



KINGSTON'S

Borough Investment PLAN

**Latest draft January 2011
www.kingston.gov.uk**

Introduction

This is Kingston's Borough Investment Plan.

It has been produced within the framework of the 'Single Conversation' with the Homes and Communities Agency (HCA). The HCA sees the Single Conversation as the key mechanism for agreeing and securing delivery on housing and regeneration programmes at the local authority level. The term Single Conversation relates to its comprehensive coverage, including the full range of housing, infrastructure, regeneration and community activities. It draws on the priorities for a local area as set out in key local plans and is designed to be an 'ongoing, evolving and dynamic process'. The HCA envisages that the Single Conversation will always be a negotiation and have at its core, shared visions and objectives for places.

At the time of writing the status of the Borough Investment Plan is developing following proposals from the Government to incorporate the HCAs functions in London into the GLA and the Mayor's proposals to devolve delivery to London Boroughs. It is envisaged that the Borough Investment Plan will form the basis of a Borough Investment Agreement (BIA) and, potentially, a Devolved Delivery Agreement.

The Plan is being produced at a time of considerable change:

- At a national level, the Government and the HCA are introducing a new Affordable Rent for affordable housing, while
- in Kingston, from January 2011, Planning, Housing and Asset Management Services have been brought together for the first time within the Council in a new grouping of services in Place and Regeneration.

For the Borough and Kingston Strategic Partnership this Plan will make an important contribution to:

- Achieving the vision set out in the Kingston Plan for the Borough as a place to live, work, learn and relax.
- Promoting our Place-shaping priorities, for example in the town centres in the Borough.
- Enabling the achievement of outcomes required by the London Plan and the Mayor's Housing Strategy for London.
- Delivering the Partnership's own housing objectives, particularly in providing more high quality affordable housing, securing investment in council homes to bring them to the Decent Homes Standard and reducing the reliance on temporary accommodation for homeless households.

The Plan includes:

Section 1 A profile of Kingston as a place.

Section 2 A summary of the local policy background from which the Plan derives.

Section 3 A description of the delivery arrangements in the Borough, including:

- Kingston Strategic Partnership and its structure
- The Housing Improvement Plan
- Partnership arrangements in Kingston
- A Position Statement on the new funding arrangements for Affordable Housing.

Section 4 Our plan-shaping priorities, and how they flow directly from the Kingston Plan and outline our plans in the four key areas of:

- Kingston Town Centre and K+20
- The Tolworth Strategy
- Hogsmill Valley
- Estate Regeneration

Section 5: Sets out other delivery priorities, including:

- The scope for the development of new affordable housing
- A street acquisition programme
- Strategy for bringing council homes to the Decent Homes Standard

Section 6: Our investment priorities.

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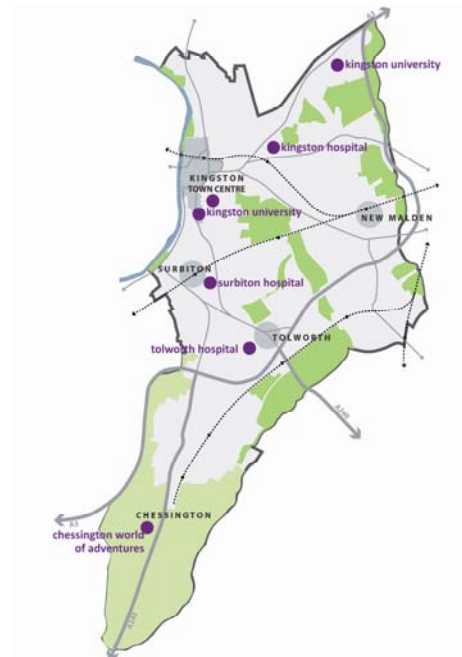
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I. Kingston as a Place

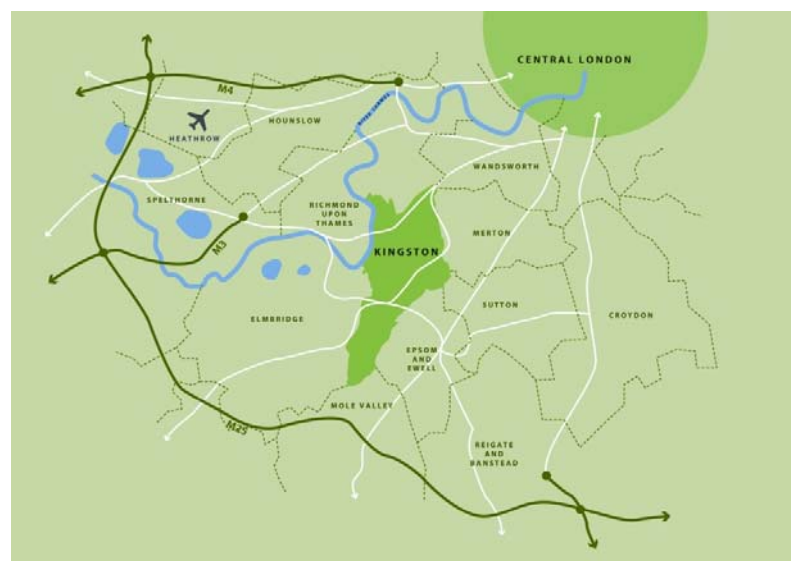
The Borough plays an important sub-regional role providing: shopping; evening entertainment; Crown, County and Magistrates Courts; Higher and Further Education (Kingston University and Kingston College); business and public services in Kingston town centre; Kingston Hospital; Chessington World of Adventures (a significant visitor attraction in Summer) and the Hogsmill Sewage Treatment Works.

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.



Geography and Physical Context

Kingston is situated on the River Thames in South West London, twelve miles from central London and eight miles from the M25. The borough is part of the South-West London sub-region, bordering the London Boroughs of Merton, Sutton, Richmond and Wandsworth and the Surrey districts of Elmbridge, Mole Valley and Epsom and Ewell.

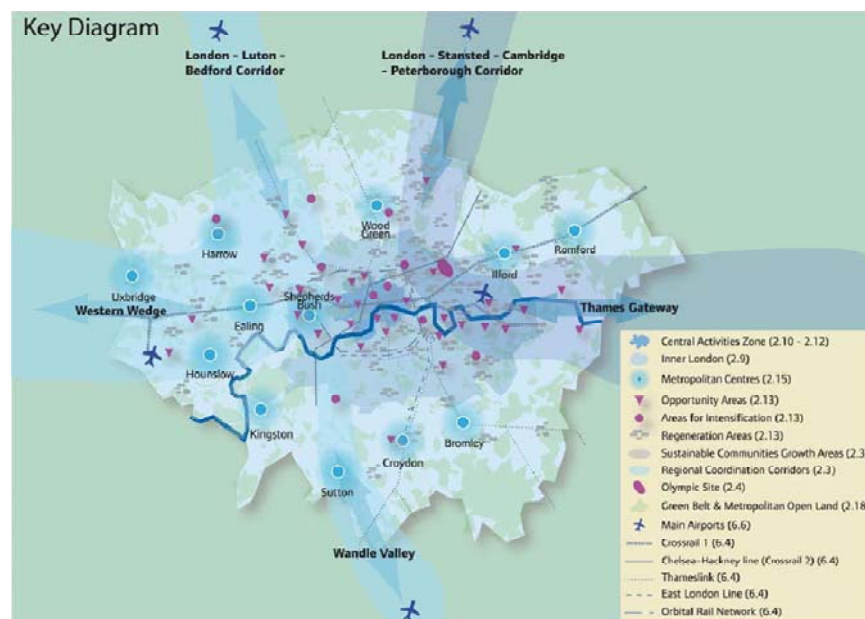


Kingston's Borough Investment Plan

The Borough covers an area of 38.66 square kilometres, which makes it the seventh smallest out of the London boroughs in terms of its geographical area.

Kingston's attractive low rise suburban residential areas range from the highly desirable areas of Coombe, Kingston Hill and Southborough with their large detached houses, to the Victorian and Edwardian villas and terraces around Kingston town centre and Surbiton to the inter-war and post war suburbs of semi-detached houses in New Malden, Worcester Park, Berrylands, Tolworth, Hook and Chessington.

The borough is close to large open spaces in Richmond Park, Wimbledon Common, Hampton Court and Bushey Park, as well as having its own green spaces. Over a third of the borough is open space, with large areas designated as Metropolitan Open Land (MOL) and Green Belt.



Population and Demography

Kingston's population of 166,700 in 2009 (Source: ONS Mid Year Estimates 2009) is the smallest of all the London boroughs (excluding the City of London). The 11.9% increase from 2001 was a higher rate than the outer London (11.6%) and Greater London (7.9%) averages. Of the 65,000 households, single person households form the largest group (32%), with 13% being lone pensioners, followed by couples with dependent children (21%) and couples with no children (17%).

Overall the borough has a relatively low proportion of residents in minority ethnic groups, estimated at approximately 22.5% in 2010 compared with 34.6% for London overall (though this is lower than the population nationally). Tamils and Koreans form the largest minority ethnic groups in the borough. New Malden's Korean population is the largest in Europe. Ethnic group population projections from the Greater London Authority indicate an increase of the ethnic minority population to 27.5% by 2026 in Kingston with 38.6% in Greater London as a whole. (Source: GLA Ethnic Group Projections 2009).

Economy and Deprivation

Over the past 20 years the borough's economy has transformed from a manufacturing sector base to one based on business and service industries and the public sector. There were nearly 87,000 jobs in 2008, with high proportions in business activities, finance and IT (30.3%); distribution, retail and catering (25.9%) and public administration (26.7%). (Source: 2008 Annual Business Inquiry). At the same time, nearly 85,000 residents were available for work, with a high proportion (61.3%) in the top three socio-economic groups (managers, professionals and technical occupations), compared to 54.7% for London overall (Source: Annual Population Survey 2009). Despite roughly equal numbers of jobs and residents available for work, there is a significant imbalance between the types of jobs available and the skills base of residents. The high proportion of lower level service jobs in the borough results in a high proportion of residents commuting out of the borough to work and large numbers of workers commuting into the borough to work.

Kingston Town Centre, one of 11 Metropolitan Centres across London, is the Borough's main commercial centre and a sub-regional shopping centre, as well as being a significant cultural and leisure destination. The district centres of Surbiton, New Malden and Tolworth cater for more everyday needs, supplemented by local shops.

Outside the main centres, the Borough's Core Strategy designates nine strategic and local industrial locations.

In the context of Greater London, Kingston is a relatively prosperous Borough. The total employment rate in Kingston is higher than London's and just beneath the Great Britain rate. Only nine other London Boroughs have a higher rate of employment.

However, there are pockets of relative deprivation in the Borough notably in the Norbiton Ward (focused on the Cambridge Estate), and in parts of Beverley ward in New Malden and Grove ward in Kingston.

Kingston's Borough Investment Plan

In the whole of the Borough although unemployment among the 16-24 year old age group was 6.9% in June 2010, down from 9.6% in March, it is still much higher than the 2.6% for all age groups. The Norbiton and Chessington North & Hook wards had unemployment rates among this young age group of 13.9% and 11.6% respectively in June 2010. However this is a decrease since September 2009 when the rates were 20.7% and 17% respectively. (Source: JSA Claimant Count).

Kingston ranks very low in terms of overall social deprivation compared to other London boroughs, and is the third least deprived borough in London behind Richmond upon Thames and the City of London.

The map shows the levels of deprivation within the borough at 2007, based on the Index of Multiple Deprivation (IMD).

As the map shows the vast majority of wards in the Borough are ranked in the least deprived category nationally. Kingston has no areas in the most deprived 10% and only one (in Norbiton) in the 10-20% band. One area in Grove and one in Berrylands are in the 20-30% most deprived areas nationally.

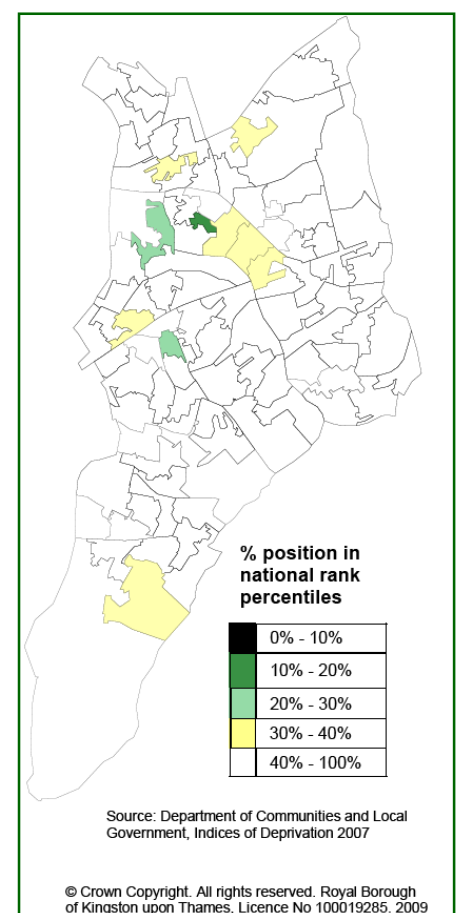
When looking at the rankings, of all the domains, the one with the most significant increase in deprivation relative to other areas in England is Barriers to Housing and Access to Services.

Housing Tenure

2001 Census data shows that the majority of the borough's housing stock is made up of houses (64%), with 36% flats. A significant proportion of the private sector stock (67%) was built before 1944.

A higher proportion of Kingston residents own their own home, either outright or with a mortgage, than the London average. A similar proportion of the Borough's residents rent from a private landlord compared to the London average but fewer Kingston residents rent from the Council than in London.

The borough has a relatively small social housing sector compared to the London average, with Council and Registered Social Landlord housing making up around 12% of the housing stock.



Average house prices dropped by 21% between June 2008 and April 2009 in Kingston, compared to 14% in London and 15% in England and Wales. However, since April 2009, house prices in Kingston, London and England and Wales have risen each consecutive month.

Between 2003 and March 2010, 2341 additional homes were built in the Borough, the largest proportion in Kingston Town Neighbourhood where 1367 new units were built. The majority of new dwellings built (47%) were two bedroom units and a further 35% were one bedroom and studio units.

Homelessness and Temporary Accommodation

The main cause of homelessness in Kingston remains those asked to leave by parents, relatives or friends. This accounted for 47% of all homelessness acceptances in 2009/10; the next highest proportion was from those who had lost rented accommodation, excluding those who had lost an Assured Shorthold Tenancy which accounted for 16% of acceptances.

Households from Black and Minority Ethnic Communities accounted for 28.6% of all acceptances, with Asian households being the largest ethnic grouping, accounting for 14 out of 140 acceptances (10%).

Homelessness applications and acceptance have been reduced substantially in recent years. The table below outlines the past five years of applications, acceptances and proportions accepted.

	Applications made in year	Acceptance decisions	Proportion of decisions made within the year that were acceptances
2005/06	1165	288	25%
2006/07	1001	230	23%
2007/08	944	207	23%
2008/09	625	218	31%
2009/10	499	140	29%

Homelessness applications have been reduced by around 57% and acceptances by 51%. This is due largely to the high standard of homelessness prevention work carried out by the Council and its voluntary sector partners.

The number of households in temporary accommodation has also been reduced rapidly in recent years, from a peak of 825 households in the autumn of 2007 to 477 in December 2010.

Housing Register and Lettings Available

Kingston's Common Housing Register, maintained jointly with partner RSLs, contained 7,791 households on 1 April 2010, up from 6,600 in April 2007.

Of these, 15% or 1,156 households required three bedroom homes and 421 (5%) required four bedroom homes or larger.

Against this, 441 social housing lettings were available in the Borough in 2009/10. Of these, 65 were of three bedroom homes and 11 of four bedrooms or more.

Dealing with under-occupation

The Borough aims to make best use of its social housing stock by encouraging under-occupying tenants to downsize to one bedroom accommodation or sheltered housing, releasing larger homes for priority households awaiting re-housing. Tenants releasing at least two bedrooms (eg four bed to two bed) also qualify. The Incentive to Move Scheme offers priority re-housing and support for under-occupying tenants to find suitable accommodation, and practical assistance with removals when they have been offered a smaller home.

An incentive grant is paid to all under-occupiers moving to a smaller home. Tenants moving from one bedroom general needs homes to sheltered housing have their removals arranged and paid for, but do not qualify for a grant.

In 2009/10, 41 under-occupiers moved, exceeding the target of 40. The challenging target for 2010/11 is 45 moves. We are also considering extending the scheme in 2011 to downsizing tenants releasing one bedroom, eg from a three bed home to a two bed. This would help to create chain moves whereby an overcrowded tenant moves into the three bed home released and a homeless household moves into their home. This would have financial implications for the HRA, however, so may depend on funding being made available.

Empty Homes

The Borough also seeks to maximise the use of existing resources by rapid re-letting of its own stock and of tackling long term voids in the private sector. Capital provision for the latter is described in Section 4. In this case, grants are usually tied to a nomination arrangement for a household in need.

2. Strategy and Policy

Sustainable Community Strategy and Local Area Agreement

The Kingston Plan (the Borough's Community Plan) sets out the vision for the borough in 2020 and outlines what we will do as a partnership to get there.

'We want Kingston to be a place where people are happy, healthy and enjoy a good quality of life, in a safe and tolerant environment, where business is prosperous, and where everyone in our community can contribute to our success and reach their own full potential.'

This vision has been developed into three cross-cutting themes which together outline what the Borough will be like in 2020.

1. A Sustainable Kingston protecting and enhancing the environment for us and for future generations.

There will be a reduction in greenhouse gas emissions through a shift to low carbon energy, energy efficiency and use of renewable energy. There will be less use of cars, better provision for non car modes of transport, safer roads and improved air quality. New built developments will be far more energy efficient than in the past. Opportunities for the use of renewable energy will be taken where feasible and all new homes will be carbon neutral (a national objective).

People will generate less waste and recycle a higher proportion of waste generated. Waste generated across the four boroughs of Kingston, Sutton, Merton and Croydon will be processed at strategic sites best located to serve the four boroughs.

Flood risk will be reduced by an increase in the use of sustainable urban drainage systems and appropriate design of development that needs to take place in the flood plain. The Thames riverside will continue to be an attractive place for recreation and the Hogsmill Valley will have seen improvements to its environment creating benefits for recreation and biodiversity.

The street scene will be improved by a range of activities including sensitive, well design development and public realm and highway improvements. There will be sufficient open spaces such as parks and allotments to meet the needs of the population. Parks will contribute to improved health, biodiversity and reducing climate change effects.

Places, buildings and spaces that are valued for amenity, biodiversity, architectural or heritage reasons (such as conservation areas) will be protected and where possible enhanced for the benefit of local people and visitors to the area.

- 2. Prosperous and inclusive: Sharing prosperity and opportunity**

Kingston Town Centre will have developed its retail, leisure and cultural offer, seen an improvement in the quality of its office stock, and accommodated around 1000 new homes. Sustainable transport into the town centre will be improved, through improved walking and cycling routes, better public transport, including upgraded rail and bus stations, and potentially a park and ride service.

The district centres of New Malden, Surbiton and Tolworth will all be thriving, playing to their strengths to provide local shops and services, office based employment, and residential accommodation. Shopping parades and local shops will continue to provide for day to day needs. We will also modernise our main industrial areas and maintain sufficient land to support our local economy.

These developments will have helped to create a wider range of employment opportunities, particularly in growing sectors such as creative, culture, business services and tourism.

Educational standards will remain high in schools which will be redeveloped and refurbished through the Building Schools for the Future and Primary Capital Programme. Access to a range of local support services in schools or children's centres will have improved outcomes for all and substantially closed the gaps in attainment between pupils in different schools and from different backgrounds, especially between deprived and more affluent pupils. This will form a part of the 'community hub' network across the Borough providing accessible services in local settings, including health, housing, advice and information. Kingston College and Kingston University will continue to expand the range of further and high educational provision.

In addition to physical and economic regeneration of our main employment centres, residents will have access to the opportunities to acquire skills and other necessary support to compete successfully for jobs and to progress in their careers. There will be tailored support to tackle barriers to employment for groups such as disabled people, people with mental health problems, lone parents and ethnic minorities, to allow them to gain sustainable employment if they are able to do so.

There will be an increase in the number of homes, both for sale on the open market and affordable housing for rent or shared ownership for which households in housing need can apply. Kingston has a minimum target of 3850 new homes between 2007 and 2017. This equates to 385 per annum – a target which will be extended to 2025 pending a review of the London Plan with new housing targets for the period beyond 2017.

Provision of new housing will reflect the needs identified in terms of sizes, types and tenures of homes, Affordable housing provision will be maximised.

3. Safe, Health and Strong: Preventing problems, promoting responsibility and independence

The Borough will continue to be one of the very safest in London, but with reduced crime at local 'hotspots' such as the town centre. We wish to create a local environment that is not only safe but feels safe. Town and district centres will have a good mix of evening attractions suitable for all ages. New developments will be designed in a way that reduces the opportunity for crimes and makes people feel safe. We will work to reduce the causes of crime, working with local communities to address anti-social behaviour and providing services to help rehabilitate those with drug and alcohol addictions.

There will be good quality health facilities to meet the needs of the growing population, some of which will be delivered at community hubs with other public services. There will be a wide range of opportunities for people of all ages to engage in leisure and cultural activities to improve their physical and mental health. Through successful partnership with our communities, people are making healthier lifestyle choices, such as stopping smoking and ensuring they take regular exercise. These initiatives will help stem the rise in obesity and promote healthy lifestyles for all. This will lead to a reduction in health inequalities and improved life expectancy.

Kingston is a place where people of all ages and backgrounds thrive together, respecting diversity and with a common sense of belonging. People are proud of Kingston and live in communities where they feel belonging and mutual respect. People are encouraged to know their neighbours and support them, through community and development and volunteering opportunities. People have access to wider support networks in the community and communities are working together to build capacity and promote cohesion.

The Kingston Plan is supported by our Local Area Agreement (LAA), which sets out our local priorities as represented by the local authority in partnership with its Local Strategic Partnership (the Community Leadership Forum) and other key partners. The LAA comes to an end in March 2011.

Planning Policy

Local Development Framework (LDF)

The overarching spatial planning vision for Kingston is set out in the Core Strategy (the key document within the LDF), which sets out the framework to deliver the spatial elements of the Kingston Plan. Once adopted, the Core Strategy will replace 2005 Unitary Development Plan (UDP).

The Core Strategy set out 24 objectives aligned under the three Kingston Plan themes. In addition, the Core Strategy identifies the main planning challenges to be addressed in the borough, including:

Challenges for the Borough

Climate change

- Adapting to the effects of climate change and increased risk of fluvial flooding in key areas such as Kingston Town Centre and the Hogsmill Valley and surface water flooding
- Mitigating Kingston's contribution to climate change by adopting low carbon standards and sustainable designs for new development

Sustainable development and transport

- Accommodating new development whilst protecting the distinctive character of different parts of the Borough
- Improving orbital public transport connections and the frequency of rail services to central London
- Reducing the need to travel by locating new facilities and housing in accessible locations and town centres (Kingston Town Centre and Surbiton, New Malden and Tolworth District centres)
- Supporting sustainable forms of travel such as walking and cycling
- Delivering the proposals set out in the Kingston Town Centre Area Action Plan (K+20).

Meeting demands of population growth

- Accommodating housing growth and securing a mix of housing types without compromising the quality of life of existing residents or the character of the Borough

- Increasing affordable housing to meet local needs
- Accommodating school expansion requirements
- Provide improved local health facilities is a priority need
- Open spaces and recreation facilities need to be enhanced and contribute to health improvements and reduced health inequalities

Employment

- Realising Kingston's employment growth potential in expanding sectors such as education, environmental and creative industries and tourism
- Matching future jobs more closely to the skills and needs of residents many of whom are highly qualified

Within the Core Strategy Tolworth, Kingston Town Centre and parts of the Hogsmill Valley are identified as 'key areas of change'. These are areas likely to see the greatest change as policies with the Core Strategy are implemented, in cases of Tolworth and Kingston Town Centre this is likely to include significant amounts of new housing. The Core Strategy sets out the overarching framework for how this change will be focused and promoted to benefit local and wider needs. Policies for these areas are supplemented by additional guidance set out in supporting documents (see section 4)

The Core Strategy is currently being finalised and will be published in January 2011, following which the document will undergo independent examination and then be formally adopted in spring 2012.

The Core Strategy is due to be published prior to submission at the end of January 2011, following which the document will undergo independent examination and then be formally adopted in spring 2012.

As part of the Local Development Framework (LDF) the Council has also already prepared an Area Action Plan for Kingston Town Centre (K+20), and is currently preparing a Joint Waste Plan with the boroughs of Merton, Sutton and Croydon.

In addition to the Local Development Framework, the London Plan 2008 forms part of the Statutory Development Plan for Kingston and the Core Strategy has been prepared in the accordance with its policies, vision and objectives. The following aspects in the London Plan are of particular relevance to Kingston:

- The designation of Kingston Town Centre as a Metropolitan centre (one of 11 across London).
- The designation of New Malden, Surbiton and Tolworth as District centres.
- A strategic housing target of 3,850 for 2007-2017.

Kingston's Borough Investment Plan

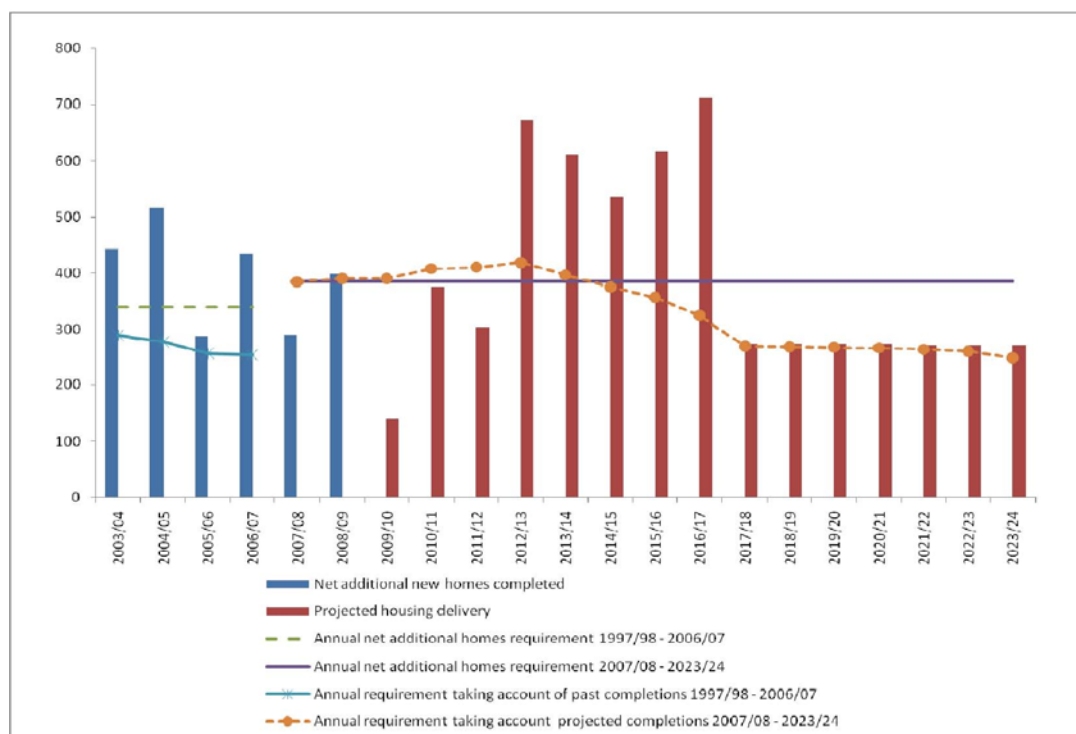
- The designation of Chessington Industrial Estate and Barwell Business Park as Strategic Industrial Locations (SILs).
- The Green Belt in the south and the Metropolitan Open Land (MOL) along the Hogsmill Valley and in the north of the borough form part of London's strategic open space network.

The Mayor of London has prepared a review of the London Plan which underwent Examination in Public in late 2010. The Core Strategy for Kingston has been developed to take account of both the existing London Plan and any changes proposed as part of this review.

Housing supply targets

The current strategic housing target for the borough (as set out in the 2008 London Plan) is to deliver 385 net completions per annum over the period 2007/08 to 2016/17. Based on the recently completed Strategic Land Availability Assessment, the Mayor's Draft Replacement London Plan 2009, proposes to reduce this target to 375 for the period 2011-2021.

The following diagram shows the numbers of net additional homes completed in past years and projections to 2023/24.



Affordable housing target

In accordance with the Unitary Development Plan policy, we currently seek to meet an overall borough-wide target that 40% of new housing from all sources is affordable, of which 70% should be for social rent and 30% intermediate provision. The Council seeks 50% affordable housing on all proposed housing developments capable of achieving 10 units or more. The Core Strategy reduces this threshold to five units.

The 2008 Local Area Agreement committed the borough to targets for the provision of new affordable homes in the period 2008/09 to 2010/11 (National Indicator 155). Since agreeing this target, in common with other boroughs, Kingston has been affected by the economic conditions which have impacted upon the housing market resulting in delays to start on site for a number of larger developments which were expected to deliver new affordable housing through s106 agreements.

Kingston's NI 155 gross affordable housing target was 420 affordable units for the three-year period 2008/09 – 2010/11. However, through the 2010 LAA refresh process this target has reduced to 263 comprising 40, 83 and a stretch target of 140 units in 2008/2009, 2009/10 and 2010/11 respectively. The existing LAA ends in March 2011 and following a change in Government policy will not be refreshed.

Housing Policy

Kingston's Housing Strategy 2007-2010 was developed to deliver the Council's corporate objectives and is informed by policies developed at a regional and national level. Housing has a critical role to play in delivering the community vision in the context of the local housing market. A new Housing Strategy is being developed for adoption in April 2011.

Our strategic priorities are to:

- Maximise the supply of housing and affordable housing in particular.
- Meet the needs of Kingston's different communities.
- Improve housing conditions across all tenures.
- Build sustainable communities.

There are clear housing-related aims at a national level to ensure that every home should meet a level of decency, be affordable and within a community that is sustainable where people wish to work and live. This Strategy reflects those national objectives.

The Council is addressing each of these aims as follows:

Kingston's Borough Investment Plan

Priority 1: Maximise the supply of housing and in particular affordable housing	Increasing the supply of new homes overall, and affordable housing, including for key workers.
	Better use of the planning system to deliver housing targets.
	Ensuring that 60% of all new housing is provided on previously developed land.
	Maximise densities on larger sites in areas of high demand.
	Bringing empty properties back into use.
	Improve housing supply by reducing the time taken to relet council homes and increasing access to the private rented sector.
Priority 2: Meet the housing needs of Kingston's different communities	Tackling homelessness and rough sleeping, bringing to an end the use of B&B for families with children and keeping rough sleeping as close to zero as possible.
	Implementing the supporting people programme.
	Addressing the housing needs of BME communities.
	Move to a fairer system of social housing rents and simplify and improve the administration of Housing Benefit.
Priority 3: Improve housing conditions across all tenures	Bringing all social housing up to a decent standard.
	Apply best value and resident participation compact principles across all social housing.
	Improving the standard of private sector housing, and reducing the proportion of non-decent private housing occupied by vulnerable groups.
Priority 4: Building sustainable communities	Tackling fuel poverty.

	Delivering choice through lettings.
	Encourage sustainable home ownership.
	Tackling crime and anti-social behaviour.
	Providing safe, attractive, clean public spaces.
Priorities 1 to 4	Delivering sub-regional approaches to address housing problems.

Economic Development and Worklessness

Maintaining and developing a sustainable local economy that is accessible to all our residents is a key theme of the Kingston Plan. The Plan identifies the following key actions for achieving this:

- Regenerate Kingston town centre and district centres.
- Modernise industrial estates and grow our Small and Medium sized Enterprises (SME) base.
- Increase employment opportunities for all including disabled people, lone parents, people who lack qualifications.
- Support capacity building in the third sector and the development of social enterprise.
- Help people of working age on benefits back to work and prevent those in work falling out of work and onto benefits.
- Raising the skill threshold of adults so as to access future employment opportunities.
- Increase take up of formal childcare by low-income working families.

Sustainability

The first of the Kingston Plan's three cross-cutting themes focuses on a *Sustainable Kingston* seeking to protect and enhance the environment now and for the future. The theme's first objective is to tackle climate change, reduce Kingston's Ecological Footprint and 'reduce, reuse, recycle'. It seeks a reduction of CO2 emissions to contribute to national reduction targets and action to reduce flood risk.

The Council signed the Nottingham Declaration on Climate Change in 2007 committing to various actions including reducing CO2; developing plans with partners to address the causes and impacts of climate change; assessing risks; and, monitoring progress. The Core Strategy confirms this commitment which will be further expanded by the Climate Change and Sustainability Strategy which

the Council is preparing (due for adoption in 2010/11) which will set out how the Council intends to reduce its own and the wider borough's ecological footprint.

The Council adopted an Energy Strategy in 2009 aimed at significantly reducing carbon emissions and energy use from Council operations.

The Kingston Plan seeks low carbon zones, where a range of co-ordinated activities take place to reduce carbon emissions, increase energy efficiency and alleviate fuel poverty.

Town Centres

The borough's retail hierarchy comprises: Kingston Town Centre, which is a Metropolitan Centre; three District Centres: New Malden, Surbiton and Tolworth and 25 local centres. Kingston town centre is a highly successful and popular shopping destination, attracting around 18 million visitors a year from a wide catchment area. It plays an important role in the local economy, providing around 17,000 jobs in 700 businesses. It is also a significant hub for culture, entertainment and leisure, with a vibrant Evening and Night Time Economy. In recognition of this and the progress that has been made in making it a safer and more pleasant place after dark, Kingston Town Centre was awarded Purple Flag status in January 2010.

The Council has an adopted Area Action Plan (K+20) for Kingston Town Centre which provides the framework for future development and improvement. Over the period to 2020 there will be planned change and development to provide:

- New and enhanced shopping, leisure, cultural, education and community facilities.
- New housing and jobs.
- New and enhanced public spaces.
- Transport and environmental improvements.

The Area Action Plan identifies key areas suitable for change to accommodate new development and facilities and key areas for conservation and enhancement, plus a range of environment and transport improvements, to protect Kingston Town Centre from inappropriate development and to preserve its attractive character, distinctive historic environment and the riverside.

The three District Centres: Surbiton, New Malden and Tolworth (each with distinct characters) supplement the role of Kingston Town Centre providing a range of "walk to" shops and services for their local communities. All District Centres have potential sites and areas for improvement and enhancement.

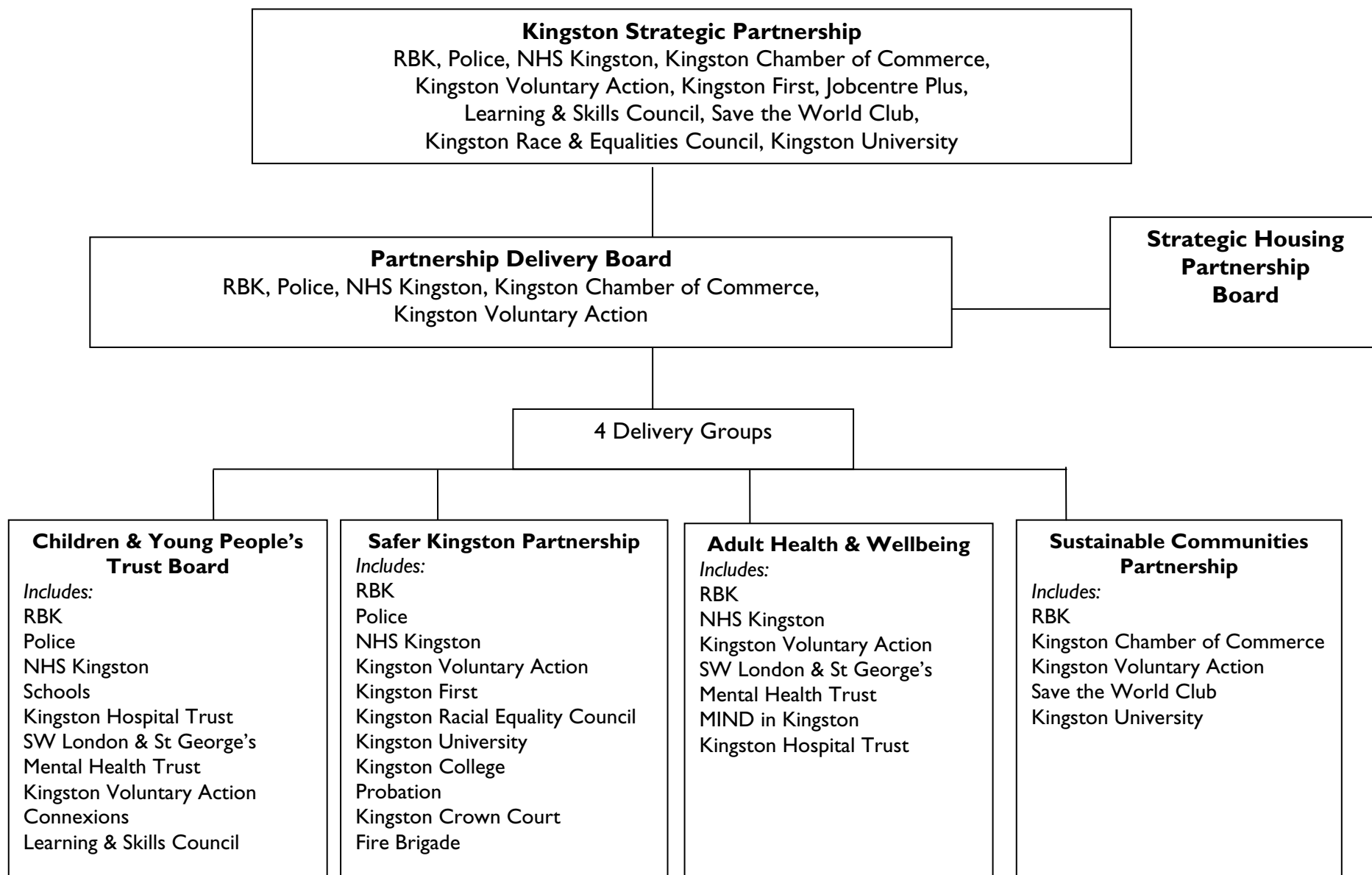
Surbiton and Tolworth have current initiatives looking at public realm improvement schemes. Additionally, the Tolworth Strategy identifies several major development sites which are suitable for new housing.

3. Kingston's Approach to Delivery

This section links the policy framework in Kingston to our specific investment priorities by setting out in detail the mechanisms in place for delivery.

In Kingston, investment delivery programmes are managed within the overarching governance structure of our Local Strategic Partnership - Kingston Strategic Partnership. This brings together the Council and its statutory and voluntary sector partners to develop and deliver the Kingston Plan.

KSP operates under a clear and comprehensive delivery structure (see structure chart on next page).



A new Strategic Housing Partnership Board has recently been established, reporting into the Partnership Delivery Board.

The One Council Programme

Within the local authority itself, a major change programme is well under way. The One Council Programme is aimed at transforming the way it provides services to residents and how it organises itself to do so, within an increasingly challenging external environment. Three key projects within the One Council Programme are:

- Customer First, transforming how residents access Council services.
- Asset Management, improving the way in which the Council manages and maximises the use of its assets.
- Community Hubs: looking at innovative ways to allow residents to access services in their local areas.

The Neighbourhood Structure

Kingston has for many years, been in the forefront of the devolution of decision - making to its local communities. Its Neighbourhood Committees are:

- Kingston Town
- Surbiton
- Maldens and Coombe
- South of the Borough

They have important devolved responsibilities in areas such as development control and highway management, in which residents can participate in important decisions affecting their local community.

Strategic Housing Partnership Board

The creation of a new Strategic Housing Partnership Board within the KSP structure reflects the importance being given to delivery of the Housing Improvement Plan. The Plan has been agreed by the Partnership to address concerns raised by the Audit Commission in the areas of Decent Homes, Affordable Housing and the use of Temporary Accommodation for homeless households.

The Partnership Board brings together key representatives from the local authority and other agencies within the KSP, such as the University and Health services, with residents, RSLs, developers and the voluntary sector. The Board is chaired by the Council's Chief Executive.

The new Partnership Board will lead on developing a new Housing Strategy for Kingston and on delivering the Improvement Plan. The Board has a number of groups feeding into it. Three of these are delivery groups, each charged with delivering a key element of the Improvement Plan.

- Affordable Housing Delivery Board
- Decent Homes Delivery Board
- Temporary Accommodation Project Board

Two of these groups are partly consultative and partly operational and both are currently the subject of a review aimed at increasing their effectiveness:

- RSL Forum
- Homelessness Forum

The final two groups feeding into the Partnership Board are consultative:

- Housing Consultative Committee, for Council tenants and leaseholders.
- Private Sector Housing Consultative Committee for private tenants and landlords.

Housing Improvement Plan

The core of the Housing Improvement Plan is a delivery plan for the three themes of affordable housing, decent homes and temporary accommodation. The key elements are:

On Affordable Housing:

- Strengthening the effectiveness of the Affordable Housing Delivery Board.
- Establishing a new RSL Forum
- Agreeing a Development Framework for RSLs developing in the Borough, including development on Council owned land.
- Identifying and removing barriers to developments
- Improving knowledge of the pipeline of development sites
- Consolidating the relationship with the HCA, in general within the Single Conversation and in particular within the context of the Borough Investment Plan, including an acquisitions programme.

On Decent Homes:

- Agreement of a Decent Homes Strategy, including agreement with the TSA on a timescale for meeting the standard.

- Full analysis of the Government's proposals for Council Housing Finance Reform.
- To establish a programme of opportunities for one-off changes of use or disposals.
- Preparing for a programme of "trickle transfers" or disposals should this prove necessary.
- Establishing a new approach to investment planning on council estates, to include opportunities for redevelopment and regeneration.

On Temporary Accommodation:

- Looking at the Business Case for a further range of initiatives to increase the rate of progress towards meeting the temporary accommodation target.

Council Contributions, including Land and Property Assets

In the past, the Council has made available sites or buildings for the provision of new or refurbished social housing. A recent example is the Ely Court scheme on the Cambridge Road Estate, opened in March 2010. Here, 27 units, including large family homes have been provided by Affinity Sutton on land provided by the Council. The Council is actively looking to release and exploit other small infill sites on its estates, in collaboration with RSLs.

The Council successfully bid for Government funding to build eight new family houses, on the site of Yew Tree House, a former sheltered housing block. Unfortunately, funding for this was withdrawn and the site is included in the Site Management Plan at Annex I. This, together with Ely Court, demonstrates the Council's willingness to continue to contribute its own land to assist the development process.

Later sections of the Plan describe how the Council is considering the change of use or development of Housing Revenue Account assets, either land or buildings. This is the case in relation to sheltered housing schemes, infill development, estate regeneration and individual properties. The intention will be either to contribute land to the development process or to recycle capital receipts generated through change of use/disposals back into the priorities identified in the Plan.

In order to ensure value for money, the Council has contributed its own capital resources to supplement funding from the HCA or Network to deliver an Acquisition programme of 11 affordable homes to rent in 2010/11.

Planning Obligations and Section 106 Policy

The Council has a clear and robust approach to Section 106 agreements, backed by a Supplementary Planning Document on Affordable housing. However, in 2008/9 there were no affordable housing completions on Section 106 sites, the figure having been affected heavily by the recession. As part of the Housing Improvement Plan, the Council is looking at its approach to Section 106 agreements with a view to identifying and removing barriers to development. The Council is undertaking a comprehensive review of Planning Obligations, of which affordable housing will be a key element.

Focus on Delivery in Place and Regeneration

From January 2011, RBK has brought together for the first time the key services of Housing, Planning and Property and Asset Management within a new grouping of Place and Regeneration.

This will provide a clearer focus on the delivery of the objectives of the Kingston Plan, the Housing Improvement Plan and the LDF in particular in the area of Affordable Housing. It will bring together the key elements of services needed to take forward the strategic management of the Council's assets and the planning of the regeneration of the priority areas set out elsewhere in this Plan.

Role of the Homes and Communities Agency

The Council sees the HCA as a key partner in the delivery of the Borough Investment Plan. We would encourage the HCA to play a number of roles:

- Providing funding for priority schemes in the borough.
- Maintaining links with partner RSLs developing in the borough, particularly over the issues of rents and tenancy management policy under the new Affordable Rent regime.
- Membership of the Borough's Affordable Housing Delivery Board and attendance when appropriate at the Strategic Housing Partnership Board.
- The financial monitoring of investment programmes in the borough.
- Specific technical advice and support, for example with the financial appraisal of specific schemes or on the planning of regeneration projects.

Partnership Working and Delivery Vehicles

Both the Council and its partner agencies within Kingston Strategic Partnership have only limited access to financial and human resources and to physical assets. They therefore place great stress on partnership working with others; this is likely to increase in importance over the next few years as public expenditure is further restricted. The Housing Improvement Plan places great emphasis on improving partnership arrangements with RSLs and private developers.

Key partners on the Strategic Housing Partnership Board include representatives from Kingston University and the NHS as well as RSLs and private developers. The expectation within the Partnership is that they, together with other agencies such as Network Rail, will pro-actively pursue the common partnership objectives on Housing, including where appropriate, work on individual assets.

South West London Housing Partnership

Kingston works closely with its local authority partners; Croydon, Sutton, Lambeth, Merton, Richmond and Wandsworth, in the South West London sub region. The objectives for the South West London Housing Strategy were updated in 2008/9 to bring it in line with the Mayor's draft London Housing Strategy. A further refresh will take place shortly. Kingston plays a full role in the work of the Partnership on private sector strategy, allocations, homelessness and development and Inter-Borough nominations.

Other Registered Providers

There are 27 other Registered Providers of social housing which own housing stock in the Borough. Most of these are members of Kingston Housing Partnership, which operates a Common Housing Register and Choice Based Lettings system within the Borough.

Arrangements for an RSL Forum in the Borough are currently being revamped within the Housing Improvement Plan. This is likely to include provision for separate discussion of management issues, which will affect all stock-holding RSLs in the Borough, and development issues. The Borough has confirmed partnership arrangements with developing RSLs.

In preparing this BIP, discussions have been held with existing RSL partners Paragon, Thames Valley HA, Wandle, London and Quadrant, Affinity Sutton and Network.

In some cases, linkage has already been achieved between individual RSLs and specific sites or investment opportunities. During January and February 2011 we will complete the process of linking each development priority in Annex 1 with one or more Registered Provider partners.

Voluntary Organisations

Kingston Strategic Partnership includes a vibrant voluntary sector closely enmeshed with the statutory sector in delivering the objectives of the Kingston Plan. In the Housing field, the Council works closely with the YMCA, Citizens Advice Bureau, Law Centre, Kingston Churches Action on Homelessness and a range of other organisations to improve housing outcomes for Kingston residents. Primarily this is around the prevention of homelessness and providing

advice and assistance to “non-priority” homeless households; however, the voluntary sector also plays an important role in the network of housing support available in the Borough to vulnerable groups.

Private Landlords

The shortage of affordable housing in the Borough has meant that the Council makes extensive use of the private rented sector. This is to house accepted homeless households, prevent homelessness and also to provide housing for households who do not wish to make any call on the social housing sector in the longer term.

This relationship with private landlords is a productive and developing one and is formalised through the Private Sector Housing Consultative Committee, a formal Committee within the Council structure.

Challenges and Barriers to Investment

There are two issues in particular which have long been barriers to investment in Kingston.

- The payment of “Negative Subsidy” within the HRA Subsidy system takes one third of the rent paid by Council tenants out of the Borough rather than using it for Council homes in Kingston. This is currently being addressed within the Housing Improvement Plan through consideration of the Government’s Council Housing Finance Reform proposals and the parallel development of a Decent Homes Strategy.
- The lack of sufficient and large development sites. Large areas of the Borough are designated Green Belt and Metropolitan Open Land. The very nature of the Borough is that sites, when they become available, are Brownfield and often small-scale, and under the existing UDP threshold at which the affordable housing policy operates. This issue is now being addressed within the LDF Core Strategy through the lowering of the affordable housing policy threshold to five units.

The economic downturn of 2008 and 2009 created a number of other challenges:

- A number of important sites stalled as lending restrictions tightened and as downward pressure on house prices intensified.
 - The Council’s own capital resources, already restricted, were adversely affected by the low level of Right to Buy sales.
 - Partner RSLs became more risk averse and it became more difficult to attract them to undertake more challenging projects.
-

The Partnership recognises also that it should be more pro-active in removing barriers and obstacles to development. The Housing Improvement Plan, drawn up following the involvement of RSLs and developers, as well as the Audit Commission, includes provision for:

- Better co-ordination of pre-application work and between different parts of the local authority.
- Reducing barriers or obstacles within the planning process.
- More pro-active identification and management of the sites pipeline.
- New partnership arrangements with RSLs.

Despite the barriers and difficulties in the way of development, the Partnership has been working hard to mitigate the effect of these limitations and to promote development, by:

- Securing a successful local authority New Build bid at Yew Tree House.
- Supporting two Kickstart bids.
- Developing a programme of “infill” sites on Council estates.
- Identifying opportunities for estate redevelopment and regeneration.
- Identifying one-off opportunities for change of use, for example, on sheltered housing schemes.
- Developing a street acquisitions proposal.

Position Statement on Affordable Housing

Following the Comprehensive Spending Review in October 2010 the Government has adopted a new funding regime for affordable housing which includes a new “Affordable Rent” at up to 80% of market rent for new homes and some relets in existing property. In response to this, the Council has adopted a “Position Statement on Affordable Housing”:

“From April 2011 the Government is introducing new arrangements for the funding of Affordable Housing.

Kingston intends to operate positively and pro-actively within the new funding system with our existing RSL partners.

Our aim will be to encourage and promote the development of priority sites and with it the provision of affordable housing. This will be done in partnership between housing services and other internal departments, for example Development Management, which can ensure that RSLs are provided with a pre-application advice service. This will provide in-depth advice to bring a higher

degree of certainty and clarity, including on timescales, to ensure that the sites can be brought forward in the most expedient manner.

A new category of Affordable Rent will be introduced for new developments, with rents at up to 80 % of market levels. This means that in a location such as Kingston, rents in new homes will be substantially higher than the “social rents” which have been the norm in previous years.

In addition, a proportion of lettings in existing housing association property may be let under the new Affordable Rent arrangements, partly to help fund new development.

These changes will accompany major reforms to the Housing Benefit and welfare systems and to the tenancy arrangements for new tenants of social housing.

The Council is concerned that the new arrangements may make it more difficult for those on low or modest incomes to secure housing at a price they can afford and to sustain their occupation of it over a period sufficient to provide a sense of security.

We welcome the recognition by the HCA and the GLA and by many RSLs that in London rents at 80% of market value may not be sustainable and that a norm somewhat below this may be established.

Equally, we recognise that support through the Housing Benefit system will still be available to residents paying the new Affordable Rents and that housing needs in the borough go wider than those residents whose incomes currently mean that they qualify for housing Benefit/Income support.

We are keen to ensure that the new arrangements do not unduly prejudice our ability to meet housing needs in the Borough, including those of homeless households, both for the sake of those households and to avoid increasing the financial pressure on other groups and services in Kingston.

With developers and our RSL partners we will look to promote the optimum arrangements for rent levels, nomination rights, tenancies and relets. However, we will do so in a pragmatic way which does not act as a barrier or disincentive to development or investment.

We will actively seek to reach an understanding with our RSL partners about how we can work together to maximise the benefits for Kingston and its residents from the new framework for investment in Affordable Housing.”

Value for Money

Kingston is a successful place economically, commercially and socially. Assets retain their value and have traditionally grown in value. It is therefore a secure place for the HCA, Government generally and partners to invest.

We have described above how we will look to make Borough contributions where possible and appropriate to secure value for money for the HCA and to maximise the use of public subsidy across different schemes to maximise supply. We will seek also to secure other contributions from developers, other parties involved in sites (eg PCT or TFL) and RSLs (though RCGF/DPF).

The Plan is nevertheless, heavily dependent on HCA funding in many cases. If this is not available on development sites, or if the level of funding is less than envisaged, a re-appraisal will be required. Where this has an impact on viability the Borough would need to be pragmatic in applying policies on tenure, dwelling mix and unit numbers etc though this will reduce the prospect of housing needs in the Borough being met.

Management of the Plan

The management of the BIP is being undertaken by the Strategic Housing Project Board in association with the Strategic Housing Partnership Board. Both are chaired by the RBK Chief Executive.

Reporting to this structure, delivery will be the responsibility of the Affordable Housing Delivery Board for new development and the Decent Homes Delivery Board for investment in council homes. On new affordable housing there is a two tier structure of monthly and quarterly meetings. The Terms of Reference for these are shown at Annex 4. We would welcome active HCA participation in this structure.

We in any event envisage and would welcome quarterly monitoring and evaluation meetings with the HCA. Clearly this will be informed by the developing framework around BIAs and Devolved Delivery.

4. Investment and Delivery: Kingston's Place – Shaping Priorities

This section describes how Kingston's Strategic Partnership vision for the development of the Borough will translate into programmes for change in specific parts of the Borough.

Kingston's sustainable Communities Strategy – the Kingston Plan – sets out a shared ambition to achieve better outcomes for local people under the three themes set out in the beginning of section 2.

Within these themes are 10 objectives:

- Objective 1: Tackle climate change, reduce our Ecological Footprint and 'reduce, reuse and recycle'.
- Objective 2: Ensure the sustainable development of our borough and the promotion of sustainable transport.
- Objective 3: Protect and improve the quality of our local environment.
- Objective 4: Sustain and share economic prosperity.
- Objective 5: Raise educational standards and close gaps in attainment.
- Objective 6: Increase supply of housing and its affordability.
- Objective 7: Make communities safer.
- Objective 8: Improve overall health and reduce health inequalities.
- Objective 9: Support people to be independent.
- Objective 10: Encourage people to take an active part in the social and cultural life of the community.

The Kingston Plan recognises that Kingston Town Centre serves as the driver of the local economy. While retaining its historic character, this is combined with delivering a range of retail and business services as well as leisure and cultural attractions, including the Rose Theatre and Kingston Museum. The University and College both serve to boost Kingston's reputation for excellence in education provision.

The borough's three district centres (Tolworth, Surbiton and New Malden), as well as the range of smaller local shopping parades are important to the well being of its local communities. Together with the Hogsmill Valley and Kingston Town Centre, Tolworth is recognised in the Core Strategy as one of the 'key areas for change' in the Borough.

Kingston has an enviable reputation for being a relatively affluent borough, providing our community with a good quality of life. But that is not everyone's experience of Kingston. Kingston is also a place of contrasts. There are pockets of relative poverty and deprivation, largely clustered in small areas associated with concentrations of social housing.

This is the background to these four key project areas:

- The Tolworth Strategy
- K+20 and the Town Centre
- The Hogsmill Valley Project
- Estate Regeneration.

The Tolworth Strategy

The Tolworth Project was initiated in 2008 in response to:

- Concerns about the district centre's attraction and vitality.
- The significant opportunities for social, economic and physical regeneration to enhance local services improve the quality of the environment and connections and strengthen the role of the district centre.
- The need to progress improvements to Tolworth Broadway to make it more attractive.
- The need for a comprehensive, co-ordinated approach to development and enhancement.
- The need for a co-ordinated approach to public engagement, funding, design, approvals and timescales.

The strategy focuses on the District Centre and the A240 corridor and aims to provide a vision for the area and a framework to promote social and economic development and guide for physical and environmental improvements in the area.

The Tolworth Project was conceived as two distinct elements: (i) the Vision for Tolworth (The Tolworth Regeneration Strategy) and (ii) a major public realm improvement scheme for Tolworth Broadway to enhance the local environment, and act as a catalyst for the regeneration of the Centre. The latter has attracted funding from Transport for London totalling £2.1 million to-date and is programmed for completion in June 2011.

The Tolworth Strategy identifies several major development sites which are suitable for new housing:

- Tolworth Tower
- Former Government Buildings
- Red Lion Public House
- Tolworth Hospital

Whilst these sites are all at different stages of “readiness to deliver”; for instance, there is an outstanding consent for 50 dwellings on the Red Lion Public House whilst at the Former Government Buildings there are continuing discussions with the owners, it is estimated that there is capacity to deliver around 650 dwellings through these sites alone and possibly a further 100 elsewhere within the area. The area is recognised as a key area for regeneration and housing delivery in the Core Strategy which sets out an intention to work with developers and landowners to achieve a range of new homes in the area which should include a mix of family housing and higher density smaller flats.

K+20 and the Town Centre

Kingston Town Centre is one of just 10 town centres across the whole of London that attracts more than 18 million visitors per year. It is the main Town Centre for the Borough but it also has a sub regional significance as the centre of choice for a large part of south west London. It is classed as a Metropolitan Centre in the hierarchy of town centres across London. Whilst the Town Centre has a clear shopping function, it is also a focus for employment, entertainment, leisure, administration, justice and education. Increasingly, it is also becoming a place where people live with more than 1400 dwellings completed in the town centre since 1995.

In 2008 the Council adopted the Town Centre Area Action Plan, otherwise known as K+20, which set out policy and a delivery plan to achieve a vision for the town centre that is based on, amongst other things, a diverse and sustainable



economy; high quality environment and buildings and, a range of Town Centre attractions and the provision of housing. For the purposes of developing proposals and a delivery plan, the Town Centre is divided into a series of character areas with proposal sites.

The following sites are specifically identified as being suitable for provision of affordable housing:

Policy P1:	Clarence Street North
Policy P2:	South of Clarence Street, Eden Quarter
Policy P3:	East of Eden street and the Ashdown Road sites: Eden Quarter
Policy P4:	St James Area
Policy P5:	Cattle Market Car Park and Fairfield Bus Station
Policy P6:	Kingfisher Leisure Centre, Open Space and Kingston Library And Museum
Policy P11	Quebec House (2-10) Richmond Road/ 1-5 Cromwell Road
Policy P12:	Northern Riverfront – Bentalls Car Parks, Vicarage Road and Turks Sites
Policy P13:	Bishops Palace House and 11-31 Thames Street
Policy P17:	Former Power Station 17a; EDF Sub-Station 17b; The Barge Dock 17c and Thames Water (TW) Pumping Station 17d, Skerne Road and Down Hall Road
Policy P19	Lok'n Store Site, 12 Skerne Road
Policy P20	Kingsgate Car Park and Richmond Road Frontage

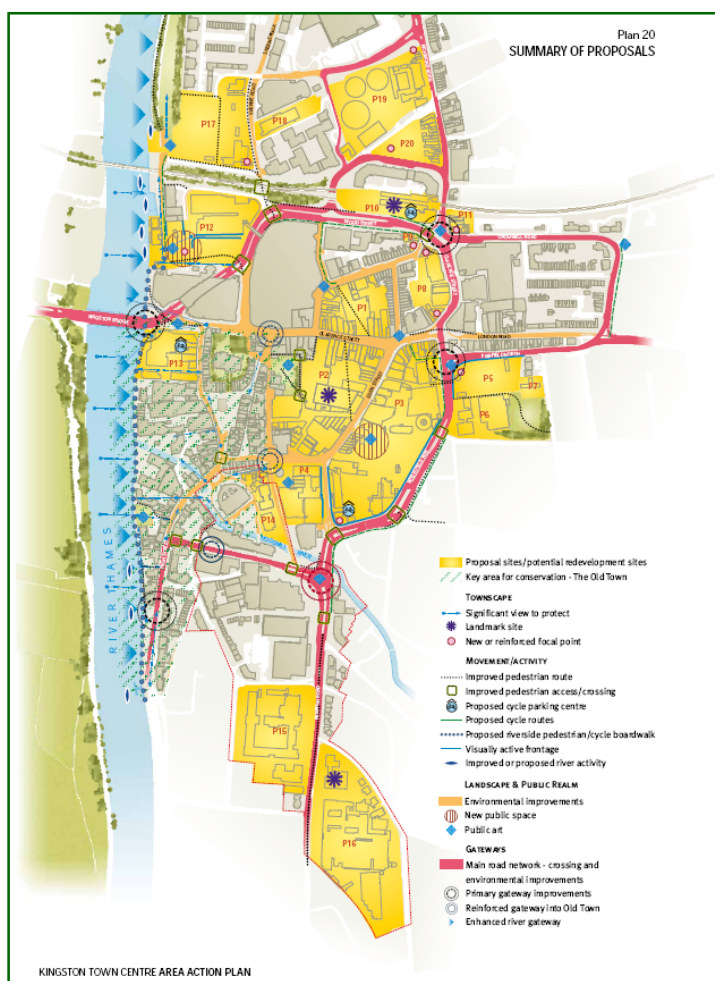
All Proposal Sites except P14, P15 and P16 (that is 17 out of 20 proposal sites) have potential for housing and an initial assessment of suitable sites indicates that there is scope for around 1000 additional homes and 500 bed spaces in managed student accommodation.

The Council has land holdings that form part of a number of these site specific proposals and is actively involved in discussions to procure a partner for a major town centre redevelopment scheme that will secure, amongst other things, an anchor store, shops, community facilities and about 100 new dwellings in the Eden Street area. The Council is also committed to an extensive programme of environmental improvements in the area that includes the Thames riverside area, the market area and a number of town centre gateways.

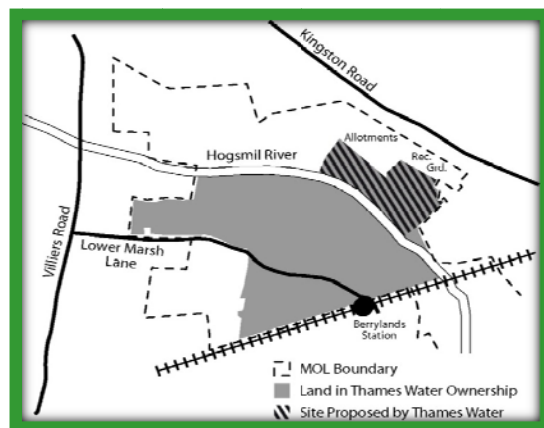
These projects have attracted significant interest and support London-wide; proposals for improvement to the Eagle Brewery Wharf square and the Ancient Markets area have both been recognised under the Mayor of London's 50 Great Spaces project.

Hogsmill Valley Regeneration

Although located in Metropolitan Open Land (MOL), much of the area currently fails to fully meet the purposes of MOL as set out in the London Plan. It is particularly poor in terms of the prime objective of serving the open space needs of Londoners, since more than half the area north of the railway line is completely inaccessible to them. This is largely due to the extent of land covered by the Thames Water Sewage Treatment Works, (38.3ha of the 74ha), which is centrally located and surrounded by high security railings. Together with the river, this acts as a barrier to movement across and through the area, preventing access to recreational facilities to the north and south and rail connections from Berrylands Station etc. The LDF Core Strategy identifies the Hogsmill Valley' as a 'key area of change', along with Tolworth and Kingston Town Centre.



The Hogsmill Valley proposals identify future uses and produce viable development options for the area which focus primarily on the potential to reduce the amount of land enclosed by Thames Water's Sewage Treatment Works (STW) in order to increase public access through and across the area (including links to Berrylands station and links to the Cambridge Road Estates), upgrade the quality of the MOL and its public connectivity as part of the Green Chain.



However, there is also scope to secure further housing provision in the area and, in particular, to address the huge shortfall of student bed spaces in the borough (and reduce 'studentification' of family housing), upgrade the range and quality of recreation and leisure facilities in the area, provide a new primary school and address climate change issues such as flood risk. Proposals seek to shrink Thames Water's operational land by about 30% and secure public access to a further 12.4ha of land that is already subject to environmental and nature conservation measures. There would then be some selective de-designation of land as MOL and limited enabling development along selected edges of the built-up area: The greater the amount of 'enabling development' that is accepted, the greater the benefits that can be delivered to meet the wider community needs.

A comprehensive master planning approach is being developed to enable its upgrading and to connect and consolidate its disparate elements will be sought through a planning and development agreement that is being developed by the Council and its partners, Thames Water, AFC Wimbledon and Kingston University. However, at this stage it is anticipated that this area could provide:

- New halls of residence with a significant number of student bed spaces with recreational facilities including a multi-use games area.
- Limited residential development.
- A three or four form entry primary school.
- An expanded Kingsmeadow football stadium.
- Access, improvements across the area.
- A sports hub providing new and improved sports facilities linked to the Kingsmeadow Stadium.

The emerging scheme has been the subject of specific public consultation and enjoys considerable support locally already.

Estate Regeneration

The majority of Kingston's directly owned homes are on low to medium-rise flatted estates located in areas of otherwise privately-owned housing. However, there are a small number of larger estates and the Housing Improvement Plan commits the Council, in collaboration with residents and RSL partners, to develop a new approach to investment planning in these areas.

This new approach, which would have as a key objective to make progress towards meeting the Decent Homes Standard would:

- Look at the need and potential for investment on a local, estate-based level.
- Include the consideration of the future of homes and estates in the long-term.
- Encompass the potential for redevelopment and infill development.
- Include the management standards required by residents and the potential for greater resident involvement.

Within the Council's portfolio, there are four larger estates where the Council will be looking over the next few years to discuss with residents opportunities for further development and change in the configuration of homes and the estate environment.

Cambridge Road Estate

Cambridge Road Estate in Norbiton contains some 700 units. It is the largest estate in the Borough and is the only non-traditional estate of any significant size. It consists of four tower blocks, a number of medium-rise walk-up slab blocks and a small number of two-storey houses. Together with the neighbouring Cambridge Gardens, Norbiton and Mount Pleasant estates, it forms the centre of that part of the Borough which has the highest levels of social and economic disadvantage.



Redevelopment and regeneration has already commenced on a small scale. The newly-opened Ely Court development by Affinity Sutton is in the centre of the estate on the site of a former sheltered housing block. The Council has already agreed in principle to 2 further phases of redevelopment of this part of the estate, including the demolition and redevelopment of the Tadlow residential block and the Piper Hall Community Centre. These two phases have the

potential to generate up to 50 new homes and feature as short-term opportunities in the Site Management Plan at Annex I.

The key question over the next few years for the residents of Cambridge Road, the Council and its RSL partners, is whether to go further to transform the topography and quality of housing on the estate through further redevelopment and regeneration. And further, what opportunities this would bring for residents and for Kingston Strategic Partnership to upgrade attainment, health and employment levels in the area through the concerted input of the community and the agencies concerned.

Sheephouse Way

Sheephouse Way in Old Malden is on the eastern boundary of the Borough. It consists of a number of four-storey walk-up blocks. They are structurally sound, but in need of substantial internal investment and upgrading to the communal parts. However, the main feature of the estate is the large areas of open space between and behind the blocks which provides opportunities for infill development.



While infill is one possibility, the quality of life in the area might best be improved by some remodelling of existing homes in the longer term.

Cumberland House

Cumberland House is an estate of 130 units, built in two 7 storey blocks, on Kingston Hill in the north of the Borough. The estate was built in the 1950s and has some visual and architectural merit, including arches to the rear. It has high quality grounds and landscaping and is located in a prosperous part of the Borough. The blocks have heavy investment needs both internally and in the common parts but there is no question as to their long term viability and once investment is secured, they will provide high-quality and popular affordable housing.



However, a unique feature of Cumberland House is the large area of vacant ground, currently used as a play space by residents, which is within the curtilage of the estate.

Within the new approach to local investment planning for estates, the Council wishes over the next year to discuss with residents the potential for development of these vacant areas and to what extent this could deliver both new affordable homes and additional investment for the existing homes at Cumberland House.

School Lane

School Lane is a medium-sized estate of 130 units in Tolworth. Along with Cambridge Road, it is the only other example of a non-traditional construction in the Borough. Although there is a strong sense of community, confidence in the long-term future of the estate is perhaps reflected by the low proportion of leaseholders. There are areas of under-used land and garages around the blocks and the Council will be looking to discuss with residents any opportunities for improving the quality of life on the estate.

Infill Sites

The Council has identified a programme of potential infill developments on estates other than those described above. These are typically garage sites or small areas of unused or under-used land such as those on the Kingsnympton Estate. Subject to further consideration by the planning authority and consultation with residents, these will be brought forward as a development programme.

Delivery of Estate Regeneration

The Housing Improvement Plan explicitly provides for the involvement of RSL partners in discussions with residents about the long term future of their estates. The realignment of the Council's partnership arrangements with RSLs will include the identification of which RSL or RSLs will take the lead on estate regeneration activity in Kingston. However, the Council will wish to retain the option of Local Authority New Build following the example set by the successful bid for funding for such a scheme at Yew Tree House.



5. Investment and Delivery: Further Programmes

This section describes in detail plans and opportunities for development and delivery in the areas of:

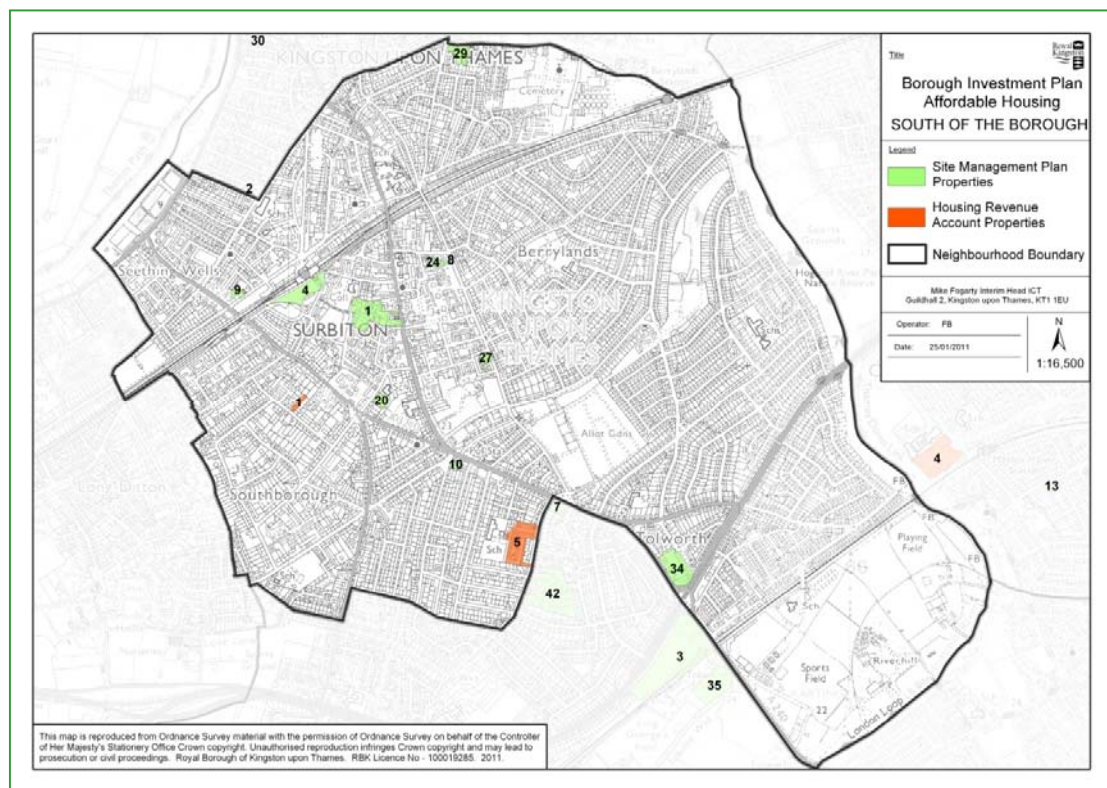
- Affordable Housing
- Decent Homes and Investment in the Council's housing stock
- Private Sector homes
- Infrastructure Investment Streams; and
- Transport

New Affordable Housing Delivery

The Council has a clear understanding of the sites potentially available for new affordable housing delivery in the borough and has graded these according to their priority for further detailed consideration. The priority sites with potential for development in the short-term are shown in the Site Management Plan in Annex 1.

These sites are also shown in green on the neighbourhood maps below. The Other Opportunities shown in red on the maps are HRA assets listed in Annex 2. Annex 1 also lists sites which may become available in the longer term.

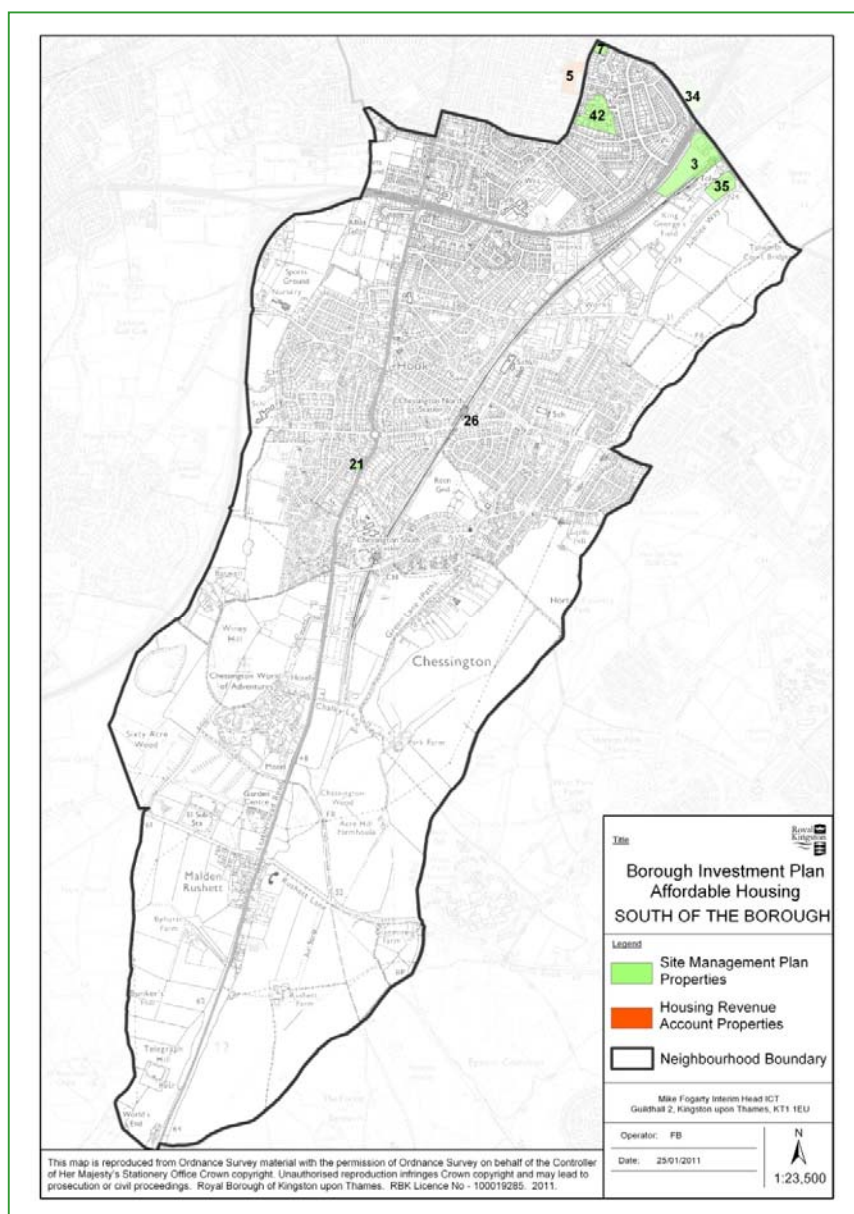
Kingston's Borough Investment Plan



For Surbiton neighbourhood amongst the sites which have either already been raised with the HCA or are likely to come forward in the short to medium term are:

- Oak Hill Park Health Centre
- Surbiton Station Car Park
- Land at 2a Ellerton Road
- 39-42 Victoria Road (Surbiton Plaza Phase 2)

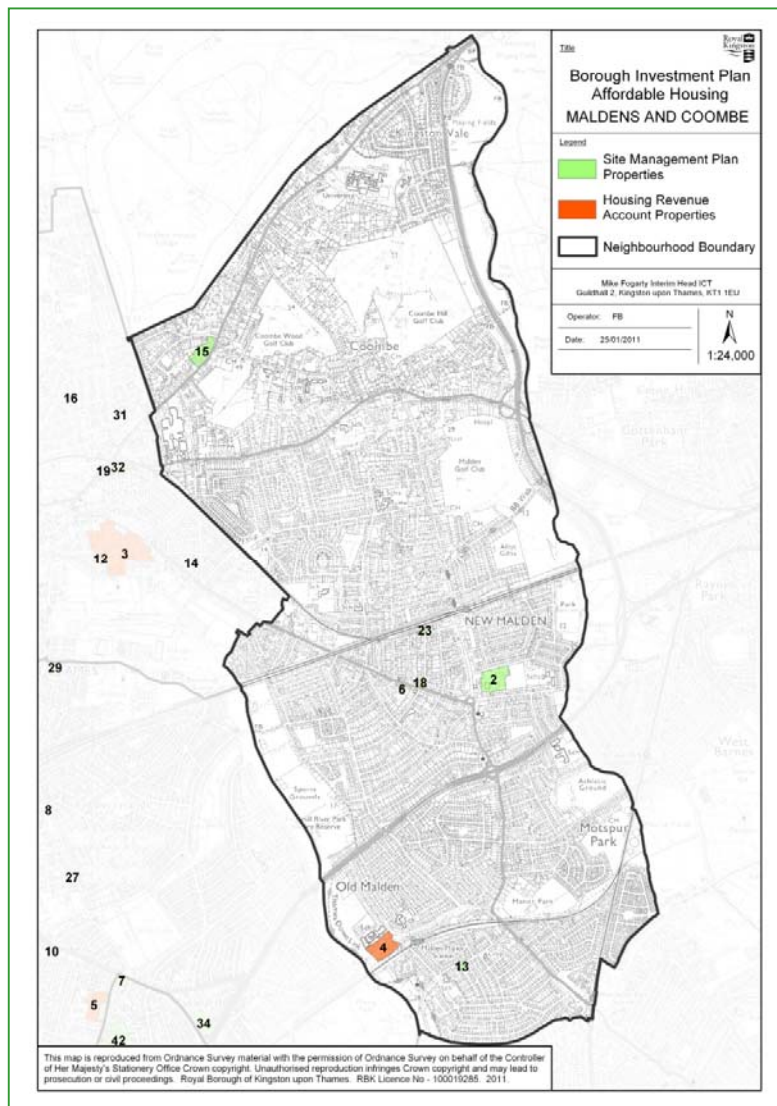
Kingston's Borough Investment Plan



For South of the Borough neighbourhood the sites which have either already been raised with the HCA or are likely to come forward in the short to medium term include:

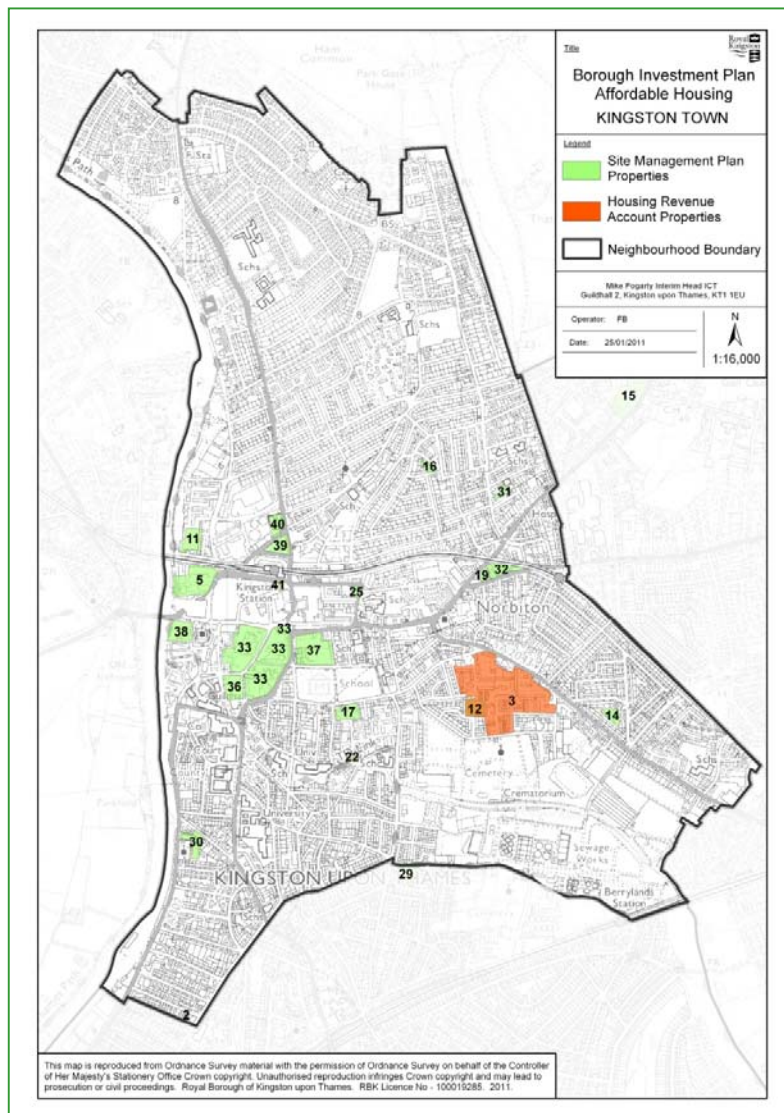
- Government Office Site (Tesco) Harrow Leatherhead Road
- Red Lion Pub
- 62-72 Leatherhead Road (now funded)

Kingston's Borough Investment Plan



For Maldens and Coombe neighbourhood the sites which have either already been raised with the HCA or are likely to come forward in the short to medium term include:

- Cocks Crescent
- 56 Kingston Road
- Yew Tree House



For Kingston Town neighbourhood the sites which have either already been raised with the HCA or are likely to come forward in the short to medium term include:

- Former Power Station (part of K+20)
- Lok & Store, Skerne Road (funded)
- Piper Hall (Ely Court phase 2 & 3)

Acquisitions

One of the challenges facing the Borough in terms of new affordable housing development is the securing of larger sites. While we are working hard to bring forward both those that do exist and smaller sites that have affordable housing

potential, we recognise that land availability acts as a constraint on our achieving our affordable housing targets particularly in the short term.

We have therefore promoted, contributed and supported a bid from Network for a street acquisitions programme delivering 11 properties in 2010/11. This will both provide new affordable homes in the Borough quickly and assist with meeting the Government's target for the reduction of homeless households in temporary accommodation.

We will wish to prioritise a continued programme of at least 20 units over the next few years.

Kickstart Schemes

In Kingston, two developers took the opportunity to bid for the Kickstart Housing Delivery programme, the initiative targeted at stalled sites which would assist to deliver these schemes by making available funding for construction including upfront investment support for infrastructure and development costs.

Bids were placed by developers on two strategic sites, namely the Power Station site and Lok & Store in Kingston Town Centre. They were not successful in the first bidding round. However, Lok n'Store has now received approval from the HCA.

The Lok n' Store site will deliver 46 affordable housing homes and 10 Homebuy Direct homes. The Power Station site would provide a minimum of 56 affordable homes and a hotel. Both these sites would contribute significantly to Kingston's Affordable Housing Target. The developer on the Power Station site is currently considering a way forward for that development to commence in 2011.

Investment in council homes

The Council has been working hard in recent years to bring in the investment needed in its 6400 homes and to bring them up to the Decent Homes Standard. Whole stock transfer ballots were held in 1992 and 2004 but in each case residents rejected the proposal in favour of retaining the Council as their landlord. Following a further Options Appraisal in 2009, which concluded that stock transfer was the option then most likely to secure the investment required a major consultation was undertaken with residents. This showed that although 9 out of 10 residents agreed with the Council that things had to change, there was no consensus on what this change should be, insufficient support for a further stock transfer ballot and strong support keeping the Council as their landlord. During this period, the growth in the burden of "negative subsidy" has

meant that one third of the rent paid by tenants leaves the Borough rather than being used for investment in council homes,

Existing Capital Programme

The capital programme in 2010/11 stands at approximately £5m. Largely this is financed by the Major Repairs Allowance of just under £4m, resources carried forward from previous years, receipts from sales and the use of reserves. The Council is aiming at selective disposals in order to generate sufficient resources to support a minimum programme. The programme is concentrated on keeping tenants safe and warm and meeting statutory obligations. The major elements of the programme are heating and electrical works, voids, welfare adaptations and emergency items relating to lighting, fire safety and unavoidable capital works on individual blocks.

Although some of these programme areas contribute towards meeting the Decent Homes Standard for individual properties, there is insufficient resource for a general approach to reaching the standard or to deliver improvements in areas such as doors, security or works to common parts of external environments.

Within these difficult constraints, there have been a number of successes:

- The Council is making good progress in improving the energy efficiency of its property, with the assistance of £1m of SHESP grant, spent equally between 2009/10 and 2010/11.
- Over a number of years the Council has delivered a substantial programme of heating upgrades mainly boiler replacement and the installation of central heating. The programme of over £1m a year has now benefitted the great majority of homes and can now be reduced.
- The prioritisation of welfare adaptations has meant that a backlog of priority 1 applications from council tenants has been removed.

Decent Homes position

At April 2009 the Council reported that 32% of its homes did not meet the Decent Homes Standard. The projections showed that given the small scale of the capital programme this figure would rise over the next five years without an increase in investment. By April 2010, the position showed the effect of the targeting of the capital programme and the rate of increase in non-decency has been slowed. The rate of non-decency reported at April 2010 was 34%.

Investment need in council homes

A Savills Survey of 2009 estimates the need for capital investment over the next 30 years at £191m at current prices. As would be expected, the profile is heavily front-loaded.

Capital Investment Requirements in Kingston's Housing Stock

Years	1-5	6-10	11-15	16-20	21-25	26-30	Total
Total capital requirement (£m)	61.7	42.1	23.6	20.4	23.7	19.9	191.4
Annual Requirement (£m)	13.0	8.8	5.0	4.3	5.0	4.2	

The costs in the early years consist mainly of bringing homes to the Decent Homes Standard. The resource shortfall is demonstrated by the gap between the annual requirement of £13m in the first five years and the MRA, currently standing at £4m.

Decent Homes Strategy

The Housing Improvement Plan sets out how the Council will approach the Decent Homes issue. The position for the immediate future is extremely fluid, dominated as it is by the previous Government's proposals for council housing finance reform. Although over the last few years the Council has viewed whole stock transfer as a suitable option for Kingston, the future of transfer is called into question by the CHFR proposals and this now seems unlikely in the short-term.

As a result, there are now two strands to the emerging Decent Homes Strategy, running in parallel:

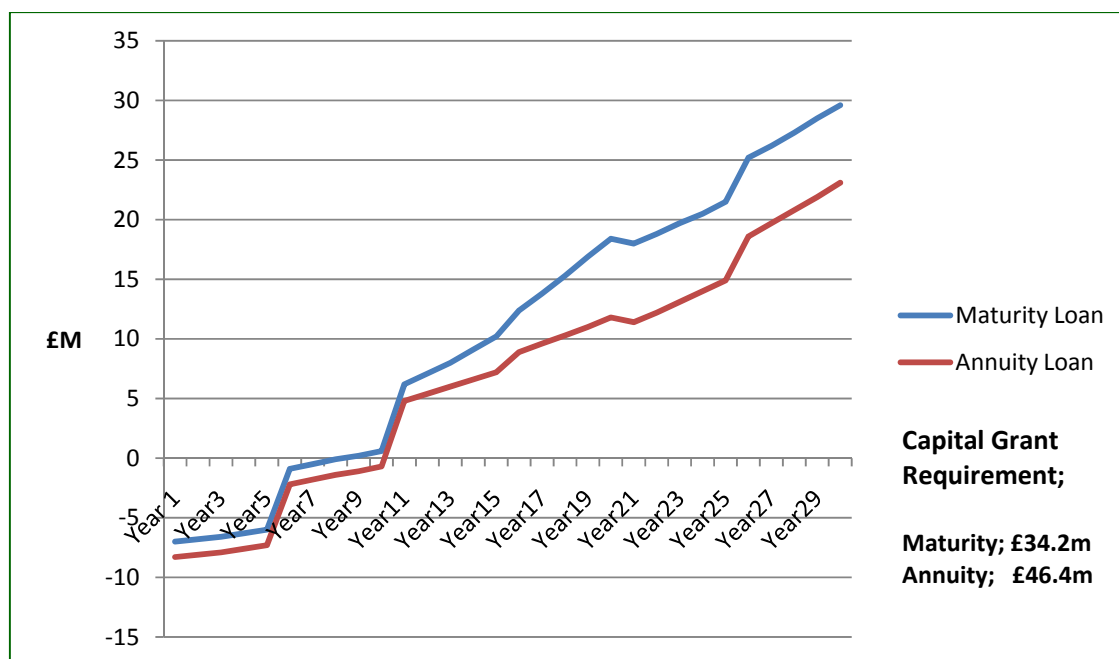
- Responding to the proposals for Council Housing Finance Reform.
- A locally based approach to elements of the housing stock, taking opportunities as they arise

Council Housing Finance Reform

The Council has analysed in detail the implications of CHFR, as proposed by the previous Government. These are illustrated in the figure below, which feeds the Savills Survey capital programme into the Housing Revenue Account 30 year Business Plan under the CHFR proposals. Further details about CHFR are

expected from the Coalition Government in January 2011 and any change in the previous proposal settlement will also change the analysis below.

Council Housing Finance Reform Proposals: Effect of Capital Profile



The figure shows funding the investment programme required in Kingston would produce a deficit on the HRA in the early years, though with a growing surplus after year 10. The cumulative deficit in the early years is the additional sum which would be required from other sources to fund the investment programme. The most obvious source of funding for these sums would be a capital grant for backlog funding. This capital grant requirement varies from £34m to £46m, depending on the method of financing the additional loan reallocated to the Council under CHFR.

The Council has also modelled the implications for Kingston if capital grant on this scale were not available. Some additional borrowing (up to £19m) may be possible under the proposed borrowing cap. The remainder of the cost of capital investment would need to be met from dispersals. This is illustrated in the table below:

**Meeting the Investment Need within the HRA Business Plan:
Illustrative Combinations of Capital Grant, Additional Borrowing and Disposals**

Capital Grant	Additional Loans	Sales Receipts	Units Sold
£m	£m	£m	
34.2	0	0	0
22.6	0	15.0	100
17.0	0	22.5	150
11.6	0	30.0	200
27.4	10.0	0	0
16.4	10.0	15.0	100
10.9	10.0	22.5	150
2.2	10.0	30.0	200
23.0	19.0	0	0
10.9	19.0	15.0	100
4.2	19.0	22.5	150
0	19.0	26.7	178

The table confirms that with a maturity loan, and without further borrowing or disposals, a capital grant of £34.2m would be required. With additional borrowing of £19m (ie up to the cap), the grant requirement is reduced to £23m. To eliminate the external grant requirement altogether, it would be necessary to borrow up to the cap and dispose of 178 properties.

Bid for Backlog Funding

In December 2010 the Council was invited by the HCA to bid for backlog funding from the pot of £1.6bn available nationally. RBK submitted a bid of £19m, spread over four years 2011/12 to 2014/15. The outcome should be known in January/February 2011.

The Alternative, Locally-Based Approach

Alongside its consideration of CHFR the Council is also devising a strategy towards reaching the Decent Homes Standards which takes a more locally-based approach to elements of the housing stock, looking at opportunities as they arise. Some of these potentially looking at changes of use and disposals may also be required as part of the approach to CHFR.

There are three elements to this approach:

- a) The new approach to **locally-based investment planning** and estate regeneration described in the previous chapter. In specific areas, this

could lead to addressing the Decent Homes issue through redevelopment, through partial transfer or through using development to cross-subsidise works to existing homes.

- b) One-off opportunities for **change of use** amongst the Council's **sheltered housing stock** and for properties which do not fit with the Council's portfolio. The key sites are sheltered blocks including Waters Square, and two large individual properties in Corkran Road and Cadogan Road.

These last two properties are substantial street properties with high investment needs but potentially very high value.

In each of these cases, detailed consideration will be given to the best option - ie whether they should be redeveloped, disposal of or refurbished. Depending upon the outcome in each case, this may yield reserves for the Decent Homes Programme.

However, the sheltered housing schemes in particular are also candidates in the short-term for redevelopment or conversion for new affordable housing.

- c) The **“trickle transfer”** or **disposal** of vacant property, either for continued social renting or on the open market to generate funds for investment in the remainder of the housing stock. As was illustrated above, this may be necessary even under the CHFR if sufficient resources are not available from elsewhere through capital grant or additional borrowing.

The Council would not ideally wish to pursue disposals and recognises the contrary nature of pursuing disposals of existing stock on the one hand and acquisitions of street properties on the other. Nevertheless, this is a function of the particular financial regime in when it is operating and it may be forced to go down this route to secure investment required if funds are not available from the other sources discussed in this section.

Private Sector

The Council currently offers five types of grant to help Private Sector Homeowners and Landlords.

- The Coldbusters grant scheme installs energy efficient heating and insulation measures in private sector fuel poor properties.

Kingston's Borough Investment Plan

- Disabled Facilities Grants - fund works to adapt properties for the particular needs of residents to enable them to safely remain in their own homes.
- Houseproud helps homeowners or leaseholders aged 60 or over – or homeowners of any age who are disabled -to carry out and fund major work on their homes.
- Empty properties - assistance is offered with Landlord Renovation Grants to bring help bring empty properties back into use subject to letting arrangements through either the Private Leasing Scheme or Tenant Finder Service.
- Home Repair Grants - to fund small scale works to properties for people in receipt of specified income related benefits and disability benefits.

The programme is funded by a combination of support from the South West London Housing Sub-region and the Councils own resources. Details of the currently agreed programmes are shown below. These will be adjusted as further decisions on funding are made by the Sub-region.

	2009/10 £(000)	2010/11 £(000)	2011/12 £(000)
Revised Programme			
Estimated expenditure			
Disabled Facilities Grant	824	900	1000
Houseproud Grant	350	354	37
Coldbuster Grants	500	537	315
Home Repair Grants	60	60	58
Empty Property Schemes-CHG303	355	405	233
	2,089	2,256	1,643
 Government grant/specific funding			
Disabled Facilities Grant	450	450	229
Houseproud Grant	323	327	
Coldbuster Grants	435	226	
Home Repair Grants			
Empty Property Schemes-CHG303	305	305	
	1,513	1,308	229

Council Funding			
Disabled Facilities Grant	374	450	771
Houseproud Grant	27	27	37
Coldbuster Grants	65	311	315
Home Repair Grants	60	60	58
Empty Property Schemes- CHG303	50	100	233
Total	576	948	1,414

Infrastructure Investment Streams

New development within the Borough needs to be supported by a level and type of infrastructure appropriate to meet the needs of existing and future residents. This may be achieved through the protection and improvement of existing infrastructure and/or requiring new infrastructure to be established alongside new development. In order to ensure the infrastructure needed to support development in the Borough is delivered, the Council has established a comprehensive understanding of future infrastructure need.

Kingston's Infrastructure Delivery Plan (IDP) (January 2011) has been prepared as part of the evidence base to inform the development of the LDF, in particular the Core Strategy. The IDP covers the topic areas of social and community, green and environmental, and physical infrastructure, and it assesses the capacity of existing infrastructure and services. The IDP concludes with an assessment of the future needs of each type of infrastructure. The Council has involved key partners in the production of the IDP and various infrastructure providers have assisted in the development of this document by providing information on their future spatial requirements as far as possible.

An Infrastructure Delivery Schedule has been produced setting out investment streams towards key infrastructure projects in the borough. It provides detail on the costs of infrastructure projects, funding sources and estimated timings for provision where known. This schedule therefore provides certainty to the delivery of key infrastructure. The conclusions drawn on the future need of each infrastructure type help inform the schedule; whilst periodic reviews will help to update the IDP and schedule. This will require further partnership working to ensure that key projects can be progressed. The Schedule forms part of the Implementation and Delivery Section of the Core Strategy.

Currently the Council is in receipt of external funding for various types of infrastructure eg transport improvements through the Local Implementation Plan (Transport Plan) bids, as well as raising funds through planning contributions.

Transport

The Council is currently preparing its Second Local Implementation Plan (LIP2), which sets out the Borough's transport vision for the next 15-20 years (up to 2031) and outlines how the Mayor's Transport Strategy 2010 will be delivered at a local level. A draft LIP has been completed and the final version of LIP2 will be adopted by the Council in June/July 2011 (after being approved by the Mayor of London). LIP2 contains a Delivery Plan, a rolling three year Programme of Investment (broadly details which transport initiatives will be funded over the next three year period), and a more detailed Annual Spending Submission (this provides more details of the transport investment plan for the upcoming financial year; it is submitted to TfL for approval annually). The LIP2 Programme of Investment has been informed through evidence gathered on the Borough's transport network, but also includes the continuation of some transport initiatives that were already underway in 2010/11 and that require further funding for completion; a draft Programme of Investment has been completed and is currently undergoing public consultation..

Transport for London (TfL) allocated the Borough a total LIP funding settlement of £3.051 million for the 2011/12 financial year. The full settlement is broken down into the following Programmes:

- Corridors, Neighbourhoods, and Supporting Measures - £1,610,000
- Principle Roads Maintenance - £341,000
- Major Schemes – (Tolworth Broadway) - £1,000,000
- Local Transport Funding - £100,000

TfL's indicative funding for the borough for the first Programme of Investment period (2011/12 to 2013/14 is as follows):

Programme	2011/12	2012/13	2013/14
Corridors, Neighbourhoods, and Supporting Measures	£1,610,000	£1,544,000	£2,324,000
Principal Roads Maintenance	£341,000	£382,000	£382,000
Major Schemes	£1,000,000	£1,300,000	£0
Local Transport Funding	£100,000	£100,00	£100,00
Confirmed/Indicative	Confirmed	Indicative	Indicative

The Council has identified, in the K+20 Kingston Town Centre Area Action Plan, the need for extensive improvement works to the Eden Quarter in Kingston Town Centre including:

- a new bus station, to enable the removal of buses from Eden Street
- improvements to the Fairfield bus station and Kingston Station
- new and improved car parks to maintain around 7,000 parking spaces
- improvements to walking and cycling routes and secure cycle parking.

The Public Realm, and Environmental Improvements

In general, funding for improvements to the public realm is raised through planning contributions associated with development proposals; however the Council has recently received external funding for specific projects:

- As part of the Mayor's Great Spaces Initiative the Council has, so far, received £420k to support public realm improvements to Tolworth Broadway and approximately £16,000 for a feasibility study to revitalise Kingston's Ancient Market Place.
- The Tolworth Broadway public realm improvement project is also likely to receive funding support from Transport for London (TfL) through the Major Schemes Programme category for environmental improvements to town centre public realm.

Planning Obligations

The Council receives funding through S106 planning obligations and has an adopted a Planning Obligations Supplementary Planning Document (SPD) (March 2010) as part of the LDF. The SPD provides guidance to developers on the types of contribution required and sets out formulae for some infrastructure requirements, therefore assisting with the calculation of actual sums. The SPD seeks contributions for a range of infrastructure, including transport, open space and public realm, waste, school places, and health and community facilities and therefore tries to ensure that all new development is supported by the appropriate infrastructure and the impacts of development are mitigated. The SPD will be reviewed periodically to ensure that contributions are realistic and reflect the latest evidence, to ensure that the appropriate types of infrastructure can be sought to serve the development, and where necessary, to update it in accordance with changing national guidance on planning contributions.

6. Investment Priorities

In this Plan we have demonstrated how Kingston's priorities for place-shaping and investment flow directly and clearly from the Kingston Plan and our shared view of how we intend to keep and develop the Borough as a good place to live and work described in section 2.

As a Borough, we do face resource constraints, particularly in terms of land and funding. However, we are prepared to work innovatively in order to utilise the resources we do have, for example in the use of assets and sites owned directly by the Council.

We believe the decision to bring together within Place and Regeneration the key services of Housing, Planning and Property and Asset Management will enhance our ability to deliver programmes.

In setting out our delivery framework, section 3 of this Plan has shown how the HCA and our RSL partners can contribute towards meeting investment priority in the Borough.

We look forward via this Plan, a Borough Investment Agreement and, potentially in the future, a Devolved Delivery Agreement, to working with the HCA to achieve the maximum possible investment in Kingston.

In agreeing a new Position Statement on Affordable Housing, also reproduced in section 3, the Borough has given a commitment to working positively and pro-actively with the HCA to deliver investment in Kingston under the new funding arrangements.

We have identified our key priorities and they are set out in this Plan.

Place-Shaping Priorities

In terms of shaping Kingston as a place, we have identified the three projects of:

- K+20 and the Town Centre
- The Tolworth Strategy
- The Hogsmill Valley Project

and an emerging programme of estate regeneration at

- Cambridge Road Estate
- Cumberland House

These are described in detail in section 4 and are reflected in specific site proposals in the Sites List at Annex I.

New Affordable Housing

The Council has worked hard during 2010 to consolidate the pipeline of sites in the Borough with the potential for the delivery of new affordable housings. These are described in section 5 and set out in the Site Management Plan at Annex I. The HCA has a more detailed analysis of these sites.

The development sites have been clearly prioritised to reflect the prospects for delivery. They include both privately owned sites and some currently owned by the Council including sites held within the HRA.

The new Place and Regeneration grouping of services holds responsibility for action planning for priority sites to proactively encourage delivery. We would welcome the HCA bringing its expertise to this process on individual sites. Over the next four years, there will also be a clear involvement of identified Registered Providers on individual sites.

Where sites are owned by the Council, we will examine carefully the options available to maximise their investment potential.

Acquisitions

Notwithstanding the range of sites in Annex I, as a Borough we have an underlying constraint in the scarcity of larger sites. We therefore propose a programme of street acquisitions over the next few years in continuation of the programme agreed for the Network in 2010/11.

Investment in council homes

The Partnership as a whole is also working hard to make progress towards meeting the Decent Homes Standard for our housing stock. In this Plan, we have set out in detail our latest analysis of the implications for Kingston of the Government's proposals on Council Housing Finance Reform (CHFR). While this provides opportunities for us, on this analysis it would still leave a gap of between £34m and £46m to meet the backlog of investment.

In a separate bid to the HCA in January 2011 for £19m of funding for Decent Homes resources, we have described in detail how additional funding would be used to reduce the level of non-decency.

In section 5, we have also described our developing strategy for our directly-owned stock which will proceed alongside the implementation of CHFR.

This comprises of a more locally-based approach, combining looking at estate regeneration with taking one-off opportunities for changes of use, such as those offered by sheltered schemes with selective disposals. These are reflected in Annexes 1 and 2 and include opportunities for the development of new affordable housing in the short and medium term.

In order for us to succeed in meeting the objectives of the Kingston Plan, to unlock the potential for affordable housing development and to bring our housing stock up to a good standard we need the support and funding from the HCA. We hope this Plan, and its later development will serve to help make this happen.

Annex I

Kingston's Borough Investment Plan

Site Management Plan

Index Reference Number	Name and address	Total No of Units	Planning Status	LA priority for delivery
1	Oak Park Clinic/Health Centre, Ewell Road, Surbiton	30	Pre-application	1
2	Cocks Crescent, including Brycbox House New Malden	100	Pre-application	1
3	Government Offices, Hook Rise South, Adjoining Sites Fronting Kingston Road/ Jubilee Way, Tolworth (Tesco)	200	Pre-application	1
4	Station Car Park, Surbiton	83	Pre-application	2
5	Northern Riverfront - Bentalls Car Parks and Vicarage Road Sites	50	Pre-application	2
6	56 Kingston Road, New Malden	16	Planning permission with signed s106	1
7	Red Lion Pub, Tolworth, Kingston	13	Planning permission with signed s106	1
8	34 Berrylands Road	4	Planning permission with signed s106	1
9	39-42 Victoria Road	12	Planning permission with signed s106	1
10	Car Compound At 2a, And Land Adjacent 2 Ellerton Road	8	Planning permission extension granted 2010.	1
11	Former Power Station, Skerne Road, The Barge Dock, Thames Water Pumping Station, EDF substation	56	Planning permission with signed s106	1
12	Piper Hall Piper Road	40	Expired planning permission	1
13	Yew tree house, Church Hill Road	8	Pre-application stage.	1
14	Waters Square	25	Feasibility	1
15	Cumberland House	25	Feasibility	1
16	Roupell House	8	Feasibility	1
17	Greenleas	8	Feasibility	1
18	59 Kingston Road	27	Pre-application	2

Annex I

Kingston's Borough Investment Plan

Index Reference Number	Name and address	Total No of Units	Planning Status	LA priority for delivery
19	158-178 London Road	5	Resolution to grant detailed consent	1
20	15-19 Langley Road	9	Resolution to grant detailed consent	1
21	36-42 Leatherhead Road	4	Refurbishment - no planning required	1
22	64 Mill Place	4	Pre-application	1
23	Grafton works	10	Application refused	2
24	Land at 9 Paragon Place	6	Pre-application	1
25	Kaleidoscope	25	Pre-application	1
26	Service Station, Bridge Road, Chessington	10	RP considering options.	1
27	Fairhall Court	35	RP considering options.	2
28	16-26 Berrylands	7	Planning application submitted	1
29	Unigate Milk Depot, Lower Marsh Lane/ Villiers Avenue, Surbiton	10	None	3
30	Territorial Army Depot, Portsmouth Road, Kingston	30	None	3
31	Park Works	15	None	3
32	Norbiton Plaza	25	None	3
33	Eden Quarter	75	None	3
34	Tolworth Tower	100	LA led Master Planning	2
35	Land at Kingston Road/ Jubilee Way, Tolworth	13	None	3
36	St James Area	13	None	3
37	Cattle Market Car Park and Fairfield Bus Station & Kingfisher Leisure Centre, Kingston Library and Museum and open space	8	None	3
38	Bishops Palace House and 11-31 Thames Street	50	Resolution to grant detailed consent	3
39	Kingsgate Car Park, Richmond Road	38	None	3
40	Kingston College Richmond Road, The Gas Holder Site, Kingsgate Road, Kingsgate Business Centre and Printing Works, Kingsgate Road	13	None	3

Annex I

Kingston's Borough Investment Plan

Index Reference Number	Name and address	Total No of Units	Planning Status	LA priority for delivery
41	North West Corner of Fife Road and Wood Street	8	None	3
42	Tolworth Hospital	50	LA led Master Planning	3

Housing Revenue Account Properties

1. Corkran Road
2. Cadogan Road
3. Cambridge Road Estate
4. Sheephouse Way Estate
5. School Lane Estate

Existing Funded Schemes

Scheme	Total No. of Units	No. of AH units	% AH	Anticipated completion date	Status
Lok & Store, 12 Skerne Road	124	46	37%	Sept 2011	Scheme in progress practical completion now anticipated Sept 11 for the 46 affordable units. Kickstart funding confirmed 08/10 Anticipated completion date
St Marks and St Andrews Church Hall, Balaclava Road	48	16	33%	Sept 2010	Completed
71 Leatherhead Road	9	9	100%	Nov 2010	Acquired by Affinity Sutton –s106 agreement not secured but nominations agreement completed Completed
44-60 Leatherhead Road	21	21	100%	Oct 2010	Completion due October 10. Possible issue with PV tile and main roof tiles. RSL in discussion with planning.
170-190 Leatherhead Road	8	8	100%	July 2011	Unrestricted planning permission-site to be acquired by L&Q with Nomination Agreement in place. L&Q to purchase completed units March 11. Development commences July 10. Anticipated
215 Richmond Road	61	19	31%	Nov 2010	Anticipated handover mid October Anticipated Completion Date

Annex 3

Kingston's Borough Investment Plan

Scheme	Total No. of Units	No. of AH units	% AH	Anticipated completion date	Status
381-419 Park Road		9			
62-74 Leatherhead Road, Chessington		12			
381-419 Park Road		10			
89-117 Verona Drive		5			
62 Cranes Park		4			

Affordable Housing Delivery Board - Terms of reference

Approved by: Strategic Housing Project Board

Date: 16 April 2010

Purpose/Aims of the Group

- To monitor and report to the Strategic Housing Project Board and the Strategic Housing Partnership Board on performance against affordable housing targets
- To take responsibility for the delivery of the Affordable Housing elements of the Housing Improvement Plan
- To direct and monitor the work of the monthly Delivery Group which looks at detailed delivery and pipeline issues
- To deal on an exception basis with items or obstacles which cannot be dealt with by the Affordable Housing Sub Group

Membership/Attendance

Currently

Director of Place and Regeneration
Head of Housing Improvement
Housing Officers
Planning Officers
Borough Solicitor
Borough Valuer

Query for the future

Executive Member(s) Planning/Housing

Governance

Chair: Director of Place and Regeneration
Deputy Chair: Head of Housing Improvement

Frequency

Quarterly

Meeting Schedule

Annex 4

Kingston's Borough Investment Plan

23 July 2010
Then to be confirmed

Standard Agenda Items:
TBC

Affordable Housing Delivery Group

Terms of reference

Approved by: Affordable Housing Delivery Board

Date: 23 July 2010

- Purpose/Aims of the Group
- To report on performance on the delivery of Affordable Housing to the Affordable Housing Delivery Board
- To co-ordinate policy development on Affordable Housing
- To devise, maintain and report on a programme for the identification and prioritisation of potential development sites for Affordable Housing
- To develop and oversee Action Plans for development sites
- To co-ordinate communication with partners

Membership/Attendance

Housing Officers

Planning Officers

Borough Valuer (as required)

Borough Solicitor (as required)

(Possible rep from Homes and Communities Agency)

Governance

Chair: Head of Housing Improvement

Deputy Chair: Interim Head of Planning

Frequency

Monthly

Meeting Schedule

12 July 2010 – 10.00am

Mon 16 Aug 12.00 – 1.30pm Conference Room GH1

Mon 6 Sept 11am – 12.30pm Room 88 3rd Floor GH

Mon 3 Oct 11am – 12.30pm Room 88 3rd Floor GH

Mon 1 Nov 11am – 12.30pm Room 88 3rd Floor GH

Mon 6 Dec 11am – 12.30pm Room 88 3rd Floor GH

Standard Agenda Items:

TBC

List of Contacts

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Keith Broxup	Interim Head of Housing Services	020 8547 5430	keith.broxup@rbk.kingston.gov.uk
Julie Baird	Interim Head of Planning	020 8547 5322	Julie.Baird@rbk.kingston.gov.uk
Laura Mundy	Planning Policy Officer	020 8547 5374	laura.mundy@rbk.kingston.gov.uk
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Peter Cordy	Borough Valuer's Department	020 8547 5670	peter.cordy@rbk.kingston.gov.uk

Explanation of the Acronyms used within the Document

Acronym	Meaning
BIA	Borough Investment Agreement
BIP	Borough Investment Plan
C02	Carbon Dioxide
CHFR	Council Housing Finance Reform
DPF	Disposal Proceeds Fund
GLA	Greater London Authority
HCA	Homes and Communities Agency
IDP	Infrastructure Delivery Plan
IMD	Index of Multiple Deprivation
JSA	Job Seekers Allowance
KSP	Kingston Strategic Partnership
LDF	Local Development Framework
MOL	Metropolitan Open Land
NII55	National Indicator 155
ONS	Office of National Statistics
PCT	Primary Care Trust
RCGF	Recycled Capital Grant Fund
RSL	Registered Social Landlords also known as Registered Providers
SME	Small and Medium sized Enterprises
SOA	Super Output Area
STW	Sewage Treatment Works
TFL	Transport for London
TSA	Tenancy Services Authority
UDP	Unitary Development Plan