

CABINET	DATE 13 March 2024	ITEM NO 7
TITLE 10-year Regeneration Plan (2024 to 2034)	WARD (S) ALL	
CHIEF OFFICER Director of Regeneration, Enterprise, and Skills	CABINET MEMBER Cabinet Member for Regeneration	
DECISION CLASSIFICATION Key 28 day notice issued – subject to IPC Non-exempt report and appendices Subject to Call-In	IS THE FINAL DECISION ON THE RECOMMENDATIONS IN THIS REPORT TO BE MADE AT THIS MEETING? Yes	

I. **Decision required**

This report makes the following recommendations to Cabinet:

I.1. To note that:

I.1.1 Whilst the Council, its partners and developers have invested in supporting the physical and socio-economic conditions of the borough, there are still areas identified in this report that need further intervention, and the Council to act as a catalyst for on-going regeneration. This report details the rationale for the seven areas of focus for the 10-year Regeneration Plan in the context of the Council’s approach to Place Leadership for the borough.

I.1.2 £725,000 of funding has been identified from approved budget sources for the procurement and commissioning of area-based regeneration studies and community engagement programme for four priority regeneration areas, and Homes England has indicated it will provide £100,000 by way of grant funding for Charlton Riverside.

I.2. To approve that:

I.2.1. The Council prepares a 10-year regeneration plan covering the period from 2024 to 2034 which focuses on the following areas of the Borough:

- Woolwich Town Centre and surrounding areas, including its links into Woolwich Dockyard and Woolwich Common;
- Plumstead Town Centre and surrounding areas, including the Strategic Industrial Land;
- Abbey Wood;

- Thamesmead;
- Kidbrooke Village;
- North Greenwich and its links into Charlton Riverside; and,
- To pursue other areas of the borough as and when opportunities arise for collaboration and partnership

1.2.2. The Council prepares a Place Vision and Delivery Plan that will set out the Council's role in realising the comprehensive regeneration of Charlton Riverside Opportunity Area as outlined in the London Plan 2021

1.2.3. The Council produces Urban Regeneration Frameworks (URF's) which will include a Place Vision, identify possible physical interventions, detail potential development sites, and indicate complementary workstreams (e.g. public health, education, cultural, sport etc.) to maximise the impact of public services to improve places, including engagement with Councillors, stakeholders and communities will be developed. It will detail what the Council wants to achieve and deliver for each of the three areas and detail the direction of travel for the next 10 years, informed in part by local residents, businesses and other landowners and investors. Subject to agreement by Cabinet in the future years on the proposed recommendations and interventions promoted by each area URF, a business case will need to be developed to release capital for investment in these areas, especially where the Council has an interest (land, property or future assets).

1.2.4. To approve the use of the funding of up to £825,000 identified in paragraph 1.1.2 for the Council to prepare the 10-year regeneration plan and support the activities referred to in paragraph 1.2.1 to 1.2.3 above.

1.3. To delegate to the Director of Regeneration, Enterprise and Skills the authority to:

1.3.1. Identify and source the availability of external grant funding to enable the Charlton Riverside regeneration programme from commercial partners and developers to government agencies, and make the appropriate arrangements to agree and enter into the terms and conditions of such funding (including Heads of Terms and Memorandums of Understanding).

- 1.3.2. Procure and appoint specialist advisors to support the production of the Delivery Plan and URF's, including specific support for community engagement, communications and marketing. Cabinet agrees that once URF's have been prepared that they come back to Cabinet for approval.
- 1.3.3. Enter into such other Heads of Terms, Memorandums of Understanding and/or funding agreements with partners, commercial partners and developers that bring about the delivery of the URF's.
- 1.3.4. Identify appropriate sites for development/regeneration and where information is of sufficient detail, to participate in the 'Call for Sites' during the new Local Plan process.

2. **Links to Our Greenwich missions**

2.1. This report relates to the Council's agreed missions as follows:

- Mission 1 – People's health supports them in living their best life – *the 10-Year Regeneration Plan aims to improve the opportunities for residents to have access to the service they require to live a healthy and happy life.*
- Mission 5 - Everyone in Greenwich is safer, and feels safer – *the 10-Year Regeneration Plan will consider how to improve areas and how to design out issues that impact on our communities like anti-social behaviour.*
- Mission 6 - People in Greenwich have access to a safe and secure home that meets their needs – *the 10-Year Regeneration Plan will consider a range of development opportunities in each area, including additional housing in accordance with London Plan policy.*
- Mission 8 - Development delivers positive change to an area for existing and new communities – *the 10-Year Regeneration Plan will consider how future investment, including development will promote and support positive changes in the seven areas of focus*
- Mission 9 - Neighbourhoods are vibrant, safe, attractive with community services that meet the needs of local residents – *the 10-Year Regeneration Plan will consider how future investment will be best deliver vibrant, safe and attractive neighbourhoods and provide the right level of services and facilities for our residents.*
- Mission 11 - Everyone has the opportunity to secure a good job. – *the 10-Year Regeneration Plan will consider how to create the right conditions to generate more employment opportunities and increase job density across the borough.*

- Mission 12 - Town centres, high streets and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people – *the 10-Year Regeneration Plan will assess what further investment and improvements are needed to support our town centres to ensure they remain economically relevant and resilient, and meet the needs of both business and residents.*
- Mission 13 - Our economy attracts new high value businesses whilst strengthening its foundation – *the 10-Year Regeneration Plan assess how to best diversify the economy in the seven areas of focus to attract new investment from the growth and emerging sectors.*
- Mission 15 - Our Council is better at listening to communities, and communities feel they are heard – *the 10-Year Regeneration Plan will deliver a series of community engagement activities to help establish the future vision and priorities for each area.*
- Mission 16 - We develop networks with communities, key partners, and businesses to meet need and address challenges together – *the 10-Year Regeneration Plan will bring together the collective ambitions of the Council, its partners and business (relevant sectors) to support the future vision and priorities for each area and help to facilitate and guide future investment.*
- Mission 18 - Our organisation is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces whilst remaining financially sustainable – *the 10-Year Regeneration Plan will support and reflect the objectives of the Council, and provide solutions that could generate efficiencies through promoting a coordinated area-based approach to the seven areas of focus.*

3. **Purpose of Report and Executive Summary**

- 3.1. The ambition of 10-year Regeneration Plan, along with the Housing Our Greenwich (long-term housing delivery strategy) demonstrates the Council's commitment to area-based place shaping with the goal of improving the lives and prospects of our residents. Both these programmes and any associated future capital investment by the Council, will help to deliver a range of benefits that are linked to inclusive economic growth, and supporting the vitality and resilience of the borough's town centres and neighbourhoods. These workstreams will also contribute to achieving greater community cohesion, increased environmental quality and better health.
- 3.2. The borough is made up of a number of distinct neighbourhoods and places, which have their own identities, opportunities, and challenges. The purpose of this report is to outline and recommend the strategic approach towards the development of a 10-year Regeneration Plan, with a programme of activity

linked to the proposed seven areas detailed in this report. Some of these areas already fall within, or are part of, designated Opportunity Areas. These are Charlton Riverside, Woolwich Town Centre, Plumstead High Street, Abbey Wood, Kidbrooke, North Greenwich and Thamesmead.

- 3.3. The Council, led and coordinated by Regeneration, will be responsible for developing the detailed scope and programme plan for each area, initially consisting of an Urban Regeneration Framework (URF) study or Delivery Plan, supported and assisted by a community and key stakeholder engagement strategy. For each area, a place vision will be established, along with a set of priorities, that reflect the collective ambitions of the Council and the local community. Owing to resources, Woolwich Town Centre and Charlton Riverside will be progressed first as there is already committed or forthcoming investment by the Council and others, and therefore there is a real need to guide this by planning and preparing a longer-term strategy and vision for these areas.
- 3.4. The detailed scope and programme plan for Abbey Wood and Plumstead High Street and associated Strategic Industrial Land (SIL) will be progressed following an initial engagement exercise with Ward Councillors, key stakeholders and the local community to understand what their aspirations are for their neighbourhoods and/or town centres, and to allow the Council to co-develop a vision for each area and a set of priorities to guide a future urban framework study.
- 3.5. For Kidbrooke, North Greenwich and Thamesmead, regeneration masterplans for these Opportunity Areas or strategic development areas are being progressed by Berkeley Homes, Knight Dragon, and Peabody, respectively. The Council will use its influence and continue to collaborate and work closely with these landowners to ensure their investment compliments the wider ambitions and vision, delivers on our policy objectives (i.e. affordable housing), and contributes to the social and economic needs of these areas.
- 3.6. Once the Place vision and priorities for each area, an URF or Delivery Plan detailing the opportunities and challenges, along with a set of recommendations, will be presented to Cabinet for their consideration and decision in 2024/2025. This will also detail the next stages of the area programme, including a business case (finance model and funding requirements), and the priority investment projects that should be progressed and to seek statutory consents, namely planning and highways.

- 3.7. The URF's and Delivery Plan will provide a framework for the market (developers, Registered Housing Providers, investors etc.) as what would be acceptable in each of these areas, and will help guide any investment and decisions that the Council progresses with its partners (HM Government bodies, Greater London Authority, Transport for London, Port of London Authority, or development partners). They are also designed to encourage and provide an integrated approach to development opportunities, intervene where the market has failed (i.e. Compulsory Purchase Order), and steward and guide the right type of inward investment for the borough and its residents. See Appendix A.
- 3.8. The URF's and Delivery Plan will also support and feed into the development of the emerging Local Plan priorities for each area, and provide a greater level of detail on how this should be delivered to achieve the overarching place vision. They will also tie together the various Council strategies and plans (economic, employment and land, asset, infrastructure, transport, community, cultural, and carbon neutral) to ensure an interconnected structure which helps to identify the opportunities to support the delivery of these wider objectives. The Council is committed to tackling the impacts of climate change, and declared a Climate Emergency in June 2019. To support this priority, the Council will consider how the public realm will help to improve the seven areas through future investment, and address its ambitions on urban greening, biodiversity, sustainable drainage, and better air quality. Residents, businesses and property owners value the positive impact public realm can have on areas (social and economic), and through the use of statutory functions and negotiation, the Council aims to lever, facilitate and secure capital investment to realise these climate adaption objectives. See Appendix B.
- 3.9. Whilst URF's and Delivery Plan will not have a legal or planning status (i.e. adopted) they will support the implementation of the future Local Plan and other Council strategies. They are dynamic, responsive, and evidence-based documents that may evolve over the 10-year period, and should adapt to respond to changes, including in local ambitions or market conditions to remain relevant. As a result, they will potentially have a much greater lifespan beyond the 10-years meaning they will not only guide future decisions and medium-term investment, but also do the same in the longer-term. Complementing the 10-Year Regeneration Plan, the Housing Our Greenwich review may also include proposals for possible estate regeneration in some of these seven areas.

3.10. This report also outlines the revenue funding requirements to allow the Council to move forward and develop its 10-year Regeneration Plan for the seven identified areas. It is proposed that this funding allocation does not exceed £825,000 over the next two years and is ring-fenced to areas listed in 4.10 of this report. Therefore, the recommended funding detailed in Table 1 of this report will only be used to fund resources and commissions for Charlton Riverside, Woolwich Town Centre, Plumstead High Street and Abbey Wood.

4. Introduction and Background

- 4.1. Since 2017, the Council has invested over £920m successfully delivering a range of capital projects to support the regeneration of the borough, including across the seven areas listed in 3.2. Alongside this, some of the borough's principal landowners have also introduced investment to progress their approved masterplans in three of the seven areas. See Appendix C for more information.
- 4.2. Currently, the Council is forecast to deliver over £1.5b of capital investment across the borough over the next 10 years, which includes regeneration projects in Woolwich, Plumstead, and Kidbrooke. Details on these projects, delivered by the Council and others is set out in Appendix D.
- 4.3. In 2019, Greenwich was ranked the 60th most deprived local authority in the country out of 317. Greenwich has lower levels of deprivation compared to other London boroughs such as neighbouring Lewisham (35th) and Newham (12th). The Council's 2023 draft Inclusive Economy Strategy (Indices of Multiple Deprivation Data (2023)) has revealed that 10% of neighbourhoods across the borough were in the 20% most deprived in England, compared with 6% in London. Whilst deprived neighbourhoods were located across the borough, it identified several 'hotspots' in the north and close to the Thames River where the population is highly concentrated. The north of the borough also presents more opportunities to generate jobs, densify mixed development, and intensify industrial land. Consequently, it will continue to attract greater levels of inward investment and interest and therefore needs to be proactively managed by the Council to ensure the right decisions are made. It is also where the Council wants to bring forward and facilitate a new riparian sustainable and active travel corridor spanning from Thamesmead to West Greenwich. Whereas, the south of the borough tends to have more established residential areas, where enhancing local offer and amenity, and improving existing housing stock should be the focus. It is for these reasons

that the Council is concentrating the majority of its 10-year Regeneration Plan in the north of the borough from North Greenwich to Thamesmead.

- 4.4. Over the past 20 years, Greenwich has seen over 8,500 new homes built against a target of 41,000. This is a similar picture across England and is contributing to causing a significant strain on the local housing market. The borough has a total of four Opportunity Areas (OA's), and has the third highest housing target (28,000 or 5% of London Plan total) out of all London Boroughs, which should benefit existing and new communities. However, like many boroughs, Greenwich is underperforming in terms of net housing completions against this London Plan target. By making sure that suitable social, cultural, community and transport infrastructure is delivered from these Opportunity Areas and key development sites is a key part of the 10-Year Regeneration Plan, coupled with ensuring future CIL and S106 contributions start to benefit more local people across the seven areas.
- 4.5. The Council values its town centres and the contribution they make to the borough. This is why there has been investment in places like Eltham, Greenwich, Plumstead and Woolwich to ensure that they are an attractive and thriving place for people to visit. But like many town centres across the UK, the borough's high streets continue to be threatened by various external factors such as online retail, the cost-of-living crisis, inflation, and wider macro-economic performance. This is exacerbated by a high proportion of businesses that are unable to access superfast broadband, and with up to 20% of residents mainly working from home, digital connectivity continues to be an essential economic asset that will enable and boost productivity, helping to unlock new ways of working. The Council is helping to address this connectivity issue with the launch in February 2023 of Digital Greenwich Connect, a new joint venture with ITS and DG Cities. However, this programme of investment, whilst important, is modest compared to the connectivity challenges faced by the borough.
- 4.6. Alongside this, self-reported levels of happiness appear to be declining, with over half of the borough's population living in poverty, fuelled by a lack of affordable and social housing, that are all contributing to health, social and economic inequalities within our communities. This holds back not just those directly affected but whole communities.
- 4.7. Over the last 10 years there has been significant growth in the borough particularly in Greenwich and Greenwich Peninsula, Kidbrooke, Charlton, Thamesmead, and Woolwich. Unlocking further economic growth by creating advantageous conditions and environments for businesses to thrive and

invest, alongside the right a mix housing tenures, transport and community infrastructure will be key drivers for the 10-year Regeneration Plan for each area.

- 4.8. As there are significant developments and investment is taking place across the borough in North Greenwich, Kidbrooke and Thamesmead, the Council will continue to work closely with its partners on the regeneration and progression of a number of live masterplans and development programmes led by Berkeley Homes (Kidbrooke), Knight Dragon (North Greenwich), and Peabody (Thamesmead). Whilst the Council has some planned and potential development sites in Kidbrooke and Thamesmead, most of the large-scale investment is being led and progressed by the named landowners. Therefore, it is imperative that the Council continues to lead and proactively coordinate all landowner interests in these areas, both through partnership working and statutory processes to ensure that places are designed, curated and delivered to benefit the wider interests of the community and the multitude of existing and future stakeholders.
- 4.9. As a result, the Council's proposed 10-year Regeneration Plan will focus on other areas where there is no predominate landowner, and work with the local community and those with land and property interests to bring forward URF's or Delivery Plan to solidify the vision, create and generate investment opportunities, address challenges and barriers to investment, and propose a 10-year delivery plan.
- 4.10. The focus on these areas also reflects existing Opportunity Area's (OA), Strategic Development Locations as identified in in the Council's Unitary Development Plan (UDP), and Strategic Industrial Land (SIL), most of which are concentrated in the north of the borough adjacent to the river. Based on this rationale, the proposed 10-year Regeneration Plan will be to concentrate the Council's resources and investment in these areas (listed in priority order):
 - Charlton Riverside
 - Woolwich
 - Plumstead
 - Abbey Wood

5. 10 Year Regeneration Plan

- 5.1. The proposed geography and focus of the recommended 10-year regeneration plan outlined in this report largely corresponds with the Mayor of London's Opportunity Areas (OA) where adopted masterplans, Delivery

Plan or URF's are either not being progressed, or have not yet been produced and consulted upon. This section details the proposed scope of the 10-year Regeneration Plan for each area, detailing a range of place making, development and regeneration opportunities that will be fully explored by the Council.

- 5.2. For each area, the Council may want to extend the focus beyond the proposed boundary to neighbouring areas to understand if further benefits could be delivered for the local communities these areas serve and support. This is because the 10-year Regeneration Plan will take a more holistic approach towards the investment required to enable and bring forward the renewal of these areas with the aim of creating great places for all those that live and work in these parts of the borough.
- 5.3. Central to the Council's *Our Greenwich Missions* is to address the borough's inequalities (education, health, deprivation, social and economic) by delivering its own programme of investment, supported by and through successful partnerships (national and regional government, landowners, voluntary and community sector, business, and strategic infrastructure providers), to create the right opportunities that benefit residents and businesses. A fundamental element to the success of this approach will be working alongside communities to shape these areas and understand what is important to them, and why. That is why the 10-year Regeneration Plan will be supplemented by a community engagement programme to establish the vision and priorities for each area. It's important that while the Council shows leadership, it adopts a collaborative approach that is not seen as either 'top down' or 'bottom up', but rather one that encourages and facilitates debate and discussion, supplemented by robust data and evidence in order to deliver the best possible solutions.
- 5.4. It is vital that those living, working, and visiting the borough continue to benefit from the investment the Council and others are making, and ensure any future regeneration and investment programme and projects in these areas reflect and support existing and emerging policies (Local Plan). The Council will need to demonstrate that any proposed strategies for each area are designed to benefit and support the communities they serve, and reflect their ambitions. Each URF will help to guide the Council's core spending and priorities around the public health, education and community-based services to achieve a comprehensive neighbourhood approach.

5.5. Charlton Riverside

- 5.5.1. [Charlton Riverside](#) is an important regeneration site within the Royal Borough of Greenwich which was originally designated an 'Opportunity Area' (OA) by the Mayor of London in 2008. The London Plan identifies Charlton Riverside as having the potential to deliver 8,000 new homes and 1,000 new jobs by 2041. Between 2019 and 2022 no new commercial floorspace was delivered, and only 479 square metres (sqm) has been granted planning permission. The area as it exists today is largely industrial in nature, with limited open space, and poor infrastructure that does not facilitate or encourage active travel.
- 5.5.2. Within the Charlton Riverside OA, no new homes have been delivered to date, though 67 are currently on-site, and a further 1400 homes with planning permission (494 outline and 906 detailed) that will be delivered in the next 10 years. Planning applications are currently under consideration which could deliver up to an additional 874 units. In October 2021, the Council commissioned a report which highlighted that Charlton Riverside is a significant economic contributor to Greenwich's economy, supporting 9% of jobs across the borough, 4% of businesses, 8% of GVA (Gross Value Added) produced and 20% of business rates collected. The area currently supports 7,200 jobs across 360 businesses. There is clearly potential therefore to build on this and strengthen the employment base, in line with the projection for a further 1,000 jobs within the OA by 2041.
- 5.5.3. The 10-year Regeneration programme will leverage the Council's position as majority landowner to engage with other key stakeholders and develop a joined-up plan to deliver the vision for this complex site, with the aim of creating a vibrant, mixed-use, exemplary new urban district of London (see Appendix A). It will build on the Charlton Riverside Masterplan adopted as [Supplementary Planning Guidance \(SPD\)](#) in June 2017. The developing vision and Delivery Plan includes:
- high quality, mixed tenure residential development, integrated with other uses;
 - new community facilities for existing and future residents;
 - upgraded infrastructure and a revised network of local streets and open spaces, and agree a strategy and solutions for addressing the current transport infrastructure challenges;
 - increase urban greening and create more opportunities for biodiversity to thrive along the river, and to and from Maryon Wilson Park;

- support and protect Strategic Industrial Land to bring forward opportunities that create new employment opportunities (including the Safeguarded Wharves as identified in the London Plan 2021), and a resilient economic base to support the wider London economy; and,
- better land and river connections between the Riverside, Charlton, Woolwich, and the rest of London.

5.6. **Woolwich Town Centre**

5.6.1. Woolwich aspires to be and has the potential to re-assert itself as a Metropolitan Centre in South East London. Woolwich is the most important commercial and retail centre in the borough and the town centre has changed significantly over time, both physically and demographically. Woolwich has the best public transport accessibility levels (PTAL) in the borough, benefitting from additional connectivity following on from the opening of the Elizabeth Line in May 2022.

5.6.2. The 2004 Unitary Development Plan (UDP) sets out the policy position that Woolwich will accommodate the majority of additional town centre development in the borough over the plan period. The policy promotes improving the quality and quantity of its retail offer and clawing back trade that has been lost to other centres (both inside and outside of the borough); new office development; leisure, cultural and tourism uses that contribute towards increased economic benefits and bolstering the evening vitality of the centre; and improved links and enhanced connectivity across the town centre, and to Woolwich Common and Woolwich Dockyard, and the River Thames; and making better use of Woolwich's historic and cultural assets and helping to attract more visitors and investment to the centre.

5.6.3. Woolwich was designated an Opportunity Area (OA) in 2004. Significant levels of investment have taken place over the last 10 years, mainly centred around housing development, commercial, public realm improvements, arts, culture and community venues, and transport infrastructure totalling over £1bn. The London Plan target (2019 to 2041) for Woolwich is for 2,500 new jobs and 5,000 new homes. 1,000 new homes were built between 2019 and 2023, with another 2,177 new homes granted planning permission in the same period. However, owing to changes in planning permissions since 2019, over 64,500 square metres (sqm) of commercial floorspace has been lost which poses a major challenge to its future ambition as a Metropolitan town centre. Significant future investment is being planned, estimated at over £1bn, but there still remains many opportunities that need to be further explored, and where viable, brought forward to contribute to the overall offer and ambition

of supporting Woolwich's evolution to become a Metropolitan Centre. With this objective, the focus therefore of the 10-year regeneration plan for Woolwich is:

- To produce an area-based urban framework for the Town Centre and its environs, working with partners and landowners to curate and bolster the offer of Woolwich so it becomes a major economic hub for South East London, generating more employment (jobs and floorspace) and housing opportunities (see Appendix A);
- Generate the right conditions for a cohesive employment hub for the borough, providing a range of workspaces (affordable and market),
- Through the utilisation of assets or through planning gain (SI06, CIL) consider how the Council can foster the collaboration, multi-disciplinary thinking, experimentation and innovation between arts, creative industries, green industry and sciences;
- To build on the recent investment as part of the high street delivery programme, assess the opportunities for extending the public realm improvements across the town centre, including better connections to its green spaces and links to the river;
- Facilitate and attract inward retail and leisure investment, and support the growth of the arts, culture, and corresponding evening economy;
- Work with health providers and the NHS to explore the opportunity of bringing forward an integrated community, health, supported housing, and care space hub for Woolwich, piloting the first of its kind in the borough; and,
- Work with TfL and Southeastern to improve and enhance existing sustainable transport infrastructure to encourage more active travel to and from Woolwich.

5.7. Plumstead High Street

5.7.1. Whilst Plumstead is not located within an Opportunity Area, this is a priority regeneration area for the for the Council. The town centre has been strengthened by the proximity of the Elizabeth Line stations in Woolwich and Abbey Wood, and its retail centre is a traditional high street environment dominated by independent, small-scale businesses. Expected property and rental price rises, alongside a demographic shift in the area facilitated by new transport connections and the creation of a housing zone, present both challenges and opportunities.

5.7.2. To address both the current and future challenges and opportunities, and ensure existing and new communities benefit from future investment, the overall strategy promoted by the 10-year Regeneration Plan for Plumstead is:

- To produce an area-based urban framework aligning with the emerging Local Plan priorities, and reflecting the agreed community and stakeholder vision (see Appendix A);
- To build on the recent investment as part of the high street delivery programme to support and enhance the local offer and services for core town centre, including further public realm improvements, urban greening, sustainable drainage and biodiversity;
- Support the delivery of borough's draft Inclusive Economy Strategy and the implementation of the consented scheme for Grade II listed Plumstead Power Station, to create a new digital and virtual production base; and,
- Coordinate investment and utilisation of Strategic Industrial Land to bring forward an industrial intensification strategy that identifies the sectors it should support, including how to unlock its wider supply chain to bring forward an 'industrial zone' opportunity.

5.8. **Abbey Wood**

- 5.8.1. Part of Abbey Wood is designated within 2004 [Thamesmead and Abbey Wood Opportunity Area](#) (OA). The OA boundary spans both Royal Greenwich and London Borough of Bexley, and has a London Plan target (2019 to 2041) for 8,000 new homes and is part of the Thames Estuary Growth Corridor, and 4,000 new jobs. Currently, many of the proposed new homes and jobs in Thamesmead (within the borough boundary) will be generated through the masterplan proposals that are being led by Peabody. It is forecast that the number of new homes to be delivered within this part of the borough could be in excess of 12,000, with 164 new homes built, and planning permission currently granted for 2,130 new homes.
- 5.8.2. The focus for Abbey Wood would be to improve or supplement the existing infrastructure, recognising that it is a largely residential area with limited capacity to increase housing or commercial density/floorspace south of the Ridgeway. Owing to large and established residential community, the focus for the 10-year Regeneration Plan for Abbey Wood is to develop an Urban Framework for area (see Appendix A), including:
- continue to work with Peabody and other landowners to bring forward designated housing and mixed-use development sites, close to the Elizabeth Line and South Eastern station;
 - consider options for the consolidation of commercial and industrial floorspace to create better defined zones for these land uses;

- area based public realm and open space strategy to improve walking routes, and the network of underutilised green spaces, and unlock biodiversity opportunities;
- working in partnership with Mayor of London, Peabody, and key landowners from White Hart Triangle to North Road to unlock investment within the designated Strategic Industrial Land (SIL), to shape and influence development opportunities to encourage further economic growth; and,
- Explore the opportunities for creating more and better housing (including social and affordable) for Abbey Wood through the Our Greenwich Housing programme.

5.9. **Kidbrooke, North Greenwich and Thamesmead** - see Appendix A

5.9.1. Outside of the areas detailed above, the Council will continue to work with the major landowners listed below, to support and facilitate the delivery of their masterplan and investment strategies, whilst balancing this with the wider interests of the borough and its residents. Whilst the Council's investment in these areas will be limited to specific sites, its role is to ensure its policies and shared vision for these areas is fully and successfully implemented, including providing the right level of affordable housing, and wider infrastructure investment (namely health, schools, transport, community, workspace) to benefit existing and new residents.

5.9.2. **Kidbrooke** – beyond the Greenwich Builds housing sites (444 new homes), the Council will continue to work with:

- Berkeley Homes (Phases 2, 3, 5 and 6 totalling 2,868 new homes) on the development and progression of these housing and mixed-use sites;
- Transport for London (Kidbrooke Station Square totalling 619 new homes), ensuring design quality is not compromised and improvements with the station are maximised;
- Review ground floor commercial strategy with partners and developers so it provides the right level of amenities and offer for local community beyond what is currently just proposed;
- Work with all landowners to ensure the public realm improvements associated with these sites help to link all the developments and promote and aid connectivity, support sustainable travel and contribute to a safe and welcoming place; and,
- Support the implementation of the Kidbrooke Development Trust and its place-based role through the effective utilisation and management of community assets across the development for the benefit of the local community.

5.9.3. **North Greenwich** – the London Plan target for this part of the borough is for 15,000 new jobs and 17,000 new homes. Over 29,000 square metres (sqm) of new commercial floorspace has been delivered, with a further 7,890 granted planning permission. In terms of new homes, 1,637 were completed between 2019 and 2023, with a further 1,723 granted planning permission. Owing to the level of investment that will be made in this area, it is essential that the Council continues to work with Knight Dragon on the implementation of their Greenwich Peninsula masterplan, and where possible advise and influence these key deliverables:

- the delivery of housing (market and affordable) and leisure uses to expand the offer and bolster this new mixed-use neighbourhood in the borough;
- consider the possible extension of the Design District to provide and more creative workspace opportunities, cementing its status as a creative industries zone in London; and,
- Develop a comprehensive public realm and sustainable movement strategy to support and improve the existing transport interchange, opportunities to better connect the Peninsula and retail zone to the east to improve connectivity, active travel, and landscape opportunities, and work with TfL to improve river connections (existing and proposed).

5.9.4. **Thamesmead** – Thamesmead and Abbey Wood have London Plan targets (2019 to 2041) to deliver 4,000 new jobs, and 8,000 new homes across both Royal Greenwich and the London Borough of Bexley. Between 2019 and 2023, only 164 new homes have been built in Greenwich, with a further 2,130 granted planning permission.

5.9.5. Royal Greenwich, Bexley and Peabody will continue its ongoing support for the DLR extension. This extension is imperative to unlock the potential of Thamesmead Waterfront and its future sites, including those owned by the Council. As most of Peabody's masterplan within the borough is largely dependent on the DLR Extension from Beckton, any development is unlikely to proceed both Transport for London and Department for Transport approve its implementation. If approved, this phase of the masterplan is unlikely to proceed until after 2028 when construction on the DLR is forecast to begin, with it operational by early 2030's. With this in mind, the Council will:

- further develop and support the vision for Thamesmead Waterfront, by bringing forward the design options and high-level proposals for a new leisure centre for the local community;
- ensure the objectives of the Thamesmead and Abbey Wood Opportunity Area Planning Framework are being delivered through the investment by Peabody and others, including strengthening the local identity, delivering

wider regeneration benefits and better connectivity, and improves the quality of life for both existing and new residents; and,

- work with Peabody to agree new proposals for Broadway Dock. Owing to its close proximity to Woolwich transport network, reassess the viability of bringing this development forward that does not solely rely on DLR Extension.

5.10. Regeneration, Housing, Property, Capital Projects, Development Planning and Transportation (Highways and Sustainability) will continue to work together to coordinate the capital investment across the borough. The Delivery Plan and the URF's will help to guide how the Council's funding (revenue, capital, CIL, S106, LIP etc.) should be spent in each area in the future, to bring forward a synchronised and strategic approach that better delivers a set of area-based benefits and outcomes, as opposed to ad-hoc, siloed investment, and help to facilitate the efficient use of Council's resources and support its Medium Term Savings (MTS) strategy.

5.11. Whilst this report outlines the proposed focus for the 10-year Regeneration Plan, there may be the need to evolve and potentially consider other areas in the borough that are not covered by existing or planned regeneration, estate regeneration or capital projects (infrastructure, public realm, or transport) programmes. However, any additions to the proposed 10-year Regeneration Plan will need to factor in the level of additional resources required to develop another area-based programme, including any future funding requirements beyond staffing and feasibility studies. Therefore, any changes to the programme will need to be assessed and supported by strong and robust data that justify their progression, and will require the approval of either Cabinet or the Cabinet Member for Regeneration in order to proceed.

6. Funding, Partnerships and Timescales

6.1. Like most complex area-based regeneration programmes, the Council will need to ensure it has adequate resources and expertise to develop and progress the first stages of the 10-year Regeneration Plan outlined in this report. With this in mind, the Council is looking to increase its own resources within its Regeneration team to project manage the delivery of this and its current programmes (i.e. committed projects).

6.2. In autumn 2023, the Director of Regeneration, Enterprise and Skills approved funding totalling £275,000 to progress the Delivery Plan and commercial review for Charlton Riverside. There is the potential that the landowners in Charlton Riverside could contribute up to £75,000 towards the Delivery Plan,

and funding from other government bodies may be available in futures (2025/26). As per recommendation 1.3.1, Cabinet are requested to approve the Council entering into a funding agreement with Homes England for Charlton Riverside for up to £100,000 to support the development of the Place Vision and Delivery Plan as outlined in section 5.5.

- 6.3. Cabinet is requested to approve revenue funding of up to £725,000 for the programmes and activities listed in the table below, and in sections 5.5 to 5.8. This funding will be met through existing Regeneration, Enterprise and Skills budgets over the two financial years. This funding is required to secure the external resources and expertise to commission the various feasibility studies detailed in section 5 of this report.

Regeneration Area	2023/24	2024/25	Total	Outputs
Charlton Riverside	£75,000	£400,000	£475,000	Surveys Cost Consultancy Vision & Delivery Plan
Woolwich Town Centre	£ -	£200,000	£200,000	Vision & Urban Regeneration Framework
Plumstead	£ -	£75,000	£75,000	Community Engagement & Vision
Abbey Wood	£ -	£75,000	£75,000	Community Engagement & Vision
Total	£75,000	£750,000	£825,000	

Table 1: Funding requirements for 10-Year Regeneration Plan

- 6.4. The feasibility stages for both Charlton Riverside and Woolwich Town Centre will largely be completed in 2024/2025, culminating in a vision and delivery plan or urban regeneration framework for each area, all captured in a report to Cabinet with a set of recommendations for their consideration and decision. This may include an outline business case detailing the capital expenditure required by the Council and others (landowners, partners etc.), to bring forward the next phases of the programme for both areas. At this stage, it is expected that these two area regeneration programmes will move towards implementation and therefore become capital projects. It is anticipated that the Cabinet report in 2024/2025 will recommend the

production of a robust business case detailing the cost and benefits of each programme, as significant level of investment over the proceeding nine years will be required to fully realise any projects prioritised and agreed by Cabinet.

- 6.5. The feasibility programmes for Plumstead High Street and Abbey Wood will be developed in two stages, with the initial phase in 2024/25 focussed on a series of engagement activities with the local community and stakeholders to understand their priorities and ambitions, so as to agree a vision to inform the second stage, namely on an area-based urban framework. The agreed vision and area priorities for both these areas will be presented to Cabinet in 2024/2025 for their consideration and approval. If approved, this will require the release of further revenue funding totalling up to £400,000.
- 6.6. Going forward, the Council's Regeneration team will also be more actively involved in working with the principal landowners in Kidbrooke, North Greenwich and Thamesmead on the progression of their respective masterplans for these Opportunity Areas. It is vital that beyond its statutory processes, the Council plays a key role in continuing to shape these areas for the benefits of its residents, whilst ensuring the right type of investment is encouraged and attracted to support an inclusive economy for Greenwich.
- 6.7. The Council recognises and values working in partnership with key funding bodies, including but not limited to the Department of Levelling Up, Housing and Communities, Homes England, Sports England, Mayor of London, Transport for London, Historic England, Arts Council England, and other suitable bodies to unlock funding opportunities for future regeneration programmes. It will continue to do so, and will identify possible funding partnerships and opportunities during the feasibility stages to support future business cases and capital delivery plans.

7. **Available Options**

7.1. **Option 1 – Proceed with 10-Year Regeneration Plan**

Agree the approach and scope for the 10-Year Regeneration Plan, including the release of the associated resources to undertake a series of community engagement exercises and Delivery Plan for Charlton Riverside, and engagement and Urban Regeneration Frameworks for Woolwich Town Centre, Plumstead High Street and Abbey Wood. Alongside this, continue to work with the major landowners for Kidbrooke, North Greenwich and Thamesmead on the implementation of their area masterplans, ensuring the investment they make supports the wider policy objectives as well as the local vision for these areas.

7.2. Option 2 – continue with implementation of current or committed investment programmes only

Agree to continue the investment in the areas outlined in Appendix B, and once these projects and programmes are complete, review their success (cost versus benefits), and use this data to guide the discussion and recommendations on any possible future investment for these areas. Where there is currently no investment being made, collect easily available data to ascertain the current baseline and from this recommend possible options for these areas.

7.3. Option 3 – Do nothing

Agree to not ring-fence any further resources to these areas of the borough, beyond those that are currently committed and focus on other regeneration priorities where there is an agreed pipeline of investment, such as the housing delivery programme through Greenwich Builds.

8. Preferred Option

8.1. The recommendation to Cabinet is to proceed with the progression of the 10-year Regeneration Plan as detailed in section 5, and the release of funding as outlined in Table I of this report.

8.2. The resources required to undertake a series of feasibility studies for each area will allow the Council to better understand the opportunities, challenges, and the likely cost, and benefits in order to confidently make recommendations to Cabinet in 2024/2025 on the type and level of future investment that will be required to significantly improve these areas of the borough.

8.3. These feasibility studies will provide a robust evidence base and the basis for a considered and sustainable delivery programme that reflects the agreed ambition and shared vision for these areas, contributes to supporting the Council's *Our Greenwich Missions*, and reflects current and emerging policy (Local Plan).

9. Reasons for Recommendations

9.1. The recommendations and the proposals outlined as part of the 10-Year Regeneration Plan support several *Our Greenwich Missions* as detailed in section 2 of this report. These area programmes will ensure that these Missions, local and regional policies, are facilitated through the generation of

design, place making and development solutions for each area. Subject to approval of each area vision and business case, the 10-year Regeneration Plan will provide a sound basis and foundation to justify, secure and deliver sustainable levels of investment by the Council and its partners over the next decade.

- 9.2. Apart from Plumstead High Street, the proposed areas of focus for the 10-Year Regeneration Plan are already designated as Opportunity Areas, Strategic Industrial Land (SIL), or Strategic Development Locations. Therefore, these areas have all been assigned for regeneration-based programmes and investment, both in terms of supporting evidence and planning policy.

10. **Consultation Results**

- 10.1. The Leader of the Council and Cabinet Member for Regeneration were consulted on the recommendations listed in this report and are supportive of the proposed approach.
- 10.2. As detailed in section 5, the Council plans to run a series of engagement exercises during the progression of each area-based programmes listed in section 5.5 to 5.8, and continue discussions with key stakeholders and landowners listed in section 5.9 of this report.
- 10.3. The findings from the engagement with local communities, businesses and key stakeholders for the area-based programmes listed in section 5.5 to 5.8, along with the outcomes of discussions with major landowners listed in section 5.9, will be reported to the Council's Priority Investment Board, chaired by the Director of Regeneration, Enterprise and Skills, along with regular updates and briefings to the Cabinet Member for Regeneration.

11. **Next Steps: Communication and Implementation of the Decision**

- 11.1. Subject to approval of the recommendations by Cabinet, the Regeneration team will start to prepare a project plan that will include the strategy for community engagement and the procurement of consultant services, supported by the governance structure and arrangements for each area programme (January to March 2024), for agreement by the Council's Priority Investment Board. During this period, the procurement for Charlton Riverside and Woolwich Town Centre will commence with the aim that the commissioned teams and internal staff resources will be in place by April 2024.

11.2. Once the resources are in place, and the project plans are agreed by Priority Investment Board, the engagement strategy will be implemented to allow the first round of activities with the local residents, businesses and stakeholders (landowners etc.) to commence. It is vital that the Council promotes collaboration and inclusion, encourages debate across the community, and forges strong and productive relationships to build trust in the proposed approach and process for each area.

12. **Cross-Cutting Issues and Implications**

Issue	Implications	Sign-off
<p>Legal including Human Rights Act</p>	<p>The Council has wide powers in relation to the regeneration of the borough, including the power of general competence set out in section 1 of the Localism Act 2002 and section 111 of the Local Government Act 1972 which would enable it to carry out the matters covered by this Report.</p> <p>Section 111 of the Local Government Act 1972 permits the Council to do anything (whether or not involving the expenditure, borrowing or lending of money) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.</p> <p>Under Part 3 (Responsibility for Functions) of the Council's Constitution, Cabinet are authorised to agree the recommendations above.</p> <p>The Council has a duty under the Equality Act 2010 not to discriminate against people with protected characteristics and is to</p>	<p>Jennifer Mullins Assistant Head of Legal Services – Regeneration and Property 29/02/2024</p>

	<p>carry out the matters referred to in this Report in accordance with that duty.</p> <p>Under the Human Rights Act 1998 local authorities have a duty to promote and protect human rights.</p> <p>The decision to proceed with matters set out in this Report does not have legal implications under the Human Rights Act 1998.</p>	
<p>Finance and other resources</p>	<p>Cabinet is requested to agree to the development of a 10-Year Regeneration Plan for seven areas within the borough and an outline budget envelope of £825,000.</p> <p>Of the £825,000, £725,000 will be funded from a combination of base revenue budgets and one-off reserves aligned to the Regeneration service and programme. The ability to roll forward funds to future financial years is at the discretion of the s.151 Officer.</p> <p>Match funding of up to £100,000 from Homes England is targeted whilst the delegation set out at 1.3 will enable additional external funding to be sought that will reduce the reliance on the internal funding sources noted above. Terms will be reviewed as part of the formal approval process to protect the financial position of the Council.</p>	<p>Michael Horbatchewskyj, Accountancy Business Change Manager 22/02/2024</p>

	<p>Commitments against the £825,000 envelope must not exceed the level of secured resources available thereby limiting the financial capacity to £725,000 until such time that a funding agreement has been entered into with Homes England or other third party.</p> <p>The development of the regeneration plans and future delivery strategies will be informed by the Councils financial standing.</p>	
Equalities	<p>The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.</p> <p>Each Urban Regeneration Framework and/or Delivery Plan will produce an initial Equality Impact Assessment to ensure any proposals to not unintentionally impact on any residents or stakeholders.</p> <p>The report does not contribute to the Council's Equality and Equity Charter and the Council's Equity Objectives 2020-2024.</p>	<p>Roger Austin, Interim Programme Lead, Regeneration 03/11/2023</p>
Climate change	<p>The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.</p>	<p>Roger Austin, Interim Programme Lead, Regeneration 03/11/2023</p>

	Each Urban Regeneration Framework and/or Delivery Plan will demonstrate how it will support the Greenwich Carbon Neutral Plan agreed by Cabinet on 18 November 2020.	
Procurement & Social Value	<p>The procurement of external advice relating to the 10-Year Regeneration Plan will comply with the Council's Contract Standing Orders (CSO's). Competitive exercises will be managed by the Council's Procurement Team.</p> <p>All procurement criteria (Quality) will include social value weighting, where bidders will be required to present social value outputs that will be scored as part of the evaluation process.</p>	<p>Stefanie Stef, Head of Procurement Strategic Procurement Services 08/11/2023</p>

13. **Report Appendices**

13.1. The following documents are to be published with and form part of the report:

- Appendix A** Delivery Plan/Urban Regeneration Frameworks approach (graphic in production – ready for IPC)
- Appendix B** Interrelationship between Delivery Plan/Urban Regeneration Frameworks, emerging Local Plan and existing/emerging strategies (graphic in production – ready for IPC)
- Appendix C** Completed Council or partnership led regeneration projects
- Appendix D** Committed Council or key stakeholder led regeneration projects currently underway.

14. **Background Papers**

None.

15. **Glossary**

- 10-Year Regeneration Plan – *the Council’s strategy and approach for the areas of the borough listed in this report (see section 3.2).*
- Area-based regeneration – *regeneration projects or programmes within a designated area(s) of the borough.*
- Feasibility Study – *an evidence based study to understand what is possible and could be delivered in the future.*
- Capital investment – *funding used for infrastructure projects like buildings and roads.*
- Core Strategy – *the current planning policy document for the borough.*
- Industrial Strategy.
- Delivery Framework– *review the opportunities and the associated cost benefit analysis.*
- Local Plan – *this planning document will supersede the Core Strategy and Unitary Development Plan.*
- Public Realm – *hard and soft landscaping for streets, public spaces and new developments that are publicly accessible.*
- Place Leadership – *the Council to lead regeneration projects and programmes in collaboration with local communities, partners and stakeholders.*
- Place Priorities – *the main aims and objectives for an area (place) usually linked to a wider vision.*
- Place Vision – *the future ambition for an area.*
- Principal Landowners – *companies or organisations that own property or land in an area.*
- Opportunity Areas – *areas of regeneration as designated by the Mayor of London’s London Plan.*
- Urban Regeneration Framework – *a document that sets out the ambition for an area, list all the opportunities relating to this ambition, and how they could be delivered/implemented.*
- Unitary Development Plan - *this planning document that was superseded by the Core Strategy.*

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