occupation and sales values.

In total including all Housing Zone sites we will deliver 1,699 replacement or improved affordable, private and intermediate homes. Multi tenure estates will be developed to reduce social polarisation and create mixed and balanced sustainable communities.

The unit mix within the new housing will reflect the relocation needs of CRE residents with adjustments made to the existing estate mix where properties are under-occupied or (very uncommonly) over-occupied. Our recent tenancy audit and the Council’s housing register identifies majority needs for one and two bedroom properties.

The proposed quantum of development and tenure mix within the Housing Zone is currently as follows:

Affordable rent		
Market sale		
Shared ownership/equity share		
<b>Total</b>		

Works within the Housing Zone may also include the creation of new and improved public realm, road and highway improvements including junctions, signalling and new entrances and crossovers and supporting amenities including community space and neighbourhood retail facilities where appropriate. Better access and improvements to the open space within the Hogsmill Valley could be made as part of Housing Zone proposals. Research has shown that there is no requirement for additional schools within CRE beyond existing proposals in the adjoining area. The design feasibility study scheduled to be complete in March 2016 will help identify the supporting infrastructure necessary.

It has not yet been confirmed whether any physical constraints exist which might hinder redevelopment, the ongoing feasibility work and subsequent masterplanning stage will investigate such matters further. However no unexpected conditions have been raised through the legal Report on Title work including statutory utilities surveys and the site was used for previously terraced housing before its redevelopment in the 1960’s for the new housing estate.

### 4.3 Delivery

The preparation of our estate regeneration programme was approved by the Council’s Residents, Health and Care Services Committee on 17 June 2015.

The Council’s Commissioning Support Board approved the making of a bid for the Housing Zone on 7th December 2015.

There is widespread support for the programme amongst lead Members and local councillors with the Leader of the Council championing its cause as one of the Council’s key priorities.



The Council wants to commission the masterplanning work in advance of procuring a developer partner. The design feasibility work currently underway will assess a number of viable options to meet the Council's key priorities of delivering additional new homes and improving its social rented housing stock for its tenants. We then intend to undertake extensive option appraisal work, engaging with our stakeholders and residents to identify a preferred option on which the masterplanning work will be based. CRE residents are concerned about early decisions being made about their homes by private developers with commercial interests at the core of their businesses. Upfront work prior to developer partner appointment will help ensure residents' support for the proposals, their engagement in how the regeneration programme will be delivered and a scheme which meets their needs. It will also save a period of up to 12 months in the programme by progressing the design work as soon as the Council's Committee approves the preferred scheme, rather than waiting for the developer partner procurement process to complete. It should be noted that opportunities will still be made available for potential and appointed developer partner(s) to input into both the masterplanning and statutory planning processes and the programme will be further refined in due course to reflect this when the scheme is further defined. The Council has already received a significant level of interest in the programme from developers and housebuilders with several having undertaken initial planning work at risk to assess the site's potential.

Subject to funding the masterplanning process could commence within 2016/17.

[Redacted]

[Redacted]

[Redacted]

[Redacted]




#### **4.4 Housing Zone Governance**

The Council's Housing & Regeneration Cabinet Board will have responsibility for the overall governance of the Cambridge Road Housing Zone and comprises:

- The Leader of the Council (Chair)
- Portfolio holder for Housing
- Portfolio holder for Growth
- Director of Place
- Head of Planning and Regeneration
- Head of Housing
- Head of Property

The Council's Housing Regeneration Officers' Board supports the Cabinet Board and comprises:

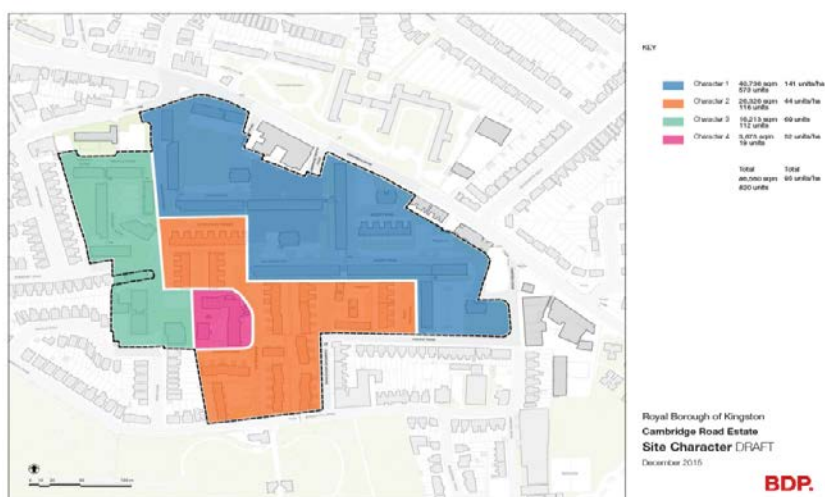
- Director of Place
- Head of Planning and Regeneration
- Head of Housing
- Head of Property
- Housing Estate Regeneration Programme Manager
- Group Manager, Development Planning and Regeneration
- Senior Business Insight Partner, Finance
- Capability Lead, Commissioning, Organisational Development and Strategic Business
- Kingston Futures Programme Manager
- Housing Maintenance Service Manager
- Strategic Relationship Manager, Place
- Group Manager, Housing Operations
- Group Manager, Community Housing
- Group Manager, Strategic Housing.

The Housing Regeneration Officers' Board has responsibility for the conduct of the project, including resourcing, quality control, co-ordination, sign-off of all outputs, and securing the appropriate approvals as necessary.

The Housing Regeneration Officers Board meets monthly and will review implementation of a Housing Zone, offer advice, opinion and technical inputs to the project, provide oversight and direction and help to secure wider support for delivery through officers' respective teams.

The delivery of the project will be managed by the Estate Regeneration Programme Review Group – a multi-disciplinary specialist team composed of Council officers. Its core task is to ensure delivery of the project and its work streams, including the outcomes agreed within the Housing Zone Bid. The lead member of the group reports to the Housing Regeneration Officers Board, and also has responsibility for reporting to the relevant committees of the Council and the GLA. The other responsibilities of the group will be to:

- prepare the project briefs, appoint consultants, and manage the inputs and outputs of individual projects, such as the preparation of site masterplans, preparatory works and studies
- ensure compliance with Council, GLA and other partner internal procedures in respect of finance, contractual requirements, procurement, health & safety, reporting and authorisation, ensuring a clear audit trail is established and can be made readily available
- prepare an engagement and communications strategy setting out how stakeholder engagement and community consultation will be undertaken, advertised, the responsibilities of the relevant parties, and reporting and feedback procedures
- assist in establishing and managing consultation events
- prepare and consult on equalities impact assessments
- To prepare supporting technical papers in conjunction with appointed consultants for the individual work streams, and any other material necessary for compliance with relevant statutory or administrative requirements
- provide information as necessary to support marketing materials and the marketing strategy for the Cambridge Road Housing Zone
- prepare and present reports to relevant panels and committees as appropriate
- prepare and submits bids for additional funding or inclusion in project work relevant to the implementation or delivery of the Housing Zone.



The Programme Review Group is led by the estate regeneration programme manager who has overall day-to-day responsibility for the project, including contractual arrangements, the work plan and budget, and managing or flagging up any potential risks to delivery. The programme manager also has responsibility for managing the project teams, ensuring sufficient resources are provided or secured at all stages of the project to meet the project timetable and ensure all project outputs are delivered to an acceptable standard.

The project teams meet at least monthly and more frequently as necessary. The Groups and project teams are supported by a project officer whose responsibilities are to arrange, coordinate and manage meetings and consultation events, monitor reporting schedules and KPIs, ensure effective processing of purchase orders, and to undertake other administrative tasks as required.

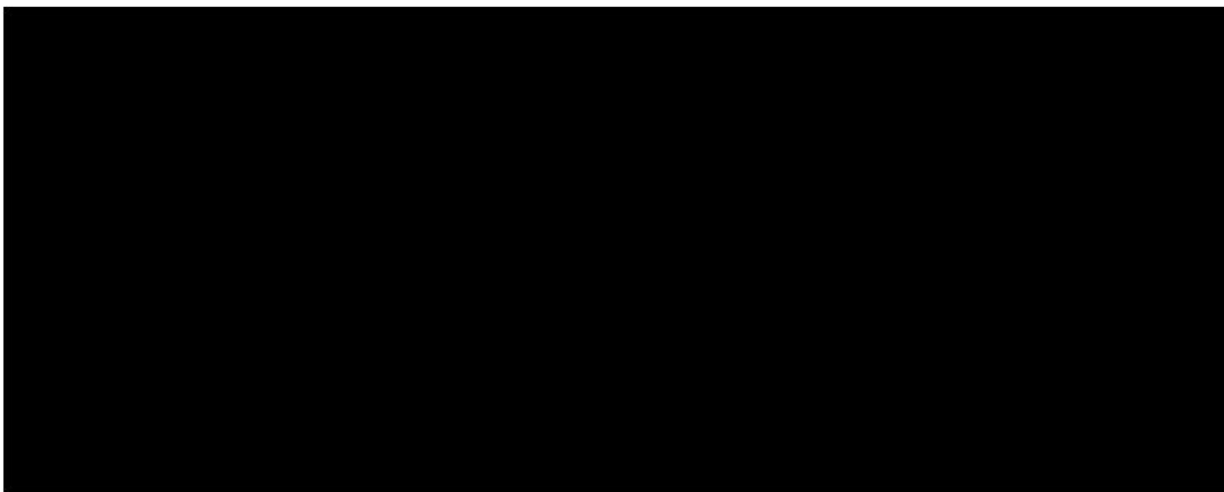
## 4.5 Kingston's contribution

The Council is making a significant contribution towards the project.

We are utilising our own land for housing development. We have appointed a full time dedicated programme manager supported by a project officer. We have made provision for stakeholder and public engagement and legal costs. We have already commissioned an engagement specialist, development surveyors and a multidisciplinary design team to complete preparatory work. We are producing a number of strategies to guide us including for engagement and communications and for acquisition. Over a five year period to 2020 we have allocated from the Housing Revenue Account (H.R.A) revenue and capital funding totalling over £3.5m towards the project as follows:

Year	H.R.A. project funding (£)
2015/16	██████
2016/17	██████
2017/18	██████
2018/19	██████
2019/20	██████
<b>Total</b>	██████

Figure 4 RBK five year contribution



The investment of capital receipts from the new market housing, together with funding from the GLa's affordable Housing Programme, will provide the new and improved affordable housing.

In addition we are:

- Seconding officers from other service areas including Planning & Regeneration, Housing, Legal, Finance, Strategic Business to provide specialist support and advice
- Committing senior managers, heads of service and strategic directors to the project and its management to provide oversight and governance
- Including the potential use of our CPO powers where necessary within the project programme
- Ensuring no new secure tenancies are granted on CRE

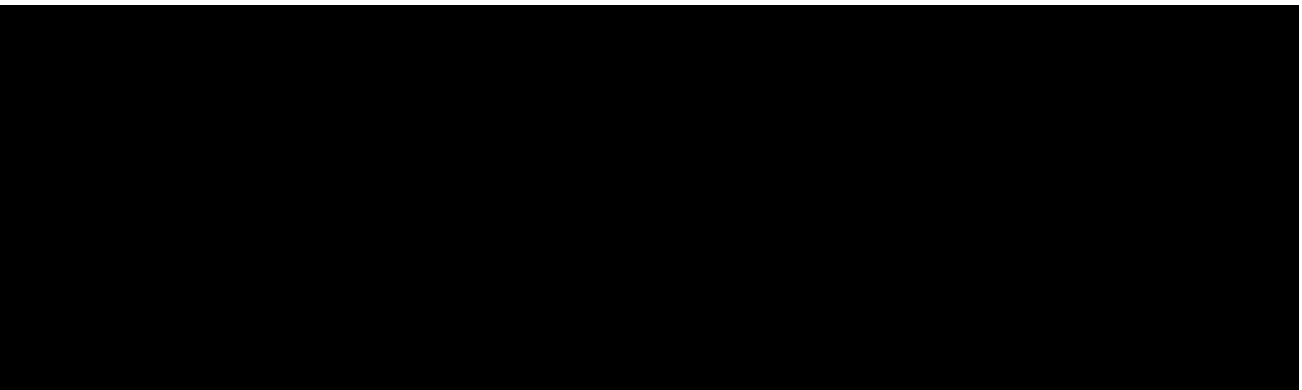
- Undertaking a design feasibility study for the smaller sites which will consider design options, density and viability. The outcome of this study will clarify which sites the Council will develop itself and which might suit disposal. The capital receipt from disposals could be utilised for affordable housing development along with the use of grants, other receipts and S106 payments
- Utilising our Housing development team to client and deliver the smaller developments in-house.

We have prepared a project programme and resource schedule which, together with the early feasibility commissions, will help identify the necessary capacity-building, timescales and resources required for delivery. We are committed to procuring a development partner to provide input into the proposals, share risk, and help deliver the new homes.

## 4.6 Funding requirements

Whilst the Council has identified both financial and non-financial resources to support the estate regeneration programme and Housing Zone it will require additional funding to help deliver the proposals. The challenge has worsened following the government's intervention to reduce affordable rents by 1% per year for the next 4 years, which has significantly reduced the amount of funding available overall to support housing estate regeneration. A further review of the Council's H.R.A. Business Plan is scheduled to take place next year, when the requirements of the Housing and Planning Bill have been confirmed. These requirements will also be factored into the future financial modelling of our estate regeneration programme. The proposal for social landlords to sell high value empty Council homes in particular is anticipated to have a significant detrimental financial impact on the availability of H.R.A finances going forward.

We are therefore seeking grant funding from the GLA's Housing Zone programme to support the estate regeneration project and in particular the affordable housing element, a contribution to masterplanning costs to enable this work to commence in advance of developer partner procurement and up-front funding to enable the Council to start acquiring third party interests and secure vacant possession as soon as possible. The breakdown of funding assistance sought is as follows:



Intervention through the Housing Zone programme will help increase developer confidence and certainty of delivery by clearly demonstrating the Mayor's in-principle support and funding assistance for the estate regeneration programme. Being able to brand the scheme under the Housing Zone programme will also help encourage resident buy-in through the increased certainty of delivery and will raise the profile of the scheme, potentially attracting developers to the area to support Kingston's other growth ambitions. Forward funding of leaseholder and freeholder buy-outs will improve deliverability through vacant possession and less CPO risk whilst the masterplanning work will help confirm the scheme's feasibility and financial viability.

Without this funding there are significant risks to the scheme:

- Delivery would be delayed whilst the Council secured a development partner to provide development cash-flow
- The scheme may not be deliverable if the same quantum of affordable housing could not be provided to meet relocation requirements
- An increased risk that any CPO would fail if the Acquiring Authority (the Council) could not demonstrate that it had made all endeavours to acquire first by negotiation, for which it would need the funding to pay compensation for third party acquisitions.

It is proposed that the masterplan and affordable housing funding (from the GLA's Affordable Housing Programme) is outright grant and will help with the earlier delivery of new housing within the Housing Zone. It is proposed that the upfront funding for acquisitions will be repaid to the GLA when the developer partner has been procured and this payment will need to be structured into the subsequent development agreement. [REDACTED]

[REDACTED]

## 5.0 HOUSING ZONE BID REFERENCE DOCUMENTS

---

Mayor of London The London Plan - March 2015

Mayor of London Housing Zones A prospectus - June 2014

The Royal Borough of Kingston upon Thames Housing Strategy 2015 - 2020

The Royal Borough of Kingston upon Thames Annual Monitoring Report 2014 - June 2015

The Royal Borough of Kingston upon Thames Core Strategy - April 2012

The Royal Borough of Kingston upon Thames Investment Prospectus October 2015

## 6.0 KEY CONTACTS

---

Julia Nunes-Carvalho, Housing Regeneration Programme Manager: [REDACTED]  
[REDACTED]

Darren Welsh, Head of Housing: [REDACTED]

Viv Evans, Head of Planning and Transport [REDACTED]

Roy Thompson, Director of Place and Joint Interim Chief Executive: [REDACTED]  
[REDACTED]

## 7.0 APPENDICES

---

1 - Letter of Support from the Leader of the Council

2 - Letter from s151 Officer

3 - Individual boundary plans

4 - Risk register

5 - Housing Zone programme (CRE)

## APPENDIX 1

# LETTER OF SUPPORT FROM THE LEADER OF THE COUNCIL

---

Lucy Owen  
Head of South London  
Housing and Land Directorate  
Greater London Authority  
City Hall, 3rd Floor  
The Queen's Walk  
London SE1 2AA

21st January 2016

Dear Lucy



### **CAMBRIDGE ROAD HOUSING BID**

The Royal Borough of Kingston upon Thames is ambitious about growth. We're embracing opportunities to bring economic development, more affordable homes, and wider social and economic regeneration to our borough through new investments, better transport and infrastructure to make our historic Borough fit for modern living.

Kingston is not only a Royal Borough, it is one of London's metropolitan centres with 'the mind of a city and the heart of a town'. It has the River Thames, the Greenbelt, a fantastic retail centre and beautiful suburban spaces, as well as arts, culture and history. Together, this makes Kingston one of the most attractive places in London to live and work.

Our commitment to the Growth agenda is demonstrated in our ambitious Kingston Futures Programme, which aims to regenerate Kingston town centre, and in our setting up the Council's first Housing Estate Regeneration Programme, which forms the reason for submitting this bid. We are actively working across the borough to identify growth opportunities and promote appropriate development, whilst lobbying for infrastructure improvements and seeking funding to deliver projects that will facilitate residential and business growth.

Going forward, we are committed to maximising the number of affordable homes built across the borough of all ranges and types and building great places where people want to live. We are continuing our Better Homes programme with the GLA's help, which is improving the quality of our housing stock but this is only the start of what we need to do. We need to improve the environment, the open spaces and the way in which the Council's housing estates are perceived by residents and the wider communities, to make them the most attractive places to live. All of which cannot be delivered within the Better Homes programme alone.

We are also acutely aware that there is a significant need for additional housing of all tenures within every London borough and that we must play our part in delivering these new homes as quickly as we can with the resources we have.

We are looking at every opportunity to bring additional new homes and regeneration to our housing estates - just as much as to the centres of our towns, as to our neighbourhoods. The Housing Zone programme is one such opportunity. I am fully supportive of this bid to the Greater London Authority to help us progress on the path to estate renewal and regeneration.

I trust you will give our bid the consideration it deserves to enable us to deliver on one of our key strategic interventions and one of the Mayor's key London Plan priorities.

Yours sincerely

  
**Kevin Davis**  
Leader of Council

## APPENDIX 2 – LETTER FROM S151 OFFICER

---

Lucy Owen  
Head of South London  
Housing and Land Directorate  
Greater London Authority  
City Hall, 3rd Floor  
The Queen's Walk  
London SE1 2AA

21st January 2016



Dear Lucy

### **CAMBRIDGE ROAD HOUSING BID**

Kingston Council is committed to achieving Opportunity Area status for the Royal Borough and using over 40 sites to bring new homes, new jobs and world-class educational facilities into the area. Housing regeneration and delivery of new homes is a core element of our growth ambitions and the Cambridge Road scheme is crucial to achieving these.

The GLA estimates that our borough will have 180,000 residents by 2036, a 13,000 increase on the current number. Our existing housing supply will not meet the needs of this increased resident population, either in terms of number of affordable houses or in availability of different tenures. To address this issue the Council is committed to increasing the supply of affordable housing, to encouraging new private development of mixed tenure properties, and to improving existing Council owned stock.

The Cambridge Road scheme will be greatly enhanced by gaining Housing Zone status. The Housing Zone scheme will raise the profile of Kingston's ambitions attracting development and growth into the Borough, and provide residents with the assurance that developing Housing options in this part of London is of strategic importance to the Mayor. I am therefore pleased to support this bid to create in principle a Housing Zone for the Cambridge Road scheme and the specific sites detailed in the bid.

The Council has already allocated dedicated financial resources to the Housing Regeneration project and will continue to resource the Cambridge Road scheme as one of our key strategic priorities. There is strong Member support for regenerating our estates and increasing housing supply for Kingston. This gives us a strong foundation for achieving great outcomes for Kingston residents but the Council alone can only go so far - working with a development partner and achieving Housing Zone status will enable us to push the boundaries of our ideas further, accelerating and increasing the delivery of new homes for our residents.

I confirm the Council is willing to enter into a funding agreement with the GLA and will be held accountable for implementation of the Housing Zone. I understand the detail of the funding agreement will be finalised collaboratively by the Council and the GLA and is subject to final Member approval.

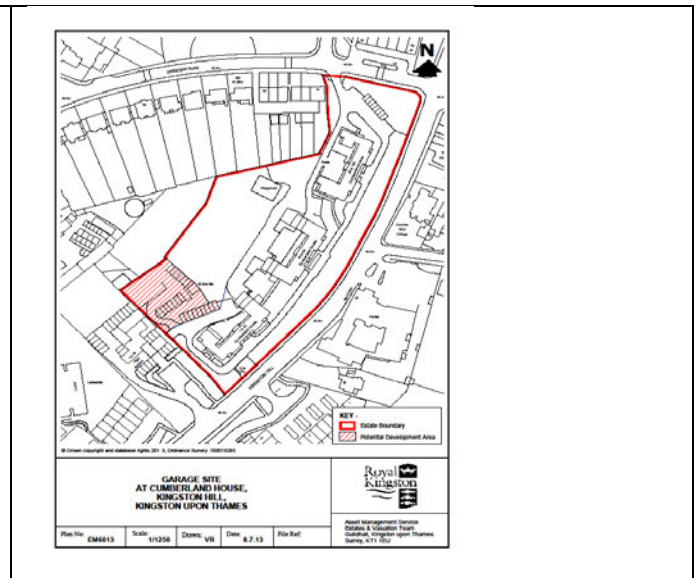
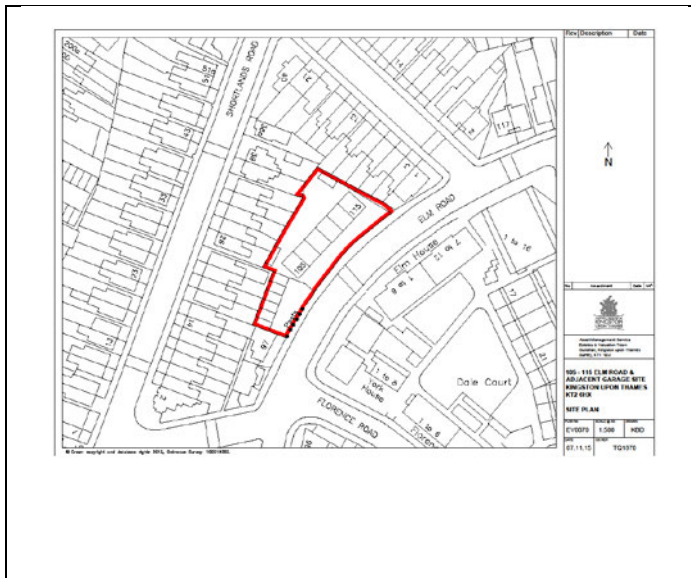
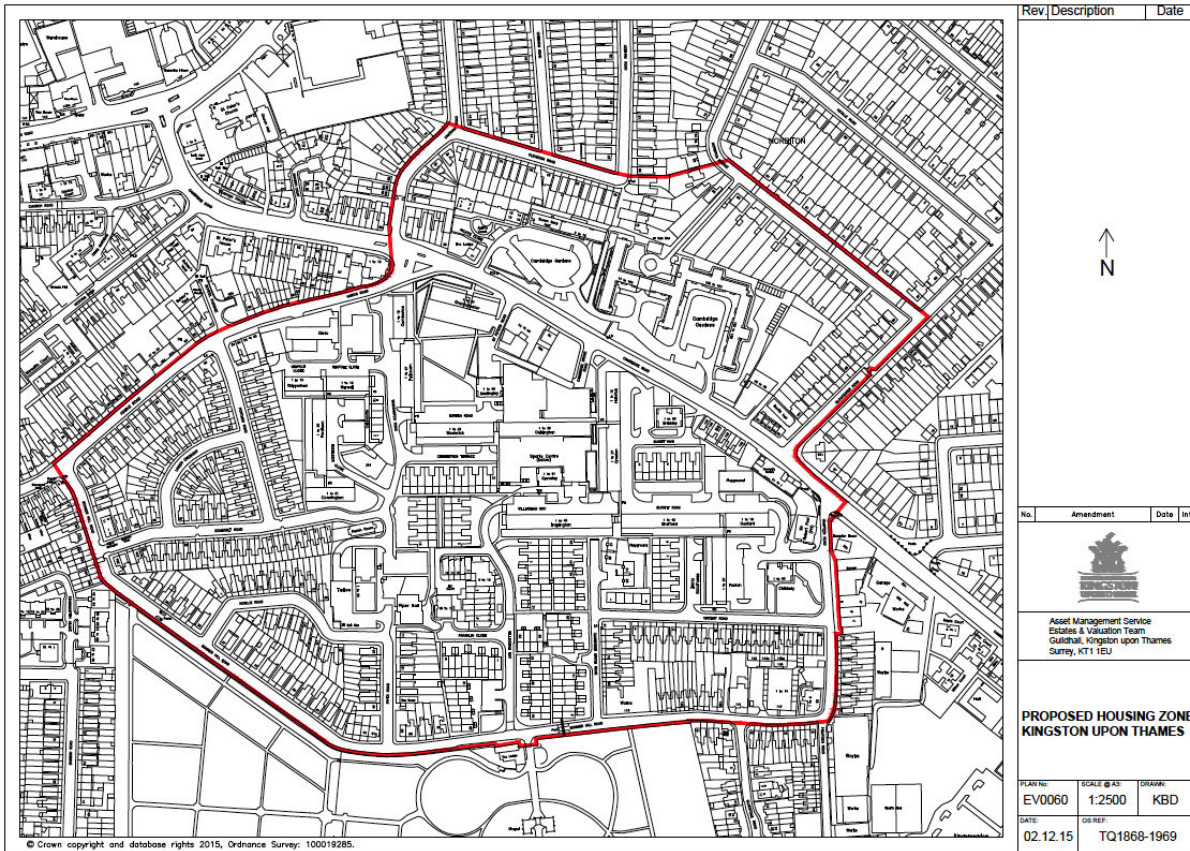
Yours sincerely

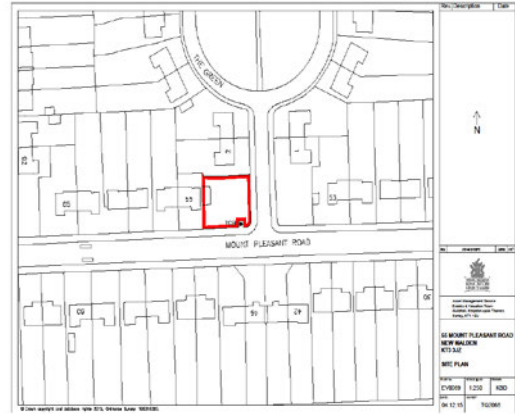
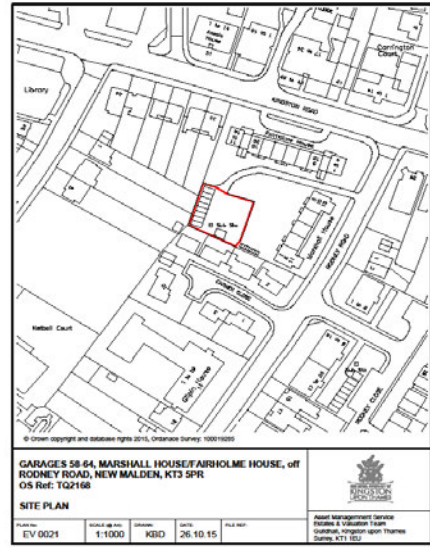


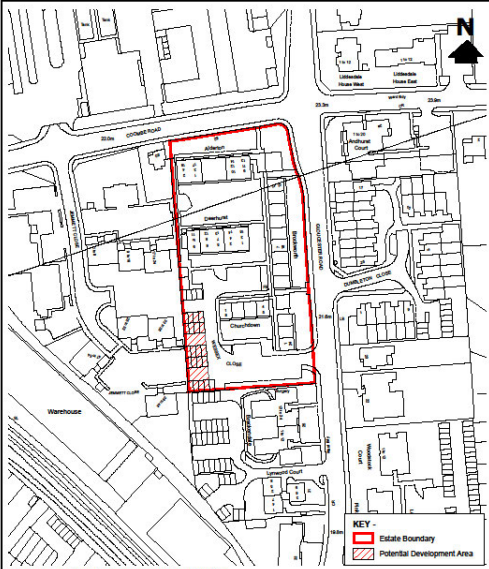
**Leigh Whitehouse**  
Director of Finance



# APPENDIX 3 – INDIVIDUAL BOUNDARY PLANS







© Crown copyright and database rights 2011. Ordnance Survey. 100013285

**GARAGE SITE  
AT WESSEX CLOSE,  
KINGSTON UPON THAMES**



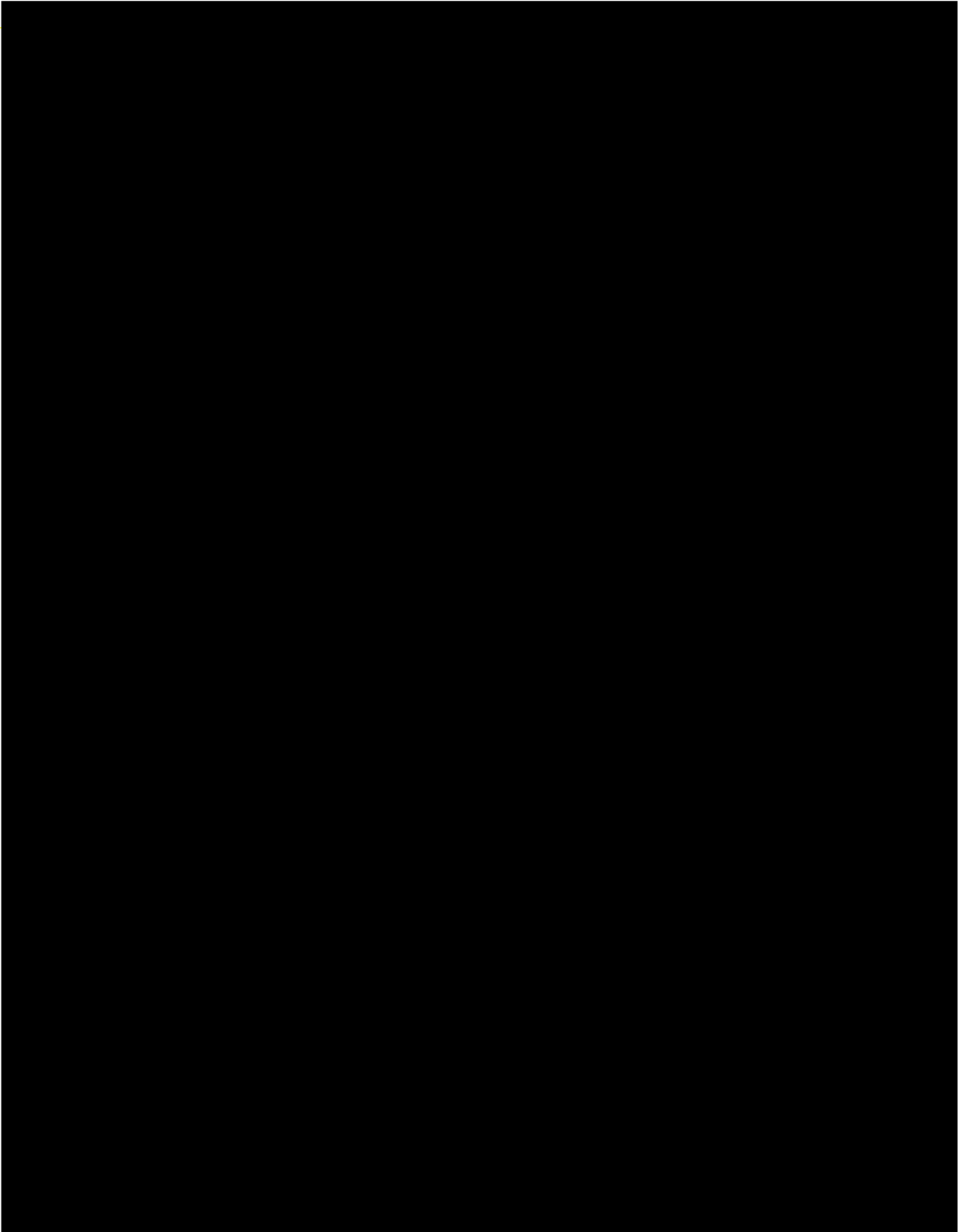
Asset Management Service  
Estates & Valuation Team  
Guthrie, Kingston upon Thames  
Surrey, KT1 1EU

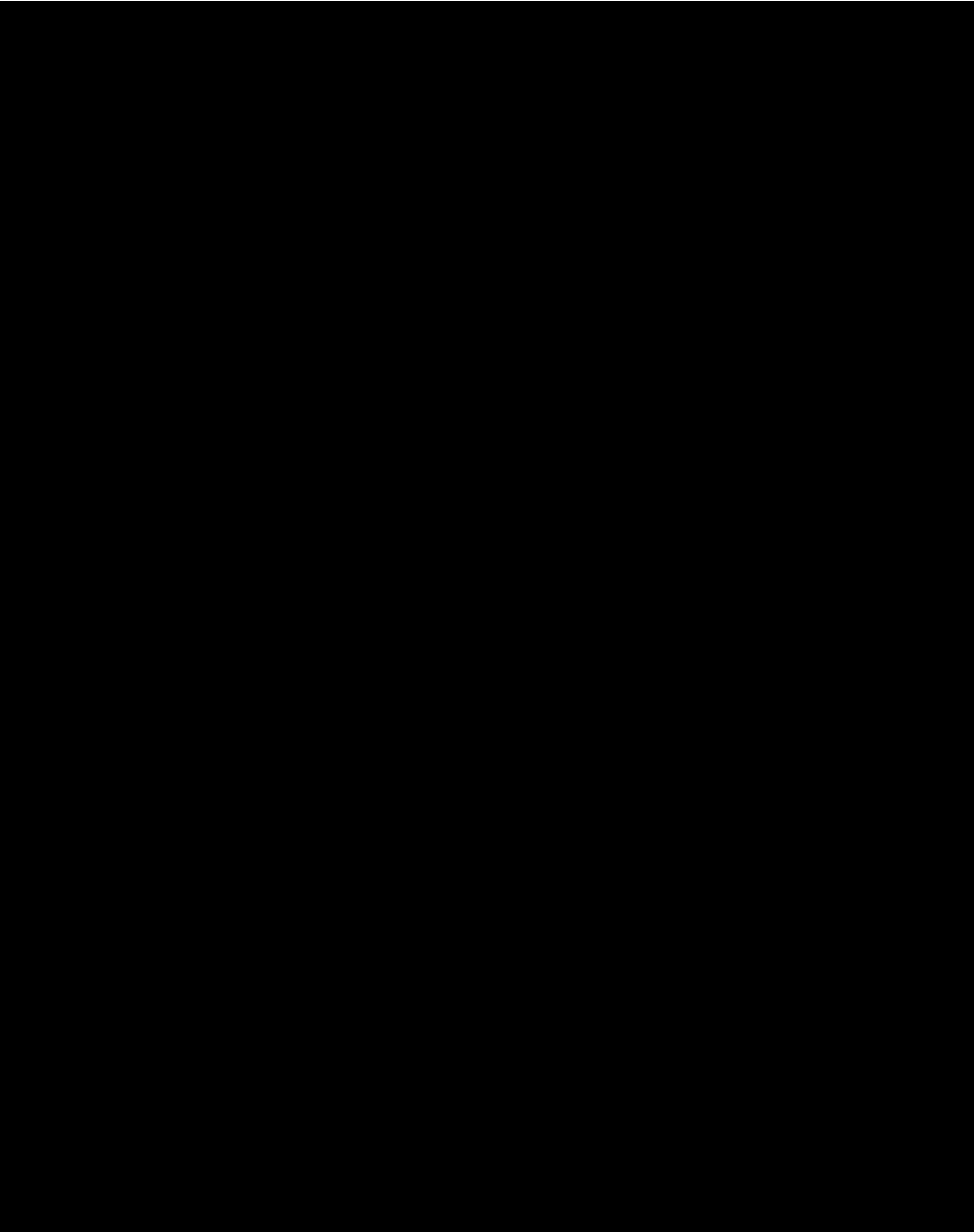
Plan No:	Scale:	Drawn:	Date:	File Ref:
EM6016	1/1250	VR	8.7.13	

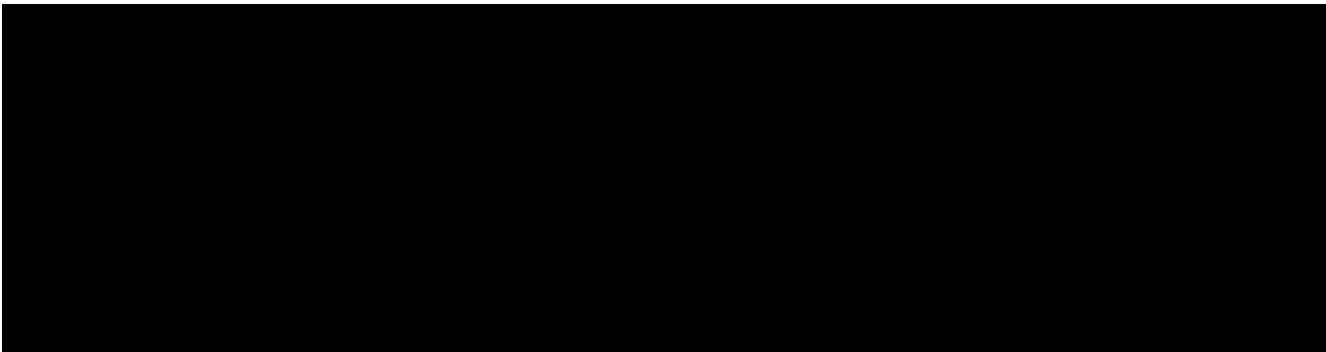


## APPENDIX 4 – RISK REGISTER

---







## APPENDIX 5 – PROGRAMME

