



Your CRE — delivering social value

The ambitious regeneration of Cambridge Road Estate will bring residents new modern homes, green spaces, play areas, and safer streets and neighbourhoods. This will bring big improvements for residents' quality of life. But there are more ways we can support residents and bring opportunities that will make a difference to households across the estate.

We will do this through our social value programme and will focus on 4 key priority areas:

1. Improving health and wellbeing
2. Investing in communities
3. Supporting employment, education and skills
4. Creating opportunities for young people

We will be supporting these 4 priority areas by:

1. Directly funding projects through our Community Chest grant programme
2. Delivering projects through our regeneration team
3. Working with partners to seek more funding and deliver projects together
4. Monitoring and evaluating progress and impact

We want residents to be involved by:

1. Joining us in making our action plans
2. Working with us and our partners to design projects
3. Delivering projects themselves by using funding from the Community Chest
4. Reviewing Community Chest applications
5. Providing feedback and reviewing projects to help make sure we fund projects that work for residents

This is a summary of the full CRE Social Value Strategy, which can be found at www.cambridgeroadestate.com. If you have an idea, would like to send us feedback or ask about getting involved in our social value or regeneration programme, please contact creregen@kingston.gov.uk or FREEphone 0800 304 7633

CRE SOCIAL VALUE STRATEGY

Note to reader: This social value strategy identifies opportunities to improve lives and places for those living on Cambridge Road Estate during the regeneration programme, and it is hoped long after it as well. It is important to note that in identifying and prioritising these opportunities we are not ignoring that there are residents who have a good quality of life and are involved in successful and meaningful opportunities, networks, services or organisations that are already bringing value to the people and places on CRE. This strategy is about additional opportunities and addressing gaps. The projects that deliver on these social value priorities will at times build on these successes and at other times will be about bringing new approaches and projects.

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1. Introduction

The Cambridge Road Estate (CRE), built in the late 1960s, is Kingston Council's largest housing estate and is located in the most disadvantaged area of Kingston. With 832 homes, around 50 languages spoken and our most ethnically diverse neighbourhood, over 1,800¹ people live on the Estate.

Our insights shows a link between poor housing and poor health². Unemployment is high and community facilities are poor. Our proposals to build around 2,170 new modern homes, green spaces, play areas, and safer streets and neighbourhoods as part of an £800 million regeneration set in motion ambitious plans to tackle these and other issues. This social value strategy outlines how the social value programme for the CRE regeneration programme will work with residents and stakeholders to bring additional opportunities for residents on the CRE to support and improve quality of life and well-being.

2. Regenerating the CRE: delivering more than bricks and mortar

Across its 821 households, the Cambridge Road Estate is home to a mixture of secure tenants, leaseholders, freeholders, temporary accommodation households, and private renters. Some residents have lived on the estate for decades and some have lived on the estate for a shorter period of time. There are aspects of the Estate that current residents enjoy: the proximity to Kingston town centre, public transportation, a local hospital, green spaces and for some, their local networks of friends and family. However, the design, layout and lack of amenities on the estate do not service residents well³:

- The majority of residents on the CRE live in a flat with little or no private outdoor space.
- Almost a fifth (18.3%) of the households are overcrowded compared to 5.8% in Kingston and 4.6% in London.
- Current homes are not energy efficient and prone to heat not being well retained
- There are limited outdoor amenities for residents to use and enjoy, especially for young people.⁴
- Crime rates on the CRE are higher than the Kingston average with the most commonly reported crimes including anti-social behaviour, violence and sexual offences, criminal damage and arson.

¹ This number will vary during the regeneration programme as residents move on and off the estate due to regeneration as well as changes to household composition and will be revised when the strategy is reviewed

² [CRE Landlord offer](#), pg 4 and 7

³ This is not an exhaustive list, some more details can be found in the [landlord offer](#) and [statement of reasons](#) (section 4)

⁴ [Youth Panel report 2019](#)

- Residents on the CRE have reported that crime and anti-social behaviour on the CRE negatively affected their health and well-being.⁵

In March 2020, following extensive engagement with residents⁶ to help inform and shape proposals, eligible CRE residents voted in favour of the regeneration. Over the next 12–15 years, the Estate will be rebuilt over 5 phases and tackle many of the challenges of the current design. It will deliver:

- New homes to address overcrowding, provide private outdoor space for all households and, through the design of lifetime homes as well as adaptations, address accessibility needs and enable residents to live in their homes throughout their lives. Homes will also be well insulated, providing residents with improved sound and heat insulation helping to tackle the health and well-being effects of noise and fuel poverty.
- Safer streets and buildings through Secured by Design⁷, tackling perceptions and issues of safety for residents as well as making streets and public spaces more enjoyable and social by prioritising both the functional and visual amenity of public spaces.
- New communal spaces for each building to provide all residents with a range of outdoor spaces to enjoy, as well as improved community amenities (new community centre and public park spaces), all contributing to positive social, health and well-being opportunities.

This physical regeneration of CRE will transform the neighbourhood and will play a significant role in improving the overall quality of life for residents, current and future, and help to tackle a range of housing, crime and safety, health and well-being needs of residents. However, there are many other opportunities to support residents in addition to the benefits to come out of the construction of new homes and neighbourhoods through regeneration. This is where social value plays an important role.

3. Creating opportunities: priorities for improving places and lives

Social value is about bringing additional investment and resources to create further opportunities and benefits to people and places associated with a project. The social value programme for CRE will — through a financial contribution for resources, projects and programmes and by working collaboratively — maximise and create additional opportunities for residents. CRE is the lowest-ranked area (LSOA⁸ area used by the Census) in Kingston for four of the seven deprivation domains (income; employment; education, skills, training; Health deprivation and disability) and is one of the 20% most deprived areas in England⁹.

⁵ [CRE Health and Wellbeing analysis report \(2021\)](#)

⁶ [Working with residents](#)

⁷ Secured by Design is an initiative approved by the Metropolitan Police proven to reduce crime by up to 87% in new developments.

⁸ Lower super output area — this is a small geographical area used by the census

⁹ See [CRE Health and Wellbeing analysis report \(2021\)](#)

The CRE social value programme will focus on 4 key priorities to bring about opportunities and improvements in these areas:

- Health and well-being
- Investing in communities
- Employment, education and skills
- Opportunities for young people's health, education, well-being and employment

These priorities, based on the data¹⁰ to show where the opportunities are, reflect where the regeneration programme for CRE can provide additional value, recognising that the construction will be making improvements to other key areas such as homes, the environment, safety and security. These priorities have also been discussed and approved by the CRE Community Board. They have been kept purposefully broad to allow flexibility over time and enable residents to help shape the action plans to deliver projects on these key areas and residents and local community groups to define their own responses through the Community chest grant programme (see section 4).

Priority 1: Health and well-being

There are more residents living on the CRE with lower levels of health and well-being compared to the borough. Residents on CRE live shorter lives than elsewhere in Kingston, and a higher proportion of their lives are spent in poor health with more limitations to their day-to-day activities. It is likely that Covid-19 has exacerbated and/or widened the health and well-being residents experience and recent research¹¹ undertaken with CRE residents in April 2021, has reported that they feel that their health has worsened recently. Notably, residents reported lower well-being and higher levels of anxiety compared to data for Kingston. Given the difference in health and well-being for residents living on the CRE compared to Kingston, improving health and well-being is an important and pressing priority. Residents have shared their ideas for priorities to improve their health and well-being in recent research which will help inform and target projects and programmes on the CRE. Working with residents to understand and address these challenges will be essential and will require both immediate and long term focus.

Priority 2: Investing in communities

Although the proposals for the regeneration of the CRE will bring about new homes, neighbourhood spaces and a new community centre, the regeneration will take 12–15 years across five phases. Recent research has shown that whilst some residents enjoy where they live and their community, there is a low happiness and neighbourliness score compared to Kingston. With worsening health and well-being, in particular mental health concerns,¹² the

¹⁰ Further details and data can be accessed in the [CRE Health and Wellbeing analysis report \(2021\)](#). Although there is limited data on the impacts of Covid-19 for residents on the CRE specifically, some assumptions are made in the section below based on the data that is available. New data will continue to be monitored to help shape the action plan for social value programmes across these priority areas

¹¹ [CRE Health and Wellbeing analysis report \(2021\)](#)

¹² [CRE Health and Wellbeing analysis report \(2021\)](#)

social value programme has the opportunity to work with residents to help improve communal spaces, activities and opportunities to get together (integrate and build) networks. With more residents working from home and spending more time in the local area, it is likely that residents' views and the value they associate with local places and support networks will have changed during the covid pandemic and may have become more important to residents. Respondents to the Health and Wellbeing study cited a link between improvements to public spaces and safety to improvements in their health and wellbeing. This priority is about supporting projects that invest in local public realm (communal spaces) spaces, activities, and opportunities for residents to improve their view, use and enjoyment of local spaces, tackle social isolation and widen a sense of community and neighbourliness. This is also about celebrating, sharing and widening the diversity, heritage and culture on CRE.

Priority 3: Employment, Education/Learning and Skills

There is a higher rate of unemployment among residents on the CRE than Kingston average with around double the unemployment level (7.6% v 3.2%)¹³ with just under half of these (3.1%) classified as long term unemployed and 1.6% as having never worked. The Job Seekers Allowance (JSA) claimant rate for the CRE is more than twice the Kingston rate and has increased from 7.5% in March 2020 to 13.1% in February 2021 it is likely that Covid-19 pandemic has affected residents on CRE in particular. In a report on the impact of Covid-19 on employment in Kingston¹⁴, CRE residents are likely to have been affected more because there is a high rate of residents working low skilled jobs in sectors affected (elementary sector, sales, and leisure) and with a larger younger and more diverse population than Kingston average that has also been shown to be more affected.

There is a low level of education attainment among CRE residents with almost a third of residents with no formal qualifications and less than a fifth (18.5%) of residents on the CRE have a level 4 qualification or above, which is significantly less compared to 41.4% in Kingston¹⁵. There are opportunities to support residents to take advantage of the wide range of learning opportunities within Kingston that can support residents in many aspects of their lives from employment support through to supporting health and wellbeing. However Kingston Adult Education, whose courses are often free to those on low income, have few residents enrolling and benefiting from these opportunities (only 31 residents enrolled in courses at Kingston Adult Education pre-covid).

Supporting residents with employment, education and learning opportunities to develop skills, support and experience will be an immediate and long term focus for the CRE and focus on opportunities for unemployed residents as well as those that would like to develop more skills, retrain or change their employment. As a large regeneration scheme, there will be particular opportunities for residents to participate in apprenticeships and work experience in the construction industry. There is no accurate data on digital exclusion on CRE but digital skills are an increasing aspect of daily life and there will be a specific focus

¹³ 2011 ONS census

¹⁴ ONS, 2020. Jobseekers Allowance/ Kingston draft employment skills response plan

¹⁵ 2011 ONS census

on projects to support digital inclusion among residents to enable them to use technology for daily tasks as well as improving access to opportunities, services, information and advice for health and wellbeing, education, employment to name a few.

Priority 4: Children and Young People

The percentage of children living on the CRE in families with low income and relative low income is very high at 35.4% and 42.2% respectively¹⁶. Over a third of the children on the estate are eligible for pupil premium. With over a quarter of the population on the CRE being under 16 years of age and over a third (34%) of households with a dependent under 18, the CRE has a higher proportion of young people aged 15 compared to Kingston. Young people have been involved through the youth panel and highlighted the importance of, and limited, public spaces available to them on the estate. The electoral ward of Norbiton in which the CRE is located, has the lowest rate of children reaching a good level of development and a higher proportion of childhood obesity¹⁷. The impacts of Covid-19 are likely to have had a worsening effect on children and young people's health, well-being, and education with school closures, isolation, and reduced access to services and play and leisure facilities. Taking this together with the other three priorities that will affect households on the CRE, the social value programme will support projects targeted at creating opportunities that benefit children and young people's health, wellbeing and participation, education and future employment including the continuation of their involvement in the regeneration programme.

4. Delivering social value for CRE residents

In Spring 2021, Public Health Kingston together with Kingston Hospital worked in partnership with the CRE regeneration team to explore the health and well-being of residents on the CRE. This research, which included primary research undertaken with residents to gain their views and experience¹⁸ provided a strong evidence base and shaped the social value priorities outlined above (section 3).

This research took a holistic approach to exploring health and well-being, recognising the close relationship between different aspects of a person's life as outlined by the Marmot Review¹⁹ that

"Health inequalities result from social inequalities. Action on health inequalities requires action across all the social determinants of health."²⁰

¹⁶ 2018–19 data from the Department for Work and Pensions (DWP) and the Office of National Statistics (ONS)

¹⁷ Data from Achieving for Children (2021)

¹⁸ [CRE Health and Wellbeing analysis report \(2021\)](#)

¹⁹ [Fair Society Healthy Lives - The Marmot Review](#)

²⁰ [Marmot Review - Key messages](#)

This is because health inequalities arise from a complex interaction of factors (housing, income, education, social isolation, disability) and are affected by economic and social status.

As such, this research has provided four key findings that will shape how we deliver the social value programme on the CRE:

1. There are a wide range of opportunities to improve outcomes for residents living on the CRE
2. There is a close and complex interaction between factors that require partnership and collaboration working
3. It is important to continue to work with residents to understand their priorities and experiences to ensure projects are effective, meaningful and engage residents
4. Addressing these opportunities and working in partnership is essential because the needs of residents living on and growing up on the CRE is greater than other residents in Kingston, London and England

The CRE social value programme will embrace these findings in the way in which it plans, delivers, monitors and evaluates the programme.

4.1. Planning and delivering Social Value Projects

This strategy has outlined the overarching priorities for the social value programme. Creating action plans with residents and partners will help to identify key areas and projects to be delivered under each priority. By working together, we can explore the data as well as the experiences and views of residents and understand the barriers and opportunities. This will enable the action plans to reflect resident priorities, aspirations and ideas to ensure that the social value projects are effective and targeted, maximising on opportunities and co-designing projects where possible. It will also be essential to consider equality and diversity in designing projects, setting monitoring requirements, and reviewing action plans and delivery to ensure that key considerations have been taken into account.

There will be different ways in which social value programmes will be delivered to enable a range of different stakeholders to participate in improving opportunities on the estate that address the social value priorities. We will:

- Fund local projects through our Community Chest grant programme
- Directly deliver projects through our regeneration team
- Work with strategic partners to deliver projects to avoid duplication and work collaboratively making best use of resources, assets and knowledge
- Seek additional funding opportunities with residents and partners to maximise opportunities

4.2. Review, Learn and Shape

The action plans will identify the projects and initiatives that will be delivered to contribute to the social value priorities setting short, medium and long term goals. It will be critical for ongoing monitoring and evaluation to take place with key stakeholders²¹ so that there are regular opportunities to pause to review and learn from what has taken place and adapt or change projects where necessary²². This will ensure that projects are effective, make the most of available resources, and identify gaps or further opportunities. There will be three levels of evaluation:

1. Projects: each project will need to demonstrate how it has contributed to the social value priorities of the programme and evidence the impact that this has had (outputs and outcomes) including collecting equality impact data
2. Annual stop check and periodic reviews: this will provide opportunities to review all social value projects, monitor equality impact data, and consider emerging data with key stakeholders to provide feedback so that we build on what works well or change and improve where necessary
3. Ongoing research (Longitudinal): this research will look at the impact of the regeneration programme on set key areas at regular intervals throughout the programme to ensure short and long term changes are identified

4.3. Involving residents

Social value is about providing meaningful and effective opportunities and improvements to the lives of residents on CRE. This can only be achieved if residents are involved in the whole social value programme. Although this has been referenced throughout the strategy, it is important to summarise how we will ensure that residents have an active role in shaping priorities and initiatives and giving feedback on projects throughout the regeneration programme. We will involve and collaborate with residents to:

- Develop action plans²³ and help decide priorities alongside other partners like public health
- Share ideas and help design projects and initiatives that are meaningful to residents
- Review projects action plans to learn about what works well and what can be improved
- Set priorities for and review Community Chest²⁴ applications
- Help design and monitor the evaluation of the regeneration programme

²¹ This will include residents, Community Board, LLP Board, partners

²² In order to ensure that programmes are effective, the social value programme will adjust to changes relating to recent data (i.e. Census 2021) and strategic policy changes that pertain to the CRE (e.g. Kingston corporate priorities)

²³ Action plans will

²⁴ The Community Chest will be a specific stream of funding to deliver projects on CRE. Projects will need to identify how they meet at least one of the priorities and applications for the Community Chest will be reviewed by a subgroup of the Community Board

5. Next Steps

- Develop Action Plan with residents and stakeholders
- Develop and launch the Community Chest grant programme
- Establish ongoing research (longitudinal research)
- Set up resident review dates for social value programme (monitoring stages)
- Review strategy:

Strategy review dates:

| Social Value Review | Due Date |
|--|------------------------------|
| Review and Issue 1 — Community Board and LLP | December 2021 and March 2022 |
| Review and issue 2 — Community Board and LLP | December 2026 |
| Review and issue 3 — Community Board and LLP | TBC |

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