



**KINGS NORTON
3 ESTATES**
DEVELOPMENT STUDY



Final Report

February 2005





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Development Trust**

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Executive summary

Introduction

- 1 In December 2003, John Thompson and Partners were commissioned by the Kings Norton 3 Estates Community Development Trust and Birmingham City Council to carry out a Development Study for the three estates of Hawkesley, Pool Farm and Primrose. This report sets out the Development Study process which has led to the identification of a Preferred Approach to regeneration for the 3 Estates area.
- 2 The Development Study process has comprised four distinct activities:
 1. Analysis and collection of baseline information - including a review of the results of previous consultation exercises
 2. A Visioning process leading to the identification of four possible approaches to redevelopment
 3. Testing of the Approaches through analysis and consultation
 4. Identification of a Preferred Approach
- 3 A very important aspect of the Development Study process has been the need to work in partnership with all those who have an interest in the future of the area. The Community Development Trust, Birmingham City Council, the local Stakeholders and especially the local community have been involved at all stages of the process.

Analysis and collection of baseline information

- 4 The starting point for the Development Study was the analysis of existing information contained in reports, and the results of previous consultation exercises. This was followed up by observations taken in the field, consultation with local organisations, and detailed consultation with local people at a series of exhibitions and community planning events. Through these events, and further discussion with local Stakeholders, it was possible to agree upon both the positive and negative aspects of life in the 3 Estates and also to begin to see the opportunities for improvement which these offered.

The Vision

- 5 In order to work towards the creation of a number of alternative approaches to regeneration, it was first necessary to review the information gathered from the first stage of the Development Study process and also to consider the underlying aims of the Community Development Trust (CDT) which are identified in the Advance Delivery Plan. These aims were expressed as the following seven key points:
 - To provide greater housing choice and quality
 - To provide a better quality environment
 - To improve amenities and service delivery
 - To improve access to employment and training
 - To provide easier social and physical access and linkages
 - To provide closer integration with Kings Norton
 - To improve the 3 Estate's image
- 6 Overall, these aims create a vision for the sustainable regeneration of the area, which could lead to the creation of a balanced community with a strong and positive identity. However, in order to understand what physical form this Vision might take, it was first necessary to undertake further urban design analysis of the existing area to identify the key elements which form the primary infrastructure of the Study Area. With this information it was possible to determine a physical strategy for redevelopment, which aimed to build upon the existing infrastructure in the most effective way in order to achieve the aims of the CDT.

Executive summary

Formulating the Four Approaches

- 7 With the Vision in place, the next stage was to identify the range of development opportunities which regeneration might offer, and then consider how these could be fitted into the physical framework upon which regeneration would be built.
- 8 Firstly there was a review of the existing housing stock, which identified those homes in the study area which were in the greatest need of improvement based on their existing condition; and/or their suitability and popularity; and/or the quality of the local environment which they create. These homes, and the sites on which they sit, were consequently identified as being the most suitable to be considered for redevelopment.
- 9 Secondly, there was a consideration of the enhanced services and facilities which could be provided as part of the regeneration process, based on suggestions from the earlier consultation. These included ideas such as: improvements to the High School; better shopping facilities; a Community Safety Centre; and better local service provision.
- 10 The alternative Approaches emerged from this process as a series of greater and lesser degrees of redevelopment which provided varying amounts of new housing and community benefits. The Approaches were not intended to be definitive, and in the majority of cases the different elements were not mutually exclusive, having the capacity to be included or excluded as appropriate in the course of the redevelopment process. In the end, four alternative Approaches were devised and these were subsequently subjected to a range of different testing procedures as described below:

The Alternative Approaches Considered

- 11 The first consideration of the Development Study team was to what extent each Approach met the aims of the CDT and therefore the Vision for the future of the 3 Estates. In general, it was clear to see that the greater the amount of redevelopment proposed, the closer the Approach came to meeting all of the CDT aims. In this respect Approach 4, which proposed the greatest amount of redevelopment, came closest to fulfilling the Vision.
- 12 The next consideration of the team was the financial performance of the alternative approaches. Each was tested to determine its financial viability, based on a consideration of the costs involved in its development compared to the potential income arising from the sale of land and development of new housing and businesses. In general, it was shown that all of the options might be viable in some form, although those which proposed more redevelopment had the greatest potential for accessing external sources of funding and as a consequence would offer the greatest potential for success.
- 13 The third, and arguably the most important, consideration of the team was the approval of the local community and a series of exhibition and consultation events were arranged to present the alternative Approaches to local residents. This consultation spanned a number of weeks with events ranging from exhibitions in school halls through to discussions around the 'Street Talk' van at the local shopping centres and drop-in sessions at the NDC offices. In addition, a newsletter was sent out to all the homes in the area which explained all about the Four Approaches

and encouraged residents to complete a response form to tell the Development Study Team about their preferences.

- 14 After the consultation period had ended all of the questionnaires which had been completed by residents were analysed and the Approach which received the greatest level of approval (66.8%) proved to be Approach Four.

Choosing the Preferred Approach

- 15 The final decision as to which of the four Approaches should be recommended by the Development Study team as the Preferred Approach was a product of three factors:
- How well does it meet the objectives of the Community Development Trust?
 - How well does it perform financially?
 - Does it have the approval of the local residents?

In the end, analysis of these three factors proved Approach Four to be the Preferred Approach by some margin, and this became the recommendation.

The Preferred Approach

- 16 The key features of the Preferred Approach are:
- The phased demolition of up to 1,500 of the worst condition and least popular homes and the redevelopment of their sites to create up to 2,200 new affordable homes for sale, rent and shared ownership and private sale.
 - At least 1,175 remaining Birmingham City Council owned homes brought up to Decent Homes standard
 - Creation of a significant new public open space facing

Executive summary

onto the Redditch Road and leading visitors down towards the heart of a revitalised Study Area – a ‘new front door’ for the 3 Estates

- A cluster of extended community facilities based around a new or improved Kings Norton High School, offering lifelong learning opportunities, enhanced sports and leisure facilities and health and welfare service provision for the whole community
- A new supermarket (20,000 – 40,000 sqft gross) and associated mixed uses on a site adjacent to the Redditch Road
- A joint emergency services Community Safety Centre to enhance community safety and provide education and employment opportunities
- New residential development and environmental improvements along the Birmingham and Worcester canal to create an attractive amenity for everyone in the area
- Safer and more attractive pedestrian and cycle paths along a network of green routes
- Environmental improvements to existing residential areas

Making it Happen

17 The key to making it happen is to devise a vehicle that ensures that the key stakeholders in the area, especially the community, are empowered to bring about the change. It is also important that the chosen delivery vehicle has the ability to access a variety of different funding sources and the Development study team considers that it is likely that this will be through the creation of a vehicle which incorporates a Registered Social Landlord / Housing Association.

18 The choice of a suitable delivery vehicle will also be affected by the outcome of the government’s Housing Option Appraisal process for the area, which is currently due to be completed by July 2005. This will consider four possible options for the future management and ownership of existing council owned homes and make recommendations for the most appropriate way to ensure the improvement of these properties to meet Decent Homes Standards.

19 In order to progress and implement the recommendations of the Development Study, a number of steps will need to be undertaken. Firstly it will be necessary to identify a project sponsor with responsibility for taking the development process forward. The project sponsor should oversee the appointment of a Shadow Steering Board, whose ultimate responsibility will be to oversee the implementation of the Preferred Approach.

20 Secondly it is considered necessary to ensure the viability of the Preferred Approach through further detailed masterplanning work which would lead to an advertisement for the appointment of a Developer and Housing Association to take the redevelopment forward. By considering the level of bids received from the Developers it will be possible to ascertain whether or not it is possible to proceed with the Preferred Approach, or whether alternatives will need to be considered.

21 Assuming that the Preferred Approach does prove viable, it is recommended that a further round of consultation is held with the local community and all key stakeholders to obtain final approval before the establishment of the Delivery Vehicle and implementation of the redevelopment works. In this instance the recommendation would be that the Delivery Vehicle should be a Trust style body representing an amalgam of the City Council, representatives of the NDC, community members and other relevant stakeholders, although there are other alternatives which may be worth considering.

22 The Trust would play a key role in the development of a Special Purpose Vehicle involving the preferred private development company and the Registered Social Landlord and would be responsible for progressing the redevelopment proposed in the masterplan. This body is likely to take the form of a limited company.

23 It is also envisaged that the Trust could take responsibility for the environmental management of the 3 Estates and more importantly that it should be formed in such a way as to be self-sustaining into the future for the long-term benefit of the whole community and the fulfillment of the CDT’s Vision.

I.0 Introduction

I.1 Background



Aerial view of the 3 Estates looking north-east

I.0 Introduction

I.1 Background

- I.1.1 In 2001 £50 million New Deal for Communities (NDfC) funding was awarded to the community of the 3 Estates, Kings Norton. NDfC is a key programme in the Government's strategy to tackle multiple deprivation in the most deprived neighbourhoods in the country.
- I.1.2 In preparation for the 3 Estates bid for NDfC funding, a 'planning for real' consultation had provided residents with the opportunity to express their needs and concerns and make suggestions for how the area could be improved. The findings of this exercise and further meetings with the community, local stakeholders, and City Council officers formed the basis for the NDfC Advanced Delivery Plan 2001 – 2010. This identified the problems that existed on the 3 Estates and set out a strategy for dealing with them.



The Primrose estate

- I.1.3 The Delivery Plan established the need to develop a planning framework that would identify opportunities for physical change, redevelopment, retention and improvement, and offer options for the most appropriate locations and design of land uses on the 3 Estates. A 3 Estates Planning Framework Steering Group, comprising residents and NDfC staff and board members, was established to work with Birmingham City Council officers on behalf of the Community Development Trust to prepare a Brief for the appointment of a consultant to undertake the Development Study. The Brief, which was prepared over a period of a year, brought together all of the available background information and sought an integrated approach to the regeneration of the area. It dealt with five specific topic areas:

- Housing
- Transportation
- Shopping facilities
- Quality of the built and natural environment
- Employment opportunities

- I.1.4 An invitation to submit Expressions of Interest under EU procurement procedures was issued in July 2003 and tender documents were issued to shortlisted consultancies in October of the same year. The Community Development Trust, which delivers the NDfC programme, and Birmingham City Council, in its role as the Accountable Body, principal landowner and local planning authority, commissioned John Thompson & Partners to carry out the work in December 2003.



Kings Norton High School

- I.1.5 This report sets out the results of a Development Study that has been undertaken to provide various development approaches for the 3 Estates. The Approaches have been developed in partnership with the local community. A specific remit of the brief was that all of the development Approaches put forward should be deliverable and lead to a lasting physical change for the benefit of the area and the community.
- I.1.6 This Development Study has three purposes: the first is to present a Preferred Approach for achieving the vision for the 3 Estates, the second is to summarise the work that has been undertaken to develop alternative Approaches and arrive at the Preferred Approach. The third purpose is to provide the basis for a Development Plan Document (DPD) to be prepared by BCC which will be used to guide future development on the 3 Estates. The intention to produce the DPD has influenced the structure and content of this report, it is hoped that text from this report can be incorporated into the DPD.

I.0 Introduction

I.2 Study Area

- I.2.1 The 3 Estates cover an area of approximately 158.9 Hectares and includes the housing estates of Primrose, Pool Farm and Hawkesley. Situated in Kings Norton Ward, 9km south of Birmingham city centre, the 3 Estates consist of a mixture of post-war terraced and high rise housing built from the 1950's to the 1970's. According to the latest figures, approximately 10,500 people live on the 3 Estates in about 4,000 households. The population is predominantly white and approximately 65% of households are City Council owned stock.
- I.2.2 There has been piecemeal redevelopment by housing associations and approximately 1,175 properties are owner occupied following the introduction of the 'right to buy' initiative. The Estate Action Programme also saw the demolition or remodelling of the most unpopular housing stock in Pool Farm in the 1990's. This however, has done little to improve the poor external perception of the estates and there remains a large number of housing types which are unpopular and below modern standards.

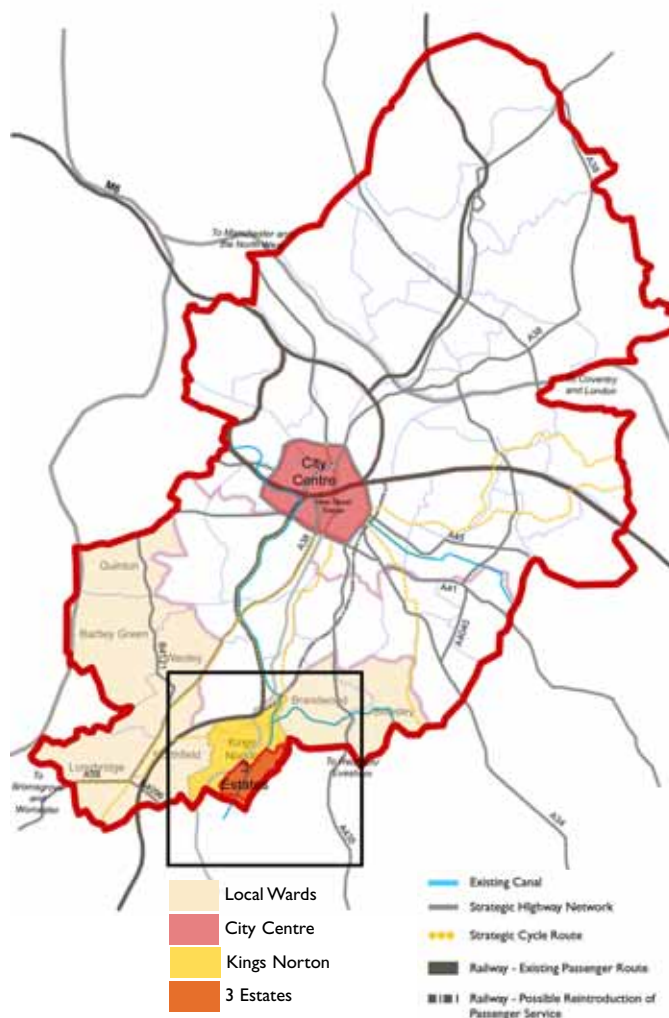


Figure 1: The 3 Estates in the context of Birmingham

- I.2.3 The 3 Estates have very few local amenities. There are three small local centres that provide limited and low quality shopping provision, and there are also a couple of post offices and a pharmacy. In addition there is a community leisure centre at the High School, two health centres and a couple of community halls. Few employment opportunities are available within the 3 estates, and the majority of employers are associated with local shops and public sector service. Many of these jobs are filled by people who live off the estates. The reliability and quality of public transport is also a major issue for residents in an area where car ownership is relatively low.
- I.2.4 Yet, the 3 Estates have an important location within south-west Birmingham. Their location adjacent to the city boundary and the adjoining Green Belt, and proximity to a major route into the city centre, make them a potentially attractive place to live. Kings Norton Green is a short distance away, and offers additional retail and leisure opportunities in an historic and attractive environment, while educational opportunities are provided by Cadbury College which is even closer to the Study Area. Major employers in this part of the city are located on sites at Kings Norton Business Park, Catesby Business Park and Longbridge which includes the MG Rover factory, and all of these locations are relatively close geographically.

I.0 Introduction

I.3 The Study Process

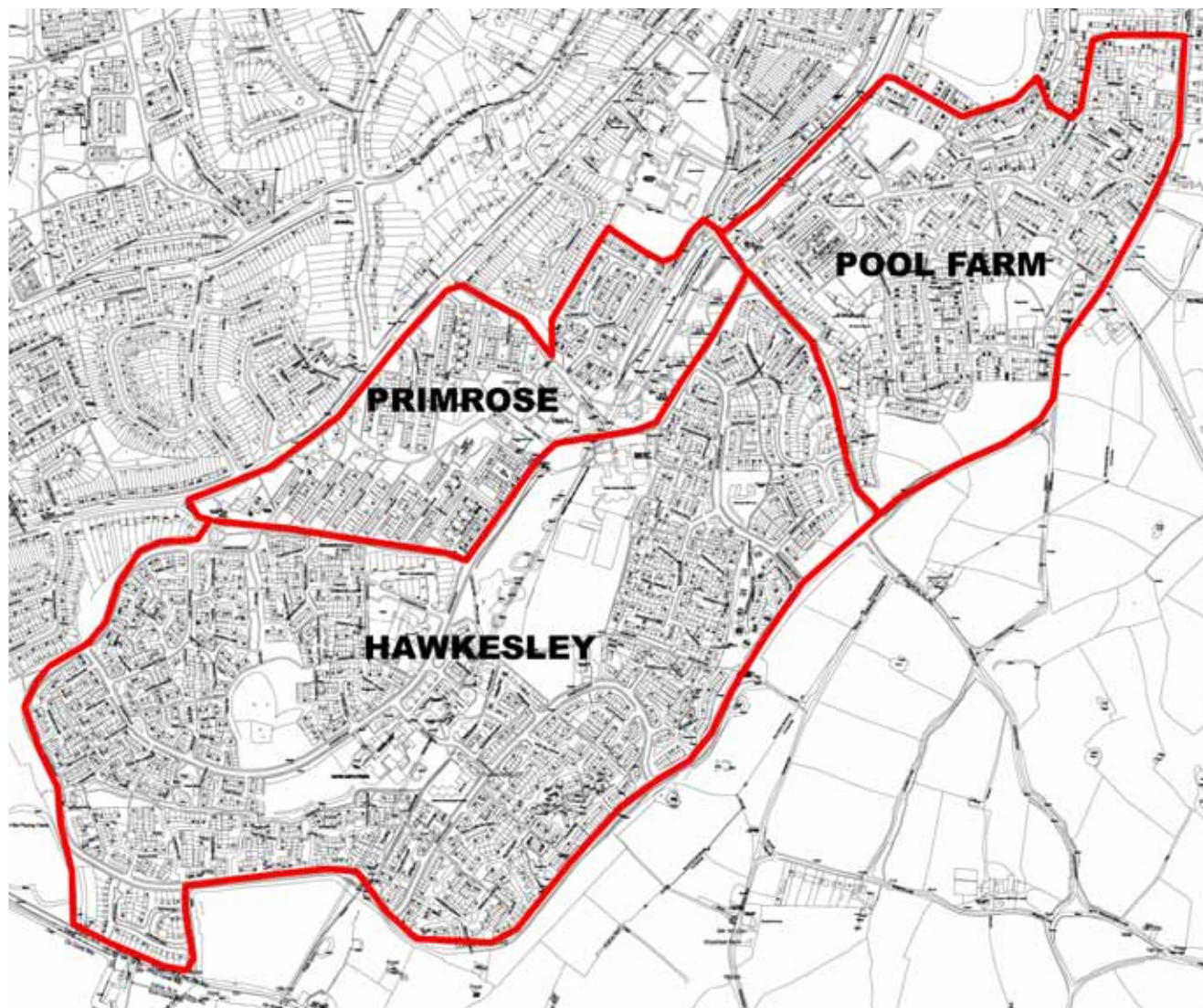


Figure 2: Plan showing the locations of Pool Farm, Primrose and Hawkesley estates

1.0 Introduction

1.3 The Study Process

- 1.3.1 The Development Study process has comprised four distinct activities:
- Analysis and collection of baseline information - including a review of the results of previous consultation exercises
 - A Visioning process leading to the identification of four possible approaches to redevelopment
 - Testing of the Approaches through analysis and consultation
 - Identification of a Preferred Approach

Each of these activities is discussed below.

Analysis and collection of baseline information

1.3.2 Information contained in previous studies was analysed to obtain key baseline information, and new studies were carried out as required to obtain a complete picture of the existing conditions in the area. Details of the studies undertaken to inform this work are provided in the appendices.

- 1.3.3 The studies covered the following topic areas:
- Housing
 - Environment and Open Space
 - Transport
 - Retail and community facilities
 - Employment
 - Planning policy

1.3.4 Consultation was carried out with local residents to confirm the accuracy of the information gathered and to obtain additional input. Details of the consultation process are provided in Appendix G.

Identification of Approaches

1.3.5 Analysis of the baseline information identified those homes in the study area which were in the greatest need of improvement based on their existing condition; and/or their suitability and popularity; and/or the quality of the local environment which they create. These homes, and the sites on which they sit, were subsequently identified as being the most suitable for redevelopment.

1.3.6 By considering these possible redevelopment sites, and also the objectives of the CDT, a range of options, or 'Approaches', for differing amounts of redevelopment were proposed.

Testing of Approaches

1.3.7 The proposed Approaches were tested to ensure their viability in terms of their economic performance; the reality of their assumptions about retail and property markets; and their acceptability in terms of planning and Highways considerations. An analysis of each of the Approaches identified how well they met the objectives of the CDT.

1.3.8 Following this, further community consultation events were held to present the Approaches to local residents and give them the chance to identify their preferred Approach by means of a questionnaire.

Identification of Preferred Approach

1.3.9 Following the analysis of the questionnaire results it was possible to identify the residents' preferred Approach. This Approach was also the one identified by the consultant team as most closely meeting the objectives of the CDT. Consequently, this Approach was identified as the Preferred Approach of the Development Study.



Visitors to one of the consultation events

I.0 Introduction

I.4 Presenting the Development Study Findings

I.4.1 The remainder of this report is structured as follows:

- Section 2 sets out the context for the Development Study, summarising the key economic, social and environmental factors, the planning policy context and key opportunities and constraints;
- Section 3 describes the methods by which the community has been included in the consultation process and summarises the outcomes of this consultation;
- Section 4 describes how the vision for the 3 Estates was created and how this led to the formulation of the alternative Approaches to redevelopment;
- Section 5 summarises the alternative Approaches considered, evaluates them and identifies the Preferred Approach;
- Section 6 provides more details on the Preferred Approach. It outlines the proposals relating to housing, employment, the environment and open space, community infrastructure, and transport and accessibility. It also sets out key design principles;
- Section 7 provides recommendations on how best to implement the proposals. It considers the role of different agencies and potential delivery mechanisms. It considers issues in relation to funding, phasing and timescales;
- Section 8 sets out recommended next steps.

I.4.2 The main report is accompanied by a series of appendices.

3 ESTATES 2020 Imagining life in the Study Area in 15 years time

It is more than 15 years since John Thompson & Partners prepared the development framework that was to lead to the complete transformation of what, at that time, was known as the 3 Estates. Few people living in Grange Park Village now can imagine how unattractive the area once was. The 'vision' that was produced was adopted by Birmingham City Council early in 2005, and the first of a series of development briefs was issued later that year. Within two years residents were moving out of the worst housing into brand new homes and the rolling programme of development and demolition really got under way. Birmingham City Council's bid for funding for a new high school under the 'Schools for the Future' programme was accepted and it opened its doors to students on its new site alongside the fire, police and ambulance services' pioneering 'Community Safety Centre' in 2010.

People really appreciated having a proper community heart to the area, somewhere they could access Council and Trust services, relax, meet neighbours, and get information. Very little remains of Primrose, the part of the 3 Estates most visible from the Redditch Road that contributed so much to the area's negative image. Instead, high quality houses and flats extend down the slope along tree-lined avenues either side of the Green towards the heart of the new Village. One of the area's hidden assets, the canal, has become a prominent feature. A major programme of environmental improvements has raised levels of safety and security in Hawkesley and the flats and the homes for which there was low demand have been replaced with new houses. Substantial numbers of homes in Pool Farm were also demolished and replaced to create the kind of environment people want to live in.

2.0 The 3 Estates and Context

2.1 Physical Analysis

2.1.1 The 3 Estates is the name given to the three housing areas of Pool Farm, Hawkesley and Primrose, each of which has a distinct character as a result of its age, architectural style and location. The following analysis identifies the physical elements which have both helped to define the existing character of the Study Area, and which will create the base upon which the revitalisation of the area must be constructed.

Location

2.1.2 The 3 Estates are located on the southern edge of the city of Birmingham, in the Kings Norton Ward, approximately 9 km south of the city centre. To the east and south the Study Area abuts green belt land, which extends into open countryside with some leisure uses such as playing fields and a golf driving range. Further afield there are small villages. To the west of the Study Area lies the residential area of West Heath, which was largely constructed during the same period as Primrose estate, although its design is more conventional and it consequently provides a more pleasant environment. To the North is situated Kings Norton, an area of established, high value owner occupation, focussed around the historic core of Kings Norton Green. The majority of homes were constructed between the wars, although there is a significant core of late Victorian properties which define the character of the area and help to maintain strong demand for homes in the area. The further residential area of Walker's Heath lies to the north-east of the Study Area.

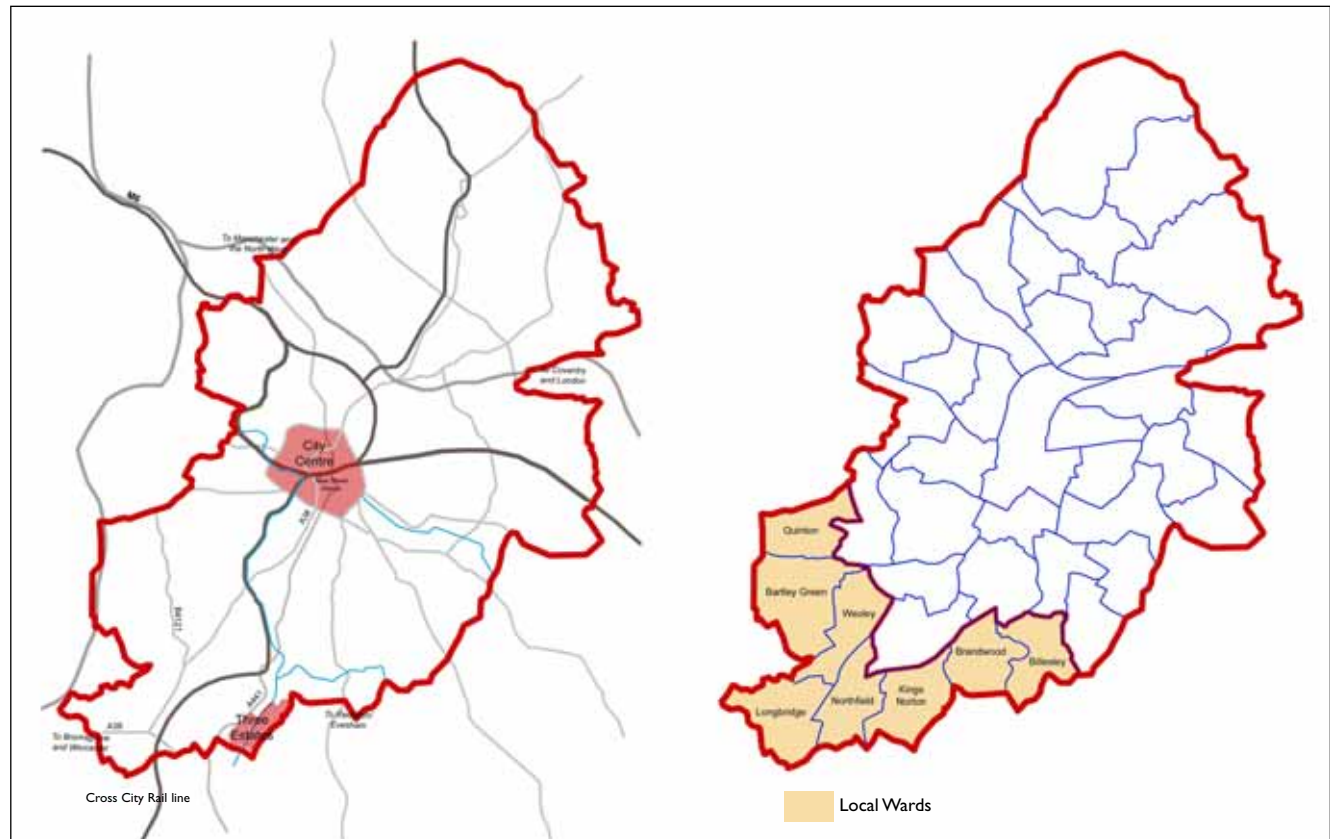


Figure 3: The 3 Estates in the context of Birmingham and local council wards

2.0 The 3 Estates and Context

2.1 Physical Analysis

History / Archaeology

- 2.1.3 The 3 Estates were built between the 1950's and the 1970's by Birmingham City Council to house residents displaced by the city's slum clearance programme. Essentially the three estates were constructed in successive decades as follows:
- 1950's: Pool Farm Estate
 - 1960's: Primrose Estate
 - 1970's: Hawkesley Estate

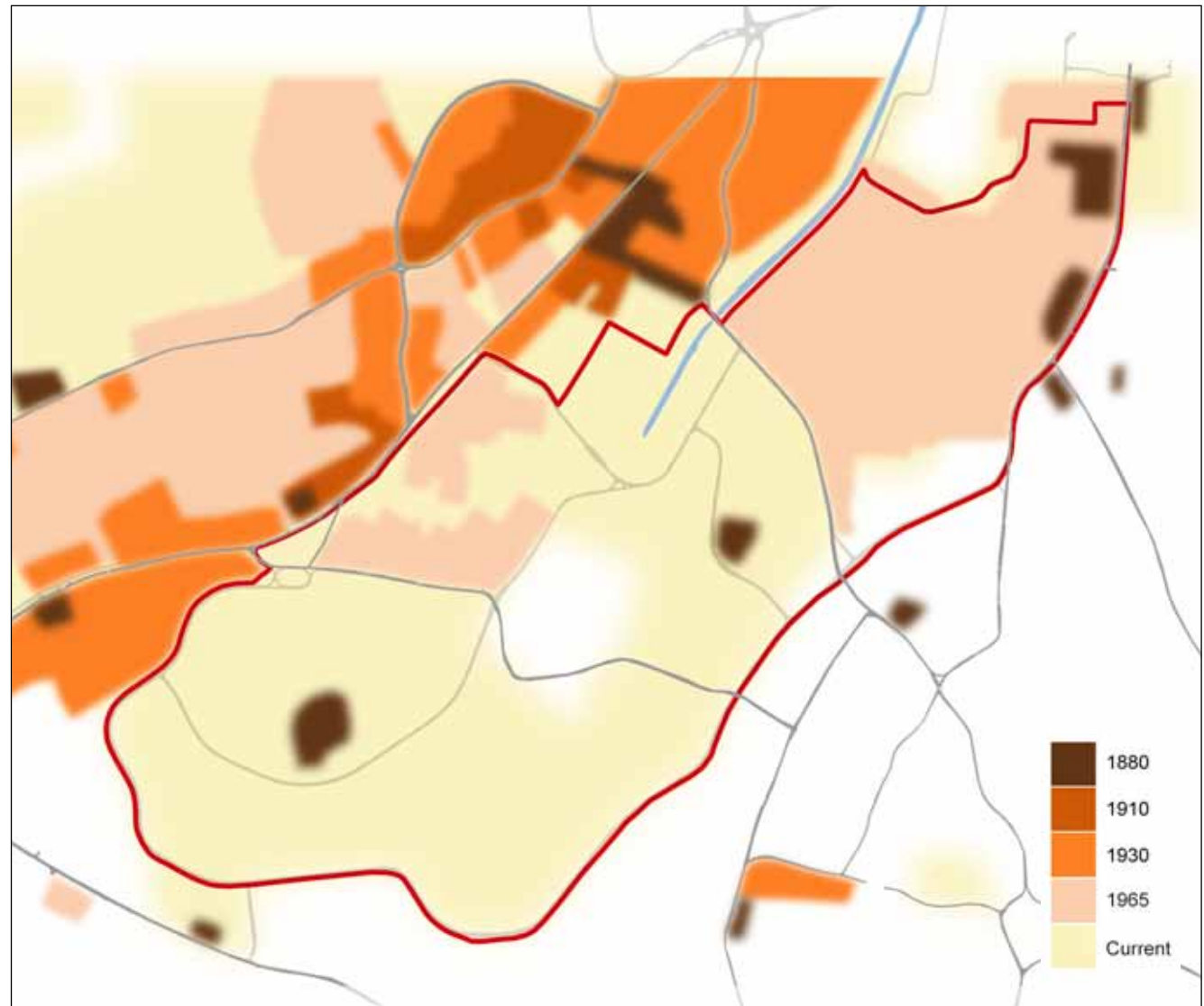


Figure 4: Historical growth of the 3 Estates and surrounding areas

2.0 The 3 Estates and Context

2.1 Physical Analysis

2.1.4 Prior to this building work the site had been largely undeveloped, although there are some notable remains from previous times which have been protected as Listed Buildings or archaeological sites. The most notable sites within the Study Area are as follows:

- Site of Hawkesley Hall and Moat – Site of a moated house, probably constructed in timber in the 13th and 14th centuries, which was eventually replaced by a house constructed in the mid 19th century (demolished in 1971). Although now filled-in, the location of the moat was confirmed in 1974 and the likelihood is that both the moat itself and the remains of the buildings it enclosed are well preserved beneath the ground, due to the lack of subsequent development activity in this area.
- The Mounds – The Mounds themselves are the spoil heaps resulting from the excavation of the Wast Hill canal tunnel, which runs beneath the centre of the Study Area, and are consequently an important archaeological remain. There are also recorded examples of ridge and furrow (the remains of medieval cultivation) in the area, and these are also important to maintain.
- Pool Farm Moat – The site of a medieval moated house similar to Hawkesley Hall.
- Primrose Hill Farm – A 15th Century Listed Building which is adjacent to what may be the remains of another building with below-ground archaeological remains.

2.1.5 Figure 5 indicates other sites in the vicinity which are protected. It should be noted that any development sites identified in the general vicinity of existing archaeological sites are likely to require suitable investigation. Liaison with Birmingham City Council's Archaeologist will be necessary to agree the exact requirements.

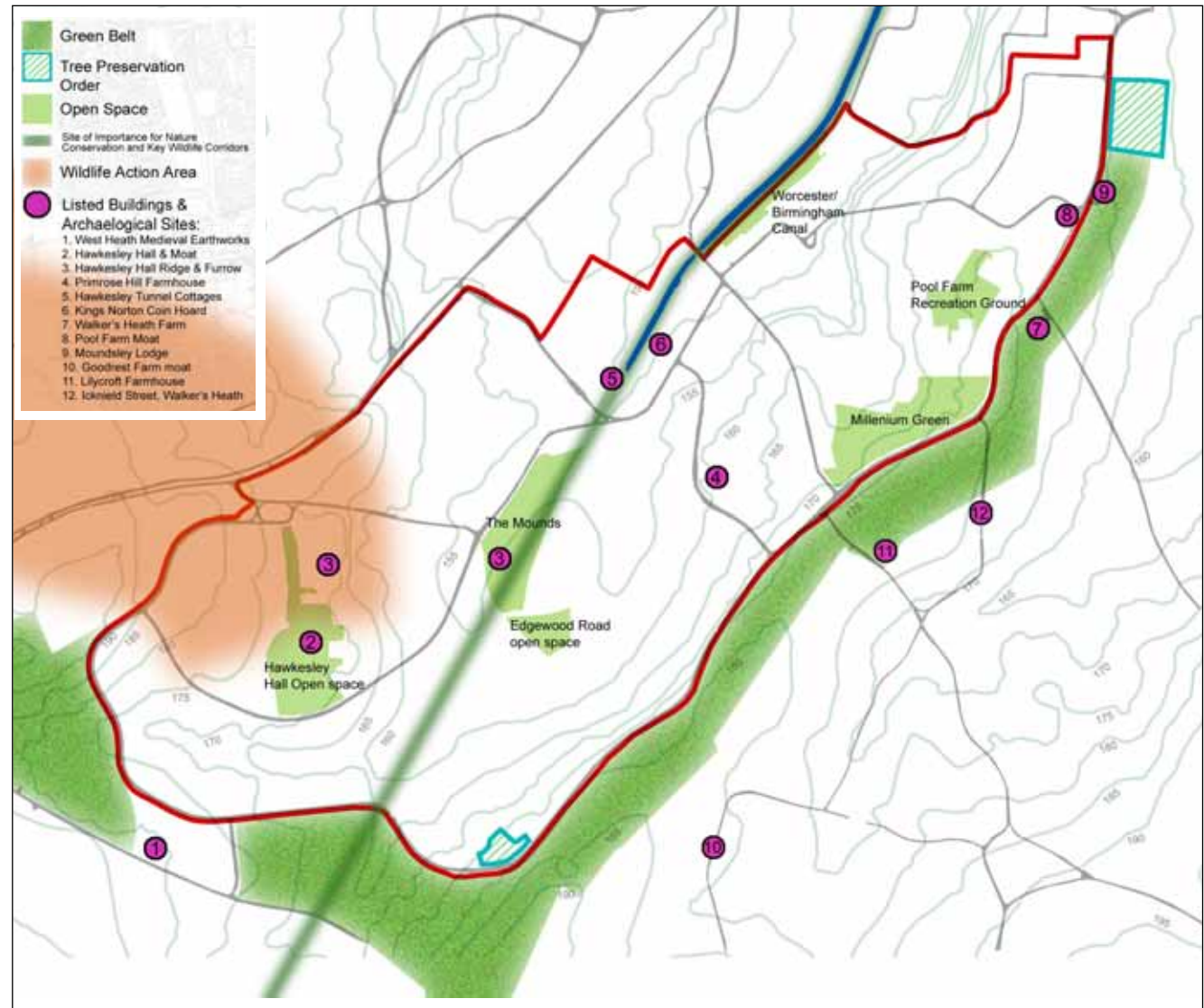


Figure 5: Protected sites in and around the Study Area

2.0 The 3 Estates and Context

2.1 Physical Analysis

Access and Linkages

- 2.1.6 The 3 Estates are located adjacent to the A441 Redditch Road, which is a significant arterial route towards the city centre, and also provides a direct link with junction 2 of the M42 Motorway which is approximately 4 Km away. Connections with country lanes to the east of the Study Area also provide access to the A435 which in turn links to junction 3 of the M42. Within the Study Area, the road network consists of a wide variety of types ranging from the high speed road which runs around the perimeter of the 3 Estates, to numerous small cul-de-sacs with shared surfaces. These roads suffer to varying degrees from problems associated with excessive speed and the Redditch Road suffers from Peak time congestion.
- 2.1.7 The main points of access into the three estates by road are as follows:
- Junction of Branch Road and Redditch Road;
 - Junction of Foyle Road and Redditch Road;
 - Junction of Primrose Hill and Longdales Road;
 - Junction of Hillmeads Road and Walker's Heath Road;
 - Junction of Primrose Hill and Masshouse Lane;
- 2.1.8 Access to the national rail network is available at Kings Norton Station (approximately 1.5 km away), where the Cross-City suburban route which runs between Redditch and Lichfield, provides access to Birmingham New Street Station and all points from there.
- 2.1.9 Six bus routes serve different parts of the estate, providing links to several of the main district centres and the train stations, as well as links to Birmingham city centre. However there is no focus for public transport within the Three Estates, and the perception among local people is that bus services, and the range of destinations served, are worse than the reality.

2.1.10 Pedestrian routes throughout the Study Area are numerous and varied in character and quality. Particularly in Primrose and Hawkesley there are a significant number of green routes which are separated from traffic, and typically pass between the rear boundaries of properties. These routes are often well linked and provide routes towards the countryside surrounding the 3 Estates. However, there are issues surrounding the security and signage of these routes and in some areas, particularly Pool Farm, there is little in the way of a coordinated network. The topography of the Three Estates also does not serve the pedestrian well as many of the pathways are by necessity very steep and/or stepped.

2.1.11 There are currently no specific cycle facilities on the 3 Estates although many of the footpaths running through the area do provide a suitable environment, albeit possibly at odds with their use by pedestrians. The UDP proposes the creation of a strategic cycle route through the Study Area, linking with the route which runs along the Birmingham and Worcester Canal towpath, and providing a route towards the University and City Centre.



Figure 6: Strategic road and cycle routes

Figure 7: Railway network

2.0 The 3 Estates and Context

2.1 Physical Analysis

Topography

2.1.12 The 3 Estates sit in a relatively steep sided valley, running approximately north – south, with the canal running along the lowest part of the valley floor at the centre of the Study Area. The major roads in the area typically run straight up the sides of the valley to connect with the Redditch Road to the west, and Longdales Road to the east, which essentially run along the valley ridges. Those houses which are built on the valley sides, often have long ranging views towards the other side of the valley, or to more distant areas such as Kings Norton Village, or the surrounding areas of open countryside. This degree of level change is an important aspect of the character of the area, and it is important that it is recognised and that existing views are considered during any development. The images below were taken from the viewpoints numbered in Fig. 8 and help to illustrate the topography.

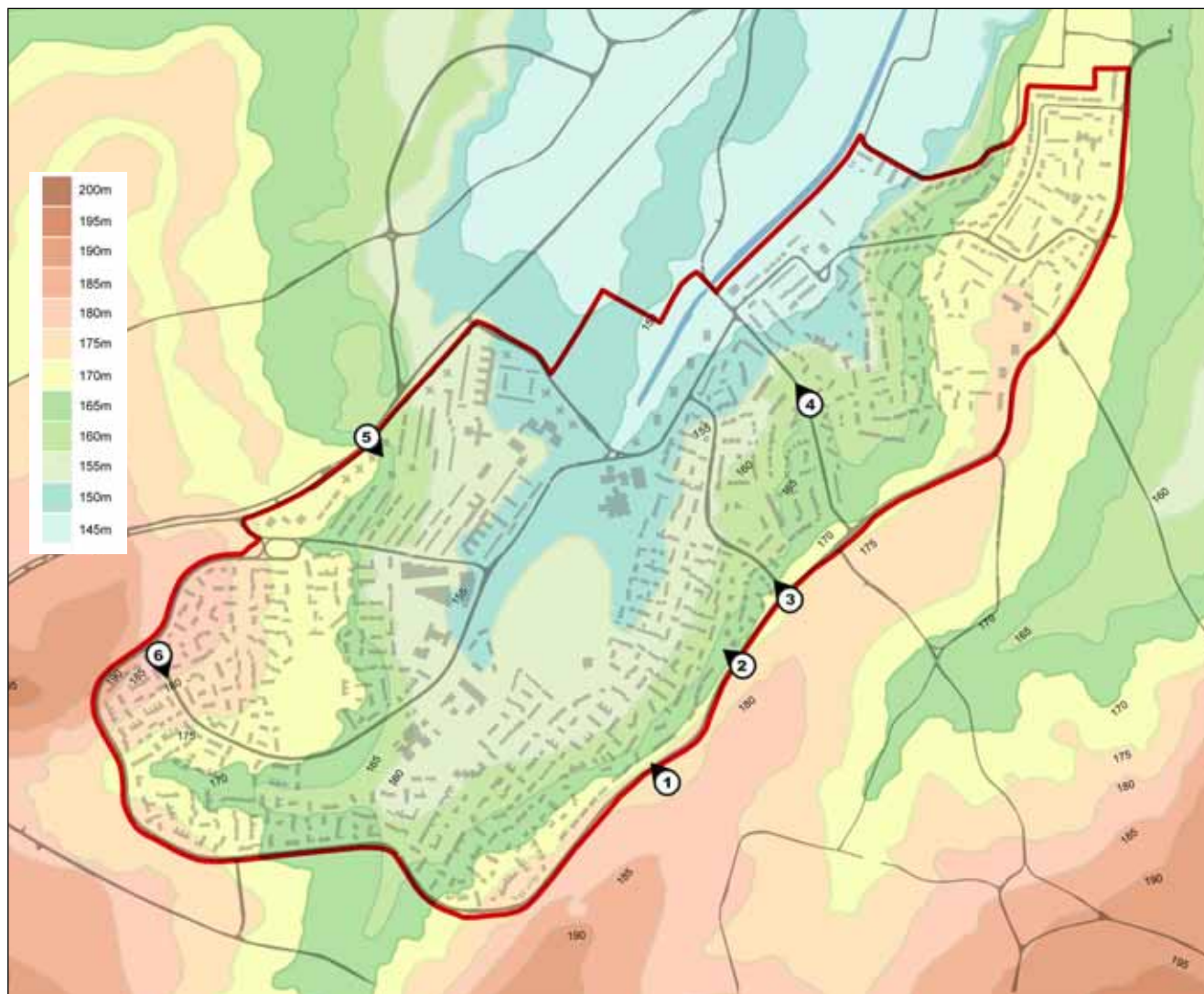
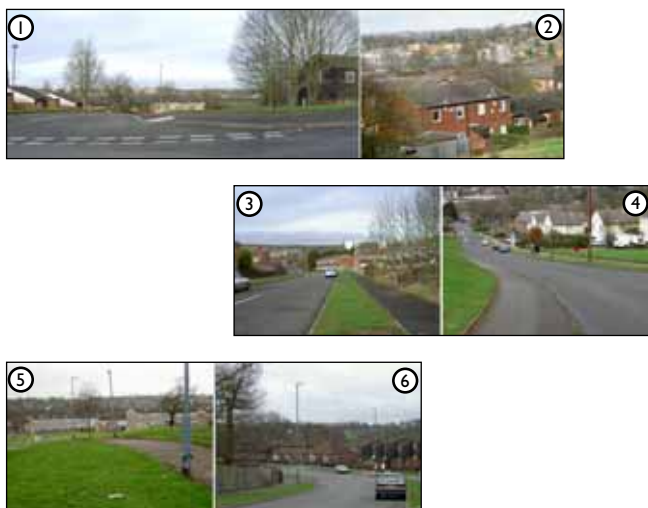


Figure 8: Contour plan for the 3 Estates and surrounding areas

2.0 The 3 Estates and Context

2.1 Physical Analysis

Landscape Character

2.1.13 Prior to the construction of the 3 Estates the site had been essentially rural, maintaining many of the natural features associated with a farmed environment. Evidence for this can still be seen in the many examples of mature trees and hedgerows which can be seen around the area, particularly in the Hawkesley Estate and along the green routes which wind through it. Overall, development has largely respected this character and the impression is that the Study Area is very green, whether due to the large numbers of mature trees and shrubs, or the significant number of open spaces and grass verges.

2.1.14 The exception to this is Pool Farm estate which generally has a much harder edged character, with fewer trees and planting and only one significant area of green space. This lack of greenery is definitely to the detriment of the overall character of the area and needs to be addressed through redevelopment.



View looking west across the valley towards Primrose estate

Urban Character

2.1.15 The three individual estates each have a distinct urban character resulting from the period in which they were designed and the types of building which they contain. The characteristics of each estate are described below:

2.1.16 Pool Farm Estate

- Traditional perimeter block structure – some quite steep hills
- Constructed in the mid 1950's
- Mixture of traditional houses, low rise flats/maisonettes and a few high rise flat blocks
- Despite improvements to specific areas of housing and their associated external spaces, the area still feels neglected overall, particularly in relation to the quality of maintenance of gardens and their boundary treatments. The dropping of litter and dumping of waste remains a persistent problem.

2.0 The 3 Estates and Context

2.1 Physical Analysis

2.1.17 Primrose Estate

- Designed in a regimented Radburn-style layout with the fronts of homes facing the backs of the adjacent homes - resulting in a confusing, illegible layout
- Constructed in the 1960's
- Two and three storey terraced and semi-detached houses and low rise cluster blocks
- Four significant high rise flat blocks adjacent to the canal
- Significant area of ill-defined open space at the heart of the estate which is not well overlooked
- Significant length of frontage with the Redditch Road is obscured by heavy tree and hedge planting
- Large blocks of garages and unattractive roadways
- Large parts of the estate feel bleak and threatening
- Large cleared site at the centre of the area formed by the demolition of Primrose Tower

2.1.18 Hawkesley Estate

- Designed on a cul-de-sac layout – complicated network of roads and pathways
- Constructed in the 1970's
- Largely consisting of traditionally designed two storey houses, small blocks of flats and bungalows
- Footpaths run around the backs of properties – security issues
- Good network of pedestrian 'Green' routes
- Area feels generally well cared for – but maintenance of houses could be improved

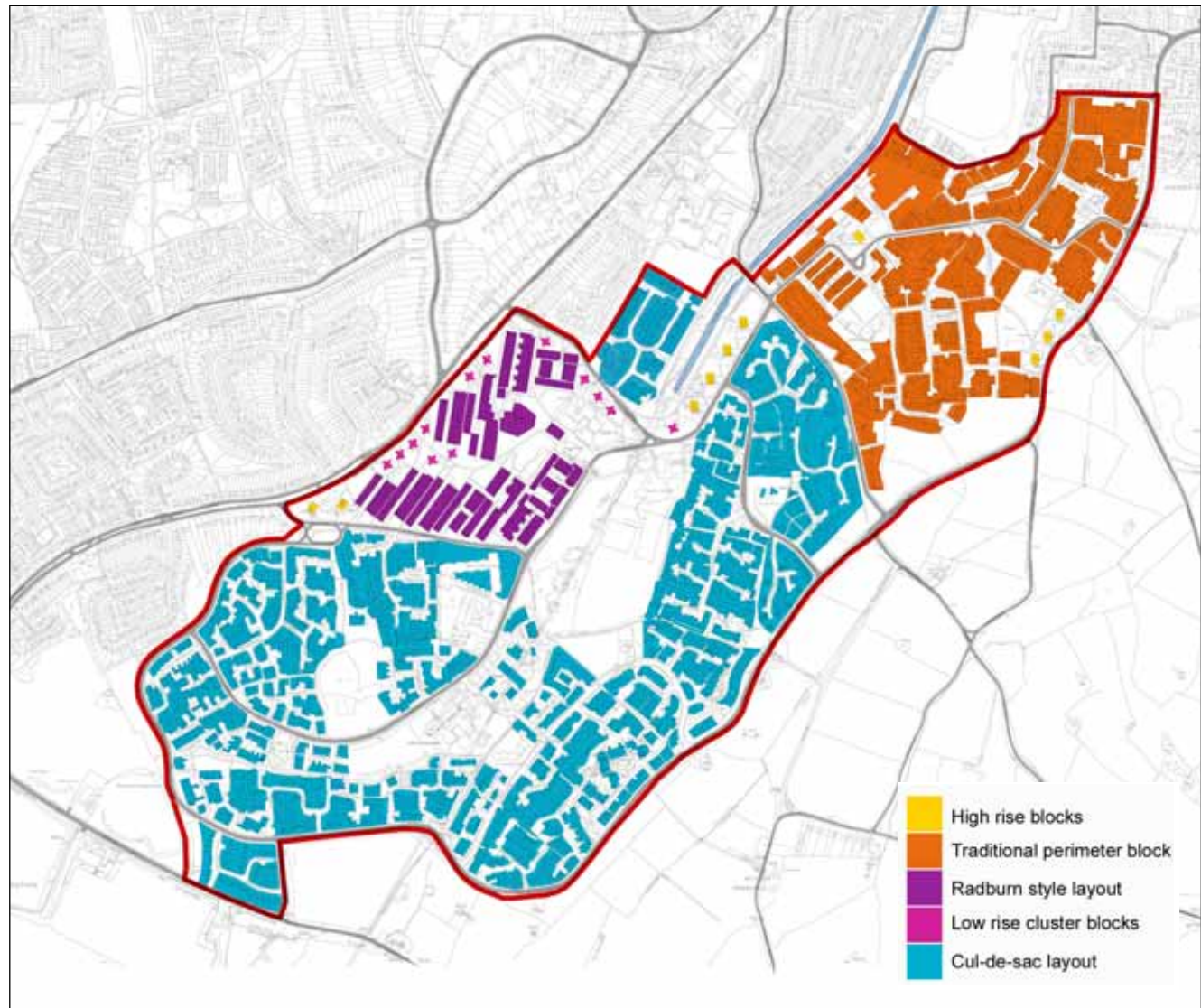


Figure 9: Urban character of the 3 Estates

2.0 The 3 Estates and Context

2.1 Physical Analysis

Community Infrastructure

2.1.19 Another important aspect of the physical structure of the Study Area is the range and availability of services and amenities for the local population. Figure 10 indicates the locations of the following significant facilities:

2.1.20 There are three significant local shopping areas within the 3 Estates, although Teviot Grove now provides only very limited services, and the range and quality of shops and services at the other two areas also needs improvement.

- The Fold, Pool Farm – Several small shops including a modest supermarket, newsagent, post office and takeaway contained within a small precinct. There are flats above the retail premises but the area is generally not well overlooked and remains subject to anti-social behaviour at night.
- Hawkesley Square, Hawkesley – A number of small shops including a modest supermarket, newsagent, pharmacy, post office and takeaway constructed around a small square. There is also a neighbourhood housing office in the location. Residential properties are located above the retail premises, but the environment remains bleak and underused, particularly in the evenings which results in problems with anti-social behaviour.
- Teviot Grove, Primrose – A small row of retail units which are mostly vacant. One occupied unit provides convenience goods for neighbouring residents while another houses a local Youth Support Organisation. The lack of activity in this location, and the poor lighting create an intimidating environment particularly at night.

2.1.21 There are three Junior and Infant Schools in the Study Area and also Kings Norton High School at the centre of the Study Area.

- Hawkesley Anglican Methodist Junior and Infant School
- Primrose Hill Junior and Infant School
- St Paul's Roman Catholic Junior and Infant School
- Kings Norton High School – Also offers opportunities for sport and fitness at the Community Leisure Centre.

2.1.22 There are two community halls in the Study Area:

- Hawkesley Community Centre on Edgewood Road, Hawkesley
- Greaves Hall in Greaves Square, Pool Farm

2.1.23 The Study Area also contains a range of healthcare buildings which are relatively well spread across the 3 Estates.

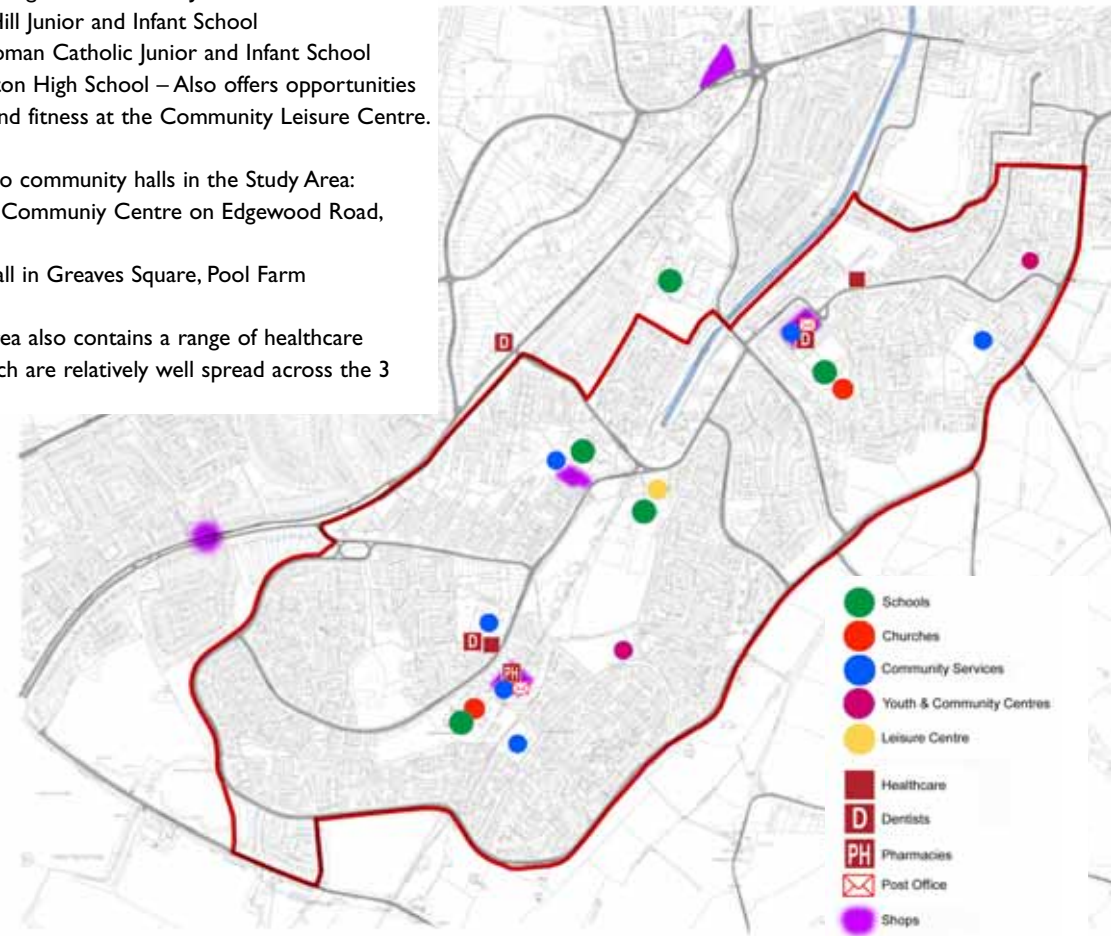


Figure 10: Location of community facilities and services in the 3 Estates

2.0 The 3 Estates and Context

2.2 Social and Economic Analysis

2.2.1 The 3 Estates face issues comparable in complexity and number to many deprived under-funded inner city areas. Whilst the 3 Estates fulfils an important function in providing social and low cost owner occupation, housing policy allocations and piecemeal investment can be held to account for the high rates of social and economic deprivation. Appendix A of this report provides a review of housing in the area, while the economy is reviewed in Appendix F.

Economic Profile

2.2.2 The area can be typified as having a higher proportion of lower income households, and a lower proportion of higher income households, than the average for Birmingham as a whole. Almost one third of households are dependent on gross incomes of £10,000 or less per annum and almost two thirds on gross incomes of £20,000 or less. This results in reduced opportunities for access to housing and leisure opportunities and is clearly illustrated by the fact that - despite the areas edge of city location - only 52% of households have a car, compared to the Birmingham average of 61%.

Demographic Profile

2.2.3 The population of the 3 Estates remains relatively stable but is characterised by a larger-younger and smaller-older population than the Birmingham average. The area also has a high proportion of single parent households – more than twice the city average – and a low proportion of married and co-habiting couple households. This is a factor which contributes to the low levels of household income in the area. The number of households is projected to increase over the next 15 years, and it is likely that this will contribute to even lower average household incomes.

Employment

2.2.4 Residents of the 3 Estates suffer from poor access to jobs and training opportunities and almost 50% of them rely on Job Seekers Allowance, income support, incapacity benefits, disability or other benefits as their main, or sole, source of income. The level of unemployment is more than twice the national average at 10.3%, whilst a high proportion of those in work are engaged in lower wage elementary occupations. There are high levels of youth unemployment related to poor educational achievement, compounded by limited opportunities and expectations.

3 ESTATES 2020

Imagining life in the Study Area in 15 years time

An interview with Connor Anderson

"When I left school I drifted in and out of casual jobs. My big break came when my mum persuaded me to sign up for the Trust's Learning for Life programme. It helped me see what I really wanted to do and the skills I needed. At first I found it hard to apply myself. I couldn't get used to the daily routine, but I stuck with it and then went on to do an IT course at the College and discovered learning could be fun and rewarding. I'm really envious of the kids who go to Grange Park Academy these days. It's an amazing place. In my day it was rubbish and was half full of div kids from outside the area."

"With my IT qualifications I was able to get a job over in Longbridge working with Tissier Scientific who make medical diagnostic equipment. In those days I couldn't afford a car so the improvements to the bus services made it much easier to get to and from work. Once I had a regular income I was able to apply to Grange Park Community Housing Trust for one of the flats they built over the new supermarket. It was great to have a home of my own and it made me ambitious to achieve more. I made a lot of very useful contacts with companies with whom Tissier worked and after a couple of years realised I wanted to start my own business. The help I got from the Trust was invaluable and it wouldn't have happened if I hadn't been able to take space in their 'start up centre' on the site of the old Bilton Industrial Estate. The old units weren't in a particularly good location and they looked pretty unattractive. The new business park on Ardath Road is much better and when things really took off I was able to get financial help to move my company there."

2.0 The 3 Estates and Context

2.3 Weakness, Strengths and Opportunities

2.3.1 Through a combination of talking to residents and Stakeholders, and studying the existing built and natural environment of the 3 Estates and the surrounding areas, a picture has been built up of the major factors which affect the quality of life for residents. The 3 Estates suffer from a range of problems which need to be addressed, but at the same time the area also has many positive aspects which could be used as catalysts for regeneration. These Strengths and Weaknesses are considered below in relation to the seven aims of the Development Study and the Opportunities for improvement identified. Where appropriate, the comments of local residents have also been included to reinforce the points made.



Examples of poor quality housing in the area

Range and Quality of Housing

2.3.2 In general the housing in the 3 Estates is characterised by a lack of quality and choice. Many of the homes are in visibly poor condition, and due to their age and design they are failing to meet modern standards and aspirations for contemporary living. There is a very limited mix of tenure types and many of the house types are too small or inappropriate for those in housing need. Due to the poor image of the area, local property values are deflated, and while this does provide access to home ownership for a considerable number of local residents, there are a lack of opportunities in the market both for first-time buyers and those looking to bridge the gap between homes in the 3 Estates and other locations in the vicinity.

“

"The woodwork on some of the Council houses has not been repainted for years" - A resident of Hawkesley

"Life in Ithon Grove is very depressing and we do not want our children exposed to it any longer than they have to be – please knock it down"

"The houses are badly in need of repair – they're not traditionally built and there are lots of cracks in the walls" – A resident of Primrose

"The three storey blocks of flats in Pool Farm should be demolished and replaced with proper houses" - A resident of Pool Farm

”

2.3.3 However, some of the housing is more attractive and desirable than other parts, and residents in these areas have a greater level of satisfaction with the existing housing stock. This applies particularly to the more traditional styles of housing and is evidenced in areas where there are larger numbers of owner-occupiers such as the Hawkesley Estate.

“

"All we need is for someone to come round and paint our windows" – A resident of Hawkesley

”

2.0 The 3 Estates and Context

2.3 Weakness, Strengths and Opportunities

2.3.4 Redevelopment would offer the opportunity to introduce a greater range of house and tenure types into the area, reflecting more closely the needs and aspirations of existing and future residents. New homes designed to modern standards of accessibility and efficiency could add to and complement the existing stock of owner-occupied and refurbished homes to create an attractive and varied neighbourhood, with a balanced community of residents.

"We want new, house-lined streets designed the traditional way"

"Provide more low cost, high quality, affordable homes"

*"Build warehouse style canal-side apartments"
 - A resident of Primrose*



Degraded and vandalised local environment

Quality of the Environment

2.3.5 Currently many areas of the 3 Estates are degraded and underused, and the poor design of some of the housing and external areas further contributes to the low quality of the environment, and in some cases has a negative impact on community safety. There are large areas of ill-defined public open space and verges, which demand high levels of maintenance and are often subject to anti-social behaviour such as fly-tipping. There is a general lack of designated play areas for all age groups of the youth population and this contributes to petty vandalism and graffiti problems in locations where groups of youths gather.

"The walk way in front of Tay Grove needs to be continually cleared of rubbish" - A resident of Tay Grove

"Burnt-out cars are a problem on Hawkesley Open Space and on The Mounds"

2.3.6 However, the 3 Estates is a remarkably green area, with large numbers of mature trees and old hedgerows, many of which form part of the extensive network of green routes which run through the Hawkesley Estate. The area lies on the edge of the Green Belt and adjacent to the Birmingham and Worcester Canal, and both of these assets are currently undervalued and underdeveloped as opportunities for recreation and leisure. Most of the area also has easy access to significant pieces of Public Open Space within the estates, and there are playing fields at the High School and in a number of other locations just outside the area.

"There are many lovely open spaces within the Hawkesley Estate, with natural plants and wildlife"



A canal boat heading towards the mouth of the West Hill Tunnel

2.0 The 3 Estates and Context

2.3 Weakness, Strengths and Opportunities

2.3.7 There is clearly a very strong foundation on which to build a much improved environment for the benefit of all residents. Better use must be made of the existing strengths of the area, and this will be achieved by considering the most appropriate ways to increase levels of usage, through high quality design, better maintenance, better natural surveillance, and improved publicity. Redevelopment offers the opportunity to make adjustments to the distribution of public open space, by providing new amenity space where there is a shortfall and considering ways to reduce the number of ill-defined, public and semi-public areas of scrubby grassland where there is a surplus. Taken as a whole, the area has a very green and natural feel to it and the challenge must be to enhance and expand this character over the whole area.

"Investigate the possibility of the High School playing fields being made available to the whole community outside of school hours"

"Consider closing paths which are insecure and unnecessary"
- A resident of Hawkesley

Range and Quality of Amenities and Services

2.3.8 The 3 Estates currently suffers from a severe lack of facilities, ranging from limited shopping provision through to poor sports and leisure opportunities. In many cases residents are forced to travel to locations outside the area to access the amenities and services which they require, although in an area with typically low income levels, low levels of car ownership and a perception that public transport is worse than it is, the result is often that residents do without. In some cases facilities do exist but they are in need of being updated or made more attractive, while in others a lack of publicity means that residents are not aware of them. In particular, there is a general lack of joined-up thinking between the different facilities and service providers in each of the 3 Estates, and this can lead to an unsuccessful duplication of services which is more likely to lead to the failure of all.

"Children have nothing to do – they end up vandalising things"

"The shops at The Fold are very limited and expensive"

There're no butchers or bakers on the 3 Estates, and nowhere to buy hot food except the chip shop" - A resident of Pool Farm

"There is a real shortage of good community rooms for groups of any size"

"There is very little communication between the three estates – we have no idea of what is happening in the other areas"
- A resident of Hawkesley

2.3.9 However, a number of successful organisations do already operate in the area, and these offer the potential for increased usage and expansion of their range of services. In particular there are three popular Junior and Infant Schools, which are seen very much as a focus for their local communities, and also a number of existing community buildings which have a range of organisations associated with them. There is also an existing leisure facility at Kings Norton High School which is currently underused.



Local school children at one of the consultation events

2.0 The 3 Estates and Context

2.3 Weakness, Strengths and Opportunities

2.3.10 Redevelopment offers the opportunity to begin to address these shortfalls in amenity and service provision and at the same time to improve the existing facilities. In many cases, an aggressive marketing campaign is required, to make residents aware of the opportunities on offer to them, and better communication between the different organisations will ensure that services are not being needlessly duplicated. In particular, the opportunity exists to bring together a whole range of local government and voluntary sector organisations in a purpose designed facility at the heart of the community, providing enhanced access to these services for all residents. It would also be appropriate to undertake a study of the existing community facilities in the Study Area and determine both how they could be improved and also where there are gaps in provision which could be filled by new facilities.

Access to Employment and Training Opportunities

2.3.11 Residents of the 3 Estates have difficulties finding work due to a shortage of skills, a lack of opportunities and problems accessing jobs in other areas of the city. Low levels of educational attainment, which are compounded by poor access to training opportunities, exacerbate these problems and create a culture of low expectation. There are very few employment generating businesses within the 3 Estates area itself, and the few that there are, mainly employ very few people, most of whom come from outside the area.

"I am constrained in my choice of job by the difficulties of travelling to other parts of the city"

"There are no job prospects here, so there's no reason for the kids to stay in school"

"The industrial estate should employ more local people"

2.3.12 However, there are organisations in the area which offer training and education programmes for local residents. The New Deal for Communities has been instrumental in setting up a number of such initiatives, and Cadbury College, which is just outside the study area but easily accessible, has a range of vocational training courses on offer. The Workshop which is based in The Fold has been successful in obtaining employment and training positions for local people, although the scale of its operations are as yet relatively small in relation to the 3 Estates as a whole.

2.3.13 Ways need to be found to get more residents into work, by continuing to raise motivation and skills levels in the area and by increasing employment options. Redevelopment offers the opportunity to address both of these areas by continuing to develop education and skills training initiatives while creating improved job opportunities as part of new retail and business development in the area. At the same time, the consideration of a new and improved Kings Norton High School could lead to improved educational attainment

and help to address low levels of expectation amongst the youngest generation of residents. Bilton Industrial Estate clearly offers the potential to be a more significant provider of employment to local people and ways need to be found to ensure that more opportunities are made available. One means of assisting this process would be by forging much stronger links between all the businesses in the area and the training organisations which operate locally. Opportunities also exist to improve transport links with other areas of Birmingham and in particular to employment opportunities in the south west of the city such as: Rover at Longbridge; Q E Hospital; Catesby Business Park; Kings Norton Business Park; and also local retail employment opportunities such as Sainsbury's at Maypole.



The Bilton Industrial Estate

2.0 The 3 Estates and Context

2.3 Weakness, Strengths and Opportunities

Social and Physical Access and Linkages

2.3.14 Many residents report difficulties in accessing jobs and services, both inside and outside the area due to a lack of suitable transport opportunities. As has been previously mentioned, the level of car ownership in the area is low, despite the 3 Estate's edge of city location, and as a consequence many residents rely on public transport as their principal means of travel. Despite the availability of six different bus routes serving a good variety of local district centres and other transport nodes, these services are failing to meet resident's travel needs fully. There are also reported issues relating to the frequency and reliability of services that need to be addressed. Furthermore, there is a lack of well defined cycle and pedestrian routes which could be utilised for short range journeys both around the 3 Estates and into Kings Norton or the surrounding countryside.

"The Number 27 has been stopped – you have to change buses just to get to Northfield"

"To change from the Number 35 to the Number 27 you have to walk all the way to the top of the hill"



Cycling along the canal tow path

2.3.15 Despite the concerns about the existing public transport network it should be noted that in some cases these difficulties are more due to personal perception than reality, and that there are in fact quite a number of existing routes, albeit not necessarily as well connected as they might be. There are also a number of extant pedestrian and cycle routes in the area, particularly the tow path along the canal which offers a convenient (although somewhat insecure) route to the University and on towards the city centre. Further pedestrian routes exist in the surrounding countryside, although their connections to the 3 Estates are poor.

2.3.16 Redevelopment offers the opportunity to encourage walking and cycling, by making these forms of transport every bit as attractive and convenient as the car for local journeys. The existing footpath network through the 3 Estates is generally under-used, but offers an obvious opportunity to reduce the reliance on public transport for journeys within the local area. Environmental improvements to these routes, and better signposting and publicity will help to encourage greater use. Bus services should be reviewed, and gaps in provision identified and addressed. It is also important that there is a better distribution of information in relation to the new and improved services, so that everyone is aware of them.

"Provide better signposting of the footpath network and distribute a map to all the homes in the area"

2.0 The 3 Estates and Context

2.3 Weakness, Strengths and Opportunities

Integration with Kings Norton

2.3.17 There are currently very few linkages between the 3 Estates and the rest of Kings Norton, despite the fact that the two are so close. This is a factor of both the lack of physical connection between the two areas and also the 3 Estates' poor image which discourages non-residents from entering the area. There is also a big difference in housing type, price and tenure between the two areas, and to further exacerbate the problem, the High School performs poorly in educational attainment and as a consequence fails to attract many students from outside the 3 Estates.

2.3.18 Ways need to be found to break down the real and perceived barriers between the two areas and this will be a combination of improving the appearance of the 3 Estates and encouraging more visitors by the provision of attractive services and facilities. The element which currently does most to cut off the area from the rest of Kings Norton, is also the element which has the most potential to create stronger linkages – the Redditch Road. While it presently cuts the estate off from the rest of Kings Norton due to the amount of traffic which passes along it, and the way in which the housing in Primrose Estate steps back from it behind a tall hedge, the importance of the road locally, and at a city wide level, make this frontage a very important asset. The opportunity exists to redevelop this part of the 3 Estates with high quality development which will catch people's attention as they drive by and encourage them to cross the road and enter the study area.

Image of the 3 Estates

2.3.19 The 3 Estates have a poor image both locally and more widely in the city, and this has a negative effect on property prices, the ability of residents to get jobs and more generally decreases the level of pride that residents have in the area.

*"Why would anyone want to go into the 3 Estates?"
– Resident of Pool Farm*

2.3.20 However, the 3 Estates have a strong base on which to build improvements. Its setting on the slopes of a tree lined valley, providing long distance views towards the surrounding Green Belt or the historic heart of Kings Norton Village is very attractive and unexpected, and its location on the fringes of the city, but adjacent to one of the main routes into the city centre makes access to both City and countryside easy. The existence of established communities of residents with strong networks of friendship in some parts of the area is also a good starting point for the creation of a wider renaissance for the whole community.

2.3.21 It is important that regeneration finds ways to de-stigmatise the area, make it a place that people want to live in and ideally encourage people to visit and spend their money in it. This will be achieved by improving the physical appearance of the area, providing new amenities and services, creating new job opportunities and building on the existing strengths of the location and setting. However, the most important aspect of redevelopment will be the strengthening of the existing community, and their involvement and agreement to the whole regeneration process.

*"Build on the history of the area"
"The entrance into the area should be welcoming – to make people feel that they are part of the community"*



The spire of Kings Norton Church viewed from the eastern edge of the Study Area

2.0 The 3 Estates and Context

2.4 Planning Policy Context

- 2.4.1 The planning system is currently being reformed with Government preparing new guidance in the form of a series of Planning Policy Statements (PPSs) which will eventually replace existing Planning Policy Guidance. A number of draft PPSs have been produced and relevant ones are referred to in this section. New style development plans are also proposed and consideration is given to the implications of the reforms. Additional policy documents at the national and regional level are also considered. A list of documents reviewed is provided in Appendix B.
- 2.4.2 The Birmingham Unitary Development Plan (UDP) is in the process of being reviewed. Reference is made here to the Deposit Draft Alterations and subsequent Inspector's Report.
- 2.4.3 Revised Regional Planning Guidance for the West Midlands (RPG11) was published in June 2004. This became the statutory Regional Spatial Strategy on commencement of the Planning and Compulsory Purchase Act 2004.
- 2.4.4 Appendix B provides a full list of the documents reviewed and summarises them using a series of key themes. An earlier version of the summary was provided to the consultant team during the course of the study to help ensure that the proposals developed had regard to relevant planning policy aims.
- 2.4.5 The next chapter discusses the ways in which the local community have already been involved in the identification of a Preferred Approach to development.

3.0 Involving the Community

3.1 Introduction

3.1.1 The active involvement of the local community has been a very important part of the Development Study Process and they have been included at every stage of the process. Their input has led to an understanding of the existing strengths and weaknesses of the area and helped to identify the opportunities for improvement. Resident input has been important in developing the four possible Approaches to Development, and in the final instance, in deciding which of the four Approaches should be considered as the Preferred Approach.

3.1.2 This chapter summarises the methods employed to engage with the community, and goes on to describe the community consultation events which have taken place throughout the duration of the Development Study and the main conclusions which were drawn from them.

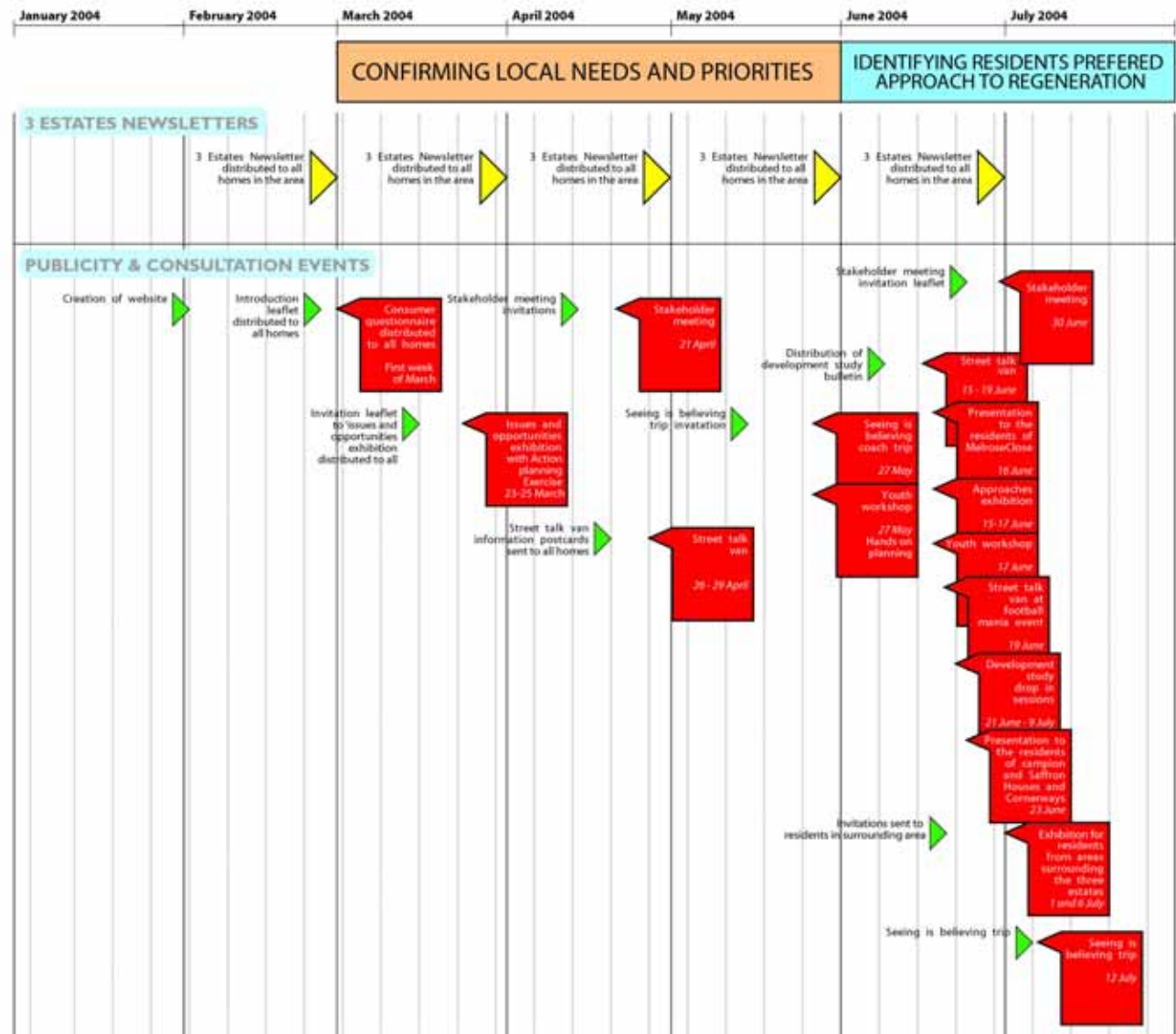


Figure 11: The consultation process

3.0 Involving the Community

3.2 Materials / Publicity Employed

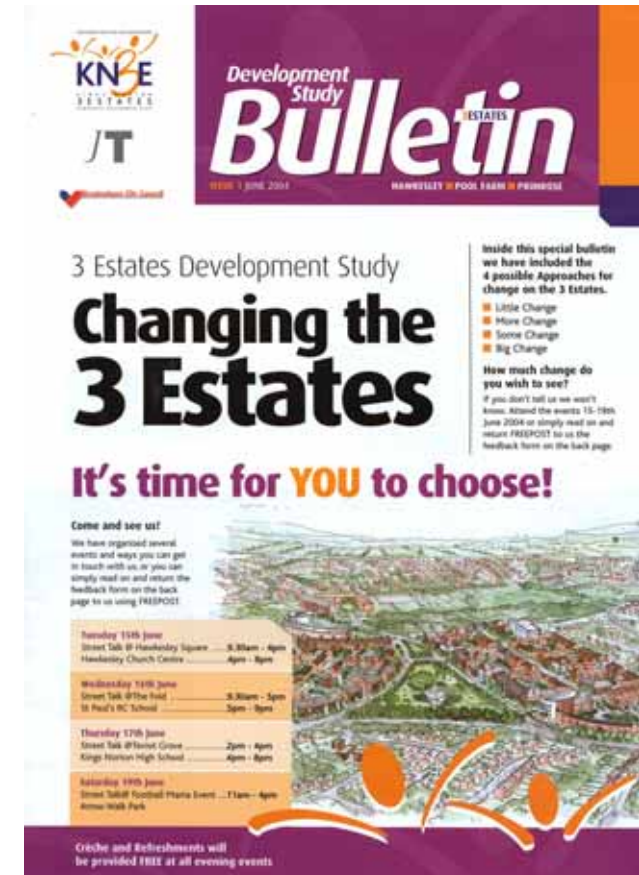
3.2.1 Publicity for the consultation events was achieved by various means which were designed to reach as many of the residents of the area as possible. JTP liaised with the CDT and BCC on all publicity matters in order to ensure that there was coordination between: existing mediums such as the 3 Estates newsletter, and Development Study specific material such as leaflets and information bulletins; and also that there was Coordination with other events held by the CDT and BCC.

3.2.2 The following methods were employed to keep residents and stakeholders aware of the consultation process and up to date with progress:

- Leaflets and Postcards – mailed to homes and also available in specific locations and giving details of the dates and times of forthcoming events.
- Newsletter – Used for feedback and advertising of events
- Bulletin – Large format document explaining the four Approaches
- Direct Mailing – Personal invitations to Stakeholder meetings and 'Seeing is Believing' trips
- Website / Email address – Containing information and providing an opportunity for feedback



The Website



The Development Study Bulletin

3.0 Involving the Community

3.3 Methods employed

3.3.1 The following methods of consultation were employed to gather information and judge levels of resident and stakeholder approval for various proposals:

- Exhibitions – Two major exhibitions held at three different venues around the 3 Estates
- ‘Hands-on-planning’ – An opportunity for residents to investigate their ideas and record their comments in a visual manner
- ‘Street Talk’ – A mobile exhibition venue which was taken out onto the streets to encourage greater levels of participation
- Development Study Bulletin – Posted to all the homes in the area and providing an alternative to visiting the final exhibition. Also contained an opportunity to complete a feedback form.
- Comments sheets – To collect the views of residents and Stakeholders for later review and assimilation and to confirm viewpoints
- Questionnaires – A more structured form of information gathering to record quantifiable responses to proposals
- Freephone number – A means to obtain further information or request a home visit for residents who are less mobile
- Freepost address – A simple means to return comments sheets

3.3.2 A more detailed description of these methods is contained in Appendix G.



Examples of the exhibition Panels



3.0 Involving the Community

3.4 Description of Events

Action Planning Events (23 – 25 March 2004)

- 3.4.1 As an introduction to the Development Study process a series of events were held at the following locations:
- Hawkesley Pastoral Centre
 - Kings Norton High School
 - St Paul's Roman Catholic Primary School
- 3.4.2 The events ran from 4.00pm until 8.00pm (an hour later at St Paul's School) and attracted a total of 88 attendees, representing a good mix of ages and interests from across the area. The events were arranged so that visitors began by viewing an exhibition, and then had the opportunity to take part in 'Hands-on-Planning' sessions in small groups around tables. Residents who did not wish to take part in these group sessions were able to complete a comments sheet or speak directly to a member of the consultant team.



Residents taking part in a 'Hands-on-planning' session

- 3.4.3 The exhibition covered two important topics: 'Issues and Opportunities'. The 'Issues' section of the exhibition began with an introduction to the Development Study, explaining the aims and desired outcomes of the process. The next boards presented an analysis of the existing housing in the 3 Estates and suggested lists of the positive and negative things about the area. Further boards presented the key issues as determined by the consultant team, based on a review of the existing environment and a study of the baseline information provided at the start of the study. Residents were asked to consider the issues raised and encouraged to say whether they were in agreement and if there were other issues which should also be included. The main issues identified were:
- Questionable suitability and desirability of the existing housing
 - Underutilised open spaces
 - Problems getting around
 - Poor quality of shopping and commercial uses
 - Lack of training and employment opportunities
- 3.4.4 The majority of residents were broadly in agreement with the issues identified.
- 3.4.5 The second part of the exhibition presented the 'Opportunities', which had been identified by the consultant team following a consideration of the 'Issues'. The following 'Opportunities' were identified:
- Improved image and identity
 - Improved accessibility both within and outside the area
 - Chance to create a 'Civic Heart' at the centre of the area
 - Greater housing choice
 - Well managed and attractive open spaces
 - Investment in the training and employment needs of local people
- 3.4.6 A final board gave information about how the process would proceed and invited residents to become involved in future events. Visitors were then encouraged to join a group around a table to take part in 'Hands-on-planning' sessions (see Appendix G). This was an opportunity for people to express their opinions about specific issues which had been raised, or to comment in detail about the opportunities which had been identified. Discussion ranged from problems related to individual homes and streets through to consideration of the wider benefits of large scale regeneration in the area. In general there was broad support for the following:
- The investigation of ways of achieving radical change in Primrose
 - Selective redevelopment of unpopular and unattractive housing areas in Pool Farm
 - Environmental improvements in Hawkesley
 - The creation of extended community facilities at the centre of the 3 Estates, which might include some or all of the following:
 - a supermarket
 - a joint emergency services community safety centre
 - an improved secondary school
 - improved community facilities
- 3.4.7 A more comprehensive summary of the items which were discussed can be found in Appendix G.

3.0 Involving the Community

3.4 Description of Events

Stakeholder meeting (21 April 2004)

3.4.8 As part of the continuing consultation process, a meeting was organised to update the Stakeholders on progress to date and explain what the next stage of the Development Study would entail. A total of 61 people attended the event at Greaves Hall comprising representatives of the CDT Stakeholder group, members of the CDT Board, residents and members of the consultant team.

3.4.9 To begin with there was a presentation of general information about the progress of the Development Study to date. This was followed by the introduction of the 'Scenario' drawings which identified homes in the 3 Estates which are in the greatest need of improvement, based on either their bad condition, their difficulty to let, or their poor visual appearance (See section 3 of the Housing appendix for more information). It was explained that the next stage of the Development Study would look in more detail at the opportunities suggested by these Scenarios. It was emphasised that it was also necessary to think about the wider aims of the Development Study, and consider how the redevelopment of some of these areas of housing might also provide opportunities for improved shopping, leisure and community facilities.

'Street Talk' Van (26 – 29 April 2004)

3.4.10 During the last week of April the Community Forum's "Street Talk" van was used to allow residents another opportunity to view the 'Issues and Opportunities' exhibition and have a chance to find out more about the Development Study. The van was sited at the following locations around the area, timed to coincide with particularly busy periods during the day:

- The Fold shopping centre
- Greaves Square
- Campion and Saffron Houses
- Outside Kings Norton High School
- The bus turning circle on Shannon Road
- Teviot Grove
- Hawkesley Square

3.4.11 As well as presenting general information about the Development Study, the 'Street Talk' events also introduced the 'Scenario' drawings to residents (see section 4.2).

3.4.12 These events were hampered by particularly wet and windy weather towards the end of the week however, a total of 124 residents were still able to attend; the majority of whom also completed a response form. The key issues which came up in discussions were as follows:

- A general desire to see a radical transformation of the 3 Estates
- General agreement with the choice of homes identified in the Scenario drawings
- Concerns about the disturbance caused to residents whose homes are demolished and rebuilt – particularly elderly residents
- Requests for more information for leaseholders, to enable them to consider the effect that redevelopment

will have on them and their homes

- A desire to see more visible improvements in Hawkesley, as well as in the older parts of the 3 Estates
- The need for proposals to be agreed as soon as possible, in order to allow people to plan for the future with certainty



'Street Talk' event at The Fold

3.0 Involving the Community

3.4 Description of Events

'Seeing is Believing' trip (27 May 2004)

3.4.13 A coach trip was organised to allow residents the opportunity to visit some successful examples of estate regeneration in the Birmingham area. This was a chance to see what might be possible in the 3 Estates and through listening to the experiences of people who had lived through the process, find out what might be involved. Personal invitation letters were sent out to everyone who had attended one of the previous events, and adverts were placed in the 3 Estates newsletter.

3.4.14 The first stop on the trip was at Perry Common where around 900 defective homes were in the process of being replaced by new homes for rent and sale. The roads and public spaces had all been redesigned in consultation with local residents and other new facilities had been provided. The trip visited Sycamore Court, a new courtyard development which had been created to provide independent but secure homes for older residents, where a short presentation was given by Linda Hines who is a local resident but also a Director, Deputy Chair and Company Secretary of the Witton Lodge Community Association which now manages the housing in the area.



3.4.15 The next stop on the trip was at Castle Vale where a 12 year regeneration programme undertaken by the Housing Action Trust had resulted in the provision of a new shopping centre, refurbished homes, environmental improvements, new housing developed on infill sites and a wide range of economic and community development initiatives. Residents were taken on a guided coach tour around the area and shown the significant elements of the regeneration process. This was followed by a presentation at the HAT offices, where the HAT Public Relations Officer spoke about the regeneration process from the beginning, right through to the present day and answered residents' questions. During lunch there was also an opportunity to speak to some of the local residents who now work for the HAT.

3.4.16 The final stop of the trip was at Brandwood End in Kings Heath, where a £17 million redevelopment programme was underway to replace the area's defective concrete homes with 250 new homes for rent and sale, the design of which had been inspired by the architecture of Bournville Village.

3.4.17 Residents were asked to complete a feedback form on their return from the trip and the response was generally that the trip had been very interesting and worthwhile. There was a wide spread of opinion as to which of the three venues had been most popular, and each resident seemed to gain something different depending on their current situation or level of concern about possible redevelopment. What was clear however was that the involvement of local residents in the regeneration process was seen as a very positive aspect of all three of the areas visited.



Residents on the 'Seeing is Believing' trip arriving at Perry Common

3.0 Involving the Community

3.4 Description of Events

'Approaches' exhibition (15 – 17 June 2004)

3.4.18 Following the identification of four possible 'Approaches' to redevelopment on the 3 Estates (four different possible amounts of redevelopment and their associated community benefits), a series of exhibitions were held over three consecutive nights at the following venues:

- Hawkesley Pastoral Centre
- St Paul's Roman Catholic Primary School
- Kings Norton High School



3.4.19 As before, the events ran from 4.00pm until 8.00pm (an hour later at St Paul's School) and attracted a total of 99 attendees.

3.4.20 The exhibition was structured so as to provide a logical progression through the whole Development Study process, being both a reminder for those who had attended previous events and an introduction for those who had not. The first part of the exhibition set out the key objectives for the improvement of the 3 Estates and went on to report on the previous consultation events and their outcomes. Further sections followed, which set out the possible improvements to transport and to training and employment opportunities, as well as the possible improvements to non-housing uses, which might accompany some or all of the possible 'Approaches'. The 'Approaches' themselves were introduced one by one, and accompanied in each case by a summary of what the Approach involved in terms of physical improvements, and also an analysis of how well the Approach would meet the stated objectives of the Development Study.



Residents are talked through the 'Approaches' exhibition

3.4.21 There were two other important elements to the exhibition: Firstly the 'Some of your questions answered' board, which set out a number of key questions relating to how redevelopment might affect different sections of the community and provided basic answers to these questions; and secondly a final board which explained how the process would lead to the choice of a preferred Approach.



Residents take the opportunity to ask more detailed questions about the Approaches

3.0 Involving the Community

3.4 Description of Events

'Street Talk' Van (15 – 19 June 2004)

3.4.22 On this occasion, in order to encourage a large number of residents to view the exhibition (and provide a response to the Approach drawings), a series of 'Street Talk' events was also arranged to run in parallel with the evening exhibitions, and these took place during the day before the main events. These 'Street Talk' events presented the exhibition exactly as it could be seen at the evening event, although the boards were slightly reduced in size, and attracted approximately 125 visitors over the course of the three days. This goes some way towards explaining the slightly lower than anticipated attendance figures for the main evening events. The 'Street Talk' exhibition was also present on Saturday 19 at the 'Football Mania' event.

Youth Workshop (17 June 2004)

3.4.23 Prior to the start of the exhibition at Kings Norton High School a workshop session was held with approximately 20 Year 9 students. They were encouraged to discuss possible improvements to the area and asked to complete a questionnaire, which the majority were happy to do.

Response to Approaches Exhibition

3.4.24 Residents were encouraged to provide a response to the exhibition by completing a questionnaire, and the majority were keen to do so. As has already been mentioned, a Development Study Bulletin was also distributed to all homes at this time, and this also contained a feedback form. Both of these forms were eligible for entry into a prize draw with a total prize fund of £500 and a top prize of £200.

3.4.25 There were a total of 357 completed questionnaires representing a total of 334 separate households, with a two thirds majority of these households supporting Approach 4 as their preferred choice (66.8%). Further details of the responses can be found in Appendix G.

Stakeholder meeting (30 June 2004)

3.4.26 A further meeting was held with Stakeholders at which a presentation was given to update them on the progress of the Development Study and allow an opportunity for them to ask questions or raise issues which they considered had not being fully addressed to date. The meeting was held in Greaves Hall and was attended by approximately 30 people. The key issues which were raised at the meeting were as follows:

- General support for Approach 4 as a means of providing lasting change in the area
- Need to keep existing communities together following redevelopment
- Request that Approach 4 should allow for the possibility of Primrose School remaining unchanged
- Importance of retaining three primary schools, since each has a different character
- Need to consider the future of the Youth Service Project which is currently based on Primrose
- Need to address the lack of facilities at the top end of Pool Farm
- Ways need to be found to encourage local residents to use the leisure facilities which are available to them (especially those without cars)
- Creche facilities need to be provided to encourage greater use of facilities

- The need to avoid 'doubling-up' of existing and proposed facilities eg. Hotel function room and possible hotel gym. These are facilities that the Leisure Centre has the ability to provide and staff would be interested to develop this opportunity

Consultation with residents from areas surrounding the 3 Estates (1 and 6 July 2004)

3.4.27 Following the Approaches exhibitions within the 3 Estates, a couple of similar events were arranged to consult with residents living around the edges of the area. Approximately 1,000 households were invited. The two events were held in St Nicholas' Church Hall on Westhill Road in Kings Norton between 4.00pm and 7.30pm and attracted 93 visitors. The same exhibition panels were used as for the main exhibition, and members of the consultant team and representatives from BCC and the CDT were on hand to help explain the different Approaches.

3.4.28 The majority of attendees were in favour of Approach 4 as they recognised that this represented the best opportunity for radical change. However, there were specific concerns expressed with regard to the non-housing uses particularly in relation to presumed increases in the levels of traffic and consequent disruption to adjacent homes. Concerns were also expressed about the effect that redevelopment would have on the elderly residents of the area.

3.0 Involving the Community

3.5 Obtaining a Representative Sample

Spread of responses

3.5.1 Wherever possible, the names and addresses of attendees at events were taken. From this information it was possible to determine that at least geographically there was an even spread of resident attendance from across the 3 Estates. Latterly, more detailed information gathering was made possible by the inclusion of a response form on the back of the questionnaire which requested details on the individual's personal circumstances. Not all of these forms were completed, but from those that were it was possible to see, in nearly all cases, a relatively balanced spread of representation from across all categories of the population in the study area. Further analysis of this information is contained in appendix G.



Residents of Melrose Close

Hard to reach groups

3.5.2 In order to ensure that contact was made with traditionally under represented groups in the area, the following specific events were held. The number in brackets after each event is approximately the number of people that attended.

Younger residents

- Workshop with year 10 students at Kings Norton High School (15)
- Workshop with year 9 students at Kings Norton High School (20)
- 'Street Talk' van at the Football Mania event (Unknown)

Older residents

- Presentation to the residents of Melrose Close (10)
- Presentation to the residents of Cornerways (10)
- Presentation to the residents of Campion and Saffron Houses (40)
- 'Seeing is Believing' trip to Extra Care Housing scheme in Perry Common (36)

3.5.3 In addition to this, other events were organised in such a way as to encourage the participation of residents from these groups. For instance:

- Where possible the exhibition venues were opened early to encourage the participation of parents and their children who had been collected from school
- The 'Street Talk' van was located outside the High School at the end of the school day
- The 'Street Talk' van was located at the shopping areas during the day to avoid the need for elderly residents to venture out at night

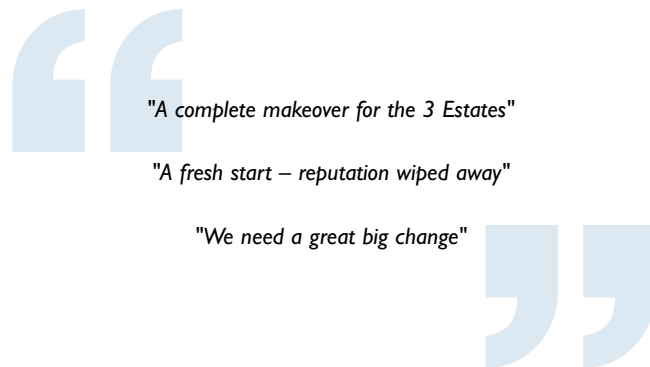


Talking to school children outside Kings Norton High School

3.0 Involving the Community

3.6 Conclusion

3.6.1 The main conclusion to be drawn from the consultation to date is that there is a strong level of support for some form of radical change on the 3 Estates. Such a change is represented by Approach 4, which as has been noted has received a high level of support from those who have completed a questionnaire. Among the comments in support of Approach 4 are those which reflect the enthusiasm for the possibilities which Approach 4 offers:



3.6.2 This level of enthusiasm must be maintained, and ones means by which this might be achieved is the identification of 'early win' projects, which could be developed ahead of the main redevelopment process and demonstrate that positive change is on the way.

3.6.3 However, there are also a number of key concerns which are currently preventing an even higher level of support for Approach 4:

- How long will residents have to live with the disruption caused by redevelopment?
- How will the older residents of the area be affected by redevelopment – particularly the residents of Campion and Saffron?
- How will existing leaseholders be able to afford a suitable replacement home if their house falls within a redevelopment area?
- What will be the effect of redevelopment on the value of residents' homes?
- To what extent will additional traffic serving the new hotel and supermarket cause added disturbance and loss of amenity to surrounding residents?
- Will a new supermarket on the Redditch Road be truly affordable to local residents?
- What affect will the provision of new retail facilities on the Redditch Road have on the existing local shopping facilities at Hawkesley Square and The Fold?
- What will be provided in terms of new youth facilities?
- What are the proposals for Primrose School and how will this also affect the Nursery School attached to it?
- Do new homes need to be built on the 'Spinney'? (Land fronting Longdales Road between Meadowsweet Avenue and Primrose Hill).

3.6.4 None of these questions are easy to answer, but the issues must be addressed, and in some cases this will require further detailed consultation or detailed design work. In other cases, until proposals are more developed it will not be possible to provide a satisfactory response, but in the meantime dialogue must be maintained with the affected parties.

3.6.5 It is essential that the local community remain a part of the decision making process. As the results of the questionnaire reveal, as many as three quarters of the residents might like to become actively involved in designing changes to the area, and almost half might also like to help design improvements to their home. These people must not be left behind by the development process, but instead be made to feel at the heart of it, and as a consequence encourage others to do the same.

4.0 Formulating the Alternative Approaches

4.1 Introduction

- 4.1.1 The 3 Estates suffers from many of the problems typical of an edge of city housing area constructed during the decades of significant social housing construction following the war. However, it also has many positive aspects, and the potential for improvement is strong. The important question is how might redevelopment build upon the strengths of the area in order to address the shortcomings? In order to begin to answer this question, a series of alternative Approaches to redevelopment were formulated.
- 4.1.2 The starting point for this process was a review of all the analysis work undertaken at the start of the Study and also the ideas and opinions expressed by the Stakeholders and local residents. It was also very important to make reference to the aims of the Community Development Trust as set out in the NDC Advanced Delivery Plan. From this work a Vision for the future of the 3 Estates was developed, and through further analysis of the urban fabric of the area, a physical strategy was produced, upon which redevelopment proposals could be based. This vision for the regeneration of the 3 Estates provided a framework for considering options for improving both the housing stock and the wider environment, including community facilities. The alternative Approaches emerged from this process as a series of greater and lesser degrees of redevelopment which provide concomitant amounts of new housing and community benefits. This process is described in detail in the sections which follow.

3 ESTATES 2020

Imagining life in the Study Area in 15 years time

An interview with Kylie Anderson

“Things are so different now to what they were when my brother was a teenager. There was very little for them to do so they spent a lot of time just hanging about down at The Fold or up at Greaves Square, causing a nuisance. But now the Academy is at the heart of things. In the old days the high school was only open during school hours. Now it’s open almost 24 hours a day! Lots of activities for people of all ages. Then there’s the Tunnel café, where you can go and just chat and meet friends. There’s also the family pub and restaurant next to the new hotel up on the Redditch Road. It’s nice to go up there on a sunny evening and sit outside at one of the tables overlooking the Green. And of course lots of people from the other side of Redditch Road use it now.”

“There was always a strong sense of community on the 3 Estates. I suppose it was because we had become so isolated, cut off from the rest of Kings Norton, living with its bad reputation. I know when my brother left school he couldn’t get a decent job. It was hard to get an interview if your postcode was B38. But he’s done alright for himself thanks to the Trust. They helped him see how he could help himself and supported him when he started his own business. His company is down on Ardath Road, and they employ over 30 people, lots of them from Grange Park. Not like the old industrial estate that they demolished. The businesses there employed very few people, and none at all from the 3 Estates. The enterprise centre that the Trust built down there has been much more valuable.”

4.0 Formulating the Alternative Approaches

4.2 Creation of the Vision

Creation of the Vision

- 4.2.1 The first step towards the creation of a Vision for the future of the 3 Estates was a close examination of the Brief and supporting information and discussions with residents, Trust staff and board members, and the Stakeholder Group. This was followed by a review of the resident consultation to date and all of the analysis which had been carried out including: the physical, economic and social analysis; the analysis of the area's strengths and weaknesses; and also the planning policy context.
- 4.2.2 Most important though, was to make reference to the underlying aims of the Community Development Trust, which are identified in the NDC Advance Delivery Plan. These encompass physical, social and economic change, as well as the need to change perceptions of the 3 Estates. These over-arching aims were expressed as the following seven key points, and validated with the wider community at the initial action planning events:

The key aims for the 3 Estates are:

- To provide greater housing choice and quality
- To provide a better quality environment
- To improve amenities and service delivery
- To improve access to employment and training
- To provide easier social and physical access and linkages
- To provide closer integration with Kings Norton
- To improve the 3 Estate's image

Greater housing choice and quality

- 4.2.3 At present around 65% of the homes in the study area are owned by the Council with the majority of the remainder owner-occupied. Much of the existing housing is also in poor condition, and many of the homes are badly designed or poorly reflect the needs and aspirations of modern households. Greater housing choice needs to be introduced, with a good mix of different housing and tenure types to meet the aspirations of all sections of the existing community and also to attract others into the area. Better quality housing can be provided, with new and refurbished homes which aim to meet all the modern standards of efficiency and accessibility. This has the potential to offer higher levels of resident satisfaction and encourage people to stay in the area for longer by offering a range of opportunities for all sections of the community and increasing the number of people who have access to the property market.

Better quality environment

- 4.2.4 The poor design and layout of many parts of the 3 Estates has created large areas of public space which are little used and generally uncared for, and this in turn creates problems of community safety and a lack of pride. At the same time, there are areas which have the potential to be very important assets, and the location of the estates, on the edge of the Green Belt and adjacent to the Birmingham and Worcester Canal, provides further opportunities for recreation and leisure which are also underutilised. Therefore, improvements need to be made, which build upon the existing strengths of the area and address the negative aspects through redevelopment and improved management, in order to create a high quality environment for the benefit of everyone.



An example of new, high quality housing

4.0 Formulating the Alternative Approaches

4.2 Creation of the Vision

Improved amenities and service delivery

4.2.5 The 3 Estates has a significant lack of facilities, from retail and community services provision, through to sports and leisure opportunities. In some cases facilities do exist but need to be updated and made more attractive, while in others, there is currently no provision at all. In tandem with this, the opportunity exists to improve the range of services offered to residents in the form of local government and voluntary sector provision in order to enhance residents' access to the full range of opportunities available.



A New Supermarket

Improved access to employment and training

4.2.6 A shortage of skills; a lack of opportunities; and problems accessing jobs in other areas of the city; are all things which contribute to the problems that residents of the 3 Estates experience in finding work. Ways need to be found to get more residents into work, by raising motivation and skills levels in the area and by increasing employment options, which may be through better education or through the creation of business opportunities within the local area. Overall, the aim must be to lead to increased local prosperity for all.

Easier social and physical access and linkages

4.2.7 Due to a lack of suitable transport opportunities, many residents experience problems accessing jobs and services, both inside and outside the area. In some cases these difficulties are more due to personal perception than reality, but in either case these deficiencies need to be addressed, both through the physical improvement of public transport and other sustainable forms of transport, and also better distribution of information in relation to them. In particular, walking and cycling should be encouraged, by making these forms of transport every bit as attractive and convenient as the car for local journeys.



Sustainable Forms of Transport

4.0 Formulating the Alternative Approaches

4.2 Creation of the Vision

Closer integration with Kings Norton

4.2.8 Despite the fact that the 3 Estates is so close to the rest of Kings Norton, there are currently very few linkages between them. This is due to both the lack of physical connection between the two areas and also the 3 Estates' poor image and reputation which discourages non-residents from entering the area. Ways need to be found to break down the real and perceived barriers between the two areas and this will be a combination of improving the appearance of the 3 Estates and encouraging more visitors by the provision of attractive services and facilities.

Better image

4.2.9 The local and city wide perception of the 3 Estates is far from positive, and this poor image has a negative effect on property prices, the ability of residents to get jobs and more generally decreases the level of pride in the area. It is important that regeneration finds ways to tackle this issue and de-stigmatise the area, making it a place that people will want to visit and more importantly live in and raise their families.

Overall

4.2.10 Overall these aims create a vision for the sustainable regeneration of the area, leading to the creation of a balanced community with a strong and positive identity. Regeneration should lead to increased local prosperity and generate a feeling of pride amongst residents.



Example of attractive new environment



Examples of new, high quality housing

4.0 Formulating the Alternative Approaches

4.2 Creation of the Vision

But what would the Vision look like?

4.2.11 Once the aims of the Vision had been set out it was possible to return to the analysis of the existing Study Area and consider how the Vision might be turned into physical reality. Further urban design analysis was carried out to determine those elements of the existing environment which might be considered the primary infrastructure of the community, around which regeneration would need to be built. Each of these key elements is identified below:

Primary and Secondary Connections

4.2.12 The two principal traffic routes which run through the Study Area were identified as being:

- The west to east route running from the junction of Redditch Road and Branch Road, along Green Lane, turning left into Shannon Road and continuing across the junction with Primrose Hill into Sisefield Road, turning left into Hillmeads Road and continuing to the junction with Walker's Heath Road.
- The north to south route running from the roundabout adjacent to Kings Norton Green, along Masshouse Lane, becoming Primrose Hill and continuing to the junction with Longdales Road.

4.2.13 These two routes connect up the majority of the significant locations within the Study Area and provide the most important routes for vehicular traffic travelling to destinations outside the 3 Estates. Longdales Road was also identified as an important secondary route in the area.

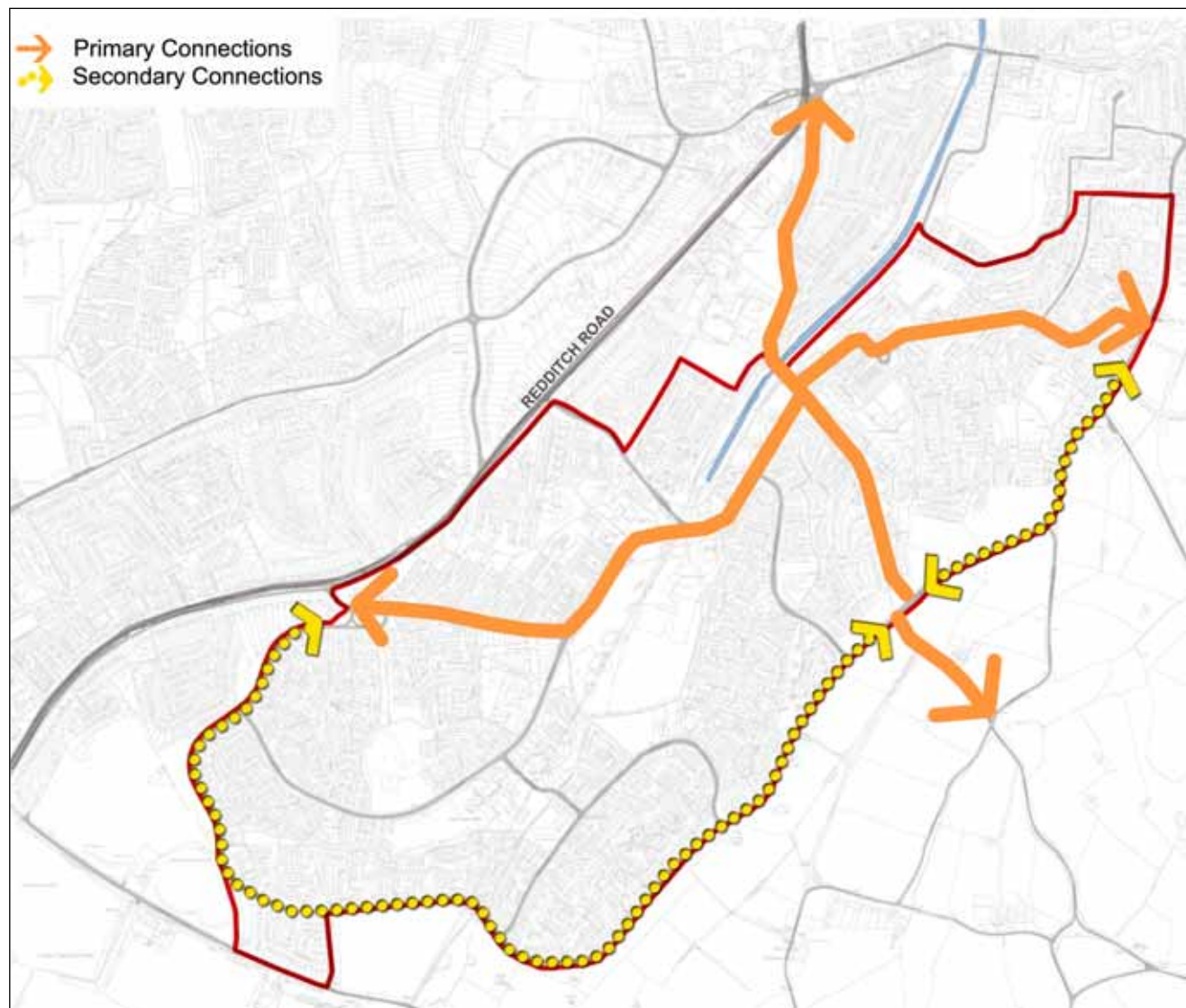


Figure 12: Primary and Secondary Connections

4.0 Formulating the Alternative Approaches

4.2 Creation of the Vision

Primary Gateways

4.2.14 Previous analysis had identified the most important access points into the Study Area, and further analysis took the consideration one stage further by assessing which of these points act as Primary Gateways into the 3 Estates area. These represent the first outward manifestations of the area's identity and are consequently essential if a successful image is going to be imparted. Essentially the Primary Gateways identified represent the points at which the Primary routes meet the boundaries of the Study Area:

- Junction of Branch Road and Redditch Road;
- Junction of Primrose Hill and Longdales Road;
- Junction of Hillmeads Road and Walker's Heath Road;
- Junction of Primrose Hill and Masshouse Lane;

4.2.15 A further Primary Gateway was also identified at the junction of Masshouse Lane with the roundabout adjacent to Kings Norton Green, since this is a logical extension of the Primary route identified previously.

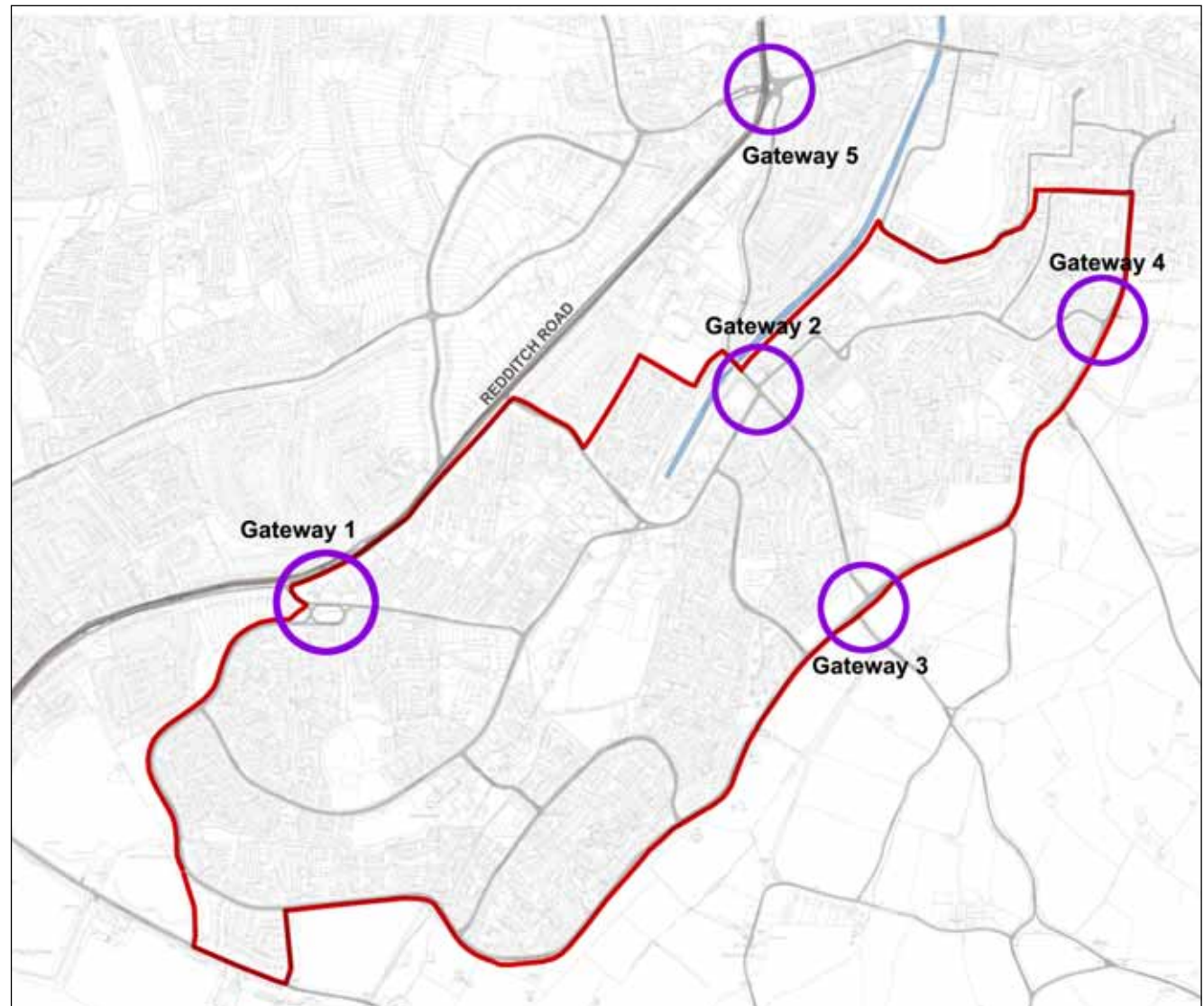


Figure 13: Primary Gateways

4.0 Formulating the Alternative Approaches

4.2 Creation of the Vision

Primary Assets and Opportunities

4.2.16 Further analysis identified all of the elements which were considered to be significant assets or opportunities within the Study Area, both to the local community and also to the wider aims of regeneration. These ranged from the schools, community and retail facilities through to the Redditch Road frontage and the largely untapped resource that is the Birmingham and Worcester Canal.

Primary Investment Area

4.2.17 Sustainable regeneration will need to be built around these Primary elements and as a consequence, the greatest intensity of investment should be directed at the area within which they are located. They represent the best opportunities for improvements to community life in the 3 Estates and furthermore, these Primary elements also represent the best opportunity for attracting further investment into the area.

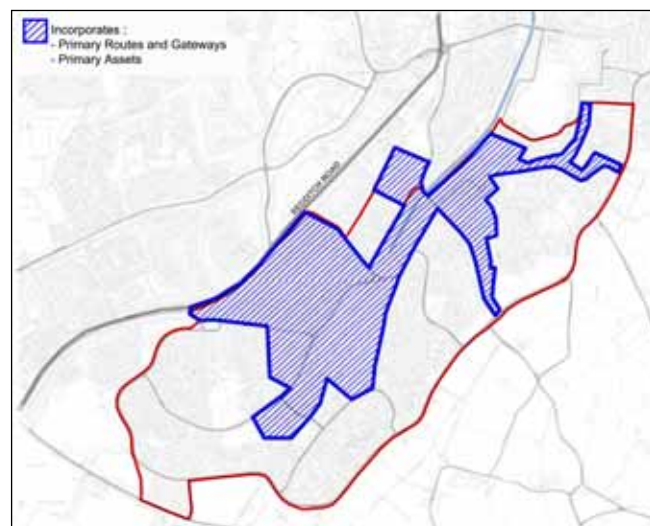


Figure 14: Primary Investment Area

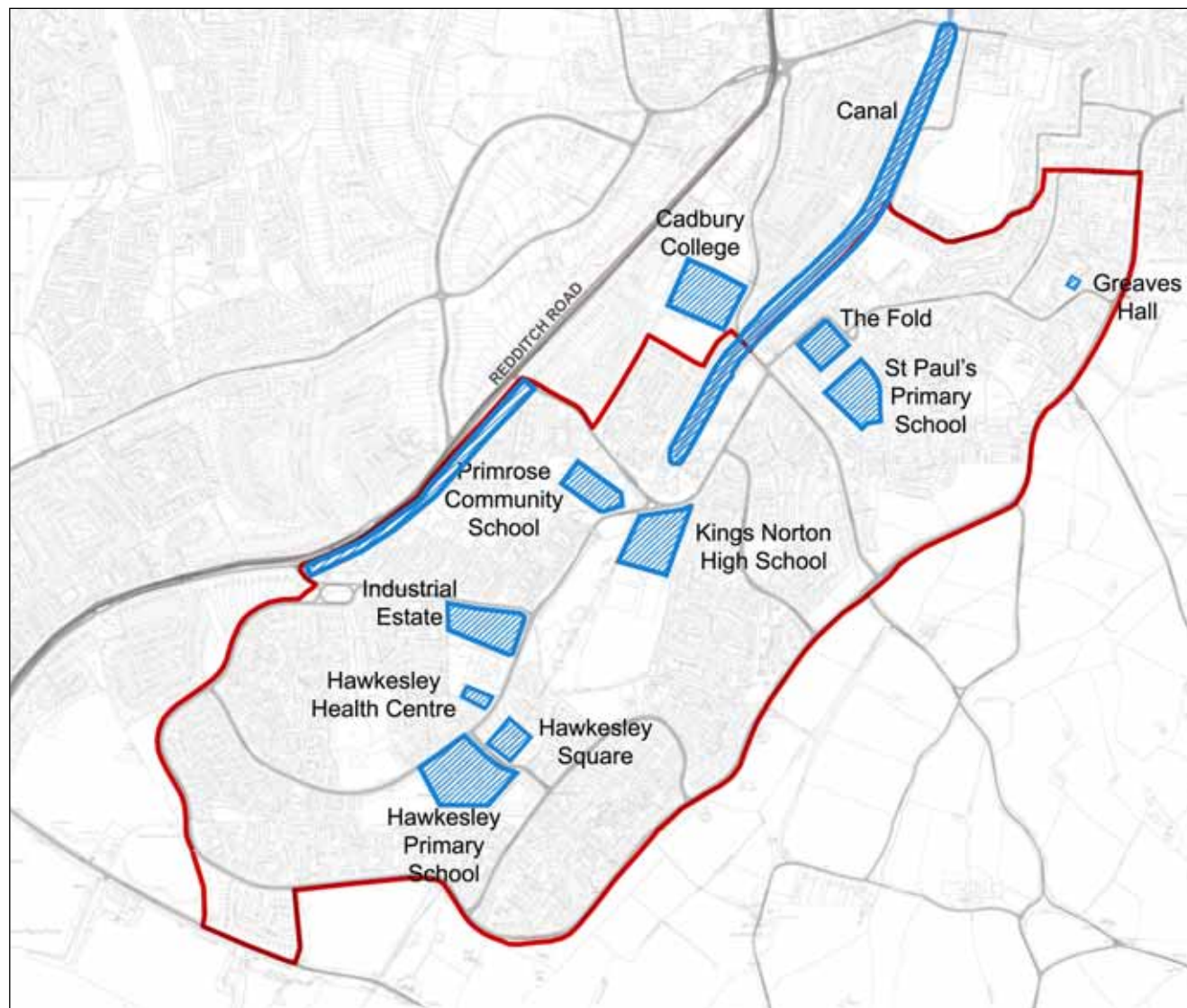


Figure 15: Primary Assets

4.0 Formulating the Alternative Approaches

4.2 Creation of the Vision

Strategy

4.2.18 Through a combination of all these elements, a physical vision for the revitalisation of the Study Area was arrived at, comprising the following key elements:

- An opening up of the frontage along the Redditch Road to create a 'new front door' to the area and provide an opportunity for the wider community to view and be attracted into the transformed 3 Estates
- A corridor of new development, reflecting the higher quality design and opportunities of the wider Kings Norton area, leading down from the Redditch Road, through the community heart of the 3 Estates, and continuing along the canal frontage to the heart of Pool Farm.
- New community and cultural centre located at the heart of the community on the site of the High School, linked to the primary and secondary retail centres by safe and accessible green links for cycling and walking
- Creation of a primary retail and mixed-use centre on the Redditch Road acting as a gateway at the southern entrance to the area.
- Careful landscaping / new development creating an improved and visibly enhanced image at important gateway sites on primary routes.

4.2.19 With a physical strategy for regeneration in place, it was then necessary to consider how the Vision might be made real by looking at the redevelopment opportunities which were available. This required a consideration of both the options for improvements to the housing stock and also the opportunities for improvements and additions to the wider environment and community facilities in the area.

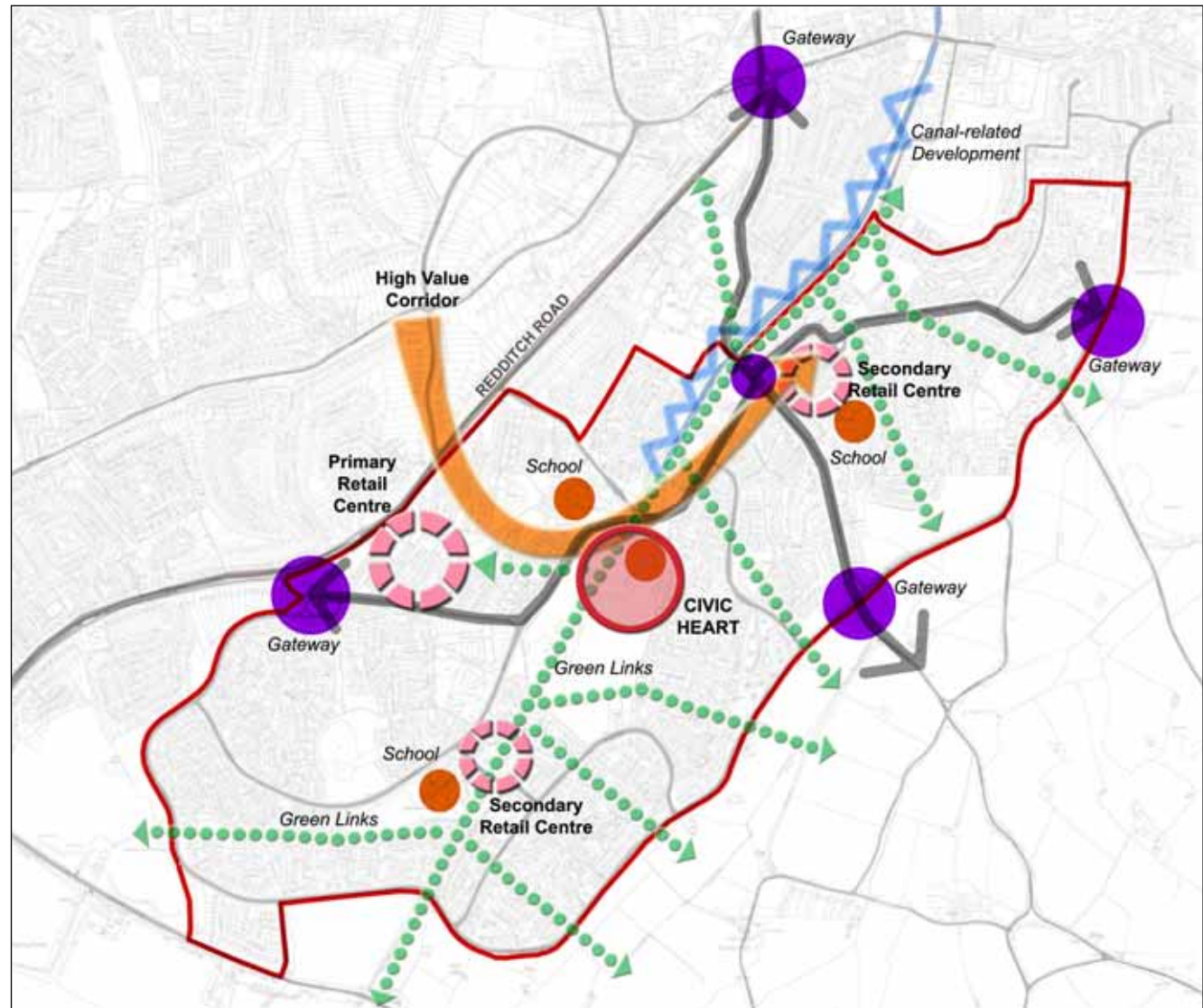


Figure 16: Strategy

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Assessing Possible Amounts of Redevelopment

4.3.1 The starting point for the formulation of the four Approaches was the identification of existing development opportunities in the Study Area and also a consideration of the existing housing stock. This was based on an analysis of various elements of baseline information or visual inspections of the homes. This analysis identified those homes in the study area which were in the greatest need of improvement based on their:

- Existing condition;
and/or
- their suitability and popularity;
and/or
- the quality of the local environment which they create.

These homes, and the sites on which they sit, were consequently identified as being the most suitable for redevelopment.

4.3.2 Careful mapping of these potential redevelopment sites produced a series of drawings which were used to represent four 'Scenarios' for redevelopment. The four Scenarios were as follows:



Existing poor quality housing

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Scenario I – Existing development opportunities

4.3.3 Areas of land which are currently undeveloped and/or cleared, and which appear to offer the potential for development.

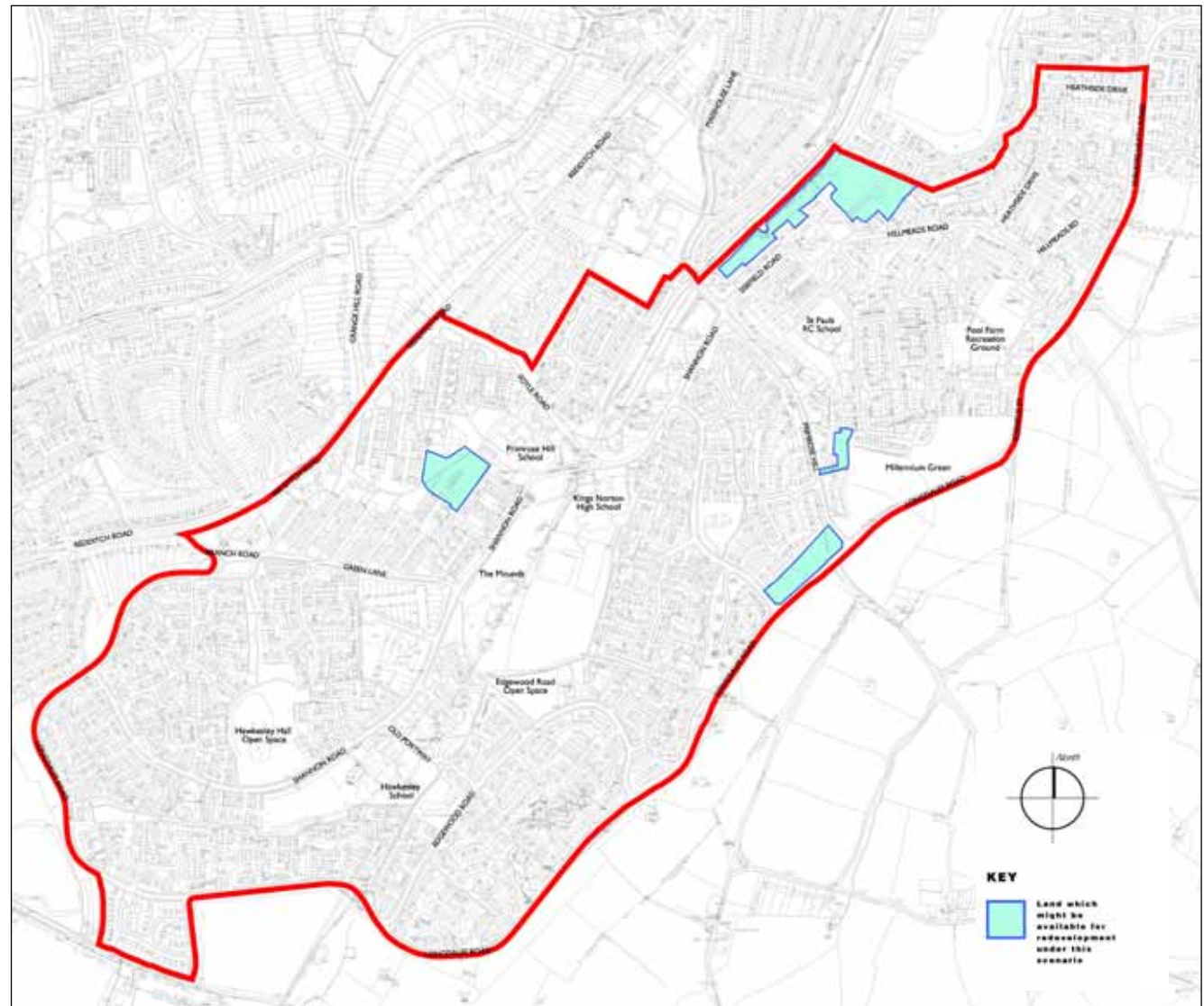


Figure 17: Scenario I

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Scenario 2 – Opportunities based on housing condition

4.3.4 Homes which were identified in BCC's Stock Condition Survey as being of non-traditional construction and/or unviable. These homes will be expensive and/or complex to refurbish. This scenario includes most of the tower blocks in the area and also many of the low-rise flat and maisonette blocks.

(Note: FPD Savills was commissioned to undertake a new Stock Condition Survey in June 2004 and this is due to be completed by March 2005. The new survey is based on a larger sample of properties than the existing and will provide an enhanced level of accuracy with regard to the condition of individual housing types within a given district).

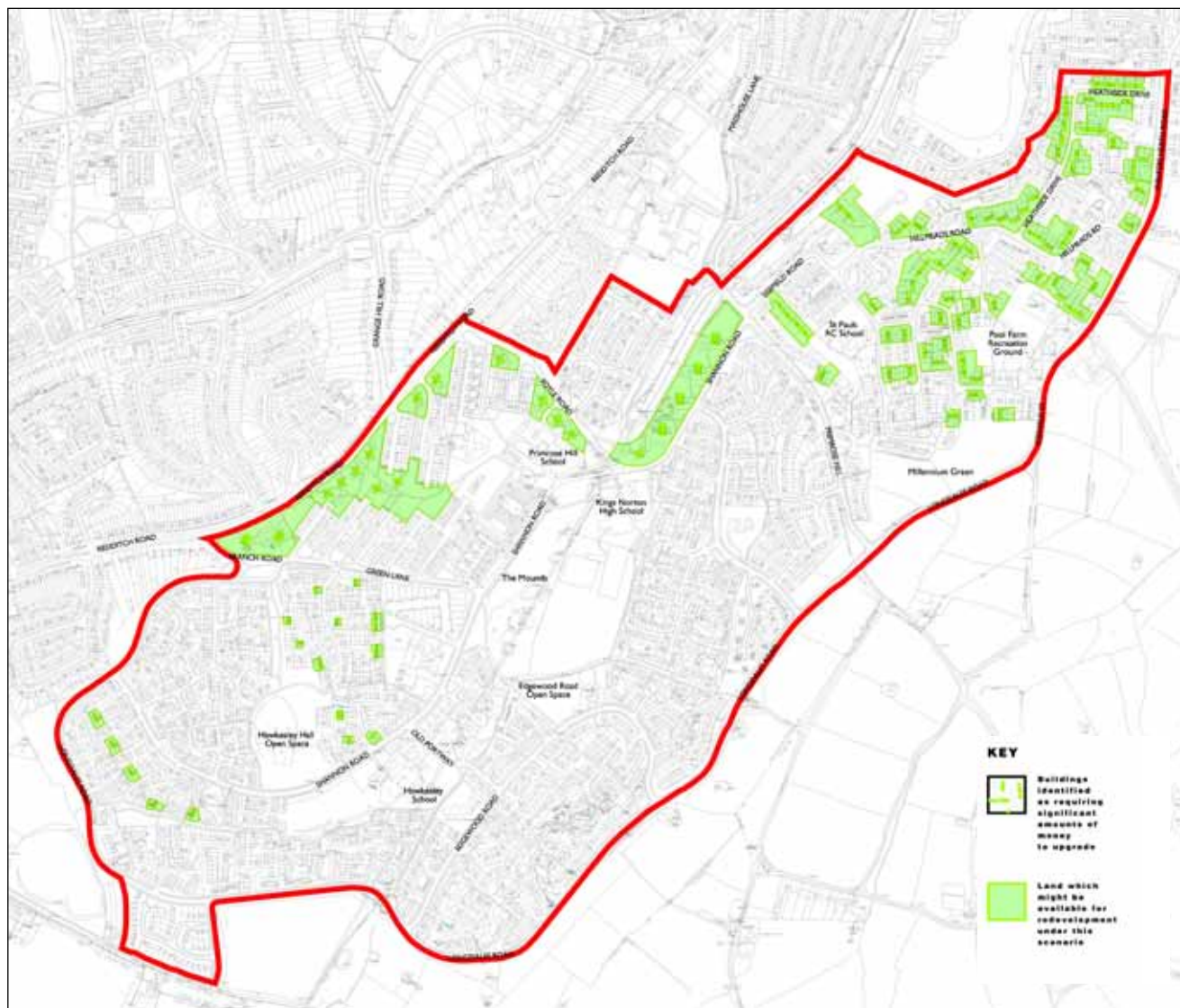


Figure 18: Scenario 2

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Scenario 3 – Opportunities based on housing suitability and demand

4.3.5 Homes on the 3 Estates which have been identified by BCC Housing officers as being subject to low demand and high turnover of tenancy. This includes the following specific housing types:

- 1 bedroom bungalows on Hawkesley
- 1 bedroom flats on Hawkesley
- 2 bedroom flats on Primrose
- 3 bedroom houses on Primrose
- 3 bedroom flats on Pool Farm
- 3 bedroom maisonettes on Pool Farm
- 3 bedroom maisonettes on Primrose

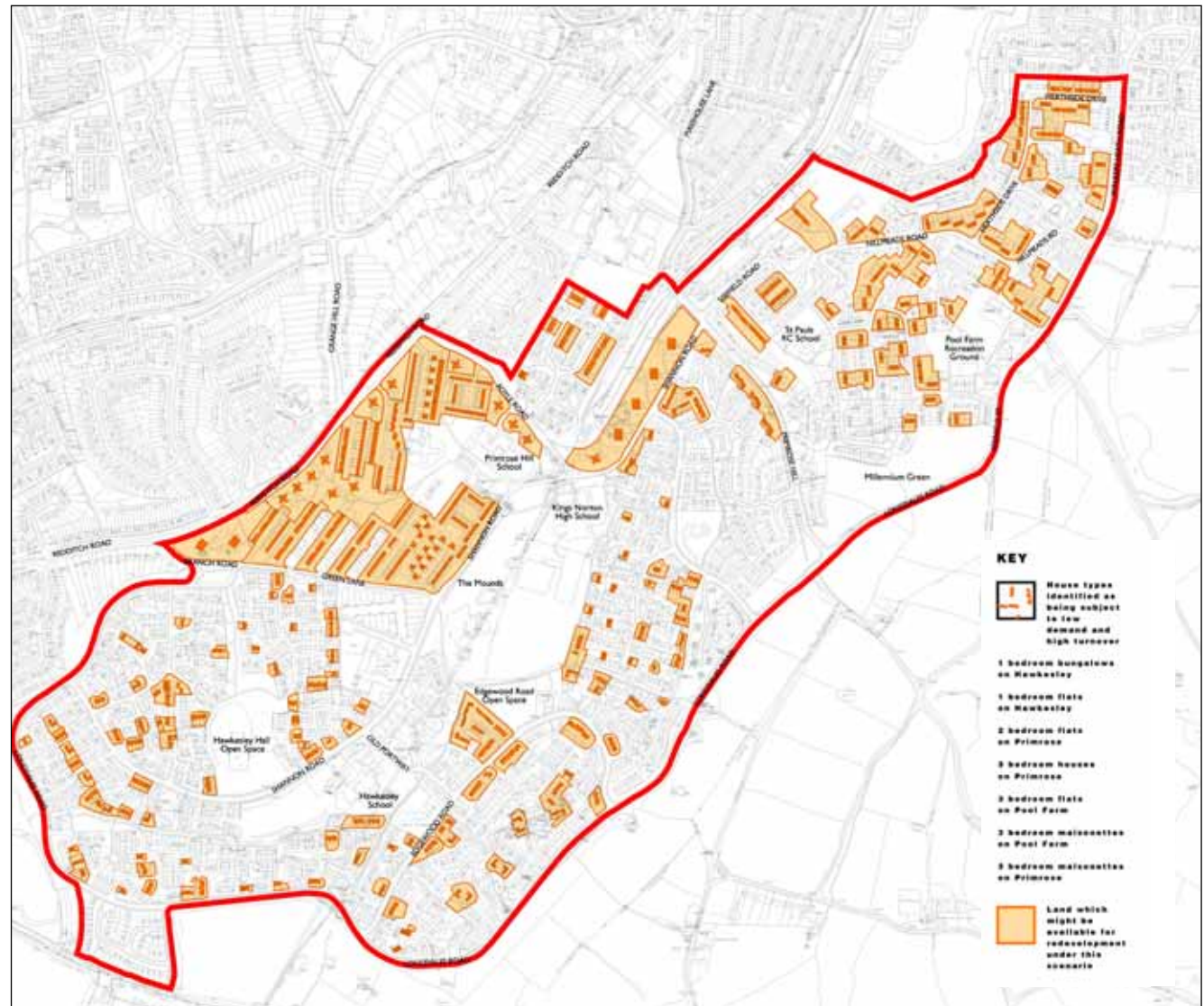


Figure 19: Scenario 3

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Scenario 4 – Opportunities based on a qualitative assessment

4.3.6 Homes on the 3 Estates which have been identified in a visual survey by John Thompson and Partners, as being detrimental to the image and appearance of the area. This may be due to the physical appearance of the properties; the fact that they are poorly laid out; or the fact that they do not relate well to each other or to neighbouring properties and open space. In many cases these homes also contribute in a negative way to community safety due to their layout or design details.

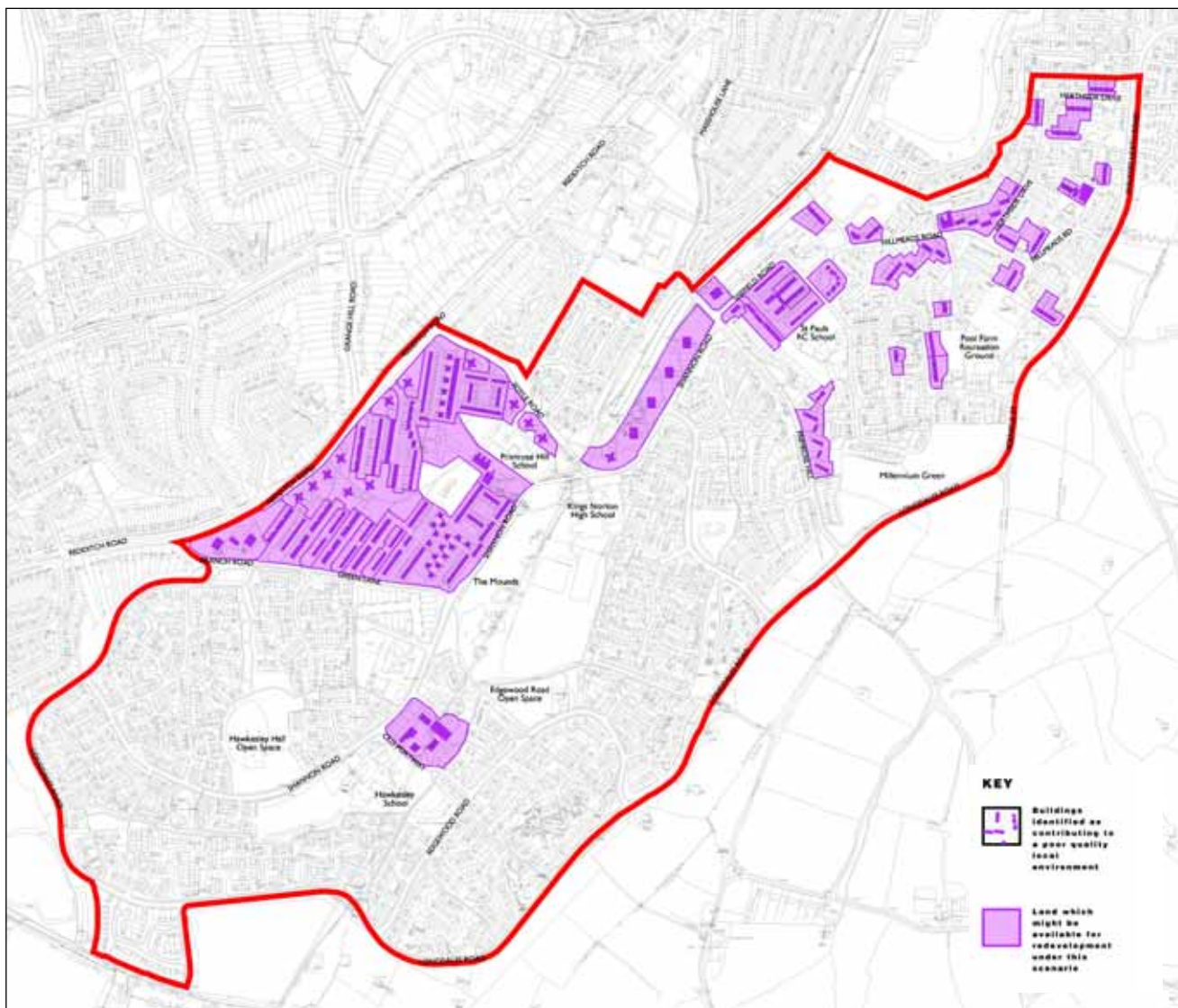


Figure 20: Scenario 4

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Analysis of the Scenarios

- 4.3.7 The Scenarios do not make any distinction between tenure types. While it is recognised that the change of tenure from Council ownership to leasehold may well have improved the image of a property, a necessary assumption has been made that the change will not fundamentally have altered a property's structural condition or general long-term suitability.
- 4.3.8 An analysis of the scenarios reveals that many of the homes in the area fall into more than one category. In particular, it is notable that the majority of the homes identified in Scenario 2 also fall within Scenario's 3 and 4.
- 4.3.9 The Scenario drawings were presented to the Stakeholder Group and shortly afterwards to local residents at the first 'Street Talk' events. There was general agreement with the properties identified, although there were some anomalies noted and these were subsequently amended.
- 4.3.10 By considering all of the drawings together it was possible to identify the maximum potential amount of redevelopment under the four Scenarios. However, during this process it became apparent that there were significant homes and/or sites which did not actually fall within any of the Scenarios, but which had the potential to unlock significant opportunities and/or create links between otherwise disparate opportunities. By combining these opportunities with the Scenarios, a composite drawing was developed showing all the potential development opportunities in the Study Area (Figure 21). This drawing was subsequently used to help identify a range of redevelopment opportunities, representing degrees of change from small to big.

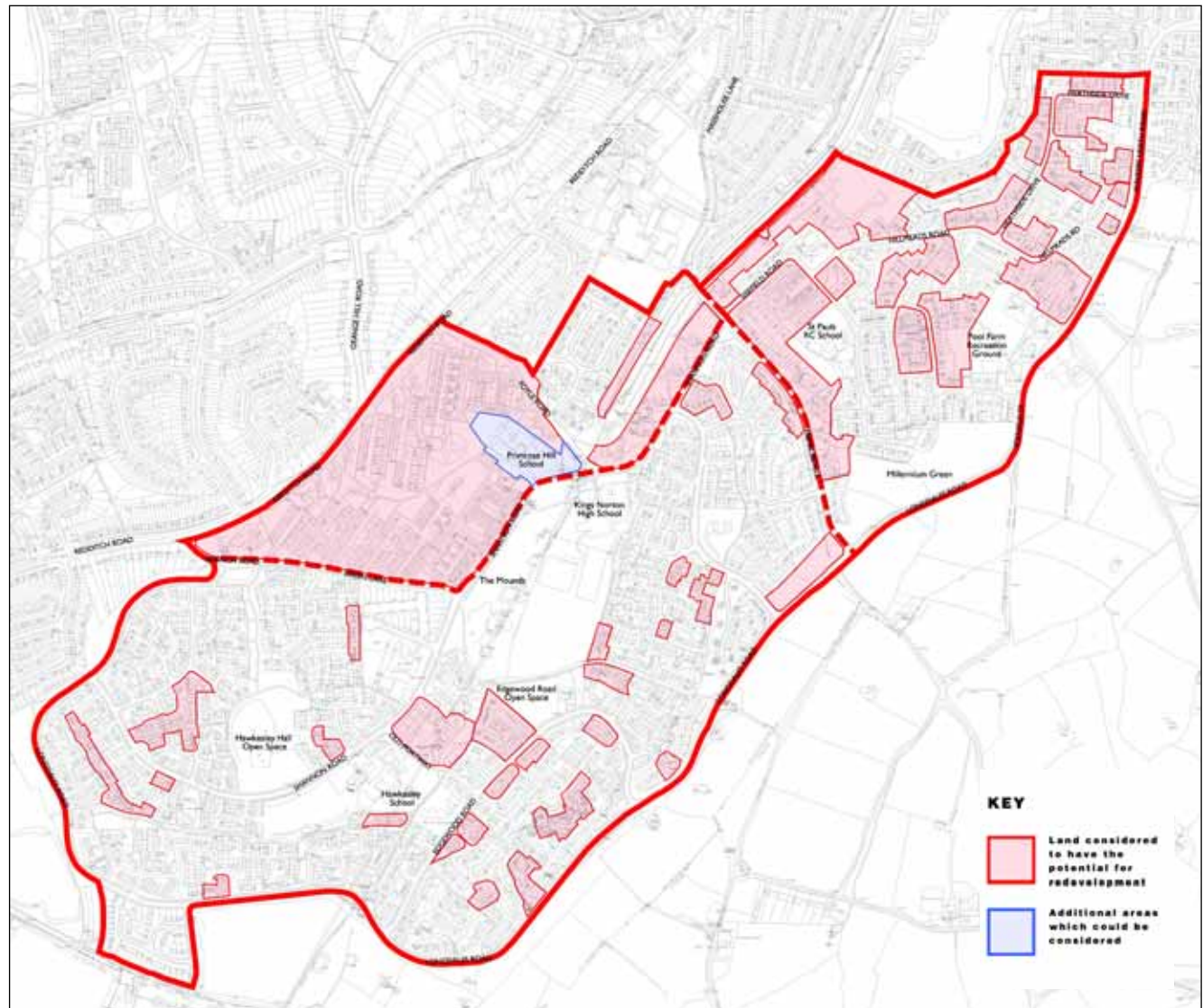


Figure 21: All potential development opportunities

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Other elements to be considered in the Formulation of the Approaches

4.3.11 Besides considerations of sites and areas of existing housing which might be suitable for redevelopment, it was also necessary to think about what other opportunities there might be in the area for new or improved environments and facilities which would assist in the realisation of the Vision.

Environmental Improvements

4.3.12 The external environment of the 3 Estates is currently degraded and underused. Regeneration offers the opportunity to address these issues by making the environment more attractive, offering more in the way of facilities, and ensuring that regimes are put in place to ensure its long term maintenance. This could include improving existing open spaces; providing new play areas; making more of assets such as the canal and archaeological sites; and considering the redevelopment of some poor quality open space for housing and its reprovision with new open space of high quality.



Example of improved local environment

Extended Community Facilities based around a new or improved High School

4.3.13 The potential redevelopment or refurbishment of the existing High School offers an opportunity to both improve the educational facilities on the site and also to extend the remit of the site to include additional community facilities for the benefit of all sections of the community. The High School site has the potential to become the heart of the community – both a Lifelong Learning Centre and also a facility which has use throughout the day due to the variety and quality of the services it offers. Additional facilities might include some or all of the following:

- Adult education
- Job advice and training
- Childcare provision
- Youth services
- Healthcare provision
- Space for community groups and organisations
- Extended leisure and cultural facilities
- Space for Local Authority Agencies

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

Community Safety Centre

4.3.14 The idea of providing a Combined-Emergency-Services Community Safety Centre as part of the redevelopment has been welcomed by the Fire, Ambulance and Police Service's in the Kings Norton Area. The facility would offer the chance to combine the administrative and logistical elements of the three organisations in one building, leading to reduced costs and enhanced levels of efficiency. It is also envisaged that a facility of this type would provide community safety educational facilities and offer improved safety and security for local residents. A local example of this type of facility can be seen at Handsworth.

Hotel

4.3.15 It has been noted that the availability of hotel accommodation in the immediate area is somewhat limited. Considering the location of Kings Norton, which is in close proximity to the motorway, and the number of businesses in the surrounding business parks, it is considered that there is an opportunity to introduce a budget traveller's hotel into the area. It is envisaged that this would consist of a pub and restaurant, with attached hotel rooms. This type of facility would also offer the chance of discounted accommodation at weekends which could potentially provide a welcome facility for residents of the 3 Estates who had friends or family coming to stay. The hotel might also include a function room which could be hired out for parties and meetings.

Supermarket

4.3.16 The range of shopping opportunities on the 3 Estates is currently somewhat limited. Redevelopment offers the opportunity to provide a new larger supermarket somewhere in the 3 Estates. This would provide enhanced shopping facilities, the chance of a considerable number of new jobs, and the potential to attract additional small scale retail operations to the enhanced retail environment adjacent to the new supermarket.



Example of a new hotel

Improvements to Bilton Industrial Estate

4.3.17 The existing Industrial Estate provides little in the way of employment opportunities for local residents and the opportunity exists to address this failing by investigating ways of bringing new businesses into the estate which would better reflect the skills of local people. Ways could also be investigated to provide business start-up space or other small scale opportunities, to try and encourage local entrepreneurs.



Example of a new supermarket

4.0 Formulating the Alternative Approaches

4.3 Formulation of the Four Approaches

- 4.3.18 Considering all of these elements alongside the possible redevelopment sites, and taking into account the objectives of the CDT and local residents, and the aims of the 'Vision', a range of possible 'Approaches' to redevelopment were formulated. These represented greater and lesser degrees of demolition and re-building and varying amounts of environmental improvements and the provision of community and non-housing uses. The Approaches reflect the varying degrees to which community assets can be improved as a result of cross-subsidy or wider improvements which are related to varying amounts of redevelopment of the housing stock.
- 4.3.20 The four Approaches which were formulated and subsequently presented to the public at the final consultation events are described in the following section.

5.0 The Alternative Approaches Considered

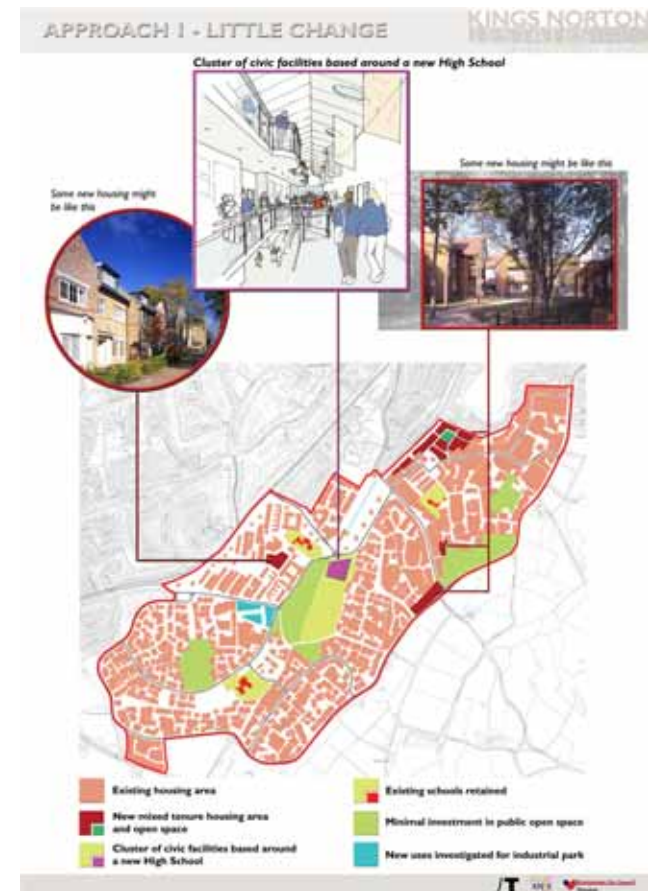
5.1 Introduction

5.1.1 This chapter summarises the four alternative approaches to redevelopment which have been considered by the consultant team, and which were subsequently presented to the local community at the consultation events. The Approaches are described one by one, and the extents to which they meet the Community Development Trust's objectives, and comply with relevant planning policy are evaluated. The section concludes with a recommendation for the Preferred Approach. However, it is important to remember that the Approaches are not intended to be definitive, and in the majority of cases the different elements are not mutually exclusive, having the capacity to be included or excluded as appropriate in the course of the redevelopment process.

5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

- 5.2.1 Approach One (Figure 22) proposes a small amount of change overall and includes no demolition of existing homes.
- The key aspects of Approach One can be summarised as follows:
- Construction of new homes on sites already cleared for development;
 - Bringing all existing BCC owned homes up to the Government's Decent Homes Standard;
 - Creation of extended community facilities based around a new or improved High School;
 - New uses investigated for Bilton Industrial Estate;
 - Very limited environmental improvements.



Exhibition board

5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

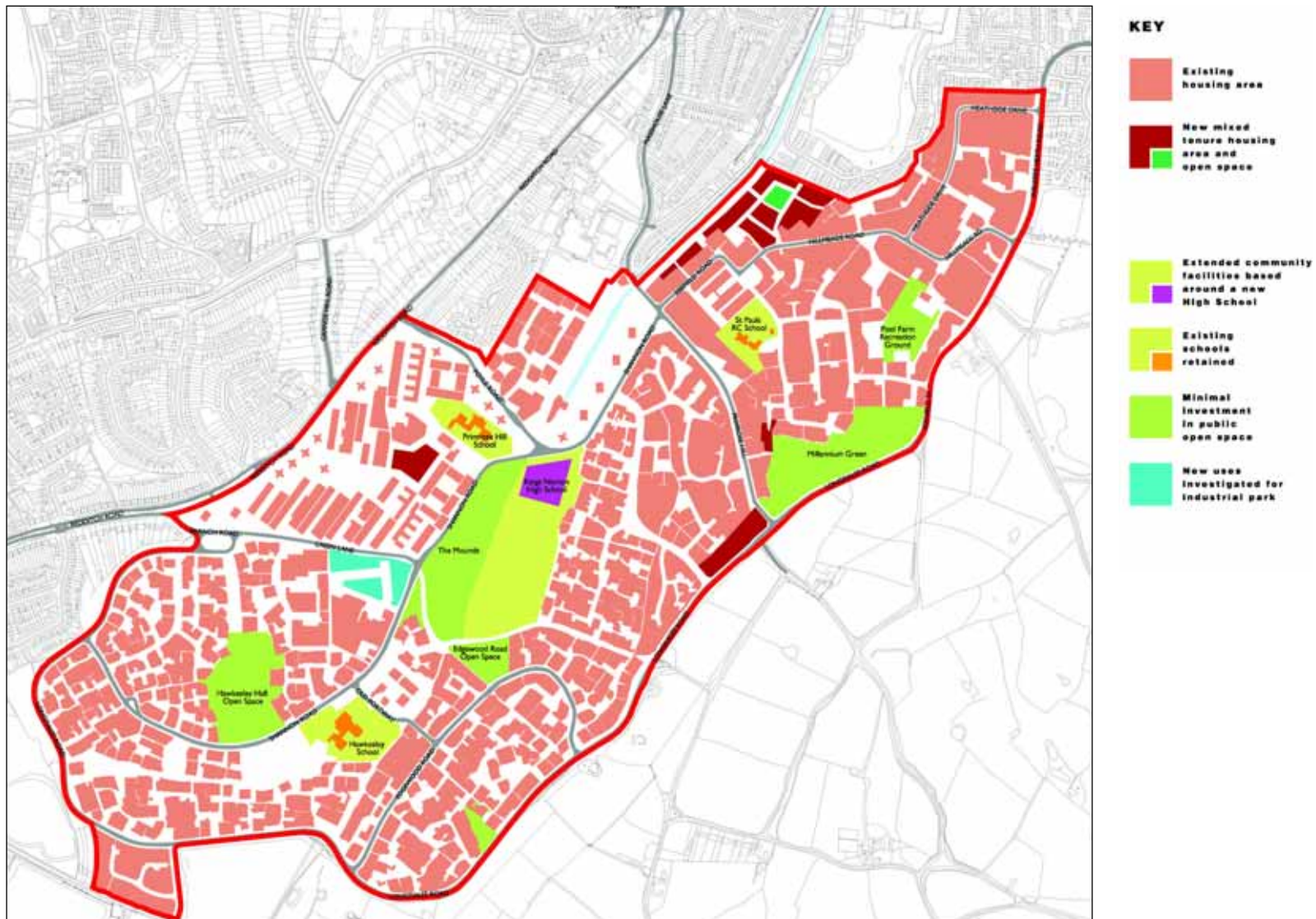


Figure 22: Approach 1

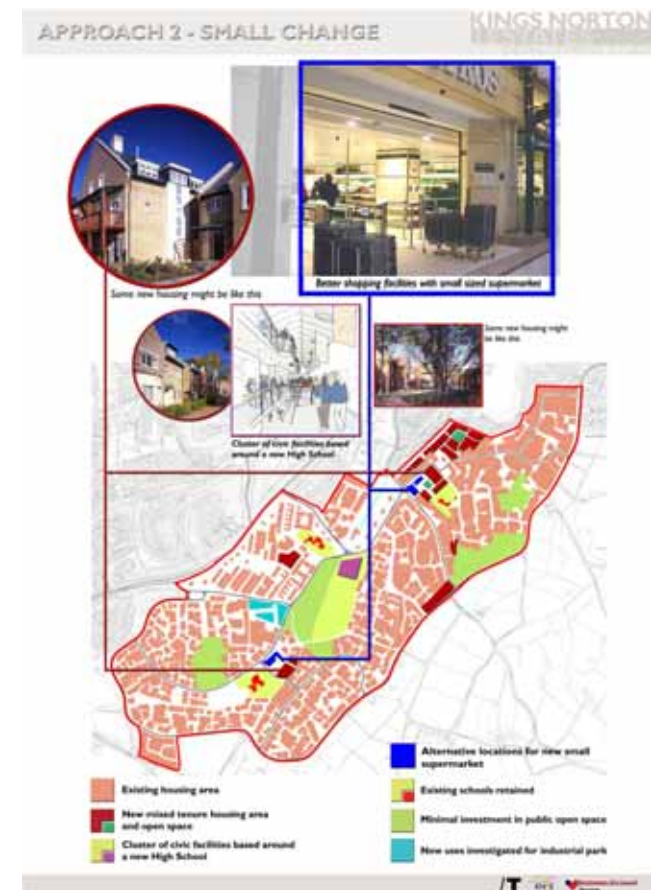
5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

5.2.2 Approach Two (Figure 23) proposes slightly more development overall by considering the radical improvement of the two existing shopping areas at Hawkesley Square and The Fold, in addition to the development proposed in Approach One.

The key proposals contained within Approach Two can be summarised as follows:

- Construction of new homes on sites already cleared for development;
- Bringing all existing BCC owned homes up to the Government's Decent Homes Standard;
- Provision of a new small sized supermarket (up to 10,000 sqft gross) at either The Fold shopping centre or Hawkesely Square shopping centre, as part of a mixed-use redevelopment of the existing shops and the housing above them;
- Redevelopment of the shops and housing at the location which is not provided with a new supermarket, including rationalisation of the number of shops;
- Creation of extended community facilities based around a new or improved High School;
- New uses investigated for Bilton Industrial Estate;
- Limited environmental improvements



Exhibition board

5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

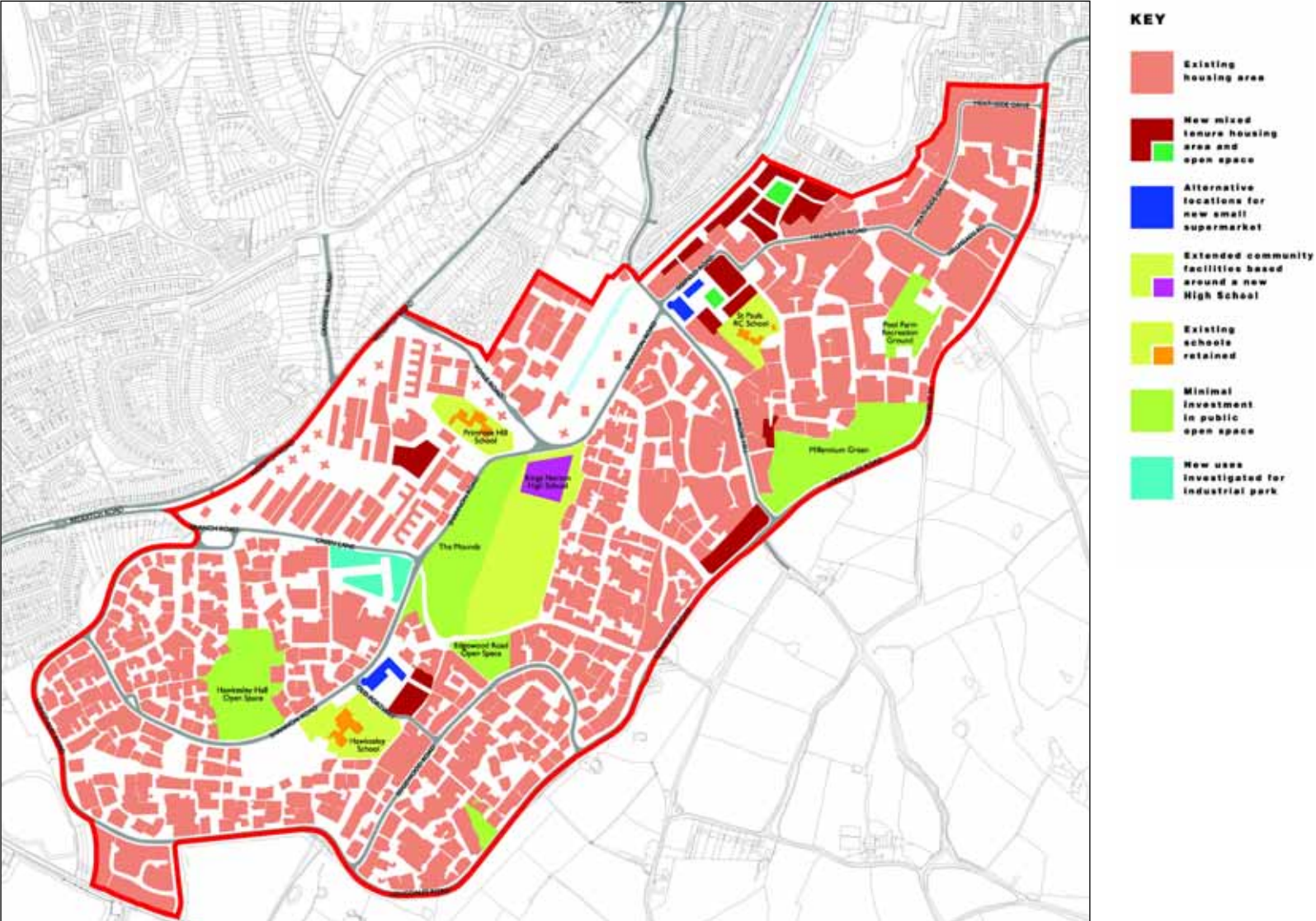


Figure 23: Approach 2

5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

5.2.3 Approach Three (Figure 24) proposes providing a new medium sized supermarket and other mixed uses on a site adjacent to the Redditch Road. This would be in addition to the development proposed in Approach Two, although there would be no need in this proposal to also provide a new small sized supermarket in one of the existing shopping areas. As a consequence both areas would be redeveloped with new housing and a small number of retail units.

The key proposals contained within Approach Three can be summarised as follows:

- Construction of new homes on sites already cleared for development;
- Bringing all existing BCC owned homes up to the Government's Decent Homes Standard;
- Redevelopment of an existing area of housing adjacent to the Redditch Road to provide a new medium sized supermarket (20,000 - 40,000 sqft gross) with small shops and mixed uses;
- Construction of a Community Safety Centre for the combined Police, Fire and Ambulance services;
- Redevelopment of the shops and housing at The Fold and Hawkesley Square, to provide new housing and a small number of retail units;
- Creation of extended community facilities based around a new or improved High School;
- New uses investigated for Bilton Industrial Estate;
- Greater number of environmental improvements.



Exhibition board

5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

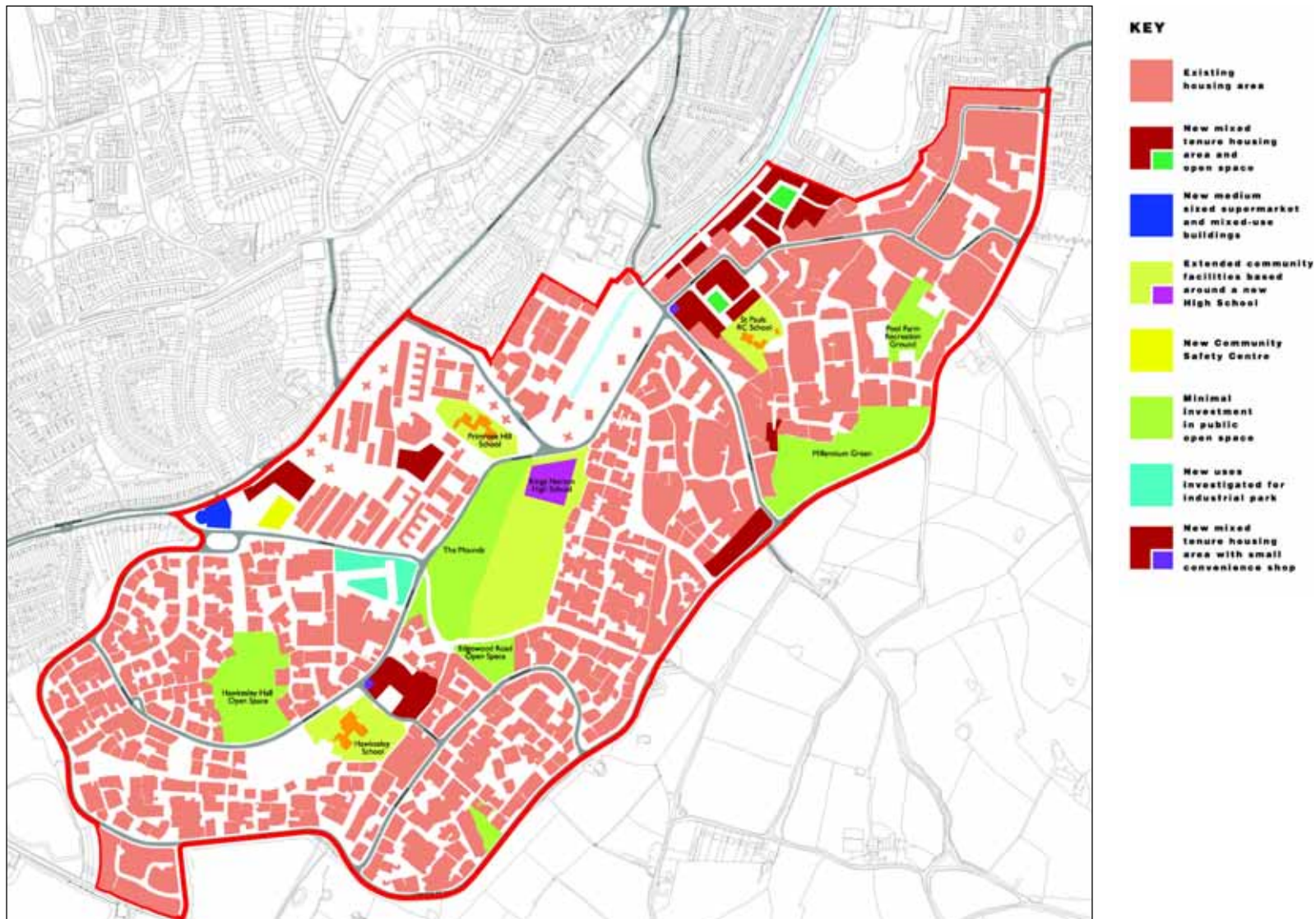


Figure 24: Approach 3

5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

5.2.4 Approach Four (Figure 25) is the most radical of the approaches and proposes the redevelopment of significant areas of existing housing which have been identified as having poor viability for the future. This may be due to its poor existing condition; or that it is unpopular and subject to a high turnover of tenancies; or that it is visually unattractive and having a negative impact on the environment locally. Approach Four proposes the replacement of these homes with new areas of mixed tenure housing based around traditional street patterns and new areas of public open space.

5.2.5 Approach Four also proposes providing all of the facilities proposed in Approach Three, with the addition of a possible new hotel and mixed use development (which could include offices), in the vicinity of the supermarket, and significant improvements to the environment throughout the area.

The key proposals contained within Approach Four can be summarised as follows:

- Construction of new homes on sites already cleared for development;
- Bringing all existing BCC owned homes up to the Government's Decent Homes Standard;
- Redevelopment of an existing area of housing adjacent to the Redditch Road to provide a new medium sized supermarket (20,000 - 40,000 sqft gross) with small shops and mixed uses (possibly including a new hotel);
- Construction of a Community Safety Centre for the combined Police, Fire and Ambulance services;
- Redevelopment of the shops and housing at The Fold and Hawkesley Square, to provide new housing and a small number of retail units;
- Creation of extended community facilities based around a new or improved High School;
- New development and landscaping along the canal to create an attractive amenity for everyone in the area;
- Safer and more attractive pedestrian and cycle ways along a network of green routes;
- New uses investigated for Bilton Industrial Estate;
- Other significant environmental improvements.



Exhibition board

5.0 The Alternative Approaches Considered

5.2 Overview of the Approaches

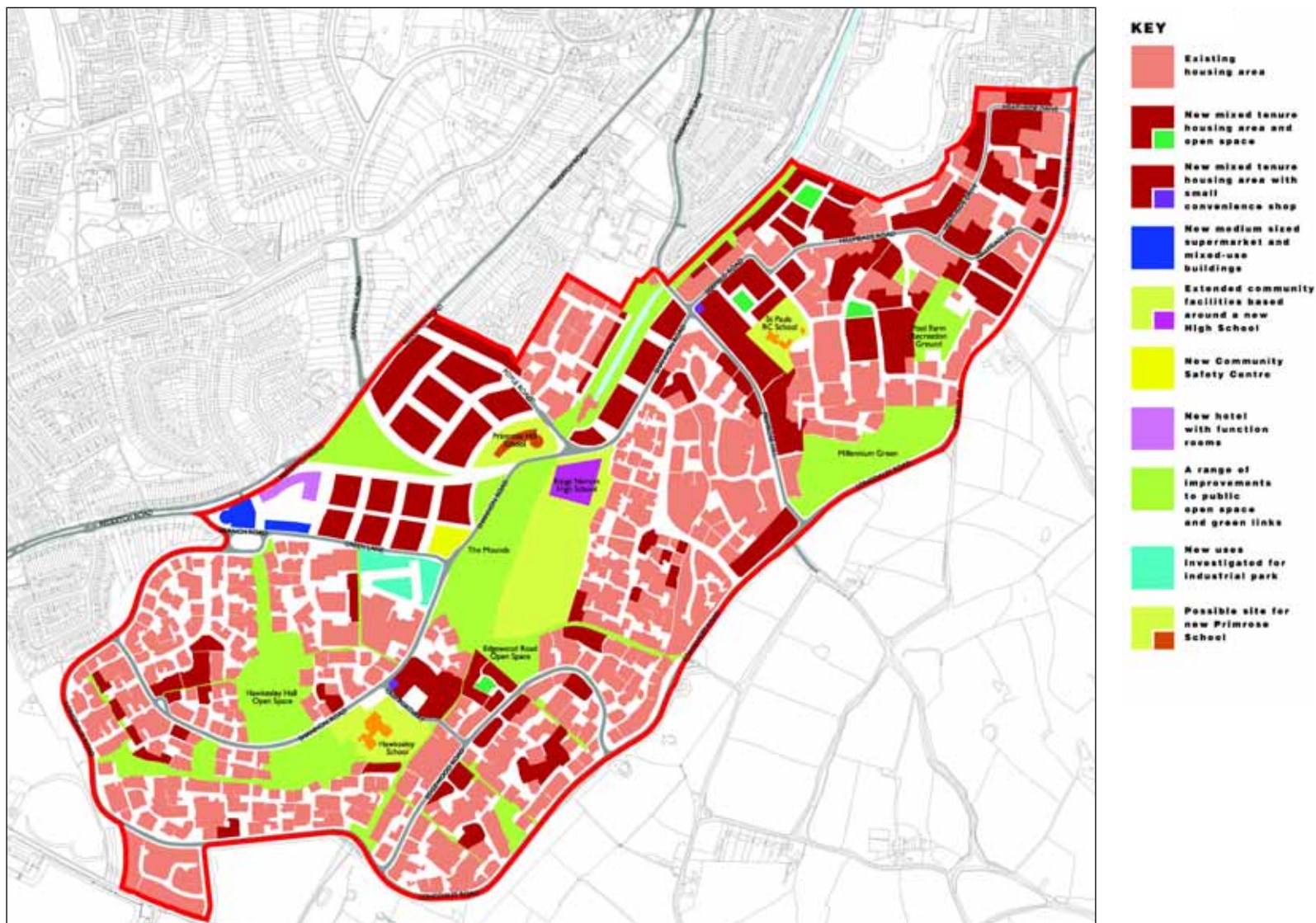


Figure 25: Approach 4

5.0 The Alternative Approaches Considered

5.3 Evaluation of the Approaches against the Community Trust's Objectives

- 5.3.1 In considering the relative benefits of the four Approaches it is useful to evaluate the extent to which they meet the Community Development Trust's objectives which were set out earlier in this document. The following tables set out the analysis that was prepared by the Consultant team and subsequently presented to the local community at the consultation events.
- 5.3.2 Approach One would result in few visible improvements to the area. There would be a limited amount of new housing, but very little in the way of environmental improvements to address the security and amenity issues associated with the public realm. The overall image of the area would not change and this would continue to discourage people from coming to visit or live in the area. The lack of redevelopment opportunities would act as a strong disincentive to increased public investment or the involvement of private developers, both of which would reduce the opportunities for improvements to the existing housing through cross subsidies.

Evaluation of Approach One

Key Objectives

- How well would Approach One meet the objectives?

Greater housing choice and quality

- There would be some additional choice created by new buildings on vacant sites but not a significant amount.

Better quality environment

- There would be very little funding available for environmental improvements.

Improved amenities and service delivery

- Redevelopment of the High School could offer the opportunity for improved community, sports and education facilities for everyone

Improved access to employment and training

- Improved access to employment and training is possible in all the approaches.

Easier access and linkages

- Improved linkages via public transport are possible with all approaches, but Approach One offers little additional opportunity to improve pedestrian and cycling linkages.

Closer integration with Kings Norton

- There will be no significant opportunities for closer integration with Kings Norton.

Better Image

- There will be no significant improvement to the image of the 3 Estates.

5.0 The Alternative Approaches Considered

5.3 Evaluation of the Approaches against the Community Trust's Objectives

Evaluation of Approach Two

Key Objectives

- How well would Approach Two meet the objectives?

Greater housing choice and quality

- There would be some additional choice created by new buildings on vacant and redeveloped sites but not a significant amount.

Better quality environment

- There would be little funding available for environmental improvements.

Improved amenities and service delivery

- The new neighbourhood supermarket at either Hawkesley Square or The Fold would improve shopping provision for residents. Redevelopment of the High School could offer the opportunity for improved community, sports and education facilities for everyone

Improved access to employment and training

- Improved access to employment and training is possible in all the approaches.

Easier access and linkages

- Improved linkages via public transport are possible with all approaches, but Approach Two offers little additional opportunity to improve pedestrian and cycling linkages.

Closer integration with Kings Norton

- There would be no significant opportunities for closer integration with Kings Norton.

Better Image

- There will be some improvement to the image of the estate as a result of the redevelopment of The Fold and Hawkesley Square but the wider community may not be aware of the improvement.

- 5.3.3 Approach Two would also result in few visible improvements to the area, although redevelopment of The Fold and Hawkesley Square would go some way towards improving shopping provision in the area. There would be a limited amount of new housing, and some environmental improvements, although their scope would be limited. The overall image of the area would not change significantly and this would continue to discourage people from coming to visit or live in the area. The lack of redevelopment opportunities would act as a strong disincentive to increased public investment or the involvement of private developers, both of which would reduce the opportunities for improvements to the existing housing through cross subsidies.

5.0 The Alternative Approaches Considered

5.3 Evaluation of the Approaches against the Community Trust's Objectives

Evaluation of Approach Three

Key Objectives

- How well would Approach Three meet the objectives?

Greater housing choice and quality

- There would be some additional choice created by new buildings but not a significant amount.

Better quality environment

- There would be more funding available for environmental improvements than in Approaches One and Two but significantly less than in Approach Four.

Improved amenities and service delivery

- The new medium sized supermarket on Redditch Road would significantly improve the shopping on offer to residents. The new community safety centre and redevelopment of the High School would offer the opportunity for improved community, sports and education facilities for everyone.

Improved access to employment and training

- Improved access to employment and training is possible in all the approaches. Approach Three would create additional employment opportunities associated with the supermarket and community safety centre.

Easier access and linkages

- Improved linkages via public transport are possible with all approaches. Some cross funding may also be available for improving pedestrian and cycling linkages.

Closer integration with Kings Norton

- The new supermarket and associated retail units and the community safety centre would offer the opportunity for better integration with Kings Norton.

Better Image

- There could be some improvement to the image of the estate as a result of the new supermarket and community safety centre.

- 5.3.4 Approach Three would improve shopping provision in the area considerably and also lead to better integration with the wider area by creating a shopping area which would be attractive and accessible to all the residents of Kings Norton (and West Heath). The proposed Community Safety Centre would also act as a link to the wider area, while at the same time providing valuable educational and community facilities for the local residents. Elsewhere, small areas of new housing, and a still limited range of environmental improvements, would not change the image of the area to any great extent, although new development around the supermarket would begin to change external perceptions of the area to a degree. The lack of redevelopment opportunities would again act as a strong disincentive to increased public investment or the involvement of private developers, both of which would reduce the opportunities for improvements to the existing housing through cross subsidies.

5.0 The Alternative Approaches Considered

5.3 Evaluation of the Approaches against the Community Trust's Objectives

Evaluation of Approach Four

Key Objectives

- How well would Approach Four meet the objectives?

Greater housing choice and quality

- There would be a significant increase in housing choice and quality for residents created by the redevelopment of the sites where the worst condition and least popular housing is now located. New mixed tenure housing areas would include a range of affordable homes to accommodate existing residents.

Better quality environment

- New homes would be set within a safe and attractive environment and there would be significant funding for additional environmental improvements throughout the 3 Estates, such as upgrading of the area around the canal and new and improved play areas.

Improved amenities and service delivery

- The new medium sized supermarket on Redditch Road and associated smaller retail units would improve the shopping on offer to residents. The new community safety centre would offer community safety and educational facilities. Redevelopment of the High School would offer the opportunity for improved community, sports and education facilities for everyone

Improved access to employment and training

- Improved access to employment and training is possible in all the approaches. Approach Four would create additional employment opportunities associated with the supermarket, community safety centre and hotel.

Easier access and linkages

- Good linkages would be created by the new layout proposed for Primrose Estate. Approach Four could also offer significant cross funding for improving pedestrian and cycling linkages along new and existing green routes. Improved linkages via public transport are possible with all approaches.

Closer integration with Kings Norton

- There would be significant integration with Kings Norton as a result of the new supermarket, hotel, village green, and improvements to walking and cycling routes along the canal and through the 3 Estates.

Better Image

- The image would be radically improved through the extensive redevelopment of the worst parts of the 3 Estates. Attractive new buildings visible from the Redditch Road would ensure that the wider community are aware of the transformation.

- 5.3.5 Approach Four would offer large areas of new housing, constructed on traditional street patterns and lead to a greatly enhanced public realm and create a vastly improved image for the area. Redevelopment of the Primrose Estate in particular, would open up the 3 Estates to the Redditch Road and create a new 'front door' for the area, which would help to attract more visitors and new residents. The redevelopment opportunities would act as a strong draw to public investment and private developers, and lead to large amounts of funding for upgrading of the existing housing stock and significant environmental improvements around the area.. Approach Four, would improve shopping provision in the area considerably and also lead to better integration with the wider area by creating a shopping area which would be attractive and accessible to all the residents of Kings Norton (and West Heath). The creation of a safe and attractive cycle and pedestrian route along the southern edge of the new public open space on the Redditch Road would create a community boulevard connecting all the important functions at the heart of the area and acting as a community focus. The proposed Community Safety Centre would again act as a link to the wider community, while at the same time providing valuable educational and community facilities for local residents.

5.0 The Alternative Approaches Considered

5.4 Evaluation against Planning Policy

5.4.1 Key elements of the Approaches are evaluated against planning policy below. Policy at the national, regional and local level is considered. Appendix B provides a review of relevant policy documents.

Housing

5.4.2 All four approaches include an element of new-build and refurbishment of housing. There is strong policy support for this approach at the national, regional and local level.

5.4.3 *Planning Policy Guidance Note 3 - 'Housing'* emphasises the need to provide housing and also the importance of planning to meet the housing requirements of the whole community, including those in need of affordable/special needs housing. There is also an emphasis on the creation of mixed/inclusive communities and the need for high quality design.

5.4.4 In planning policy terms the approaches which result in a greater net increase in dwellings and provide more affordable housing and near market housing could be said to perform best.

5.4.5 There is scope for housing to incorporate sustainable design and construction techniques. This is the case for all Approaches.

Extended Community Facilities at the High School

5.4.6 All four Approaches incorporate provision of extended community facilities, including health, education and leisure facilities related to a new or improved High school. This will create a strong community focus at the heart of the area and there is strong support for the creation of new local centres at the national, regional and local levels, particularly in deprived areas.

Supermarket

5.4.7 Approach 2 provides for a new supermarket at Hawkesley Square or the Fold. Approaches 3 and 4 provide a new medium sized supermarket. Draft PPS 6 and PPG6 seek to protect existing centres and promote a sequential approach to selecting sites for development for retail, employment, leisure and other key town centre uses (suitable sites/buildings in town centres first, then edge-of-centre sites, district and local centres and finally out-of-centre sites). Draft PPS6 states that where socially-excluded communities are currently denied access to a range of services and facilities, and there are therefore clear and demonstrable benefits in identifying additional sites for appropriate development close to these communities, greater weight should be given to qualitative considerations to reflect this.

5.4.8 There is scope for planning conditions to be used to limit the range of goods sold, and to control the mix of convenience and comparison goods in order to reduce impact on existing centres.

5.4.9 A Retail Impact Assessment will be required to assess impact on existing centres and demonstrate that there are no suitable sites within or on the edge of existing centres.

5.0 The Alternative Approaches Considered

5.4 Evaluation against Planning Policy

Community Safety Centre

5.4.10 Approaches 3 and 4 allow for a new community safety centre. Providing upgraded and expanded facilities for the emergency services is consistent with the aim of creating a more sustainable community.

Environmental Enhancements and Open Space Provision

5.4.11 All the approaches include some enhancement to existing green spaces, but Approach 4 performs best in this respect. Proposals should avoid, or mitigate loss of existing open space, especially where it is locally valued. It will also need to be demonstrated that the Preferred Approach provides sufficient open space to meet local needs – this is particularly relevant to Approach 4 which has the most housing associated with it.

Possible Mixed Uses including Hotel and Offices

5.4.12 This is proposed in Approach 4. Proposals to diversify the local economy and provide opportunities for employment accord with a range of policies at the national, regional and local level. In accordance with draft PPS6, it will need to be demonstrated that no suitable sites are available within or on the edge of existing centres.

New Uses Investigated for Industrial Estate

5.4.13 This proposal is common to all the approaches. Re-using existing employment sites accords with relevant policy at all levels. The aim should be to retain the site in employment use, although draft revisions to PPG3 acknowledge that redundant employment sites can be considered for housing.

Easier Access and Linkages

5.4.14 Improved public transport linkages are possible with all of the approaches. Policy at all levels seeks to provide transport choice and reduce reliance on the car. Approach 4 provides the greatest scope for improved pedestrian and cycling linkages and therefore performs best in planning policy terms.

Conclusions

5.4.15 This overview of planning policy demonstrates that all elements of the different Approaches are, in principle, strongly supported by planning policy at all levels. Areas of uncertainty exist in relation to retail provision. Emerging guidance recognises that new retail facilities can be provided to address social inequalities but at the same time regard must be had to the quantitative impact on existing centres. A retail impact assessment is therefore recommended before the proposed supermarket is incorporated in planning policy for the 3 Estates. A quantified approach should also be adopted in relation to the assessment of open space provision, particularly in relation to Approach 4, which involves the most new housing. Considerations such as achieving good design and incorporating sustainable design and construction techniques can be incorporated in all of the approaches.

5.0 The Alternative Approaches Considered

5.5 Financial Appraisal of the Approaches

5.5.1 Each of the Approaches has been tested to ensure that it is financially deliverable. A separate document has been produced which contains this detailed financial information.



5.5.2 Methodology

The finance model has been developed specifically for the project and considers the potential costs and income arising from each of the approaches described and detailed within the report. The detail of the report and model is limited to the re-development areas and does not look in detail at the costs arising from works to the existing/retained properties. Costs have been calculated from either; published source information such as RICS BCIS (Building Cost Information Service); historical cost data from our own records or supplied by the City Council; specialist advice from highway engineers; costed works schedules for environmental improvements and landscaping; statutory costs for home disturbance and valuation advice related to existing privately owned properties (averaged for the estate and for the purposes of cost modelling); fees and on costs.

5.5.3 Income considers sale of cleared land for redevelopment for new housing including any negative impact of affordable housing policy; income from other land receipts such as hotel/supermarket; contributions to environmental improvements from other sources such as 3 estates NDC. We have taken a conservative approach to the figures and have benchmarked them wherever possible against other projects and sources.

5.5.4 The values used for the Development Study do not constitute an official valuation but represent an opinion of the likely viability given the circumstances and delivery of the scheme as interpreted within the Study. Changes in the scheme and or the sites formation may cause a change in opinion as to the value cost relationship. The 'shelf life' of these figures is relatively short considering the substantial movements that have been seen in both the private housing and construction market in the recent past.

5.5.5 Further financial modelling will be required which can be supported by additional research once the detailed proposals are finalised to take into account of up to date land values and potentially more accurate information related to:

- The inclusion of Grant funding to support the scheme.
- Emerging policy on the City Council's ability to ring fence capital receipts with the regeneration area
- The introduction of other forms of Intermediate Housing Product could substantially improve the equation.

5.0 The Alternative Approaches Considered

5.6 Choosing the Preferred Approach

5.6.1 In making a decision as to which of the four Approaches should be considered the Preferred Approach of this Development Study, three different factors must be taken into account:

- How well does it meet the objectives of the Community Development Trust?
- How well does it perform financially?
- Does it have the approval of the local residents?

5.6.2 The preceding analysis reveals that in terms of meeting the objectives of the Community Development Trust, the four Approaches vary quite considerably. Approaches One and Two meet very few of the objectives, while Approach Three goes some way towards meeting them, but still falls somewhat short. Only Approach Four meets all of the objectives and therefore offers the best opportunity for a comprehensive regeneration of the 3 Estates.

5.6.3 Whilst this study was not commissioned to carry out a detailed cost benefit analysis, consideration has been given to this when determining the potential for change on the 3 Estates. Given that the nature of change proposed for the 3 Estates in any of the Approaches will have positive social benefit we believe that the scale of that benefit is proportionate to the level of regeneration adopted. That is to say that Approach Four will provide substantially more in tangible social benefit than any of the three other Approaches.

5.6.4 With regard to the approval of local residents, consultation has revealed a high approval level for the 'Big Change' envisaged in Approach Four. While many residents remain concerned about the impact that large scale redevelopment will have on them personally, there was a strong feeling that the time for tinkering around the edges is long past. As part of the consultation process on the four Approaches - following opportunities to discuss them with members of the consultant team - residents were asked to complete a questionnaire, expressing their preference for one of the Approaches. The results from these questionnaires revealed that two thirds of respondents were in favour of Approach Four. (See appendix G for a more detailed break-down of the results of the questionnaire).

5.6.5 This document concludes therefore, that Approach Four should be considered the Preferred Approach and that this therefore becomes the recommended Approach of the Development Study, for the future regeneration of the 3 Estates.



Residents completing questionnaires

6.0 The Preferred Approach

6.1 Introduction and 6.2 Concept

6.1.1 This section presents the Preferred Approach in more detail. It begins by setting out what we are trying to achieve. It then provides more information on specific proposals under the following topics:

- Housing
- Employment
- Environment and Open Space
- Community infrastructure (including education and retail)
- Transport and Accessibility
- Design Principles

6.2.1 The preferred approach aims to lead to the sustainable regeneration of the whole of the 3 Estates, creating a positive new identity for the area, and leading to increased prosperity and amenity for local residents. Figure 26 provides more detail on the preferred approach.

6.2.2 Large scale redevelopment offers the opportunity to significantly improve the image of the area through the construction of new housing, new shopping and leisure facilities and significant pieces of public open space. Funding which is generated by the redevelopment will enable significant improvements to be made to the retained housing stock and for environmental improvements to be carried out throughout the area. Improvements to sustainable forms of transport will create stronger linkages both inside and outside the area and help reinforce strategies for improved training and job creation for local people. The creation of extended community facilities based around the new High School, will provide a range of new services and create a social and educational focus for the whole community.

6.2.3 In summary, the Preferred Approach aims to meet all of the objectives for a revitalised 3 Estates which are contained in the Vision:

- Greater housing choice
- Better quality environment
- Improved amenities and service delivery
- Improved access to employment and training
- Easier social and physical access and linkages
- Closer integration with Kings Norton
- Better image

6.0 The Preferred Approach

6.2 Concept

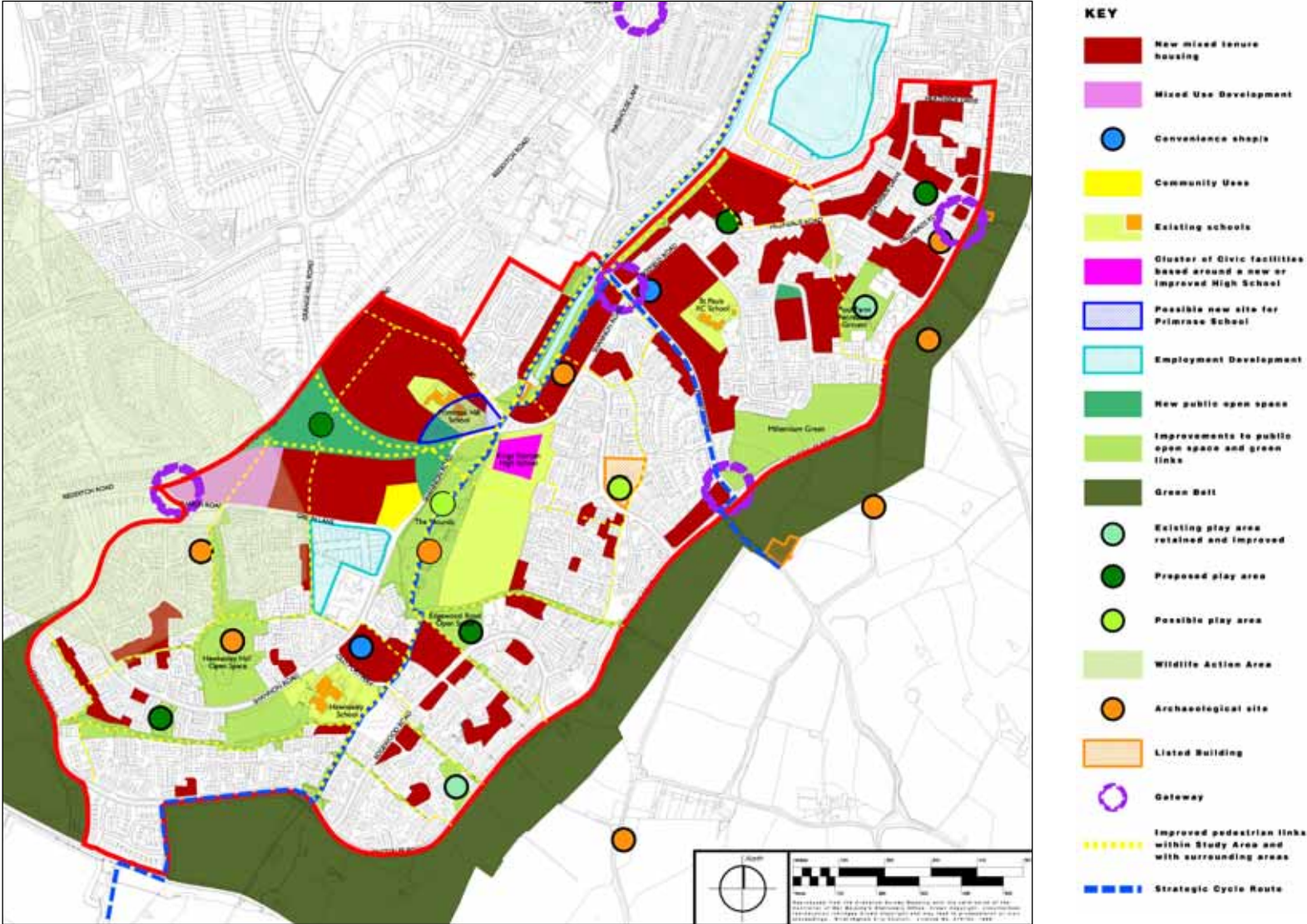


Figure 26: The Preferred Approach

6.0 The Preferred Approach

6.2 Concept



Figure 27: Artist's impression of a rebuilt Primrose estate - View looking east across the Redditch Road

6.0 The Preferred Approach

6.3 Housing

The strategic Context

- 6.3.1 The Preferred Approach for the re-development of the 3 Estates conforms with housing policy and strategy at Regional, City and Housing Market Area levels.
- 6.3.2 *A Regional Housing Strategy for the West Midlands, July 2003*
The Preferred Approach meets 3 of the 4 underlying aims of the Strategy (and associated Regional Spatial Strategy) in their contribution to:
- Urban Renaissance;
 - Providing pathways and choices for householders and communities, and,
 - Sustaining housing and sustainable communities.
- 6.3.3 'Priority Investment Themes' of relevance to the Three Estates include:
- Low demand and restructuring housing markets;
 - Affordability;
 - Poor house condition issues;
 - Community cohesion, and meeting black and minority ethnic housing needs, and,
 - The Supporting People agenda.
- 6.3.4 *Birmingham City Council, Housing Strategy, 2002/3*
The Preferred Approach directly supports the first premise of the Housing Strategy, to create a 'city of flourishing neighbourhoods'. The 3 Estates are located within the South West Housing Market Area (HMA) which falls within the broad category of 'Peripheral Areas with declining demand' (p.15). The proposed development supports 'key action' required in the South West HMA to:
'implement neighbourhood regeneration programmes in the wider context of market restructuring' (p.50).
- 6.3.5 *The South West Housing Market Sustainability Study, 2003*
This Study provided a detailed understanding of the housing market in the South West HMA, including the 3 Estates, a related strategy is to follow. Although the Study described it as 'prosperous and sustainable', recommendations to strengthen and sustain the market have clear implications for the 3 Estates, that:
- Concentrations of poor quality, low demand and low value council housing should be reduced;
 - The remaining local authority stock should be modernised and replaced where local need and demand have been established, and,
 - Isolated and peripheral estates should be regenerated and reconnected with the market dynamics of the Area.
- 6.3.6 In terms of new provision, it was recommended that:
- More good quality flats should be provided across the Area;
 - An 'intermediate' housing market should be developed to address growing problems of affordability for low and middle income households, and,
 - The shared ownership provision of flats and houses should be increased.

6.0 The Preferred Approach

6.3 Housing

6.3.7 Approach Four proposes the possible demolition of around 1,500 homes, of which 158 are owned freehold or leasehold and 1,345 owned and managed by the City Council. It should be stressed however, that these figures represent the maximum number of homes which might be demolished and rebuilt under the Preferred Approach. This level of possible redevelopment reflects the general desire of residents to see significant change in the 3 Estates, but will be subject to further detailed design consideration and consultation with the community.

6.3.8 The dwellings which have been identified represent those which are deemed to be either in the poorest condition, and/or unpopular and difficult to let, and/or visually unattractive and contributing in a negative way to personal safety and the image of the local area.



Example of new housing

6.3.9 There is the potential to provide in the region of 2,200 new homes on the sites of these homes, which would represent an additional 700 homes over and above the existing number of properties in the area. In addition, approximately 1,175 existing City Council owned homes will remain in the area and require refurbishment in order to achieve the Government's Decent Homes Standard. At the same time it will also be possible to consider additional improvements to the retained stock in order to improve their overall appearance and suitability. Local residents will be involved at all stages of the design process to help ensure that both new and refurbished homes reflect, as much as possible, the needs and aspirations of existing and future residents.

6.3.10 The majority of redevelopment sites will be developed with a mixture of flats and family homes based around a traditional street pattern, which provides a safe and attractive environment for residents and visitors alike. Redevelopment offers the opportunity to rebuild significant parts of the 3 Estates, utilising the best modern design and construction practices to create an improved image for the whole area. In some cases the sites identified are small, and the new development will need to be seen as a sensitive piece of infill, which respects the existing context. In others, the scale of the redevelopment opportunity or the poor quality of the existing context will demand that a more radical approach is adopted, and the community should be involved in the design of an environment which learns from the mistakes of the past while creating places which reflect all the best aspects of attractive and contemporary environments elsewhere.

Redevelopment Sites Identified in Pool Farm Estate

6.3.11 The majority of the sites proposed for redevelopment in Pool Farm are medium to large scale opportunities, many of which are in close proximity to one another. The majority of these sites are also in the midst of existing housing which is to be retained, and as a consequence it will be necessary to approach redevelopment very carefully, both in terms of ensuring that the level of disruption caused to residents is kept to a minimum and also that the new housing which is built is sympathetic to the retained homes while at the same time meeting the aspirations for revitalisation of the area.

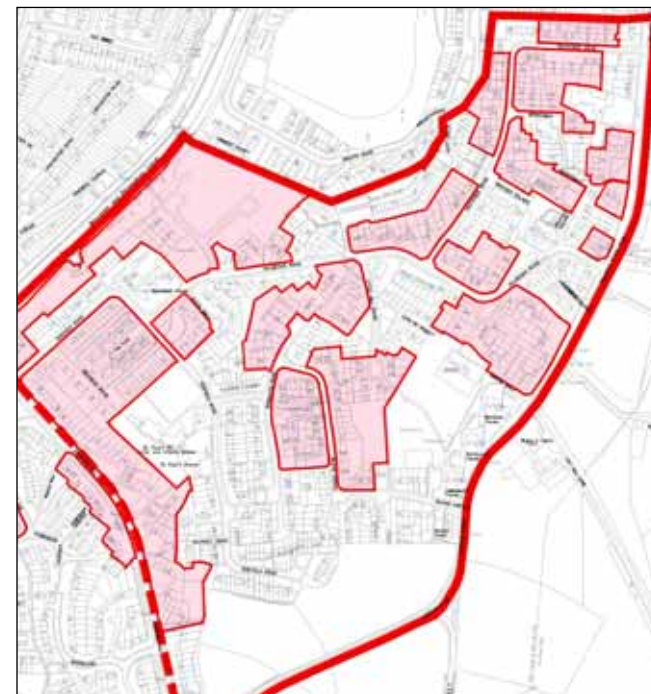


Figure 28: Location of redevelopment opportunities in Pool Farm estate

6.0 The Preferred Approach

6.3 Housing

6.3.12 In the majority of cases, it will be inappropriate to consider the creation of any radically different road layouts in the area, mainly due to the constraints imposed by the retained housing, but it will certainly be desirable to investigate the possibility of radically improving the current parking provision and pedestrian and cyclist facilities, as part of the redevelopment work.

6.3.13 Approximately three quarters of the sites identified in Pool Farm are likely to accommodate 20 or more new homes and as a consequence would normally be required to provide an element of public open space, including children's play areas, within the curtilage of the development site. However, rather than approach each site in isolation, a comprehensive strategy for open space provision in the area needs to be developed first. This will then inform a sensible balance between the provision of some new open space/play space and the improvement of existing areas. In order to ensure the completion of this strategy, in some areas it will be appropriate to seek a commuted sum payment towards new or improved off-site provision and long term maintenance.

6.3.14 Since the majority of the existing housing is currently 2 and 3 storey houses and flats it is appropriate that the homes re-provided should be a mix of terraced houses and small blocks of flats ranging between 2 and 4 storeys. Careful consideration must be given however to the topography of the area which may lead to the consideration of a reduced height limit where the proposed building will otherwise heavily overlook existing homes at a lower level. Where possible, adjacent sites should be considered as a whole, particularly where they are on opposite sides of a road and have the potential to form a gateway feature between smaller neighbourhoods. Overall, the amount of new building presents an opportunity for a radical transformation of the image of Pool Farm. By using a consistency of form and approach across all the new housing, and by carefully considering the steps which can be taken to improve the existing stock in line with the new homes, it will be possible to create a fresh new image for the whole area.

Pool Farm Estate Proposal

Layout

- Deliver opportunities for improvements to road and pavement layout
- Design new areas of open space carefully to suit new and existing homes

Form of Development

- Construct a mixture of 2, 3 and 4 storey flats and family homes based on traditional street patterns
- Carefully consider the relationships between existing and proposed buildings
- Create new homes with a consistency of form and approach across the area
- Radically upgrade appearance of existing homes to complement new housing



Figure 29: Artist's impression of a new development containing a mixture of houses and flats

6.0 The Preferred Approach

6.3 Housing

Redevelopment Sites Identified in Hawkesley Estate

6.3.15 The majority of the sites proposed for redevelopment in Hawkesley are small scale opportunities, which are in very close proximity to areas of existing housing which is to be retained. As a consequence it will be necessary to approach redevelopment even more carefully than in Pool Farm, both in terms of ensuring that the level of disruption caused to residents is kept to a minimum and also that the new housing which is built is sympathetic to the retained homes but also a big improvement over what it replaces.

6.3.16 As part of the continuing design process, Neighbourhood Strategies will review the quality of the open space in this area. In some cases, it may be considered appropriate to introduce additional, limited development around the edges of an open space to improve overlooking/natural surveillance.

6.3.17 There will be very little opportunity to consider the alteration of any of the existing road layouts in the area, but there will be opportunities to investigate the possibility of improving the current parking provision and pedestrian and cyclist facilities, as part of the redevelopment work.

6.3.18 As the majority of the possible sites are small, it is likely that in most cases Section 106 (S106) contributions will be sought, for improvements to existing areas of Public Open Space, rather than there being a requirement to provide additional public amenity space within the curtilage of the site.

6.3.19 Since the majority of the existing housing is currently 2 and 3 storey houses and flats it is appropriate that the homes re-provided should be a similar mix of detached, semi-detached and terraced houses with some small blocks of flats interspersed, and that storey heights should be generally limited to 3 also. Where possible, adjacent sites should be considered as a whole, particularly where they are on opposite sides of a road and have the potential to form a gateway feature between smaller neighbourhoods. Overall, the new homes should be designed to reflect the existing character of the area, and by the quality of their design and detailing make a subtle contribution to the improvement of the whole, rather than attempt to stand out and highlight the difference between them and the majority of homes.

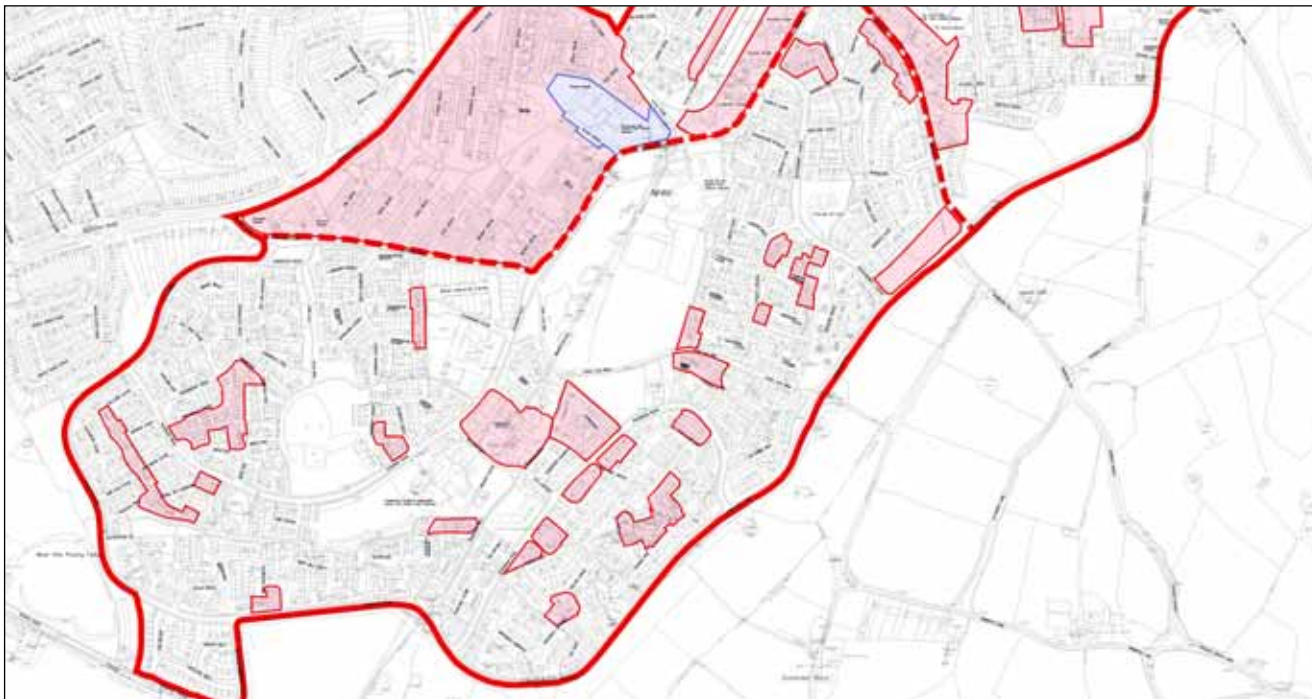


Figure 30: Location of redevelopment opportunities in Hawkesley estate

Hawkesley Estate Proposal

Layout

- Consider opportunities for improvements to road and pavement layout and existing open space
- Design new areas of open space carefully to suit new and existing homes

Form of Development

- Construct a mixture of 2 and 3 storey family homes and flats based on traditional street patterns
- Create new homes which reflect the existing character of the area, but enhance the overall image

6.0 The Preferred Approach

6.3 Housing

Primrose Estate

6.3.20 The redevelopment of the Primrose estate offers the opportunity to fundamentally alter the character of a large part of the area at the same time as providing a significant number of new homes to replace the existing sub-standard properties. Specifically, redevelopment will provide the following key benefits:

- A new public face for the 3 Estates onto the Redditch Road
- A significant new area of public open space
- A mix of flats and houses designed around a traditional street pattern
- Improved overlooking of The Mounds



Figure 31: Location of redevelopment opportunities in Primrose estate

6.3.21 Redevelopment along the Redditch Road is a very key element in the redevelopment of the whole area, and it is essential that the form and quality of the buildings which front the road reflect the aspirations for a revitalised 3 Estates. Ideally the new development should draw on the character and quality of the housing areas immediately to the north-west of the area, particularly Grange Hill Road, and in this way help to reduce the strength of the divide between the two communities. This suggests that sites which front the Redditch Road, and those fronting the significant new public open space which is proposed, should adopt a model of development which seeks to echo the form of large detached houses. Development of this type would comprise small flat blocks of 3 and 4 storeys and large family houses over 3 or more floors, arranged in pairs or as short terraces.

6.3.22 The new park created at the heart of the redevelopment area, will act as both a focus for the newly constructed homes – a ‘Village Green’ - and as a new main entrance into the area – a ‘new front door for the 3 Estates’. This space will be essentially triangular in shape, acting as a funnel from the Redditch Road down towards the heart of the 3 Estates focussed on the new or improved Kings Norton High School. The space will need to appeal to existing residents, new residents and also to visitors from outside the area, in order to fulfil its function as a welcoming gateway to the area, which expresses the new image and vitality of the Study Area.

6.3.23 The majority of the site will be developed with a mixture of flats and family homes based around a traditional street pattern, and include additional small areas of open space, both green and hard landscaped. The scale of this redevelopment area will demand very careful consideration of the overall urban design solution, to ensure the creation of an attractive environment which offers very good levels of pedestrian permeability and public accessibility, whilst offering a safe and secure environment for all the residents.

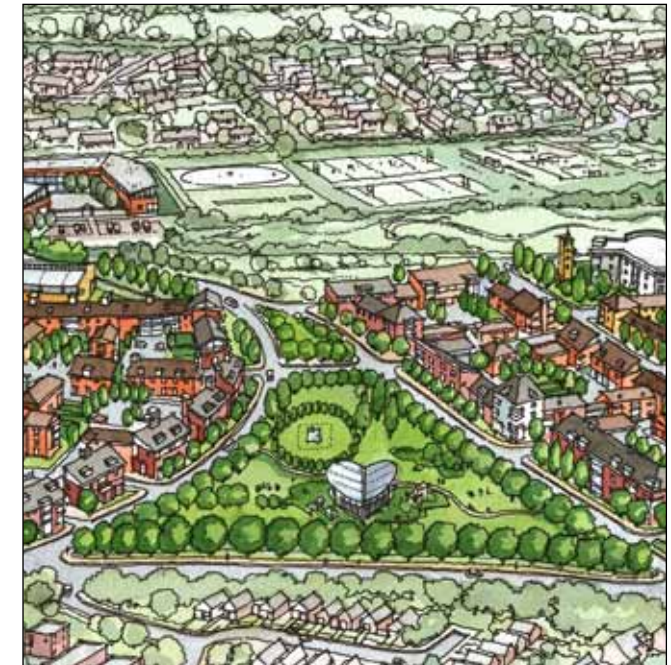


Figure 32: ‘A new front door for the 3 Estates’

6.0 The Preferred Approach

6.3 Housing

6.3.24 The Preferred Approach envisages the redevelopment of all of the homes on the Primrose Estate, including the high-rise towers Campion and Saffron Houses, which are currently home to a community of predominantly elderly residents. Although both of these blocks are well liked by the majority of their residents, they have been identified as being expensive to refurbish, and questions have been raised over their long-term viability in the light of reducing levels of demand for sheltered housing in Birmingham generally. In addition, the two towers occupy an important site fronting onto the Redditch Road, which forms an important gateway into the area, and it is considered imperative that the buildings on this site reflect the changed character and aspirations for the whole of the Development Study area. As a consequence, it is proposed to redevelop the two towers and provide a new supermarket and mixed use buildings on the site (see section 4.7 – Community Infrastructure). It is considered very important however, that every effort is made to ensure that replacement homes are provided for the existing residents as part of any redevelopment, before Campion and Saffron are demolished.

6.3.25 This site also has three other significant road frontages – with Green Lane/Branch Road, Shannon Road and Foyle Road – all of which are busy traffic routes through the area.

6.3.26 The relationship of new development to Green Lane and Branch Road will be important in setting up a suitable relationship with the existing housing on the other side of the road, although much of the frontage faces the rear of the Bilton Industrial Estate. In both cases, the new development should counteract the existing poor quality of the relationship between the road and buildings on the opposite side of the road, and create a strong building frontage along the length of the road. Particularly in relation to Branch Road, it will be desirable to consider the best means of ameliorating the impact of the proposed new commercial activities on the existing housing. This will be achieved by the careful consideration of the location of access and delivery points and might also involve design solutions which include the placing of a string of residential units in front of the commercial buildings along this frontage.

6.3.27 The relationship with Shannon Road is also very important, since this is the main arterial road through the estate. It is also important, because this part of the site overlooks The Mounds public open space, which is currently poorly observed from the existing homes due to the screening effect of trees and shrubs. This proposal seeks to improve the current situation significantly, both by selectively removing some of the trees and shrubs and by ensuring that development along Shannon Road is designed to effectively overlook the open space. This will be achieved by the development of taller buildings of 3 or 4 storeys along this boundary, designed to have their principal living spaces on the eastern side overlooking The Mounds. From a development point of view, this will also provide the new housing with optimum, unobstructed, long-range views across the open space, towards the homes and countryside in the distance.

6.3.28 In the case of Foyle Road, which currently acts as the main access into the area from the Redditch Road, it is proposed that the importance of this route should be downgraded in favour of the proposed new entrance next to the ‘Village Green’. It is also proposed that new homes should be constructed with their rear boundaries abutting the existing, unprotected rear boundaries of the homes to the north of Foyle Road. This is likely to require a diversion of the existing route. Particular care will need to be taken in the design of this new housing where it abuts the existing homes on the northern edge of the site – especially the sheltered housing scheme at Melrose Place.

Primrose Estate Proposal

New Public Open Space

- New park at the heart of the area
- New ‘front door’ into the 3 Estates

Form of Development

- Construct a mixture of 2, 3 and 4 storey flats and family homes based on traditional street patterns
- Design new buildings along the Redditch Road that adopts a model of development which seeks to echo the form of large detached houses.
- Improve the frontage development to Green Lane
- Improve the overlooking of The Mounds by developing taller buildings with their principal living spaces on the eastern side
- Create development with a suitable scale and design to mark the gateways into the area
- Ensure an appropriate relationship with existing, retained dwellings

6.0 The Preferred Approach

6.3 Housing

The Birmingham and Worcester Canal Frontage

6.3.29 Redevelopment along the canal is another key aspect of the proposals in the preferred approach. This is both because the area of the possible redevelopment sites is large and also because the revitalisation of the canal is an important part of the overall strategy for an improved image and the attraction of visitors into the area. There are two principal redevelopment sites along the eastern side of the canal, separated by Primrose Hill, and an important aspect of the proposal is to ensure the physical connection of these two sites in order to provide a pedestrian boardwalk/walkway along the entire length of the canal within the study area.

6.3.30 Future opportunities also exist to extend the walkway further north to provide a route towards the centre of Kings Norton, and in particular to link up with the historic environment and buildings around Kings Norton Green and create a local 'Heritage Trail'. A major driver for such a proposal is the recent success of two particular buildings – the old Grammar School and the Saracen's Head – in obtaining significant funding and wide spread publicity through the BBC 'Restoration' programme. This is likely to result in increased visitor numbers to Kings Norton over the coming years, and offers an obvious opportunity to highlight other aspects of local history and enhance visitors' experience of the area.

6.3.31 The southern-most of the two sites alongside the canal is currently occupied by four 11 storey tower blocks which have a poor relationship to the canal frontage and also to their public front onto Shannon Road. They sit in large areas of ill-defined semi-public space which provides little in the way of amenity space for either residents or the general public and demands high levels of maintenance. It is proposed therefore, that these blocks should be replaced with a different form of development which addresses these issues and at the same time provides greater levels of security and amenity for residents.



Figure 33: Location of redevelopment opportunities along the Canal Frontage



The Old Grammar School, Kings Norton Green



Existing blocks of flats alongside the canal

6.0 The Preferred Approach

6.3 Housing

6.3.32 Due to the height of the existing buildings on the site and the desire to create a vibrant heart at the centre of the area, the site is considered suitable for the development of a greater proportion of flats and generally taller buildings than are anticipated elsewhere in the Study area. It is proposed therefore that the site be redeveloped mostly with new blocks of flats, but of a more contemporary character than the existing tower blocks, ranging in height from 4 to 6 storeys, with some taller elements (up to 8 storeys) located at strategic locations to emphasise specific urban design elements. New development offers the opportunity to create a much stronger relationship between the buildings on the site and both the canal frontage and the frontage with Shannon Road, which would lead to better overlooking in these locations and consequently enhanced security. This suggests a perimeter block form of development, which would also allow the creation of a series of protected private and semi-private amenity spaces within the site, while offering the chance to provide full public access to the canal-side boardwalk. However, it will also be important that development provides suitable levels of physical and visual permeability across the site, to allow the residents of the existing housing areas to the east to gain access to the canal, and also to provide views through the site for pedestrians and motorists passing along Shannon Road.

(Figure 46 on page 100 is an artist's impression of what this new development and pedestrian boardwalk could look like).

6.3.33 Development on the northernmost of the two sites should follow a similar pattern of development in order to strengthen the connection along the length of the canal. The site presents some different issues however, as it is surrounded on three sides by existing housing, and it will be necessary therefore, to reduce the scale of the buildings accordingly towards the sides of the site to account for this. The table below contains a summary of the proposals:

Birmingham and Worcester Canal Proposal

New Public Open Space

- Create pedestrian 'boardwalk' along the eastern side of the canal at upper level
- Ensure public access to canal side from Shannon Road through the site
- Consider creation of local 'Heritage Trail' to connect the historic environment of the 3 Estates and canal to the heart of Kings Norton and in particular the Old Grammar School and Saracen's Head around Kings Norton Green.

Form of Development

- Develop mostly flats ranging between 4 and 6 storeys with some taller elements (up to 8 storeys) at key strategic locations
- Locate tallest elements towards the canal and at strategic locations
- Reduce scale of buildings towards existing homes

Redevelopment of the Existing Shopping Areas

6.3.34 Redevelopment of the existing shopping precincts at The Fold and Hawkesley Square, and the flats and houses associated with them, will provide a couple of large development sites. In both cases it is proposed to re-provide a smaller number of convenience stores at each location, in combination with the consideration of health and local service provision, in order to serve the immediate needs of the local residents. More general shopping needs would be catered for by the new development at the top of Green Lane. Both of the sites front onto a significant local road on two sides, and it is proposed that new shops and services should be located so that they face these roads in order to maximise their potential for passing trade. Retail and Service provision is discussed in more detail in section 6.7 – Community Infrastructure.

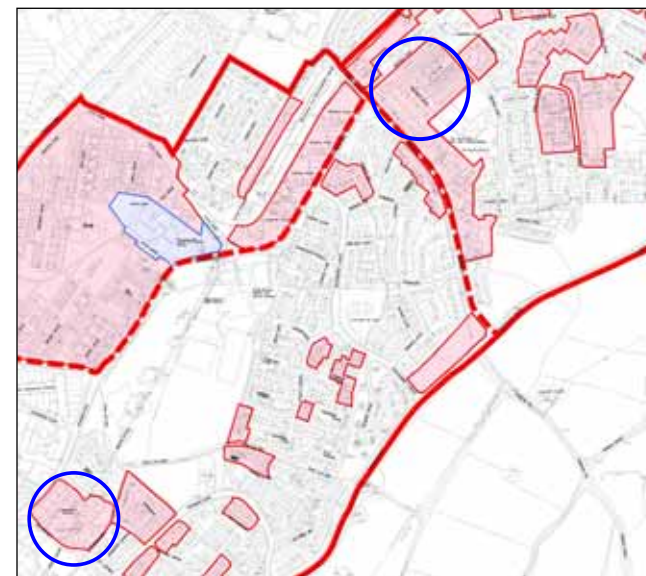


Figure 34: Location of The Fold and Hawkesley Square shopping areas

6.0 The Preferred Approach

6.3 Housing

- 6.3.35 Both sites will be most suitably developed at a medium density, containing a mixture of terraced houses and flats ranging from 2 to 4 storeys in height. Both of the development sites are large and will easily exceed the lower limit for the provision of public open space as part of the development on site. However, contributions to off-site provision or improvements may be more appropriate due to the possible problems associated with proximity to local shopping provision.
- 6.3.36 In the case of the redevelopment of Hawkesley Square, consideration should be given to the most appropriate means of enhancing the location and setting of the footpath known as Bargehorse Walk, which runs to the south east of the site. This pathway will form part of a strategic footpath and cycleway network through the area and it is important that new development contributes in a positive way to the attractiveness and security of this route by providing an active frontage with the potential for passive surveillance.

Existing Shopping Areas Proposal

Form of Development

- Develop a mix of terraced houses and flats ranging between 2 and 4 storeys
- Build new shopping and community facilities fronting onto roads
- Provide well designed parking and easy access to public transport

Hawkesley Square

- Ensure that new development provides a suitable setting for Bargehorse Walk

Gateway Sites

- 6.3.37 Figure 13 identifies five primary gateways into the Study Area which have the potential to significantly enhance the character and image of the 3 Estates. While one of these gateways is located outside the Study Area and as a consequence offers little more than scope for environmental improvements, the other four are located at points on the area's perimeter where opportunities for new development have been identified in Approach Four.
- 6.3.38 Of these four sites, the most significant is the one at the junction of the Redditch Road and Branch Road, where as has already been discussed, the need for high quality architecture which matches the aspirations for the whole area is paramount. In particular, it is considered that this gateway offers the opportunity for a landmark building (or group of buildings) which would provide suitably scaled accommodation for the proposed mixed use development of businesses and housing. The other three gateways are less significant, but the need to create architecture of the highest standard in these locations is still important in order to reflect the wider changes occurring within the 3 Estates. In each case, it would be appropriate for the development on these sites to have a slightly increased scale in relation to adjacent homes and perhaps an enhanced level of detailing and specification. In all cases, careful attention to high quality landscaping will also be essential.

Gateway Sites Proposal

- Develop high quality buildings which match the aspirations for the regeneration of the whole area
- Increase the scale of buildings as appropriate and consider enhanced detailing and specification

New Housing for Older and Younger Residents

- 6.3.39 A significant feature of the Preferred Approach is the number of bungalows and small flat blocks which are included within the potential redevelopment areas. In general this reflects the low levels of demand for this type of accommodation, which is a factor of both their small size (generally only one bedroom) and also the lack of security which they offer due to their often isolated and exposed locations. Many of these properties currently house older residents and/or residents who are vulnerable or in need of additional care, although there are also significant numbers of younger, first-time tenants in the flat blocks. As a consequence, an important aspect of any redevelopment will be a consideration of the most appropriate form of housing to replace these types of unit.
- 6.3.40 The Preferred Approach also includes three existing sheltered housing schemes within the possible redevelopment sites: Campion and Saffron Houses; Cornerway; and Shannon Road. Each of these schemes comprises a number of flats and/or bungalows and a small communal hall and Warden's accommodation. There has been understandable concern about the effect of redevelopment, both from residents and the wider community and specific efforts have been made to try and address these concerns (see panel on page 82). However, redevelopment offers the opportunity to re-provide replacement housing which more closely meets the future needs of the area's residents and which can be better integrated with new general needs housing. This will provide improved levels of security and a greater sense of community, whilst the homes themselves will be designed to meet all the latest standards of accessibility and energy efficiency.

6.0 The Preferred Approach

6.3 Housing

6.3.41 Particularly for older residents, and those with special needs, there is the chance to build new sheltered housing developments which would offer the benefits of a secure, close knit community alongside communal facilities and activities, with the added reassurance of a Warden on call as required. Wherever possible the aim should be to provide these new and improved homes before it is necessary to demolish the existing properties, in order that elderly residents are subject to the minimum amount of disturbance and existing communities have the opportunity to remain together. Recent developments, such as Makins Court in New Alresford, Winchester and Sycamore Court in Perry Common, Birmingham, offer a good model for this type of development (see panels on pages 82 and 83).

6.3.42 Similar development opportunities might also be investigated for younger residents in the area. Foyer schemes which provide short-term accommodation for young people just leaving home, also offer training and life-skills education in an environment where all the residents will find themselves in a similar situation. Such developments aim to prevent young people from becoming completely overwhelmed by life outside the family home, and provide a sound basis for moving on to a longer term tenancy at a later date. It might be questioned whether such facilities are more appropriate for central city locations, but given the larger than average proportions of young people in the area (compared to Birmingham as a whole), it is certainly worth considering in more detail.

Consultation with Residents of Existing Sheltered Housing Schemes

The identification of three of the four existing sheltered housing schemes in the area as possible sites for redevelopment has caused considerable concern to the residents themselves, and also to the wider community, who are understandably worried about the impact that it would have on a community of predominantly elderly residents. In order to try and address these concerns consultation events were arranged in consultation with the Wardens, and took place in the communal rooms of Champion and Saffron, Cornerways and Melrose Close. These events were an opportunity for the residents to see the exhibition material without having to travel too far from a familiar environment and to speak to members of the consultant team in small groups or on a one-to-one basis.

The residents were mainly concerned about the impact that redevelopment would have on them in terms of the disruption required to move into a new home, and also the threat of losing contact with other members of their close-knit community. Many of the residents had originally moved from houses or bungalows, where they had felt insecure and lonely, and they strongly valued the feeling of security which they now possessed. Overall there was a feeling that replacement housing could in no way provide the same degree of security and amenity as they currently obtain.

In order to try and address some of these concerns, a coach trip was organised to take the residents to a recently completed 'Extra Care' housing scheme in Perry Common, Birmingham. The scheme, known as Sycamore



Residents visiting Sycamore Court, an 'Extra Care' housing scheme

6.0 The Preferred Approach

6.3 Housing

Court, has provided 40 new flats, in a 'C' shaped block, which encloses a secure courtyard garden and parking area. All the flats in Sycamore Court can be lived in independently, but a range of communal facilities, including a large meeting room, dining room and various health care rooms have also been provided, and these are very well used. The residents were able to visit a couple of the new flats, meet some of the residents and find out all about the range of communal activities available whilst enjoying lunch in the common room.

The trip was finally only attended by residents of Campion and Saffron Houses, who had expressed the most concern about the proposals, but the feedback was generally very positive. They liked the design of Sycamore Court, and particularly liked the communal lounge which opened directly off of the main circulation corridor through the building. They were surprised at the level of security which it was possible to achieve in a low-rise building and welcomed the ease of access to all the facilities. Some concerns were expressed about the size of the individual flats in comparison to those which they are used to in Campion and Saffron Houses, but generally they considered that the way the building was designed and used, created an attractive and friendly community feel. Overall, there was agreement that Sycamore Court offers a positive model for housing for older residents, and this went some way to allaying fears about the future should they have to move.

However, the majority of residents remain resistant to redevelopment, and should this be the outcome, further detailed consultation will be required to help make the process as non-traumatic as possible.



CASE STUDY: Makins Court, Winchester

The old Makins Court was a sheltered housing scheme constructed in the 1960's as a series of interconnected, low-rise blocks. The design of the buildings was failing to meet modern standards of living and leading to problems of poor accessibility and security for residents. Community planning was used at the outset to involve residents, stakeholders and local people, in a review of options for resolving the problems with the old Makins Court. The preferred option which emerged was for the phased redevelopment of the existing buildings to provide a total of 30 new homes arranged around a large landscaped courtyard. The new accommodation comprises 19 Category 2, one and two bedroom flats in a two-storey building and 11 bungalows, which are all to life time homes standards. All residents have access to two lounges, guest rooms, a shop and other facilities which are located in the main building, while a warden's house is located next to the residents' lounge. The redevelopment has succeeded in creating an award-winning development which has replaced sub-standard, institutional accommodation with smart new homes which meet all the modern standards of accessibility and comfort, whilst allowing residents as much independence as they desire. Hopefully, this mix will prove an attractive option for the older residents of the area for many years to come.

6.0 The Preferred Approach

6.4 Employment

6.4.1 The NDC can tackle unemployment and increase employment opportunities on the 3 Estates in two main ways. Firstly by raising motivation and skills levels through appropriate entry-level training and job-readiness support, and secondly by attracting additional businesses which will provide both direct and indirect job creation. However, it needs to be recognised that attracting businesses is unlikely to occur until some physical regeneration of the area has taken place, since there are few advantages of being sited here at present compared with business parks on the fringes of Kings Norton or the wider South Birmingham area. Appendix F provides a detailed review of issues relating to employment. This review has informed the proposals considered below.

Raising skills levels

6.4.2 From the socioeconomic profile of the 3 Estates, it would be expected that the majority of residents have either high motivation/low skills levels or low motivation/low skills levels. This latter group are furthest away from the labour market and have multiple issues preventing them from accessing work. Therefore, multi faceted interventions are required, with the most effective occurring close to the labour market so that individuals do not need to travel far. The appropriateness of training and upskilling for participants needs to be considered and addressed holistically. Practical outreach and promotion of the services available to residents, with individual tailoring of assistance, will bring the largest benefits. Entry level training that concentrates primarily on unskilled and semi skilled jobs will be particularly important, but clients must be offered a choice of delivery styles, locations and duration of assistance. It is likely that individuals will be resistant to more traditional learning methods. Engaging the local community and businesses in this would help

ensure that training provision is relevant and interesting to potential learners. Soft skills such as good communication, team working, flexibility and punctuality which are essential to employers need also to be embedded into training courses. Similarly, individuals will require support if they are to both stick with and progress through an appropriate range of courses. One way to do this would be through a mentoring or buddy programme whereby volunteers from the community provide trained support.

6.4.3 Individuals with higher motivation but low skills levels will require less intensive interventions as they are closer to the labour market. Where they do require support and training is in knowing how and where to find jobs. For example, practical help with CV preparation, developing interview technique and job searching. This function is currently fulfilled by the Work Shop on the 3 Estates and the results from the first eight months are encouraging. However, 'creaming' where the beneficiaries of assisted return to employment schemes are the easiest to reach, or those with the least entrenched barriers, should be expected from any initial intervention. The challenge is targeting those harder to reach clients, and this is where the outreach workers will have to focus their attention.

6.4.4 The NDC should continue to support the courses offered by Cadbury College as it is on the 'doorstep' and the other learning organisations in south-west Birmingham. Yet, clients must be offered a choice of delivery styles, locations and course durations. Vocational GCSEs, A Levels and equivalent courses need to be extended within the area, but comparable alternatives such as Modern Apprenticeships should also be promoted more extensively to the eligible client groups. Courses offered by education and training providers should also be assessed for opportunities to integrate vocational skills relevant to local employers and even work placements, so that education can always act as a stepping stone towards employment. Building closer relationships between Connexions, employers, and employment agencies will help achieve this. Similarly, the provision of training needs to link into employment opportunities in the wider Birmingham area, especially large scale construction projects such as the Birmingham New Hospitals project.

6.0 The Preferred Approach

6.4 Employment

Neighbourhood learning centre

6.4.5 Youth unemployment poses a particular problem for the 3 Estates because of the high proportion of young residents and their low levels of academic achievement and limited opportunities. Therefore, the High School must continue to play a central role in raising the aspirations and employability of young residents, and the wider community. One way to support this is to develop the school as a 'Neighbourhood Learning Centre', combining secondary and adult education with ICT, sports and leisure facilities, a community crèche and the (or an additional) 'Work Shop'. The realisation of the centre would also provide something positive for young people to get involved with, whilst helping improve the image of the 3 Estates which is essential to attracting visitors and investment.

Attracting Additional Businesses

6.4.6 The project team consider that there is significant opportunity to improve employment prospects within the 3 Estates. Save for the New Deal office itself, the only other employment generating uses on the 3 Estates are the two retail locations at The Fold and Hawkesley Square and a number of businesses located on Bilton Industrial Estate.

Bilton Industrial Estate

6.4.7 The Bilton Industrial Estate dates back to the 1960's and consists of 21 units arranged in an "L" shape with communal yard/parking areas. The units are of portal frame construction with brick elevations to approximately 2.4 metres (8 ft) with profile sheet cladding above and pitched roofs. The units range in size from approximately 139 sq metres (1,500 sq ft) to 465 sq metres (5,000 sq ft).

6.4.8 The estate is owned by Legal and General and is approximately 70 per cent let. The level of void units throughout the estate has increased in recent times due to the natural expiry of leases and a number of businesses going into liquidation. The Estate suffers from poor accessibility and despite a sign-post on the Redditch Road, there seems to be few who are aware of its existence. This includes many of the residents of the 3 estates questioned during the baseline audit.

6.4.9 Notwithstanding the poor performance of the Estate, we believe that there is a market for business space in the area within Classes B1 and B2 and B8 (Town and Country Planning Use Classes) Order 1987 (as amended)) on the 3 estates. This is exemplified by a lucrative commercial property market approximately 1 mile to the north on Kings Norton Business Park owned by Slough Estates. By facilitating a range of units often built on a bespoke basis for occupiers, Kings Norton Business Park has achieved a high level of occupancy at an average rental level of £53.80-£59.20 per sq m (£5.00-£5.50 per sq ft). This rental level compares favourably with other industrial rents across the Birmingham conurbation.



Aerial view showing Bilton Industrial Estate



Figure 35: Location of Bilton Industrial Estate

6.0 The Preferred Approach

6.4 Employment

6.4.10 Given the evidence for a robust commercial market in the area, we foresee three possible alternative options for providing business space within the 3 Estates which in turn should improve the economic prosperity of the area and job prospects for residents:-

Option 1 - Acquire Leasehold interests in the vacant units on Bilton Industrial Estate, modify these units to create smaller, more flexible workspaces and sub-let to new businesses in the area.

Option 2 - Acquire the Freehold interest in Bilton Industrial Estate and undertake works to improve the accessibility, appearance and security of the Estate to generate better levels of occupancy.

Option 3 - Relocate Bilton Industrial Estate to a more accessible location, either through agreement with the current Freeholder or by acquiring the Freehold interest and redeveloping the existing site for a more suitable purpose such as housing.

6.4.11 Option 1 would be a quick solution, providing an industrial estate within the 3 Estates with better occupancy levels and a greater range of unit sizes. With better co-ordination between the industrial estate and NDC's "workshop" operation, help could be given to new start-up businesses looking for cheap and flexible accommodation in the area, and the estate might also offer opportunities for adult education and training spaces.

6.4.12 Option 2 would take longer to complete. By acquiring the Freehold interest in the Industrial Estate, BCC/the NDC could enhance the current business environment on the 3 Estates. The Estate is dogged by vandalism and petty crime and the physical fabric of the units has deteriorated over the years. By re-investing the rental income received, the Estate could be improved to make it a more attractive location for businesses. Additionally, simple improvements such as better sign-posting from the Redditch Road and better access on to the Estate could alert businesses to the location. Such improvements could enable rental levels for the business space to climb from the current level of approximately £43.00-£48.40 per sq m (£4.00 - £4.50 per sq ft) to the levels achieved on similar space in the area such as at Kings Norton Business Park.

6.4.13 Option 3 is the most radical of the three options, proposing the relocation of the Industrial Estate to a more accessible location on the 3 Estates, such as within the other commercial property elements proposed for the area in the vicinity of the new supermarket or adjoining the 3 Estates at Ardath Road. This could either be done by acquiring the Freehold interest from Legal & General and then obtaining Vacant Possession of the units, or through the agreement of Legal & General who would take an interest in the newly relocated estate. The advantages of this option would be two-fold. Firstly in a new position, and with updated accommodation providing a range of unit sizes, the Estate would potentially appeal to a wider range of business occupiers. Secondly it would enable rental levels to be improved in the 3 Estates area for business space and should hopefully create new employment opportunities. By relocating the Estate, it would also vacate approximately 1.35 hectares (3.34 acres) of land at the heart of the Primrose/Hawkesley area for redevelopment. This could be used for additional, improved housing stock or other commercial uses.

6.0 The Preferred Approach

6.4 Employment

6.4.14 In terms of location it seems likely that only a site on, or very close to, the Redditch Road frontage would prove significantly beneficial to justify the relocation of the whole Industrial Estate. However, this area has been identified as being strategically important in terms of creating a new and attractive image for the 3 Estates, and it would not be appropriate to consider the development of replacement industrial sheds. As a consequence, relocation would have to mean the development of a significantly different type of business space, and would inevitably take place on a site of reduced area. This would suggest smaller buildings, which offered the flexibility to provide either offices or small workshops, and which would be more compatible with surrounding residential and retail uses. While this is not inconceivable, it seems more appropriate that development of this nature should be encouraged as part of the proposed new mixed use development adjacent to the supermarket and that either of the first two options should be adopted for the existing site. This would ensure an increased range of flexible and viable business and employment opportunities for local people.

Recycling Centre

6.4.15 The Recycling Centre is an area of hard-standing adjacent to Bilton Industrial Estate totalling approximately 0.40 hectares (0.99 acres). The Centre is currently used by Birmingham City Council and their housing contractors, Accord, for the storage of building materials. Whilst we envisage that the use of the site will continue in the short to medium term, especially when taking into consideration the proposed improvements to the existing housing stock, we believe that there is longer term development potential on this site.

6.4.16 Dependent upon the choice of redevelopment option for Bilton Industrial Estate, the Recycling Centre could be put to a number of uses.

6.4.17 Should Bilton Industrial Estate remain in the same location, the Recycling Centre land could be developed to provide additional business space. There is the opportunity to provide a greater variety of unit sizes, which in turn will improve the diversity of businesses in the area. Whilst the site is not suitable for office accommodation, we advocate the development of flexible work space that can be used for either industrial or workshop type premises.

Opportunities Related to New Retail Development

6.4.18 The location of any large scale business development scheme, such as well known multiple food and retail outlets, requires thorough investigation. Naturally, any retail changes will improve employment options on the 3 Estates. For example, a 20,000 square foot supermarket could potentially create 150 to 200 jobs with opportunities for on-the-job training and job progression. A larger retail opportunity would obviously create still more jobs. The NDC will need to consider section 106 agreements that place community centred conditions on developers and can involve the creation of job opportunities during and after a new construction project. It will be necessary to include local employment matters in discussions with developers from the outset. This indicates a serious commitment and allows developers to accommodate this requirement in their planning.

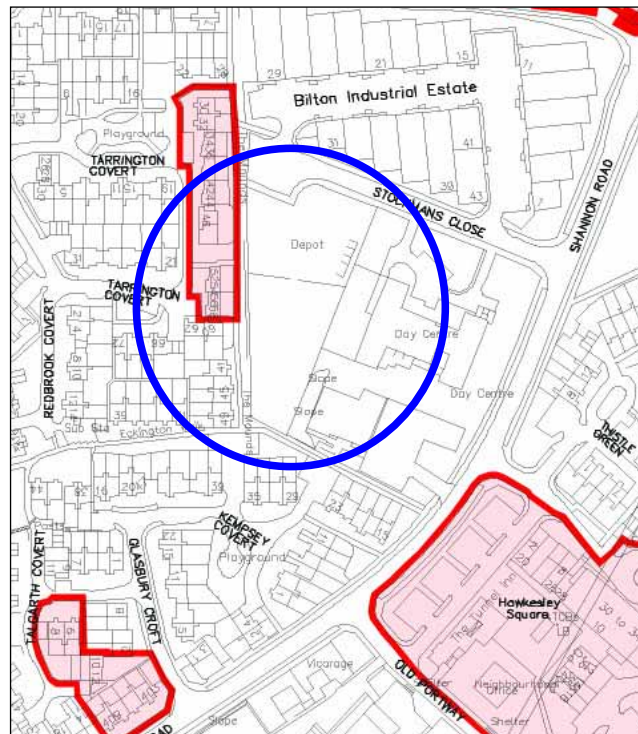


Figure 36: Location of the Recycling Centre

6.0 The Preferred Approach

6.4 Employment

Intermediate Labour Market Programme

6.4.19 The redevelopment of the 3 Estates provides an opportunity for the NDC to look into establishing an intermediate labour market (ILM) in construction, where the long-term unemployed and under-achieving young people could gain employability skills to compete effectively for jobs in the sector. ILM programmes typically aim to provide a comprehensive 're-engagement package' covering work experience, training and confidence building through paid work on a temporary contract. They can also help fill the jobs gap where there is a relative shortage of suitable jobs, such as in construction, and contribute to local regeneration through adding value to projects.

6.4.20 The average cost of an ILM place is £14,000 per year and it is reasonable for the NDC to expect a throughput of between 30 and 50 people. In established ILM programmes, around 20-30 per cent of people drop out before completing the contract period and without having other employment to go to. This compares with up to 50 per cent in comparison groups in adult training programmes and New Deal. There is no single funding source for an ILM programme so the NDC would need to be creative and package together different sources. It is therefore recommended that the NDC undertake a feasibility study (approximate cost £10,000). The NDC may also wish to build into the construction tendering process local employment clauses, although it will not be able to insist on this.

Resident Service Organisation

6.4.21 Resident Service Organisations (RSOs) are another approach that aims to tackle unemployment, as well as improve local services and community empowerment. RSOs are community-led enterprises, based in neighbourhoods, employing local residents to deliver services such as grounds maintenance and child-care. Although RSOs are only in the development stage, an RSO on the 3 Estates could play a significant role in offering employment and training opportunities to local residents, as demonstrated by two pilot programmes in Hastings and Stepney (East London). Despite the potential benefits, RSOs are not easy to set up and require significant levels of investment and support, although regeneration programmes such as New Deal for Communities often provide the best environment for their development. There are particular conditions for their success which the NDC would need to test through an initial feasibility study.

6.4.22 Whilst there is a need to improve the physical fabric for business on the 3 Estates, there is also a need to forge greater links between the NDC and existing businesses/employers. Local employment matters need to be discussed with businesses if local needs are to be met in the most appropriate manner, by identifying vacancies and skills shortages, and in turn helping job seekers fill these gaps. An effective way of doing this is to establish a business group consisting of both large and small firms that will encourage networking and strengthen links with the community. By enabling local people to access jobs and local employers to find capable staff, the NDC can aim to create sustainable communities and business opportunities in the area. A good example is the Castle Vale Business Group which also has business education links.

6.0 The Preferred Approach

6.4 Employment

Opportunities outside the Study Area

6.4.23 A number of opportunities outside the Study Area have also been identified.

Ardath Road site

6.4.24 The project team has identified a substantial area of land to the north of Pool Farm totalling approximately 4.4 hectares (10.9 acres). The Freehold interest in the land is owned by STVA UK Limited and is currently used for vehicle storage. We understand that the site was previously excavated for clay and was back-filled with household and industrial waste at some point in the past. While the site falls outside the study area, and existing connections to the 3 Estates are poor, it is geographically very close, and future redevelopment in the vicinity of the canal offers the opportunity for the creation of important links between the two sites.



Figure 37: Location of site on Ardath Road

6.4.25 The previous owners of the site, Tibbett and Britten Group Limited applied for Planning Permission to develop industrial units on the site for B1, B2 and B8 Use (Town & Country Planning (Use Classes) Order 1987 (as amended)). The Planning Department requested that an environmental assessment of the site be submitted with the application in light of reports that some leaching of methane gasses had been reported along the canal that runs adjacent to the site. Tibbett and Britten failed to submit such a document with the planning application and as a result it was refused by BCC Planning Department. In addition to the contamination issues surrounding the site, access to the site would need to be significantly improved to enable total re-development. The existing access from Ardath Road is insufficient to cope with the traffic generated by the development of such an area and instead a new access would need to be created on to Parsons Hill.

6.4.26 Notwithstanding the difficulties surrounding the development of this site, it is considered that it represents a significant opportunity to provide additional business space that could help to generate jobs for the residents of the 3 Estates. The regeneration of the site would be dependent upon securing additional funding from bodies such as Advantage West Midlands, to pay for the significant costs of remediation and for improving access to the site. We would be pleased to explore the prospects of including this site in the study area with Birmingham City Council and Advantage West Midlands.

Large-scale regeneration projects in the Birmingham sub-region

6.4.27 At a strategic level, it is crucial that the NDC links in with training and employment opportunities that arise from large-scale regeneration projects in the Birmingham sub-region. For example, the A38 High Technology Corridor, the development of Longbridge and the Birmingham New Hospitals project have been identified as having the potential to meet the city's need for employment. It is estimated that the Birmingham New Hospitals project will create 2,000 construction jobs over the next four to five years, and up to 4,000 at its peak. A large proportion of these jobs will be open to people from surrounding wards, with a commitment to targeting areas of high unemployment including the 3 Estates. Learning and training in construction is at the heart of this project, with the development of a 'learning hub' over the coming year that will provide training, job matching and follow up services. This project offers a real opportunity for the NDC, and so it needs to build a close relationship with the Workforce Planning and Social Regeneration teams. A starting point for this is the Birmingham City Council Economic Development Department which has a representative on the 'learning hub' board. Similarly, the NDC will need to promote its agenda across the south west Birmingham region through further networking and consultation.

6.4.28 Specific proposals that will provide opportunities for direct employment or help achieve access to the labour market are set out in the table below.

6.0 The Preferred Approach

6.4 Employment

Summary of Employment Proposals Proposal

Supermarket

A 20,000 square foot supermarket could create 150 to 200 jobs, with opportunities for on-the-job training and job progression, seasonal, full and part-time employment, the latter being of particular benefit to lone parents and women returnees to the labour market.

A larger supermarket would create still more employment opportunities.

Redevelopment of Bilton Trading Estate

Redeveloping the trading estate would help attract new businesses on to the 3 Estates, the majority of which would be micro businesses or SMEs employing between 2 and 10 people in semi-skilled and skilled professions. Associated job opportunities would include office cleaning and site security, although numbers would be small (c.5). It would also be beneficial if low-cost and entry-level incubator space was provided to assist individuals in setting up their own businesses, as well as community start-up facilities that could act as adult education/training venues.

Neighbourhood Learning Centre

Developed as part of or in conjunction with Kings Norton High School, this has the potential to play a key role in raising the aspirations and employability of residents, especially young people. Combining secondary and adult education with sports and leisure facilities, individuals could undertake learning and skills enhancement in a modern, fully equipped centre. The realisation of the centre would also provide something positive for young people to get involved with, whilst helping improve the image of the 3 Estates which is essential to attracting visitors and investment.

Ardath Rd. Site

Has the potential to create around 660 jobs with an average Business Park type development or around 380 with an industrial use. However, there are significant issues in relation to land quality and access and a detailed feasibility study is required to review issues in relation to: ground conditions, remediation, suitability for development and liability issues.

Recycling Centre

Safeguard for employment uses and explore the scope for re-locating the existing uses on the site to enable more intensive employment uses.

Hotel and Function Room

A 30 to 60 room hotel with function room would create around 20 jobs. A 50 to 100 room hotel with function room could create between 20 and 50 jobs. These estimates include management, catering, housekeeping, and security.

Training

Work with existing education/training providers and the Workshop to enhance the provision of entry-level training that concentrates primarily on un-skilled and semi-skilled jobs, including the development of soft skills such as good communication, team working, flexibility and punctuality which are essential to employers.

Intermediate Labour Market Programme

Consider establishing an intermediate labour market (ILM) in construction as part of the redevelopment of the 3 Estates. An initial feasibility study would need to be undertaken.

Access to employment

Seek involvement with the Birmingham New Hospitals Project through the Workforce Planning and Social Regeneration teams and also other employment opportunities such as the Sainsbury's development at Selly Oak; the A38 Technology corridor; and the Kings Norton Business Centre

Access to employment

Include local employment matters, including section 106 agreements, in discussions with (potential) developers from the outset. This indicates a serious commitment and allows developers to accommodate these requirements.

6.0 The Preferred Approach

6.5 Environment and Open Space - General Improvements

General Improvements

- 6.5.1 Approach Four offers the opportunity to provide funding for a wide range of improvements to the existing public realm throughout the area. Upgrading of the existing environment will include, both general measures to make the whole area safer and more attractive, and also projects targeted at specific sites such as play areas and significant pieces of public open-space. Proposals for some of these areas have already been made as part of the 'Open Space Study' undertaken by the Landscape Practice Group in July 2002, and where appropriate these proposals have been adopted and in some cases expanded upon to take account of current needs and aspirations. In addition, the large amount of redevelopment that is proposed will provide the opportunity to redesign large parts of the area from scratch and ensure the inclusion of best practice in all aspects of external design.
- 6.5.2 There is scope for significant improvements to the existing footpath network in order to make it a safer and more attractive option for short distance travel throughout the area. Re-surfacing of degraded stretches, and better maintenance of the existing planting and boundary treatments will improve the appearance of these routes and enhance their safety. Where appropriate, additional tree and shrub planting should be used to enhance the visual appearance of pathways and this would be particularly appropriate in areas where there are currently fewer green routes, such as along the roads in Pool Farm.
- 6.5.3 Particularly in Hawkesley, consideration must be given to the considerable number of insecure pathways that pass between the rear gardens of properties and contribute to an increased security risk for the adjacent homes. The opportunity should be taken to review the need for these pathways with local residents and in due course to look towards the closure of those that are deemed to be of insufficient value to retain. Whether the land is subsequently divided between the surrounding homes, or gated off and made accessible only to homes which back onto it, is a matter for further discussion. These types of issues might be considered suitable for early resolution, through additional consultation, leading to the creation of Neighbourhood Strategies for local environmental improvements (see section 8.3).
- 6.5.4 In order to increase the number of residents who use the footpaths it is important that new and improved sign-posting is provided so that people are aware of the linkages that are available to them. The provision of a map of the footpath network to all homes in the area would further this aim and also highlight the opportunities for using the routes as a leisure resource, particularly in relation to accessing the surrounding open countryside and local sports facilities. There is also an opportunity to enhance the footpath network so as to create a well signposted route between the two ends of the Wast Hill canal tunnel, which would pass through the heart of the area, and bring walkers and other tourists into the area.

6.0 The Preferred Approach

6.5 Environment and Open Space - General Improvements

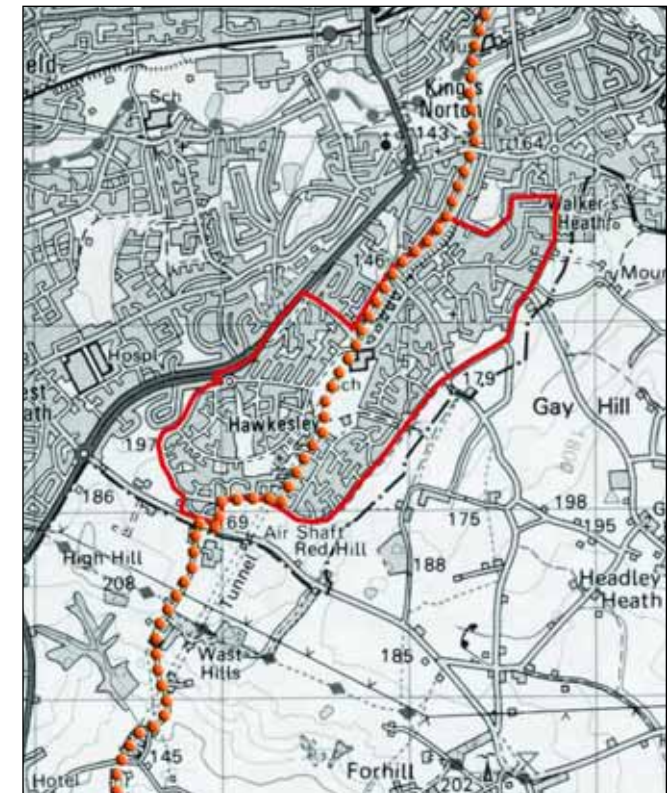
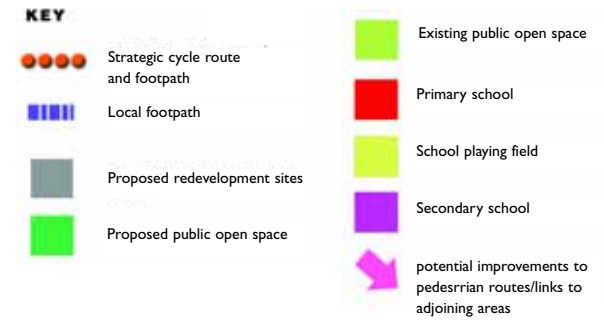
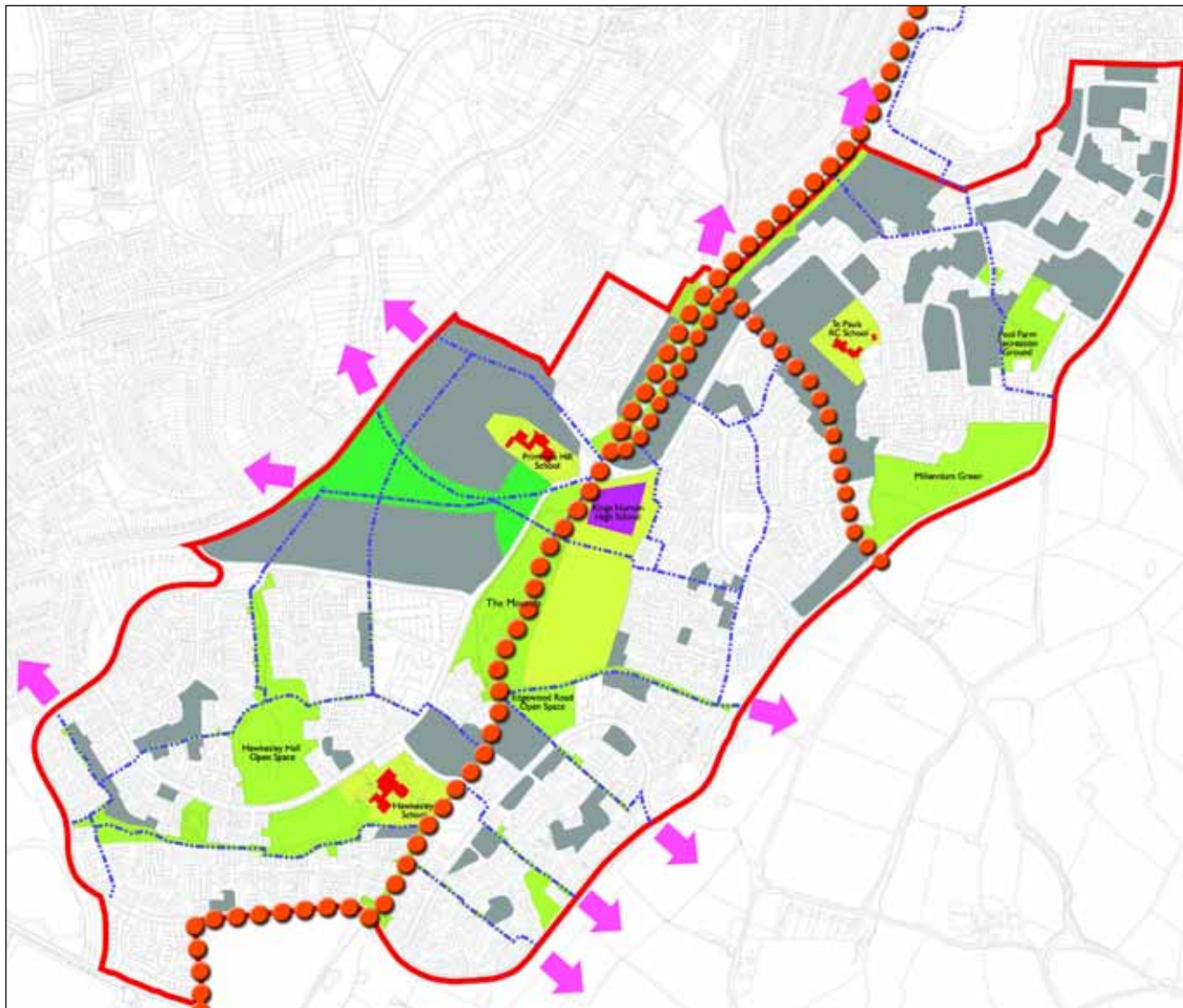


Figure 38: Strategic cycle route and footpath network

Figure 39: Strategic cycle route and footpath in wider context

6.0 The Preferred Approach

6.5 Environment and Open Space - General Improvements

6.5.5 Another important proposal for increased personal mobility throughout the area is the proposal for the creation of a network of designated cycle routes serving destinations both inside and outside the area. In some cases these will share the existing pedestrian network but in others they will be created as part of the provision of new roads and footpaths in the redevelopment areas. In particular there is the need to provide a well signposted strategic cycle route through the area, linking the two ends of the Wast Hill Tunnel, which will in large part coincide with the footpath route.

6.5.6 Another aspect of personal mobility which must be considered is car parking provision, which has been identified as a significant issue in some areas of the 3 Estates. In some cases it may be sufficient to rationalise existing provision by providing clearly identified parking bays and by installing devices to prevent unauthorised parking where it leads to obstruction. In other cases, it may be necessary to consider means of creating new provision or restricting levels of parking for individual properties. In either case, close consultation will be required with local residents to ensure that a fair and rational solution is adopted, which meets the needs of the car owners in the area. Where possible, redevelopment should be used as a means of easing problems in adjacent areas of retained housing, whilst ensuring a level of provision overall which reflects current government aspirations for a general reduction in car usage over time.

6.5.7 In some cases it will be appropriate to provide new or additional street lighting, litter bins and seating, but this should be undertaken as part of an area wide consideration of existing provision and tied into the new facilities being provided as part of the redevelopment work.

6.5.8 The table below contains a summary of the proposals:

General Improvements

Footpaths

- Resurface existing footpaths where required
- Improve management of planting and boundary treatments
- Plant new shrubs and trees
- Consider shutting off pathways which pose an unacceptable security risk
- Improve sign-posting and deliver a map of the footpath network to all homes
- Create clearly marked route through the area linking the two ends of the Wast Hill canal tunnel.

Cycle Routes

- Create designated cycle routes through the area

Car Parking

- Investigate means of improving car parking provision overall, whilst having mind to current standards of provision and the aims of sustainability

All Areas

- Install additional lighting, litter bins and seating as part of area wide strategy

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:



Aerial view showing The Mounds



Example of a multi-use games area

The Mounds

6.6.1 In order to increase the amount of usage which the Mounds receives it is necessary both to more clearly define its role and improve the level of security - principally by increasing passive overlooking.

6.6.2 The Mounds themselves are protected as an archaeological site, and as such the range of possible uses is more limited than it might otherwise be. However, there is already an established use of the site as an informal BMX track, and it seems likely that this will continue to be the case. It seems sensible therefore to formalise this use by the construction of a robust track formed from hoggin or crushed limestone, although this should be subject to further detailed design, including input from the potential users and close consultation with the Chief Archaeologist at Birmingham City Council to ensure that it is compatible with the conservation of the local archaeology.

6.6.3 In addition to the BMX track, it is proposed that consideration be given to the construction of additional facilities for young people at this site. In particular, the relative distance between the site and surrounding homes makes it particularly suitable for the provision of facilities that are perceived as being likely to cause a nuisance if located in a more built-up residential area. Such facilities might comprise a multi-use games area and/or a skateboard park, both of which have been suggested by young people during the consultation process. Some type of shelter might also be provided in this location to provide a meeting area for local teenagers.

6.6.4 It is essential, however, that at the same time as any of these proposals are implemented steps are also taken to improve the general security of the area. The most effective way of achieving this will be through increasing the number of people who use the area and by improving visibility into the site from the surrounding roads and homes. The former will be achieved through a package of measures, which could include:

- The creation of surfaced pathways across the area reflecting pedestrian desire lines;
- the installation of additional seating;
- new tree and shrub planting;
- seasonal bulb and wildflower planting; and
- the installation of interpretation boards to explain the significance of the archaeological features.

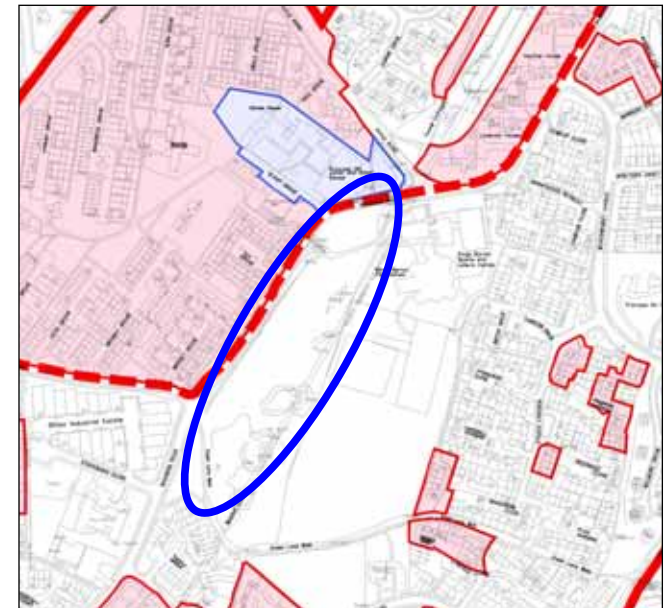


Figure 40: Location of The Mounds

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

6.6.5 In particular, there is an opportunity to ensure that the strategic cycle and footpath routes linking the two ends of the Wast Hill Tunnel pass through the Mounds rather than around it. This would offer the users of these routes both a pleasant parkland environment and the potential of an interesting archaeological experience. There is also the potential for the area to be a logical end point for short distance walks along the canal from the historic environment of Kings Norton Green.

6.6.6 Subject to detailed consideration of the potential redevelopment of the High School, it may also prove possible to create new linkages between the Mounds and the High school playing fields in order to improve east-west linkages across the 3 Estates. However, this would be dependant on the realisation of new and improved levels of public accessibility which are discussed elsewhere.

6.6.7 Improving visibility into and out of the site will be achieved in two ways. Firstly, an expert should consider the existing tree and shrub planting around the boundaries of the site and make recommendations for the selective removal of some plants and the lifting of the crowns of some trees to open up views. It is important that consideration is also given at this time to the installation of bollards or other suitable devices to prevent the unauthorised access of vehicles through newly created gaps. Secondly, redevelopment of Primrose Estate offers the opportunity to construct new housing along the western edge of the Mounds which is significantly taller than the existing housing in this location. In order to make the best use of the potential views to the east, this housing will be designed with its living spaces overlooking the Mounds, and as a

consequence the area will be much more effectively overlooked, at least at the northern end. The table below contains a summary of the proposals:

The Mounds Proposal

Youth Facilities

- Construct formal BMX track
- Construct multi-use games area and/or skateboard park
- Provide teenage meeting area

Improved Amenity

- Construct surfaced paths across the area
- Plant new trees and shrubs
- Plant seasonal bulbs and wildflowers
- Install historical/archaeological interpretation boards

Improved Security

- Remove some shrubs and trees and lift the crown of other trees
- Install bollards to prevent vehicular access
- Design new homes to overlook open space

Hawkesley Hall Open Space

6.6.8 Hawkesley Hall Open Space is another area where the potential is unerutilised. It needs to have a more clearly defined role and also improved levels of security to encourage better usage. The site of Hawkesley Hall and Moat and also the Ridge and Furrow site to the north of this are protected by the planning system as archaeological sites, and as a consequence the range of interventions in their vicinity are limited. However, the potential exists for fairly minor interventions which will provide greater opportunities for public access and use of the area:

- The creation of surfaced pathways across the area reflecting pedestrian desire lines;
- installation of additional seating;
- new tree and shrub planting, particularly in the areas to either side of Shannon Road;
- seasonal bulb and wildflower planting; and
- the installation of interpretation boards to explain the significance of the archaeological features.

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

6.6.9 The area of land to the south of Shannon Road, which is adjacent to Hawkesley Junior and Infant School, is already used occasionally as an informal football pitch, and the opportunity should be taken to formalise this use with the provision of a marked out pitch and goal posts or even the consideration of a multi-use games area. Further consultation will be required to determine the best use for this site.

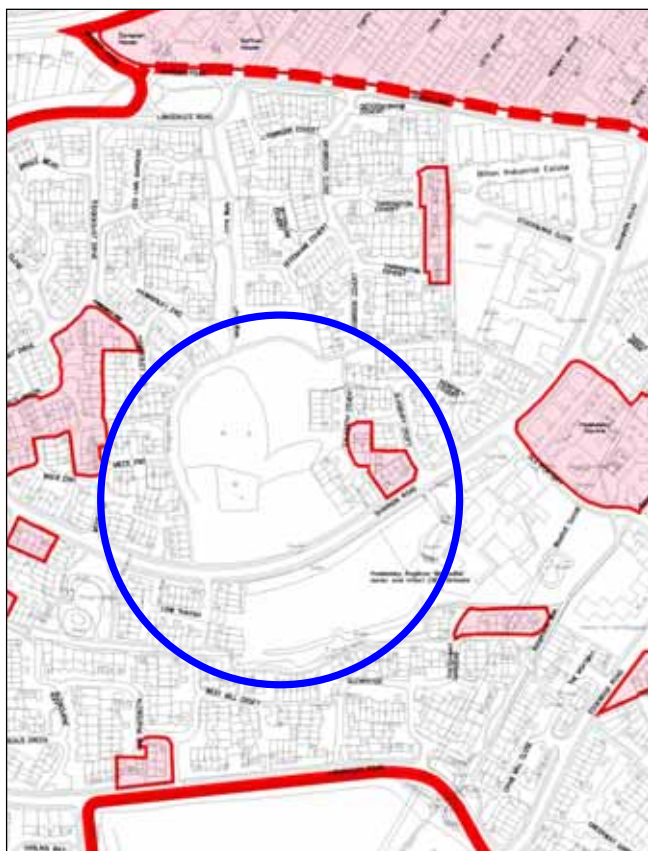


Figure 41: Location of Hawkesley Hall Open space

6.6.10 At the same time it is proposed to consider ways to improve personal safety and security in the area by improving visibility into and across the site. This will require the services of an arboriculturalist, to consider the existing tree and shrub planting on the site and to make recommendations for the selective removal of some plants and the lifting of the crowns of some trees to open up views. The majority of this work will be concerned with the site of Hawkesley Hall itself, where the potential exists to sensitively clear trees in order to accentuate the existing archaeological remains (namely the moat) and provide an attractive raised walk. The other main area of concern will be the Lime Walk, where some clearance will increase feelings of personal safety significantly. As part of this work it may also be appropriate to suggest the replacement of some trees which have reached the end of their useful life, but this will be a matter for further detailed design.

6.6.11 The potential for limited housing development around the edges of the open spaces, both north and south of Shannon Road, should also be investigated. This would improve overlooking/natural surveillance and also increase the security of the homes which currently have exposed rear boundaries backing onto the open space. As an alternative, consideration could also be given to the planting of thorny shrubs around these boundaries. A further security measure would be the installation of bollards or other suitable devices to prevent the unauthorised access of vehicles onto the green space

6.6.12 The table below contains a summary of the proposals:

Hawkesley Hall Open Space

Improved Amenity

- Construct surfaced paths across the area
- Plant new trees and shrubs
- Plant seasonal bulbs and wildflowers
- Install historical/archaeological interpretation boards
- Consider provision of football pitch or multi-use games area on land to the south of Shannon Road

Improved Security

- Remove some shrubs and trees and lift the crown of other trees
- Install bollards to prevent vehicular access
- Investigate the potential for limited housing development around the edges of the open spaces to improve natural surveillance
- Plant thorny shrubs along the rear boundaries of homes which abut the open space

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

Greaves Square

6.6.13 Greaves Square is a much needed piece of public open space at the top end of Pool Farm and it has the potential to be a central focus for the community. However, without a real purpose, it will continue to remain underused, and this must be addressed through a comprehensive design solution, which meets the needs and aspirations of local residents who will be the main users of the space.

6.6.14 Greaves Hall, which is adjacent to the square and has recently been refurbished, should be integrated into the space in a more satisfactory manner, so that the square has the potential to become an external extension of the activities in the hall. New hard landscaping and tree and shrub planting will be required to make the space somewhere that people will wish to come and stop in. Another significant improvement would be the addition of a children's play area, which is much needed in the immediate area and would be another reason to linger in the space.

6.6.15 The proposed redevelopment on the northern side of the square, offers an opportunity to consider, and possibly amend, the size of the open space, and in particular to provide a greater amount of enclosure in the future, in order to better define the boundaries of the space itself. At the same time, consideration should be given to the parking provision in the area, which should be designed as an integral part of the proposed landscaping works and reflect a realistic estimate of the amount of provision required both now and in the future.

6.6.16 The table below contains a summary of the proposals:

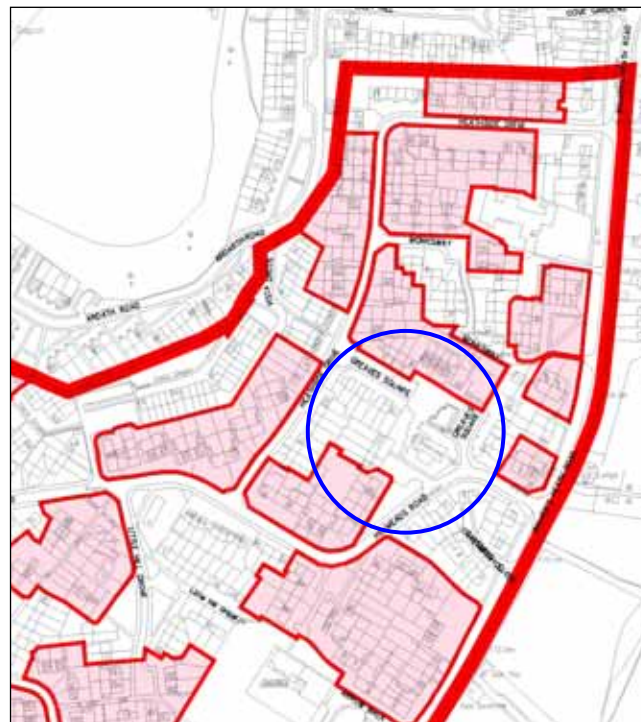


Figure 42: Location of Greaves Square

Greaves Square

Improved Amenity

- Resurface the square
- Plant new trees and shrubs
- Construct a new play area
- Consider ways to improve parking provision

Improved Security

- Install bollards to prevent vehicular access to pedestrian areas

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

The Brook

6.6.17 The Brook has the potential to be an attractive and ecologically valuable part of Hawkesley. In order for this to occur, however, it will be necessary for significant improvement works to be undertaken. In the first instance a considerable amount of work will need to be undertaken to clear away overgrown trees and shrubs and to remove items of rubbish that have been dumped there over time. When this has been completed, it will be possible to improve the overall ecological value of the area by introducing new waterside and marginal planting and putting a management regime in place. It may be possible to include the children of Hawkesley School in a significant manner, to utilise the educational potential of the brook and increase the likelihood of the resource being looked after in the future.

6.6.18 Any works should also consider the reported flooding issues associated with the Brook in the vicinity of Thatchway Gardens.

6.6.19 The table below contains a summary of the proposals:

The Brook

- Undertake clearance and ecological improvement of the existing watercourse
- Plant additional, native waterside and marginal plants
- Address reported flooding problems

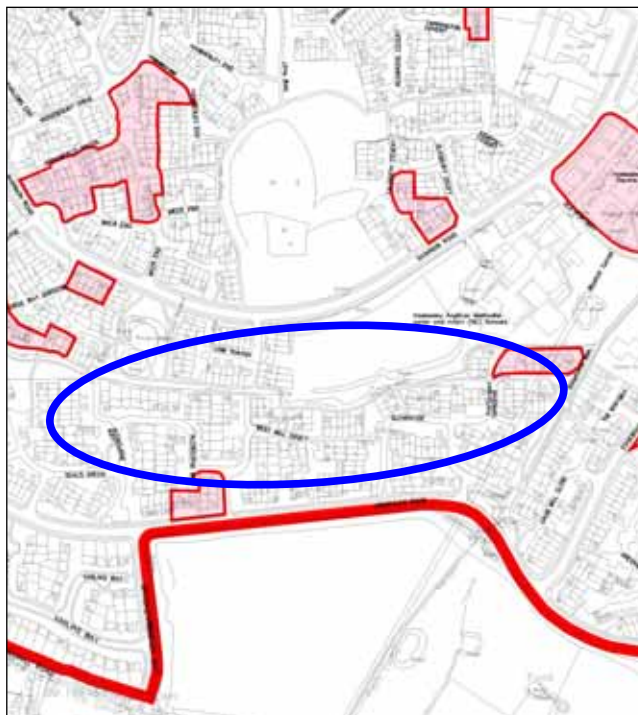


Figure 43: Location of The Brook

Pool Farm Recreation Ground

6.6.20 The Recreation Ground has relatively recently undergone a significant programme of improvement, with the addition of new fencing and play equipment. In general this has been well received by local residents, and some residents in Hawkesley have even referred to it as an ideal model for future play provision in their area. But, there have also been some reports of incidences of vandalism, and it is important that ways are found to discourage this, and that high standards of maintenance are continued into the future.

6.6.21 With the exceptions of Waltham, Sandhurst and Loweswater Houses, all of the homes surrounding the Recreation Ground present their back garden fences to the space. This means that there is very little in the way of passive overlooking of the space, and that the opportunities for anti-social behaviour are increased. However, the 'Open Space Study' (2002) identified an area of the Recreation Ground, which forms a distinct westward extension, as a possible development site. The possibility of developing housing on this site would offer a good opportunity to construct homes which face onto the open space, and as a consequence contribute more strongly to passive surveillance and hopefully help to discourage anti-social behaviour.

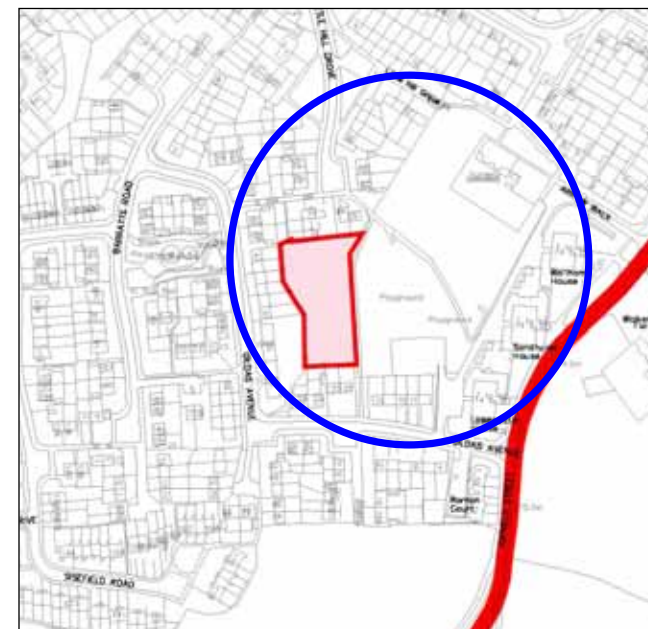


Figure 44: Location of Pool Farm Recreation Ground

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

6.6.22 The table below contains a summary of the proposals:

Pool Farm Recreation Ground

- Review means to discourage vandalism and ensure long term maintenance of existing play equipment
- Redevelop part of Recreation Ground to provide new homes overlooking the space and discouraging anti-social behaviour

Millennium Green

6.6.23 Many residents are highly appreciative of the new open space created at Millennium Green, although there are also others who consider it a wasted opportunity and would not consider using it. There is a general feeling that it needs time to mature though, and it is essential that a regular maintenance regime is put in place to ensure that the space is able to grow and diversify as a natural habitat, while still allowing adequate access for all local people. It would also be beneficial to more explicitly promote the space locally, in order to attract additional use and encourage a greater level of support for its continued management and development. It might also be suitable to consider the creation of one or more additional access points into the space in order to make it as easy as possible for all residents to gain entry.

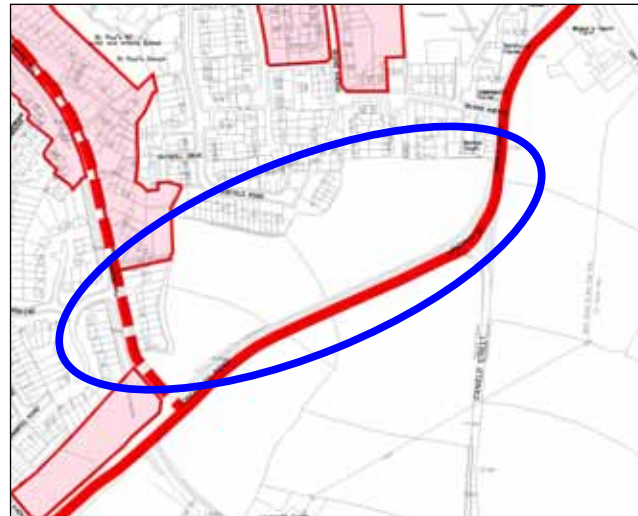


Figure 45: Location of Millennium Green



Looking across Millennium Green towards Marsh End

6.6.24 The table below contains a summary of the proposals:

Millennium Green

- Ensure that a long-term maintenance regime is in place
- Consider ways to better promote the use and development of the space locally
- Consider the possibility of adding additional access points

Birmingham and Worcester Canal

6.6.25 The canal runs through the heart of the area and has the potential to be a strong draw for visitors and residents alike. However, before this can happen, new views into and out of the canal cutting will need to be created in order to visually connect it to the surrounding area and also to improve personal safety by increasing the amount of overlooking. To enable this, it will be necessary for an arboriculturalist to undertake a review of the existing planting along the sides of the cutting, and advise where selective removal and thinning-out would be most successful at achieving the desired aims without causing detriment to the overall setting of the canal. However, the canal and its cutting is designated as a Linear Open Space and protected as a Site of Local Interest for Nature Conservation (SLINC) so it will be essential that any such work is carried out with the full approval of Birmingham City Council and done in such a way as to conserve and enhance the existing biological diversity of the canal habitat.

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

6.6.26 Increased overlooking will be achieved principally by the construction of new housing along the top of the canal cutting - both the redevelopment of existing areas of housing and the development of previously undeveloped land. In conjunction with this, new areas of landscaped walkway will be constructed in front of this development to provide public access all the way along the top of the cutting. In some locations it may be possible to construct viewing platforms which extend out over the side of the cutting and further increase the potential for overlooking of the canal itself.



Figure 46: Artist's impression of new housing and pedestrian boardwalk along the Birmingham and Worcester canal

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

6.6.27 To encourage a greater number of people to walk and cycle alongside the canal it is proposed that improvements are made to the surfacing and signposting of the canal towpath, and in particular that greater emphasis is placed on the opportunities which it provides for travel on bike or by foot towards Birmingham University and the city centre. It is equally important that links from the towpath towards the countryside are provided - particularly a connection with the towpath on the far side of the Washhill Tunnel. In order to address this it is essential that improvements to the footpath network throughout the area include the signposting of a clear route linking these two points and offering other destinations along the way.

6.6.28 The table below contains a summary of the proposals:

Birmingham and Worcester Canal

Improved Visibility

- Remove some shrubs and trees and lift the crown of other trees

Improved Amenity

- Create public boardwalk at upper level along the eastern edge of the canal – possibly with viewing platforms over canal
- Improve signposting and surfacing of towpath
- Create a signposted route through the area to connect the two ends of the canal towpath

New 'Village Green'

6.6.29 At the heart of the redeveloped Primrose Estate it is proposed to provide a new 'Village Green' acting as both a focus for the newly constructed homes and as a new front door for the area. The space will need to attract existing residents, the new residents of the redeveloped sites and also visitors from outside the area, and as such there will need to be very careful consideration given to its detailed design.

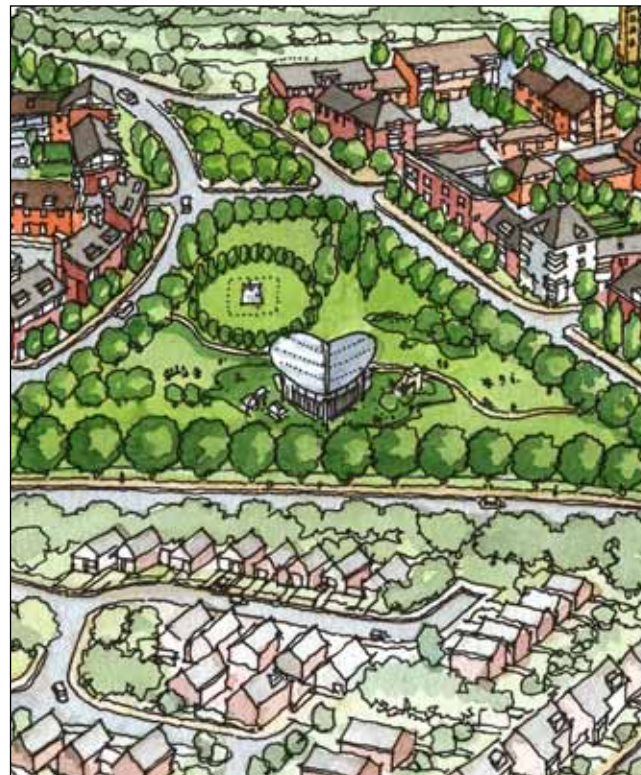


Figure 47: Artist's impression of the new 'Village Green'

6.6.30 This space will be essentially triangular in shape, acting as a funnel from the Redditch Road down towards the heart of the 3 Estates focussed on the new or improved Kings Norton High School at its eastern corner. At this narrowest point, the green space will meet with, and expand out into the significant green space running through the heart of the Study Area, comprising the Canal corridor and the Mounds public Open Space.

6.6.31 At its south western corner, and adjacent to the Redditch Road, it is proposed to locate a retail and business quarter, comprising a supermarket, some other small retail uses, and possible hotel and mixed-uses. In order to connect this new retail quarter effectively with the rest of the study area it is proposed that there is a wide pedestrian boulevard along the southern edge of the new open space, providing a near car-free transition from the retail and business quarter to the community focussed development at the heart of the estate around the High school. This pedestrian frontage will hopefully develop into a significant local route, and it is possible that additional community services might be developed along it in order to enhance its vitality.

6.6.32 The detailed design of the space will be critical to its success and it is very important that it is of the highest quality and that it is carried out in close consultation with the local community. Possible uses include a children's play area, a landscaped auditorium, a small cafe and perhaps a cricket pitch. This last idea, might offer a significant addition to the currently poor provision of playing fields in the local area, and at the same time provide both a new opportunity to local residents and also a potentially attractive draw to visitors.

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

New Play Areas

6.6.33 As has already been stated, new play facilities will be required as a result of development carried out on the redevelopment sites. A number of the sites (those providing 20 or more new homes) will be subject to a requirement to provide small scale play facilities in line with the National Playing Fields Association (NPFA) Local Area for Play (LAP) standard and in some cases larger facilities will also be required. BCC may alternatively require S106 contributions towards the improvement of larger facilities near by. In all cases the design and location of these facilities will be a matter for very careful consideration.



Example of new play equipment

6.6.34 At the next level of play provision, Birmingham Unitary Development Plan requires that a safe and accessible play area (meeting the NPFA's Local Equipped Area for Play (LEAP) standard) be available for all children within a 400m walking distance of their home. The Open Space Study (2002) has shown how the following play areas assist large parts of the area in meeting this standard, and they should be retained and improved as appropriate:

- Pool Farm Recreation Ground;
- Play area at Redhill Grove

6.6.35 There is also an existing LEAP adjacent to Primrose Hill School and it is proposed that as part of redevelopment, this existing play facility is updated in its current location or relocated to provide an improved facility as part of the new 'Village Green' at the heart of the development.

6.6.36 However, the Open Space Study also identified specific deficiencies in the play provision at this level. Those parts of the Study Area identified as falling short of the standard are:

- The western end of Hawkesley;
- the north-eastern end of Hawkesley;
- the south west (low level) part of Pool Farm
- the northern (high level) part of Pool Farm

6.6.37 As a consequence it is proposed that new play areas meeting the NPFA's Local Equipped Area for Play (LEAP) standard, should be provided in the following locations:

- Open space on Shannon Road, adjacent to Low Thatch
- Open space adjacent to Hawkesley Community Centre
- Hillmeads Road / Owens Croft
- Greaves Square, Pool Farm

6.6.38 However, since a new play area adjacent to Hawkesley Community Centre will only go part of the way towards meeting the deficiency in the northern part of Hawkesley, it is also proposed that further investigation is carried out into the possibility of obtaining the Listed property called Primrose Hill Farm for community use and at the same time providing a new play facility within its grounds.

6.0 The Preferred Approach

6.6 Environment and Open Space - Proposals relating to specific areas of open space:

6.6.39 It is particularly important that the new LEAP at the Hillmeads Road / Owens Croft redevelopment site is located in such a way as to also serve the needs of the wider community at the southern end of Pool Farm.

6.6.40 Redevelopment of Primrose is likely to generate enough new homes to require the provision of a Neighbourhood Equipped Area for Play (NEAP), which provides facilities for typically unaccompanied, older children between 8 and 14 years of age. While it might be considered suitable to locate such a facility adjacent to the existing or relocated LEAP as part of redevelopment (and there is every reason why this should be successful), it might be considered more suitable to require the provision of this facility in The Mounds open space, where the provision of such a facility has already been mooted. In this location it would prove both more accessible to a greater number of young people and likely to cause disturbance to fewer residents overall.

6.6.41 The table below contains a summary of the proposals:

New Play Areas Proposal

Local Area for Play (LAP)

- Provide as required as part of new development

Retain and Improve existing Local Equipped Area for Play (LEAP)

- Pool Farm Recreation Ground
- Redhill Grove
- Adjacent to Primrose Hill School
(May be appropriate to relocate to new 'Village Green')

New Local Equipped Area for Play (LEAP)

- Shannon Road (adjacent to Low Thatch)
- Open space adjacent to Hawkesley Community Centre
- Hillmeads Road/ Owens Croft
- Greaves Square
- Possible future addition at Primrose Hill Farm

Neighbourhood Equipped Area for Play (NEAP)

- Provide as part of redevelopment of Primrose Estate, either on new 'Village Green' or as part of new play provision in The Mounds

Local Area for Play (LAP)

These are the smallest facility and are essentially a small area of unsupervised open space suitable for 4 – 6 year olds. A LAP should be within 1 minutes walking distance of home (60m radius) and contain both an activity zone (100 sqm) and a planted buffer zone to surrounding homes.

Local Equipped Area for Play (LEAP)

This is an unsupervised play area for children of early school age, identified as accompanied 4 – 8 year olds. It should be within 5 minutes walk of home (240m radius) and contain at least five types of play equipment and seating for adult carers. It is suggested that this will require an activity area of 400 sqm and that it should be located in a position which allows informal supervision by overlooking. It is recommended that a 20m buffer zone is provided between the LEAP and surrounding homes.

Neighbourhood Equipped Area for Play (NEAP)

This is an unsupervised area equipped mainly for unaccompanied, older children between 8 and 14 years. It should be within 15 minutes walk of home (600m radius) and contain at least 8 types of play equipment. There should be a kick-about area, opportunities for wheeled play (skateboards, roller blades or bicycles) and seating to be used by accompanying adults and by teenagers as a meeting place. It is suggested that the activity zone will cover an area of about 1000 sqm and require a minimum 30 m buffer zone between it and any surrounding residential properties.

6.0 The Preferred Approach

6.7 Community Infrastructure

Kings Norton High School

6.7.1 Kings Norton High School is currently the subject of a bid to the government's 'Schools for the Future' programme, with the aim of providing a new or substantially refurbished school on the existing site. It is considered likely that this bid, or a future bid, will prove successful and that the opportunity will be taken to redevelop the school as a 'Lifelong Learning Centre' at the heart of the community. This would provide secondary and adult education facilities, combined with extensive sports and leisure facilities which should be available to all sections of the community.

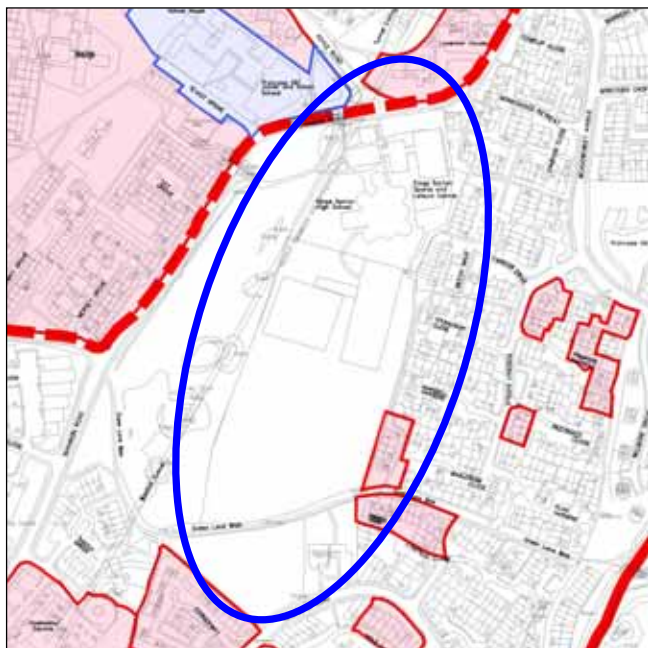


Figure 48: Location of Kings Norton High School

6.7.2 The opportunity to create a new or substantially new building should be seized upon, and the opportunity taken to ensure that the site of the High School is developed as a facility which creates a new social and community heart for the whole of the 3 Estates. Means should be found to facilitate the provision of space for a whole range of additional activities such as health and social welfare services, job and training advice and childcare and youth service provision. Whether this is provided as part of the school redevelopment itself or as a separate but adjacent building will depend to a certain extent on the realities of funding, but in any event the aim should be to cluster these activities as close together as possible in the vicinity of the School. Alternatively, some of these facilities could be provided in the new local centre adjacent to the new supermarket.



Figures 49 and 50: Artist's impressions of a project for a new school with extended community facilities. Copyright SEF Architects, Studio 400, 53 - 79 Highgate Road, London

6.0 The Preferred Approach

6.7 Community Infrastructure

- 6.7.3 The design of the building/s should facilitate its use throughout the day and into the evening, in order to maximise the usage and ensure that its facilities are available to all sections of the community. This should also include consideration of ways to allow members of the community to use the school playing fields in the evenings and at weekends. Also ways should be investigated to provide full time access across the playing fields in both directions, to increase levels of pedestrian permeability in the local area.
- 6.7.4 As a development opportunity, the High School site will be subject to its own unique timescale based on available funding and the dictates of the Local Education Authority. However, from another perspective, this also frees it from some of the constraints placed upon the wider redevelopment proposals contained within Approach Four, and as a consequence redevelopment has the potential to start addressing some of the aims of the Vision for the future, regardless of progress elsewhere.

Local Junior and Infant schools

- 6.7.5 There are currently three junior and infant schools in the area, but student numbers are currently declining across the ward and a review of current provision is being undertaken by the Council. Residents value the choice that the three schools offer, and the fact that one is Roman Catholic, one Church of England and the other non-denominational makes each particularly valuable to different sections of the community. While the current review will only be able to make a recommendation based on existing information it is worth noting that Approach Four aims to increase the number of properties in the area by as many as 700 new homes. Based on BCC guidance, and assuming that 50% of the new properties are family homes (to be confirmed), this could mean an additional 7 children per year group throughout the 3 Estates.
- 6.7.6 In any event, the adoption of Approach Four will have an impact on Primrose Junior and Infant School due to its location on the Primrose Estate which is proposed for demolition. It is considered that as part of the redevelopment of this area it could be appropriate to build a new Primrose School in the vicinity of the existing building, in order to provide a more convenient and attractive modern building, which would also contain purpose built facilities for the Nursery School. However, it would also be possible to retain the existing school buildings if this was considered a more appropriate course of action, although this would appear to be a missed opportunity in many ways.

- 6.7.7 The table below contains a summary of the proposals:

Schools

Kings Norton High School

- Rebuild or substantially refurbish the High School as a 'Lifelong Learning Centre'
- Maximise access to facilities for the local population

Primrose Junior and Infant School

- Rebuild new school on site adjacent to existing (or retain and refurbish existing)

6.0 The Preferred Approach

6.7 Community Infrastructure

Retail

6.7.8 The current retail provision on the 3 Estates is limited and offers significant scope for improvement. The two main shopping areas, The Fold and Hawkesley Square, are characterised by smaller units and a limited retail offer, usually concentrated on convenience stores. Moreover the provision of retail facilities in the surrounding area, which is mainly concentrated around The Green at Kings Norton, fails to offer a suitable larger retail supermarket operator. The result of this is that many of the 3 Estates residents travel a variety of distances and directions to fulfil their retail requirements as demonstrated by the findings of the Baseline Audit.



Poor quality shopping environment at The Fold

6.7.9 The Local Centres Study Volume 1 prepared for Birmingham City Council by C B Richard Ellis Surveyors in November 2003, highlighted a need for a supermarket use in the Kings Norton area. However the study specified no specific size for such an operation.

6.7.10 As part of the Development Study, the project team has held discussions with various supermarket operators to ascertain their perception of demand for a large-scale food retail operation in the Kings Norton area. The responses are attached at Appendix D. Predictably, most operators confirm that they would be interested in developing such a facility in the area, apart from Sainsburys who have recently completed a 6,500-sq.m (70,000-sq.ft) store at the Maypole Island, Hollywood.

6.7.11 Despite the Operator's tendency to want to build as large a unit as possible, we understand that there is a need in planning terms to remain realistic about the size of a new retail unit on the Redditch Road. This is vital in order to avoid a detrimental effect on the retail offer in nearby centres such as Kings Norton and Cotteridge.

6.7.12 The Preferred Approach includes a supermarket of approximately 20,000 – 40,000 sq.ft (gross) to be sited, together with some additional small retail units and community facilities, adjacent to the Redditch Road. Such a development would act as gateway onto the 3 Estates and would help to create a new Centre for residents with a better provision of services than those currently on offer. We believe that such a supermarket would not only cater for the retail demand in the area but would also help to generate employment for residents of the 3 estates.

6.7.13 As far as the existing shopping centres are concerned, Approach Four envisages that there would be a significant reduction in the number of retail units at both The Fold and at Hawkesley Square. The reasoning behind this is that in both cases there are currently more units than appear to be viable, and the addition of a primary retail site adjacent to the Redditch Road with additional new small retail units would inevitably create additional pressure.

6.7.14 We believe that the re-provision of perhaps two or three new retail units at both of these locations, as part of the overall redevelopment of the sites with new housing, would provide a realistic level of convenience shopping provision for local residents. It seems likely that a retail unit in the region of 1,000 – 2,000 sqft net would prove attractive to a small supermarket operator in this location, and the provision of a newsagent and / or post office and perhaps a chemist or takeaway might provide a level of provision which adequately met local demand.

6.7.15 Consideration will also need to be given to the question of whether some additional space should be provided for community services such as a health centre or Neighbourhood office, as well as other service providers such as the existing 'Work Shop'. While it seems likely that this will be the case, it is important that the decision is taken as part of a wider consideration of the most appropriate locations for these facilities.

6.7.16 New retail units at the primary shopping centre on the Redditch Road would provide opportunities for some of the existing shop keepers to relocate if this was appropriate, and would hopefully open up additional markets from both inside and outside the area and encourage diversification into new retail markets.

6.0 The Preferred Approach

6.7 Community Infrastructure

Other Community Facilities

6.7.17 A proposal currently exists for the creation of a Joint Emergency Services, Community Safety Centre on the 3 Estates. This has been welcomed by the local community and Approach Four identifies a possible site within the redeveloped Primrose Estate which could offer space for such a facility. (An alternative site, adjacent to the proposed supermarket, is identified in Approach Three). Essentially, this would provide a joint base for the Fire, Police and Ambulance Services, and allow them to relocate from their currently disparate buildings around the Kings Norton area, into one purpose designed facility, in which they would be able to share administration and building management costs. The proposal also includes educational facilities, specifically aimed at increasing community safety in the local area.

6.7.18 It is also currently proposed that the new building should include a range of spaces and facilities for local service providers and community groups and include a community crèche and a community café. However, careful consideration needs to be given to whether this is the most appropriate location for these activities, and in particular whether they should not form part of the proposal for additional community based services at the new High School. Clearly there is an issue regarding the likely funding and timescales involved in the rebuilding of the High School, but nevertheless it must be ensured that the location of services within the heart of the area relates most logically to the other activities already taking place.

6.7.19 The table below contains a summary of the proposals:

Community Facilities

Community Safety Centre

- Build new Community Safety Centre as part of the redevelopment of Primrose Estate

Community Facilities

- Consider the most appropriate location for the provision of additional facilities

Supermarket

- 1,860 - 2,320-sq.m (20,000 – 25,000-sq.ft) (Net) to be sited, together with community facilities, adjacent to the Redditch Road.



Figure 51: Artist's impression of a Community Safety Centre with additional community facilities



Example of Community Safety Centre, Handsworth, Birmingham

6.0 The Preferred Approach

6.8 Transport and Accessibility

- 6.8.1 Having undertaken a review of the baseline transport issues on the 3 Estates, consideration was given to the development of improvement schemes to address some of the main concerns.

Public Transport

- 6.8.2 Public transport services to and within the estates are generally good, with several high-frequency services providing good links to main local destinations. There are however some gaps in service provision, either in hours of operation or destinations served, as well as a general lack of knowledge of the range of destinations directly accessible by bus. We therefore recommend:
- to enhance service 49, increasing daytime frequencies and providing an evening and Sunday service;
 - introduce a new service enhancing links to Cotteridge and Selly Oak, and providing new links to QE Hospital and the University (see Figure 52);
 - implement a publicity campaign (possibly a local area bus guide), delivered to each dwelling and business; and
 - improve the facilities at principal bus stops, with high kerbs and new shelters.

Walking and Cycling

- 6.8.3 Walking and cycling are the main forms of transport within the estates and to the immediate surrounding area. However, the layout of the estates and poor state of some facilities may deter some people from making journeys on foot or by bike. It is suggested that:
- improvements are made to the primary pedestrian and cycle routes through the estates, including enhanced lighting, improved direction signing and increased feeling of personal security;
 - improve pedestrian crossing points across Redditch Road, especially for the Approaches proposing a major supermarket;
 - enhance the pedestrian and general environment at the local shopping areas;
 - implement School Travel Plans and Safer Routes to Schools schemes at the four schools on the estates; and
 - identify and implement locations for improved cycle parking facilities at appropriate destinations.

Enhanced Road Safety

- 6.8.4 Due to the design of some of the roads on the estates, there is a perception that some traffic is in excess of the stated speed limits. An analysis of accident data has also been undertaken, which has led to the following proposals:
- implementation of traffic management improvements to enhance road safety at specific locations;
 - consider the implementation of "home zones" at specific locations within the estates; and
 - undertake a study into enhancing residential parking arrangements within the estates.

New Junction

- 6.8.5 A new supermarket is proposed adjacent to the junction of the Redditch Road and Branch Road and since this will be serving the wider community, access from all directions will be required. There are several potential locations for a new junction, either through improving an existing access or providing a new all-movements junction. However, there is concern about the ability of the existing junctions to be sufficiently improved and the topography of the area restricts the number of possible alternative locations. Therefore, it is considered that a new signal-controlled junction, or a roundabout, in the vicinity of the Redditch Road / Burford Park Road junction would best serve the new development.



Find ways to encourage greater numbers of cyclists

6.0 The Preferred Approach

6.8 Transport and Accessibility

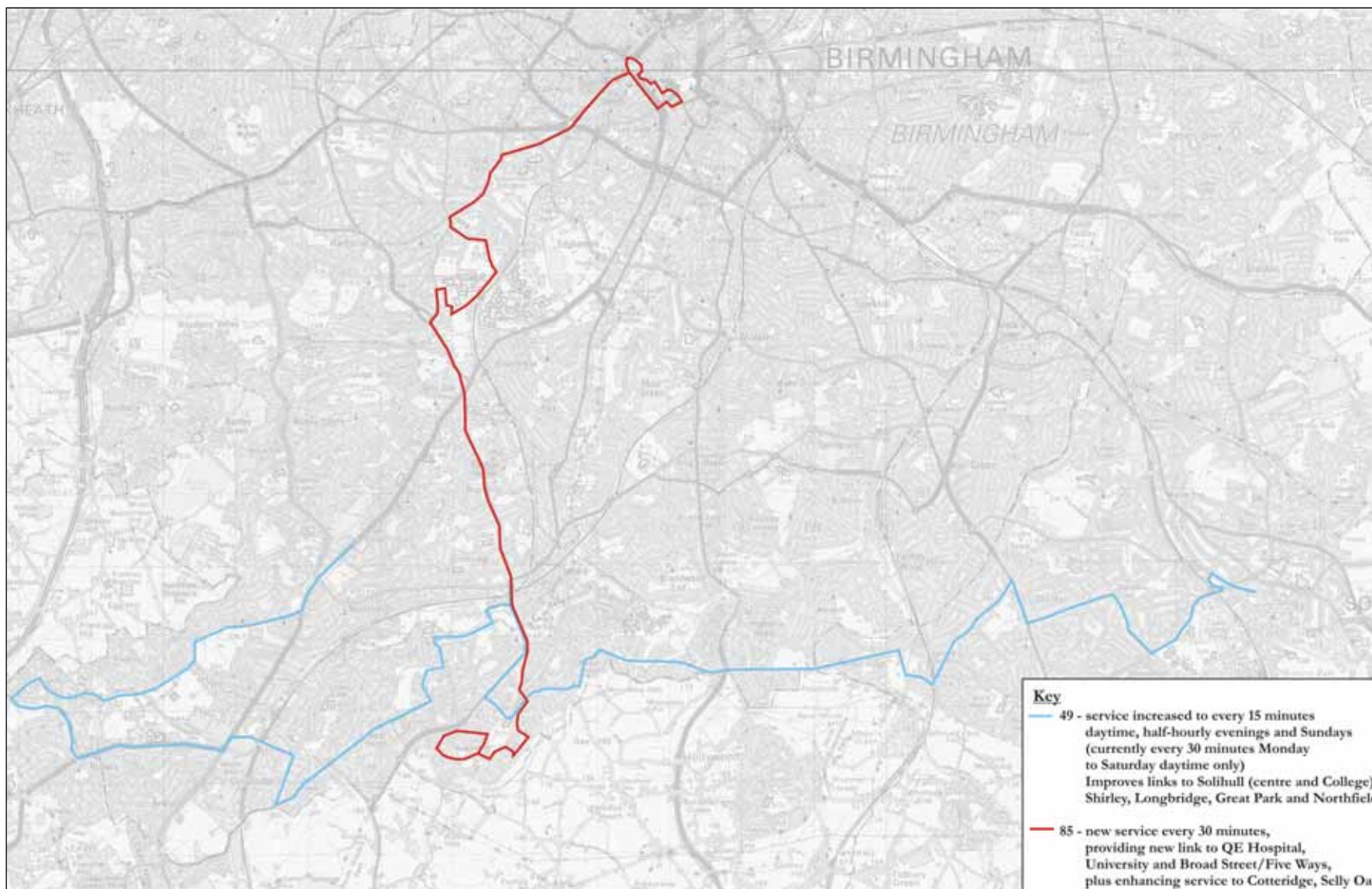


Figure 52: Proposals for improved bus services

6.0 The Preferred Approach

6.8 Transport and Accessibility

Gateways

6.8.6 Five gateways into the Study Area have been identified in Figure 13. These represent primary points of entry into the 3 Estates from the surrounding areas. In all cases it is important that development in the immediate vicinity of these gateways represents the highest quality architecture and landscaping to advertise the improvements which are taking place within the wider Study Area. Another aspect of these improvements should be new and improved signage, directing visitors towards the area and particularly identifying the available facilities and points of interest. This is particularly relevant to Gateway 5 which, despite lying outside the Study Area at the roundabout where the Redditch Road and the Pershore Road meet, has the potential to attract passing interest and direct it towards the Pool Farm end of the 3 Estates which is the most isolated from the Redditch Road. The opportunity exists to create a uniform signage scheme for each of the gateway sites and extend this throughout the Study Area to ensure a clear and consistent language.

Transport and Accessibility Proposals

Public transport

- Improve service 49 to a fifteen minute daytime frequency and half-hourly evening and Sunday frequency. This service, which currently operates on a 30 minute frequency from Monday to Saturday, provides links to Cotteridge, Maypole, Solihull (for rail station and college) and Longbridge.
- Introduce a new service providing links to Cotteridge, Selly Oak, QE hospital, and the city centre, at a 30 minute frequency, which would give a 15 minute frequency with the existing 84 over the common section of route from Hawkesley to Selly Oak triangle.

- Implement a publicity campaign, and provide specific bus publicity (a "KN3E area network guide") to each dwelling and business in the three estates. Implement improvements to facilities at selected bus stops.

Pedestrian and cycle

- Identify primary pedestrian and cycle routes through the estates and treat with regard to quality of facility and issues of personal security, including enhanced lighting. Implement estate-wide pedestrian direction signing scheme to destinations such as shops and schools.
- Identify pedestrian desire lines at Redditch Road and provide improved crossing points to create better pedestrian routes into the Study Area and enhance linkages with the wider area.
- Make pedestrian/environmental improvements at local shops (The Fold and Hawkesley Square). Identify and provide Safe Routes to Schools improvements on the estates.
- Identify locations for improved cycle parking facilities at appropriate destinations such as shops and implement.

Traffic management

- Identify and implement traffic management improvements to enhance actual and perceived road safety at specific locations, such as:
 - Shannon Road junction with Primrose Hill
 - Shannon Road near school
 - Longdales Road, Icknield Street, Walkers Heath Road
 - Hillmeads Road

- Consider potential for implementation of home zones at specific locations within the estates.
- Investigate the provision of enhanced parking arrangements within cul-de-sacs. (Detailed study not implementation)

Access to Proposed Supermarket and Community Safety Centre

- Consider route improvements to proposed supermarket and community safety centre from within the 3 Estates, for all modes of transport.

Major access improvement

- The provision of an all-movements junction with a new link into the 3 Estates at the point where the dual carriageway section of Redditch Road terminates near the junction of Redditch Road with Burford Park Road. This would provide a natural break between the dual and single carriageway sections of Redditch Road and would enable a new link into the three estates which could provide access to the supermarket and Community Safety Centre. The new link would connect with Green Lane. A roundabout in this location would reduce the scale of earthworks required to provide the new junction.

6.0 The Preferred Approach

6.9 Design Principles

Design Principles

6.9.1 In order to create an attractive, sustainable community to which people will aspire to belong it is essential that redevelopment enhances the area for everyone. New development should be cohesive and provide a more attractive and safer environment for all. The key design principles which follow should be used to underpin all future developments and improvements to the area:

Involving Local Residents

6.9.2 It is essential that the local residents are included in all stages of the design of new homes and alterations to external areas. This offers the best chance that improvements will effectively meet the needs of the community and lead to a greater level of care and respect for the built and natural environment in the future.

Housing Mix

6.9.3 All the neighbourhoods in the area should contain a varied housing mix, to provide choice for residents and a variety of urban forms:

- Different sizes of houses and flats
- A variety of building heights
- Variety of tenure types
- Different densities as appropriate



Involving local residents

Housing Density and Form

6.9.4 New development should adopt a variety of densities and forms relative to the existing context and specific urban design aspirations. A suggested, basic framework is set out below and illustrated in Figure 53 (over the page):

Lower Density Development

- Hawkesley and parts of Pool Farm
- Detached, semi-detached and terraced houses
- 2 - 3 storey development
- 40 homes per hectare

Medium Density Development

- Primrose, parts of Pool Farm and around shopping areas
- Terraced houses and flats
- 2 – 4 storey development
- 60 homes per hectare

Higher Density Development

- Around the canal and new public open space in Primrose
- Mostly flats
- Mainly 4 – 6 storey development with some taller elements (up to 8 storeys) to emphasise specific urban design elements
- Up to 100 homes per hectare

6.0 The Preferred Approach

6.9 Design Principles

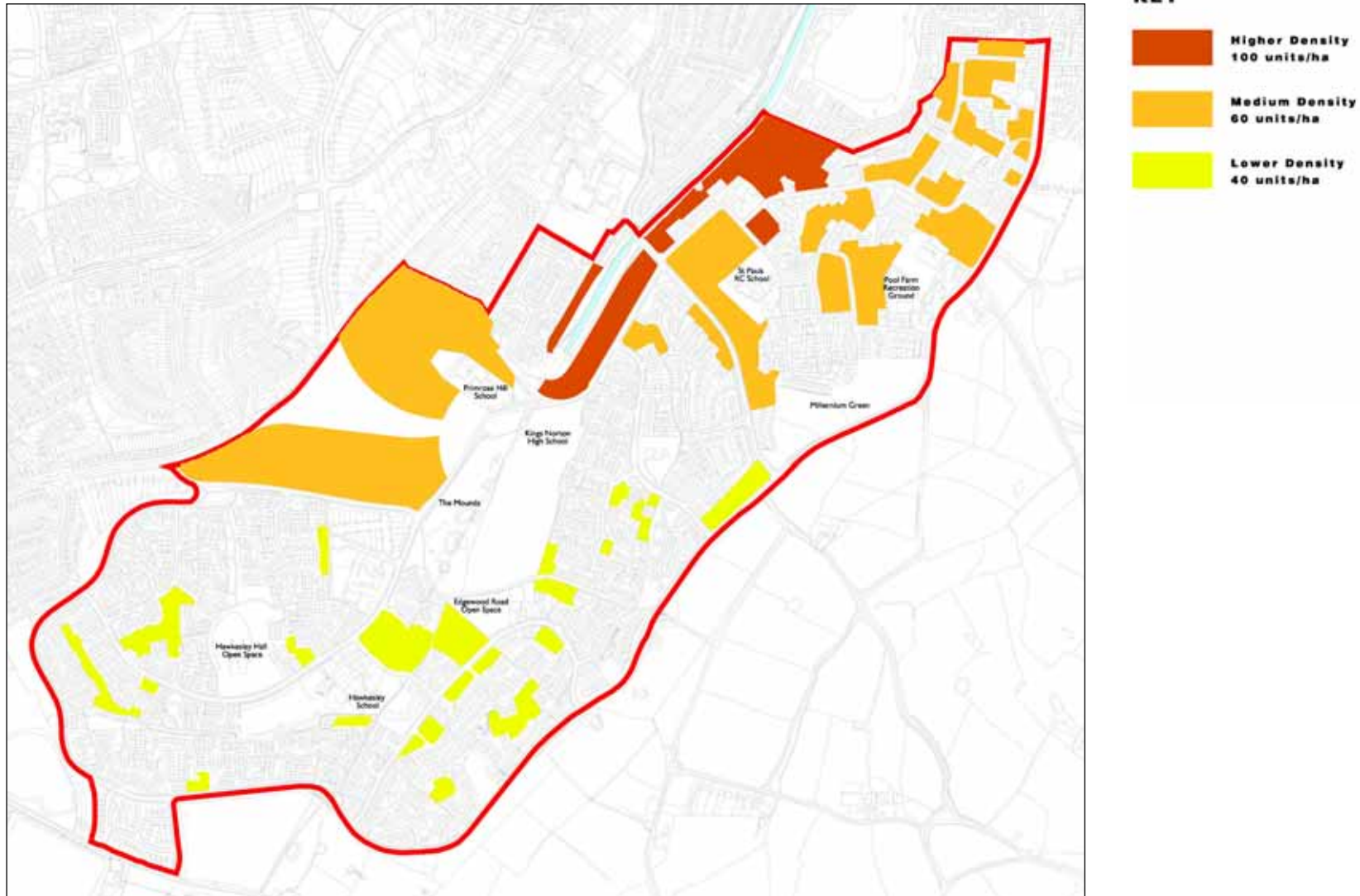


Figure 53: Suggested density framework

6.0 The Preferred Approach

6.9 Design Principles

Layout of New Development

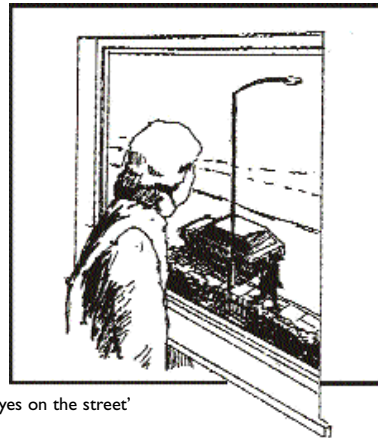
- 6.9.5 All new development should be designed on a traditional street based, perimeter block layout which clearly defines the public and private realm:
- New buildings lining the street
 - Front gardens and back gardens
 - Walls and fences define private and public areas
 - Individual front doors to as many homes as possible
 - Parking on the street and in secure and overlooked rear courtyards

Public Open Space

- 6.9.6 All areas of open space, both new and existing should be attractive and safe and above all have a well defined purpose:
- Full consideration of future management as a priority
 - Overlooked by homes
 - Containing facilities for all sections of the community
 - Good visibility both into and across the area
 - Adequate seating and provision of litter bins

Community Safety

- 6.9.7 All opportunities should be taken to improve the existing safety and security of the area by the adoption of 'Secured by Design' principles in the design of new homes and the refurbishment of existing homes:
- Rear boundaries protected by other rear boundaries
 - Public spaces and routes overlooked - 'Eyes on the street'
 - Parking areas kept secure by overlooking
 - High quality lighting schemes



'Eyes on the street'



Flats constructed using prefabricated building elements

Efficient Use of Resources in the Construction of New Homes

- 6.9.8 New homes should be constructed in a sustainable manner making greater use of prefabricated components or whole building structures:
- Minimisation of energy usage in fabrication of products
 - Minimisation of energy usage during construction
 - Minimisation of waste
 - Reduced construction time

Efficient Use of Resources in the Use of New homes

- 6.9.9 New homes should be designed to encourage a more sustainable form of living by harnessing the benefits of renewable resources and taking advantage of the latest technology:
- High levels of building insulation
 - Energy efficient fittings
 - Water saving devices
 - Solar panels
 - Buildings designed to take best advantage of solar gains and achieve maximum levels of protection from the wind
 - Creation of environments for healthy living
 - Designed to allow flexible living
 - Provision of spaces for home working

Utilising Sustainable Forms of Transport

- 6.9.10 Everyone in the area should be encouraged to undertake short distance journeys (and increasingly longer journeys) by means other than the private motor car:
- Provide the minimum reasonable number of parking spaces in new developments
 - Create safe, attractive pathways
 - Build convenient, well signposted cycle ways
 - Ensure regular and efficient bus services

7.0 Making it Happen

7.1 Introduction

- 7.1.1 The Development Study has highlighted problems such as unemployment, pockets of poor housing stock and social deprivation. The baseline audit also highlighted a desire amongst the community to effect a long-term sustainable change to resolve these problems.
- 7.1.2 The Development Study identifies four possible approaches that could bring about the change desired by the community, although each approach involves different degrees of change. After considerable consultation with the community, the Development Study recommends that Approach Four should be pursued as it is the approach which achieves the most holistic and sustainable regeneration of the 3 Estates.
- 7.1.3 The key to "Making it Happen" is to devise a vehicle that ensures that the key stakeholders in the area, especially the community, are empowered to bring about this change.
- 7.1.4 In devising a vehicle that can deliver the preferred approach, the study team has considered a number of models used in a variety of regeneration projects over the past 10 years. In devising a vehicle that can deliver the preferred approach, the study team has considered a number of models used in a variety of regeneration projects over the past 10 years including Case Study One - Wood End, Henley Green, Manor Farm and Deedmore (WEHM) NDC, Coventry - the nature, form and delivery of this scheme being comparable with Approach 4. The City Council and NDC should undertake further analysis of other regeneration schemes and bespoke delivery vehicles employed elsewhere, in order to gain experience and learn valuable lessons, prior to there being a decision taken as to the actual delivery vehicle to be engaged.

Case Study One - Wood End, Henley Green, Manor Farm and Deedmore (WEHM) NDC, Coventry

The WEHM NDC covers an area of approximately 188 ha and was awarded £54M of Government funding under the NDC initiative. The study area includes three housing estates each with its own distinctive character.

There are a number of parallels, both in terms of the size of the land area and the funding available, with the Kings Norton NDC.

The fundamental objectives of the WEHM NDC include: -

- A rehousing programme.
- A mixed community that does not separate housing by tenure into different areas. 1400 new or improved rented homes for a Registered Social Landlord, Whitefriars Housing Group.
- Use of local labour in the redevelopment process.
- Package of new homes particularly for residents who want to stay in the area.
- Contributions to general improvements to the environment.
- Ongoing income stream to enable NDC activities to continue beyond the end of the 10 years of government funding.
- Better shops, leisure facilities, transportation and roads.

WEHM-NDC completed the preparation of a Masterplan for the area with significant community participation and engagement. Three Development options were prepared for public consultation. Exhibitions were held over a two-week period; an average of 80% of attendees said that they preferred the option that proposed radical change.

Following this initial consultation it was felt that the next draft should concentrate on model for delivering the Masterplan including a financial framework. This was achieved through the creation of two groups. The first was a sub committee of the main NDC Board called the Masterplan Task Group (MTG). This group is made up of Resident Board Members, Council Officers and NDC Officers. The second group consists of Key Resident Representatives for various localities and groups in the NDC area. This process ultimately resulted in the preparation of a Masterplan that WEHM believe is deliverable. An excerpt from the 'Developer Selection Prospectus', published in June 2004 is shown below. This sets out the NDC's thoughts on the delivery vehicle.

Team Structure and Vehicle for Delivering the Project

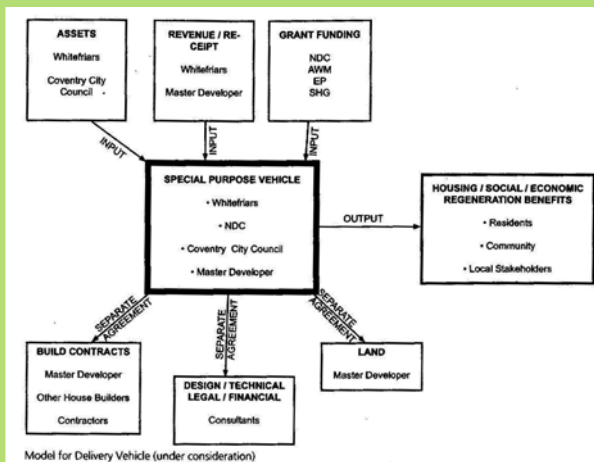
<p>Core Group</p> <p>Responsibility for delivering regeneration in accordance with the Development Framework and Business Plan will be vested with a core team; members of which will be enabled through representation on a properly constituted project board.</p> <p>Developer Partner</p> <p>The lead partners (Coventry City Council, WEHM NDC and Whitefriars) are currently procuring an appropriate developer partner to complete the line up.</p> <p>Special Purpose Vehicle</p> <p>The complexity of the project and its extended duration require that a special purpose vehicle or joint venture company should be created to enable the scheme to progress effectively and with transparency and certainty.</p>	<p>Empowerment</p> <p>The object of such an arrangement is to bind and empower the key partners formally through a company structure that can accommodate the distinctive legal, financial and functional status of each organisation.</p> <p>Legal Structure</p> <p>Professional advice has been sought regarding a mechanism that may be considered appropriate to meet needs of all stakeholders. The attached diagram illustrates a structure that would enable the parties to implement strategic decisions and achieve project goals, based on committed resources derived from key partners, and to enter into side agreements that are necessary to procure the works.</p> <p>Development Agreement</p> <p>A Development Agreement will give legal expression to the role and responsibility for each partner and describe the method of working together. Incorporated base documents include:</p> <ul style="list-style-type: none"> • Development Framework • Business Plan • Project Programme
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WEHM NDC proposal for Delivery Vehicle

7.0 Making it Happen

7.2 Delivery Vehicle One- Central Government Appointed Body

The illustration below is taken from the same WEHM NDC document and illustrates the way in which the key stakeholders, the RSL and a development partner could be brought together as a Special Purpose Vehicle. The intention stated in the document is for the Special Purpose Vehicle to take the form of an incorporated body that will formally bind and empower the Partners to allow the regeneration to progress.



Functions of the Special Purpose Vehicle.

Following the release of the development prospectus, WEHM have selected a shortlist of five strategic developers with one held in reserve. They are currently going through the process of selecting the preferred developer

- 7.2.1 This model for regeneration has been used in the past with great success in the Birmingham Area and Case Study Two highlights the work of Castle Vale Housing Action Trust.
- 7.2.2 Castle Vale Housing Action Trust was established in the early 1990's, financed directly from Westminster to tackle one of the most depressed Council Housing Estates in Birmingham. The basic premise of this regeneration model is that control of the area is passed from the Local Authority to a separately appointed body funded by Central Government. The body is then accountable to Central Government to bring about changes to both the physical, environmental and economic difficulties affecting the area.
- 7.2.3 The Trust acts as a separate jurisdictional body co-ordinating the spending of funds in the study area. The tasks of such a Trust include appointing appropriate contractors to bring about the physical change to the area.
- 7.2.4 A Trust is often brought into existence for a limited life span and at the end of the period the community vote on the future control of the Estate. This will usually mean resorting to Local Authority Control or the establishment of a body born out of the Trust to manage the area into the future.

- 7.2.5 Whilst parallels can be drawn between Castle Vale and the 3 Estates, arguably the severity of the problems faced by 3 Estates are not quite as extreme as those faced by Castle Vale. To this end it seems unlikely that a model with total Central Government backing will be implemented at the 3 Estates especially when considering the competition for funds from neighbourhoods in need across the Country.
- 7.2.6 In any event the Castle Vale model was brought in to regenerate an area where there was no private housing market in operation and no other realistic method to bring about the regeneration of the Estate. At Kings Norton there is evidence of a private housing market, albeit somewhat depressed, with approximately 1,500 privately owned dwellings most of which have come about as a result of the City Council's right to buy scheme.
- 7.2.7 However it is likely that the regeneration of the 3 Estates could draw upon Central Government monies to fund small sections of the regeneration including the Lottery Fund which could provide additional monies.

7.0 Making it Happen

7.2 Delivery Vehicle One- Central Government Appointed Body

Case Study Two- Castle Vale Housing Action Trust, Castle Vale, Birmingham

In a similar way to the 3 Estates New Deal for Communities, the Castle Vale Housing Action Trust (CVHAT), was set up for a fixed life to tackle problems of an increasingly deteriorating housing stock, lack of employment opportunity, crime and anti social behaviour.

Castle Vale Housing Estate covers an area of approximately 2.5 square kilometres and houses approximately 11,000 residents. It is Birmingham's largest residential estate built by the City Council during an era of social engineering in the late 1960's when high-rise living was in vogue and thousands were relocated from inner city slums.

It was a time of full employment and residents were able to find jobs in the factories of Britain's industrial heartland. The recessions of the 1970's and 1980's saw manufacturing decline and unemployment increase. Poor quality tower blocks built by new and untried system methods soon developed structural defects, which caused severe damp and condensation. Communal areas on the estate were poorly laid out and the alleyways encouraged crime. Drugs were also a major problem with the Castle Vale estate becoming a "no go" area by the late 1980's. Unemployment on the estate was around 28% and long term unemployment was twice Birmingham's average.

In 1993 the management of the estate was handed over from Birmingham City Council to CVHAT, funded directly from Westminster. CVHAT is one of the largest Housing Action Trusts in Britain with a lifetime budget of over £200 million drawn down from Central Government as well as the rent collected from the estate's tenants and some European funds.

The majority of this money has been allocated to the replacement of the estate's 34 high-rise blocks with well-designed two, three and four storey homes. To 1st September 2003 CVHAT had undertaken the following residential developments: -

No. of Dwellings

	Starts	Completions
New Build	1,454	1,190
Refurbishment	1,334	1,293
Demolitions	2,165 (31 out of 34 tower blocks)	

Additionally CVHAT has completed: -

- An estate wide traffic calming scheme in April 1998
- A Healthy Living Centre housing 12 voluntary organisations in August 1999
- A new shopping centre developed in August 2000, anchored by Sainsbury's, resulting in the creation of some 400 jobs
- A £3.4 million Enterprise Park with 44 small to medium business units developed in April 2000
- A doctors' surgery in November 2000
- A new Central Park was opened in March 2003 on land previously occupied by tower blocks

Unemployment on the estate by 1998 had fallen to 18% but this was still three times the national average. Nevertheless it is no longer a "no go" area and there is now an active housing market including the sale of private housing.

CVHAT is due to complete its work in 2005 and CVHAT tenants have recently voted for stock to be subsumed into Castle vale Community Housing Association from 27th September 2004.



New homes built at Castle Vale

7.0 Making it Happen

7.3 Delivery Vehicle Two- Community Led Board

- 7.3.1 Commonly, regeneration of an area can be achieved by forming a partnership of stakeholders to come together as an incorporated body responsible for driving forward a project. Such a Partnership could include the Local Authority, Regional Bodies such as Government Office for the West Midlands and Advantage West Midlands (the Regional Development Agency), and other stakeholders.
- 7.3.2 Key to the ideology of this model is placing the Community at the centre of driving the project forward. Local residents take places on the Board and are ultimately accountable to a Forum of Elected Local Residents. Case Study Three draws upon the recent example of Camp Hill, Nuneaton Warwickshire.
- 7.3.3 Furthermore there is an emphasis on long-term management with a key objective being to release capital in the short term whilst retaining an element of control and long term value. This has been achieved through the disposal of Leasehold interests. Moreover the collection of ground rents will provide an income flow into the future that can be used in one of two ways. The income flow can be viewed as an investment asset, upon the value of which, the management company can borrow money to pay for the upkeep of the Estate. Alternatively the ground rent collected can be reinvested as an annual sum for the continued improvement of public spaces etc into the future.
- 7.3.4 If Option 2 is selected as the favoured approach, then the key to the success of the 3 Estates will be in generating up front funds to improve access from the Redditch Road, the creation of a new supermarket site and the clearance of poor housing stock from the Primrose area of the 3 Estates. Thereafter the creation and sale of development sites could generate capital receipts to reinvest in the enhancement of remaining Council owned housing stock throughout the Estates.
- 7.3.5 The Camp Hill model for regeneration could be one potential vehicle for delivering regeneration, providing a Partner can be found to provide the up front funding required. This role could be fulfilled by either the New Deal for Communities Office, Birmingham City Council or Advantage West Midlands.
- 7.3.6 Furthermore through carrying out the study it has become apparent that there are many local residents on the 3 Estates who are committed to bringing about change and this kind of model would allow them to take an active role in the future of the area.

7.0 Making it Happen

7.3 Delivery Vehicle Two- Community Led Board

Case Study Three- Camp Hill Regeneration Area, Camp Hill, Nuneaton

Cited among the 10% of the most deprived wards in the Country, Camp Hill exhibits many of the problems identified on the 3 Estates. The body set up to bring about regeneration noted that

"Poverty, relatively high unemployment, low quality public housing and a run down environment are particular problems experienced in Camp Hill, along with a lack of skills and low aspirations."

Similarly to the 3 Estates, Camp Hill is a peripheral housing estate with a population of 7,000 people and some 3,000 dwellings (55% owner occupied, formerly Local Authority housing acquired through the right to buy programme). There are a significant numbers of single parent households and a very low proportion of people with vocational qualifications. Additionally there are a relatively high proportion of privately owned properties throughout the area with a large number of households exercising their Right to Buy.

The aim is to transform Camp Hill into an Urban Village, by employing social and physical regeneration initiatives. The physical initiatives include land assembly and acquisition of dwellings from homeowners. This will produce the land required for changes to road patterns, a new village centre, and new housing for owner occupation as well as social housing (being approximately 20% of the new housing built).

We understand that a Limited company has been established with key stakeholders in the area taking Board positions. The Pride in Camp Hill Board includes community and business members, representatives from the Council for Voluntary Services, the Primary Care Trust, Learning and Skills Council and Chamber of Commerce as well as members from Warwickshire County Council and Nuneaton and Bedworth Borough Council. In addition the Board also includes five elected local residents to further represent the community.

The Board report directly to a Residents' Forum, which is also represented by elected members from the local community. The Company is then responsible for establishing task groups to deal with the various issues to be addressed.

Advantage West Midlands and the Prince's Foundation also supports the Company. Finance for the various projects to be undertaken are secured in the first instance through grants secured by AWM and thereafter the sale of land will create capital receipts to be reinvested in the area. The Prince's Foundation contribute regeneration expertise.

Whilst the majority of the housing developed on site will be for private sale, the properties will be disposed of on long Leasehold interests allowing Pride in Camp Hill Ltd to maintain the level of control over the area. The Company will therefore fulfill a management role into the future. Ground rent income from those properties sold on long Leasehold interests will be reinvested in the upkeep of the environment at Camp Hill.

We believe that there are a number of similarities between the problems faced at Camp Hill and the 3 Estates including the need to achieve parity between property values prevailing within the subject and surrounding areas.

7.0 Making it Happen

7.4 Delivery Vehicle Three- Involvement of English Partnerships

7.4.1 There is potential to initiate discussions with English Partnerships to explore ways in which their involvement could assist in managing and funding the desired improvements at the 3 Estates. English Partnerships operates or is a participant in a number of programmes and initiatives on behalf of the Office of the Deputy Prime Minister. These include, but are not limited to:

Housing Gap Funding Scheme

7.4.2 English Partnerships has developed a 'beta' version of a new housing gap funding scheme (HGFS). This trial scheme is based on the state aid approval given last year to the Office of the Deputy Prime Minister (ODPM) by the European Commission. The HGFS scheme is a new investment tool available to the public sector to enable it to support regeneration and housing supply. The scheme enables Local Authorities, Regional Development Agencies (RDAs) and English Partnerships to give grants to private developers and housing associations for housing-led regeneration and development whilst remaining compliant with European State Aid rules.

7.4.3 Having carried out consultation and initial testing, English Partnerships is now ready to run trials of the beta scheme. The period for receipt of expressions of interest for the trial period is however now closed. The results will be reported to the Regional Housing Boards in Autumn 2004.

7.4.4 English Partnerships is proposing to use the scheme to encourage high quality housing meeting its energy efficiency and design standards, principally in order to encourage affordable housing in the South. English Partnerships will also support Housing Renewal Pathfinder, Local Authorities, Urban Regeneration Companies and Coalfields area partnerships with gap funding grants to developers.

Housing Market Renewal Pathfinders

7.4.5 The Sustainable Communities Plan, published on 5 February 2003, provides the Government framework for a major programme of action that will, over the next 15-20 years, tackle the pressing problems of communities across England. One of the key areas forming the basis for the action programme is the tackling of low housing demand and housing abandonment: sustained action to turn round areas where housing markets have failed. Over the next three years, £500 million is being made available for some of the worst affected areas, known as Pathfinder market renewal areas, with the intention of reversing low demand by 2010.

7.4.6 There are nine Pathfinder market renewal areas:

- Birmingham and Sandwell
- East Lancashire
- Humberside
- Manchester and Salford
- Merseyside
- Newcastle and Gateshead
- North Staffordshire
- Oldham and Rochdale
- South Yorkshire

7.4.7 It is proposed that Partnerships of local authorities and other key stakeholders will develop strategic plans for whole housing markets. The bulk of the Housing Market Renewal Fund will be allocated following negotiation with each Pathfinder on the basis of outputs and outcomes included in their strategic schemes. Over a 10 to 15 year timeframe, the schemes will involve radical and sustained action to replace obsolete housing with modern sustainable accommodation, through demolition, refurbishment and new building.

7.4.8 They will also ensure the other essential requirements of sustainable communities are addressed, such as good quality customer-focused services, good design and delivering clean, safe, healthy and attractive environments in which people can take pride. The Market Renewal Programme will be supported by other initiatives such as Neighbourhood Renewal and New Deal for Communities, and by 2005 the Government expects these strategic action plans in place and work commencing on large scale clearance, refurbishment and new build, complemented by improvements in local services.

7.0 Making it Happen

7.4 Delivery Vehicle Three- Involvement of English Partnerships

- 7.4.9 English Partnerships have Board representation in all of the Pathfinders and have been working on ways in which they can share experience and expertise (especially masterplanning / strategies / area development frameworks), and also strategic brownfield acquisitions, along with demolition and remediation where necessary, as well as developing new mechanisms to assist with delivery.
- 7.4.10 English Partnerships are also participating on each of the new Regional Housing Boards which are led by Government Offices (and will involve key stakeholders, such as the RDAs and the Housing Corporation) to ensure that sustainable communities policies are deliverable across the regions. The new boards will play a determining role in the allocation of existing funding through the Housing Investment Programme and the Housing Corporation's Annual Development Programme process.
- 7.4.11 New initiatives are currently being developed in Hull and East Manchester, based around the Urban Regeneration Company (URC) areas, to deal with problems such as empty housing: Empty Property Initiative (New East Manchester) and the Hull Housing Initiative both lie within the URC areas which have significant problems relating to empty property. Both initiatives are looking to form a partnership between their respective councils, URCs and English Partnerships which would acquire property within the target areas identified. Acquisitions will be carried out by the Council, under the direction of the URC, within the parameters of an agreed business plan and will seek to voluntarily acquire selected empty properties (a first tranche of 300 has been identified). English Partnerships would be the sole funding partner with an initial three-year commitment of £4.2m plus fees for Manchester and £4.8m for Hull. The agreement would allow for other partners / funders to be drawn in as the Housing Market Renewal Fund moves forward.
- Millennium Communities Programme**
- 7.4.12 The Millennium Communities Programme was initiated in 1997 with the launch of the development competition for Greenwich Millennium Village. One of the main objectives of the Programme is to influence the house-building industry and to encourage them to pursue higher standards of innovation and energy efficiency. It is also looking to deliver 6,000 homes by 2010. A range of different types of site has been chosen to demonstrate that energy-efficient, environmentally responsible development is achievable regardless of geographic location or specific site constraints.
- 7.4.13 All Millennium Communities will aim to meet the following objectives:
- Minimise resource consumption
 - Protect and enhance local environment capital
 - Maximise design quality
 - Improve construction quality and efficiency
 - Increase social inclusion and participation
 - Maximise quality of life
 - Achieve long-term economic viability
- 7.4.14 Each Millennium Community project will need to meet environmental performance standards for its dwellings which are more exacting than current building regulations. For example, the aim is to reduce the energy used in constructing homes by 50%, the amount of water consumed in them by 20% and development waste by 50%. The house builders involved will be encouraged to use innovative and energy efficient construction methods and materials, so that the programme can deliver viable innovations which could be adopted by volume house builders in the mainstream housing market.
- 7.4.15 Seven projects have been identified to date:
- Greenwich Peninsula, South London
 - Allerton Bywater, near Leeds
 - New Islington, Ancoats, East Manchester
 - South Lynn, King's Lynn, East Anglia
 - East Ketley, Telford
 - Oakgrove, Milton Keynes
 - Hastings, East Sussex
- 7.4.16 In relation to the 3 Estates Development Study the initiatives referred to above require further discussion and planning to determine their appropriateness.

7.0 Making it Happen

7.5 Delivery Vehicle Four- Joint Venture – Local Authority/Private Developer/ Registered Social Landlord and Consultants

- 7.5.1 This model for regeneration is in the process of being implemented at Lee Bank Birmingham re-branded as Park Central.
- 7.5.2 Lee Bank is one of five estates within Birmingham City Centre collectively now known as Attwood Green, the historic social and environmental problems comparable with that of the 3 Estates Kings Norton.
- 7.5.3 The regeneration process at Attwood Green was initiated by the local community who, dissatisfied with their quality of life, took direct action resulting in "Optima" a Registered Social Landlord (RSL) and Registered Charity. Optima Community Association was established in June 1999 as a result of the stock transfer of 2,813 homes from Birmingham City Council. A successful bid for some £46 Million was made to the Government's Estates Renewal challenge Fund (ERCF) to support this transfer of stock with five estates being transferred – Benmore, Cleveland and Clydesdale Towers, Five Ways, Lee Bank and Woodview. Further funding was obtained through a Nationwide mortgage raised upon the value of property subsumed.
- 7.5.4 At the time of the transfer, the Attwood Green estates had experienced a sustained period of economic decline, with some parts falling within the 10% of the most deprived wards in the country. Following the transfer an extensive clearance programme and a refurbishment programme has halted the decline.
- 7.5.5 The Association currently owns around 1,750 houses for general housing needs, mainly comprising of apartments and family sized maisonettes. Additionally there are two sheltered schemes, and a third sheltered scheme under development.
- 7.5.6 Optima is a Board comprising of 15 members consisting of appointees by Birmingham City Council, tenant board members and independent members. Sub-committees serve the Board for Finance, Property Development, Neighbourhood Management, Audit and Personnel. A Partnering Agreement is in place with Birmingham City.
- 7.5.7 The regeneration process involved the appointment of property consultants to secure a mixed residential and commercial developer partner, the selection criteria for the developer based upon a proven track record, the provision of guaranteed essential work, improvements to the public realm and finally an agreement to provide a trainee alliance scheme for residents.
- 7.5.8 The selection process resulted in the appointment of Crest Nicholson who thereafter entered in a joint development agreement with Birmingham City Council and Optima.
- 7.5.9 The regeneration/development process is phased over a 10-year period with a total anticipated investment of some £350 Million, Optima providing £100 Million, the Private Sector the balance. The development is split into the following phases;
- 7.5.10 Residential- Split into 9 phases throughout the ten year life of the development process the following will have been undertaken;
- 1,050 dwellings demolished
 - 1,450 dwellings refurbished
 - 550 new dwellings provided for social rent
 - 1,400 dwellings provided for open market sale (1,000 apartments and 400 houses)
- 7.5.11 Thus far Crest Nicholson has commenced work on Phases 1 and 3 comprising a mixture of 1-3-bedroom apartments and town houses.
- 7.5.12 The Business Quarter- Some 26,000 m2 of mixed commercial space including offices, hotels, retail, food and leisure outlets set around 8 acres of parklands. The provision of a new supermarket is currently under discussion and whilst we have not been able to obtain confirmation of the size of store we anticipate it will be circa 5,000 – 6,000m2 internal floor area. The store will incorporate undercroft parking with residential over. The chosen retailer will be expected to sign local labour clauses.



New flats being constructed at Attwood Green

7.0 Making it Happen

7.6 Driving the Regeneration of the 3 Estates Forward

- 7.6.1 The four Case Studies provide different examples of delivery vehicles that can be established to facilitate sustainable regeneration. Ultimately the choice of vehicle will need to ensure the sustainable regeneration of the 3 Estates satisfying the objectives stated in Figure 54 below.
- 7.6.2 To achieve these objectives, funds will need to be generated from a variety of sources. These include capital receipts from the sale of land, any grant funding that may be available and any enhancement in property land values over the development period. For the purpose of this Study we have also assumed that all proceeds generated through any disposal process will be "Ring-Fenced", for the benefit of The 3 Estates. During our consultation work this theme was raised on a number of occasions as being of importance to local residents.
- 7.6.3 The delivery vehicle will need to be multi-faceted and, in whichever form it ultimately manifests itself, have the ability to access a variety of funding sources. At this early stage we envisage this being through the creation of a delivery vehicle which incorporates an RSL / Housing Association. The delivery vehicle will need to have expertise in identifying and winning funds at European, National and Regional level.
- 7.6.4 In order to progress and implement the recommendations of the Development Study, a number of steps will need to be undertaken. As a priority it will be necessary to identify a project sponsor with responsibility for taking the development process forward. As identified in Figure 55 below, the project sponsor should oversee the appointment of a Shadow Steering Board. The Shadow Steering Board's ultimate responsibility will be to oversee the implementation of the Preferred Approach.
- 7.6.5 Whilst Approach Four is the preferred regeneration option, the study team are mindful of the fact that flexibility and financial prudence needs to be maintained as far as is possible throughout the development process.
- 7.6.6 Following an agreement being reached on the delivery and development of the Preferred Approach we envisage Expressions of Interest being sought from blue-chip private sector developer's, the preferred developer(s) being chosen via short listing and an interview process subject to the following:
- Best value
 - Company structure, background and an indication as to the method of finance;
 - Details of similar projects undertaken by the developer;
 - Examples of where the developer has worked in partnership on similar projects;
 - An explanation of the developer's approach to Urban Design with confirmation of how their scheme would assist in the regeneration the 3 Estates and linkages with adjacent areas;
 - The Developer's experience of neighbourhood renewal and an indication of completions achieved within a given timeframe broken down into types of tenure.



Figure 54: Objectives of the Delivery Vehicle

7.0 Making it Happen

7.6 Driving the Regeneration of the 3 Estates Forward

7.6.7 Having established the preferred approach the private developer, the shadow Board / steering group and housing association will then need to consider how the delivery vehicle itself is to be assembled. At this stage it is difficult to confirm with any certainty the precise form of delivery vehicle as this will certainly be influenced by the availability of funding for a Registered Social Landlord (RSL) and the rules governing the embodiment of the 500 new units of social housing with the existing 1,000 social units to be the subject of improvement within the 3 Estates. Figure 56 (over the page) sets out possible scenarios for delivery.

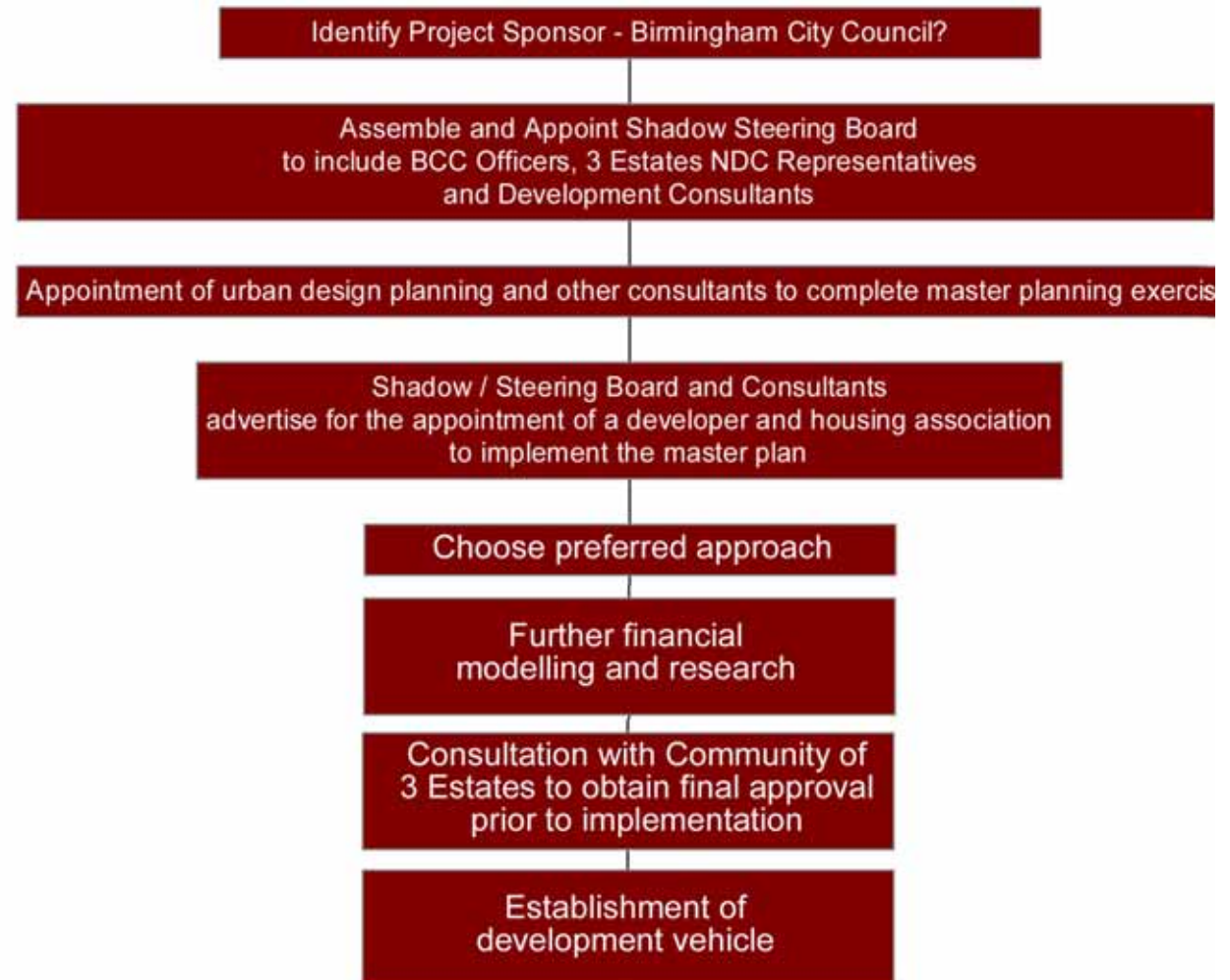


Figure 55: Driving the Project Forward - The Next Step

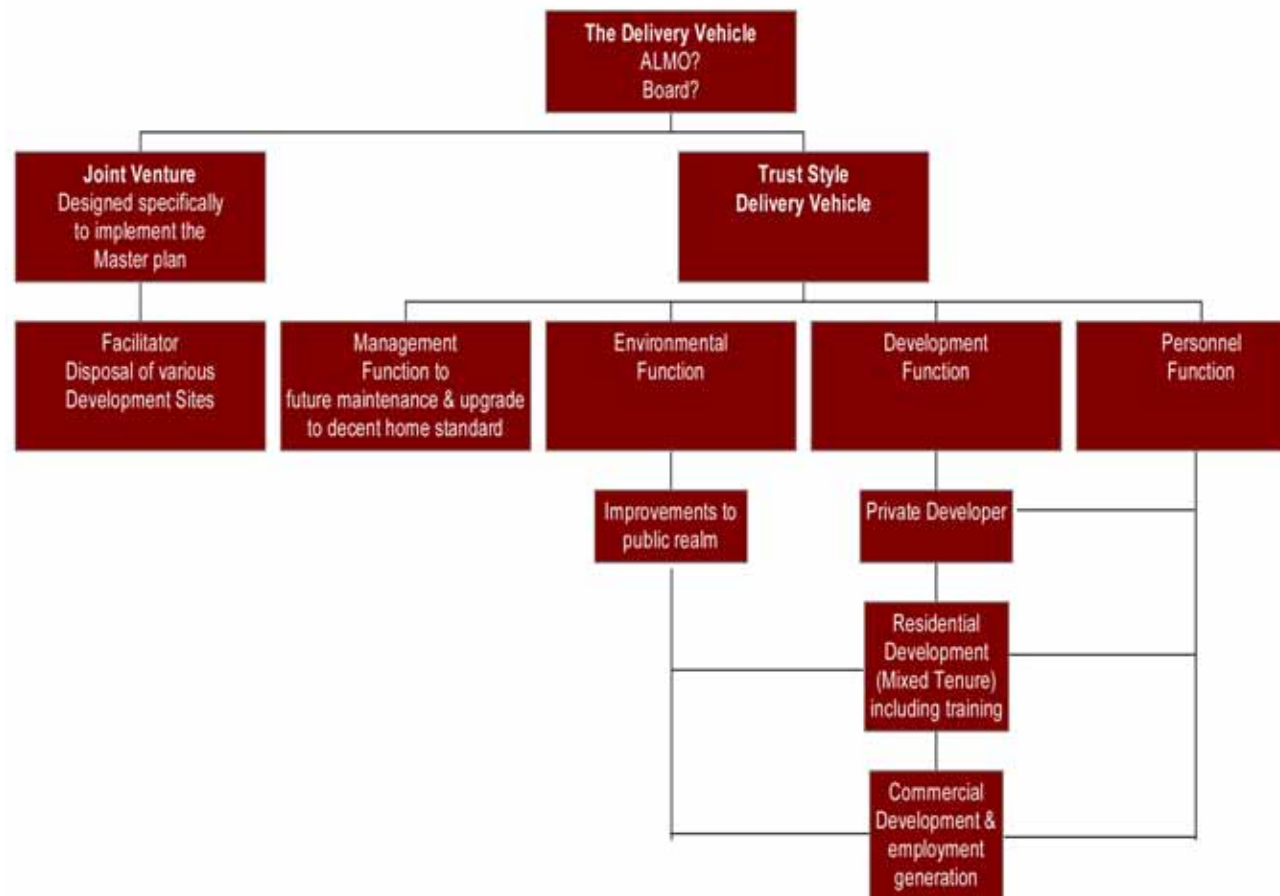
7.0 Making it Happen

7.6 Driving the Regeneration of the 3 Estates Forward

7.6.8 Having established the preferred approach, the private developer, the shadow Board/steering group and housing association will then need to consider how the delivery vehicle itself will need to be assembled. At this stage it is difficult to confirm with any certainty the precise form of delivery vehicle as this will certainly be influenced by the availability of funding and rules governing the social housing stock. Whilst it is beyond the scope of this report it is recognised that before a complete delivery mechanism can be devised, further work is needed in planning for the repair and renewal to existing stock plus issues relating to emerging policy for the capacity of the City to ring fence monies generated through the sale of surplus land. Figure 56 (over the page) sets out possible scenarios for delivery.

7.6.9 The other option is to look at the establishment of a Trust style body that would fulfil a range of functions in the short, medium and long terms (more suitable to Approaches Three and Four in the Development Study). This body would represent an amalgam of the City Council representatives of the New Deal for Community Office, community members and other relevant stakeholders.

Figure 56: Options for the role of the Delivery Vehicle



7.0 Making it Happen

7.6 Driving the Regeneration of the 3 Estates Forward

- 7.6.10 In the short term we envisage that the Trust would take control of the redevelopment proposed in Approach Four for the Estates on the continued assumption that it is both proven to be viable and voted for. This element of the Trust would play a key role in the establishment of a Special Purpose Vehicle (SPV) involving the preferred Private Development Company and an RSL. The Trust would be charged with progressing the redevelopment proposed in the masterplan and tendered for by the preferred developer. This body is likely to take the form of a Limited Company.
- 7.6.11 We also see the Trust taking responsibility for the Environmental Management of the 3 Estates area by fulfilling the role that the NDC offices currently undertake. This will include maintenance of public areas and recreational space. Funding will need to be secured for this maintenance, which is likely to come from capital receipts generated by the sale of land, and borrowing secured against housing stock and grant funding.
- 7.6.12 The most important aspect of this model is the notion of a sustainable Trust function self-sustaining into the future. With the agreement of the Council Tenants throughout the 3 Estates, there is the possibility for the Trust to take wholesale control of the Public Rented Stock by way of transfer. This would allow the Trust to manage the housing stock into the future. Accordingly rental income could be re-invested directly into the area.

Case Study Four - All Saints and Blakenhall Community Development (ABCD) Area, Wolverhampton

The ABCD area located to the immediate east of Wolverhampton City Centre comprises a diverse mix of land uses, cultures and distinctive landmarks, historical and otherwise. The study area covers a landmass of some 293 Hectares.

To date the ABCD Partnership has commissioned the preparation of a Masterplan (completed in May 2003). However given the size of the study area it has been necessary to stipulate phases for the implementation of the Masterplan. This has created a number of individual districts within the area, and comprehensive strategies for the regeneration / development of each is currently being formulated. The intention is for local stakeholders such as Local Resident's Forums and Wolverhampton City Council to be involved in the creation of these strategies.

The structure of a delivery vehicle to bring about regeneration is one of the key issues for ABCD to be able to successfully implement these strategies. We understand that ABCD have not yet selected a model for implementing these strategies. However, given the size of the area and the range of issues encountered across different parts of the site, it is likely that ABCD will need to employ a number of different models to successfully achieve the regeneration envisaged.

Given the fragmented approach to regenerating the ABCD area as a whole, we feel that the study significantly differs from the Kings Norton 3 Estates project that will look to achieve a holistic regeneration by implementing one continuous redevelopment programme. However there are examples of good practice that can be taken from the ABCD Study such as the involvement of key stakeholders in formulating proposals.

Evaluation of other NDC's

In addition to the above specific case studies, we have also reviewed a report providing an evaluation of NDC's nation-wide. The NDC National Evaluation Portrait produced by Sheffield Hallam University and dated April 2003 notes that whilst it is apparent that the 39 Partnerships are all in the process of preparing Development Studies for their areas many have experienced difficulties in driving the project beyond a conceptual plan. However a renewed vigour in the NDC initiative has meant many Partnerships are now grappling with the fundamental issues of making the regeneration happen.

8.0 Recommended Next Steps

8.1 Introduction

- 8.1.1 The identification of the Preferred Approach is just the first step towards realising a revitalised 3 Estates. Resident approval has been obtained for a basic approach which must now be tested in greater detail. Firmer proposals can then be drawn-up, and this will provide a greater degree of certainty, both for residents and all of the agencies involved in the regeneration. Future work will involve the detailed design of redevelopment areas and the new homes which are built within them, as well as the design of improvements to existing homes and the environment around them. All of these processes will involve further detailed consultation with local residents and stakeholders.
- 8.1.2 However, there are a number of specific areas of work which are considered necessary and/or suitable for implementation in the short term which will help to continue the momentum which has been created by the Development Study process:

8.0 Recommended Next Steps

8.2 Early Win Projects

- 8.2.1 During the consultation process it has become apparent that there is currently a high level of enthusiasm for redevelopment. This enthusiasm must be maintained, and one means by which this might be achieved is the identification of 'early win' projects, which could be developed ahead of the main redevelopment process and demonstrate that positive change is on the way.
- 8.2.2 The most appropriate type of projects to fulfil this role are likely to be environmental improvement works, since they can be undertaken relatively quickly and will have an immediate benefit for large sections of the community. It will be necessary to ensure that improvements are only carried out where they will not later be affected by redevelopment work, but the range of suggested improvements is such that a good variety of projects, both in terms of size and location could easily be identified.
- 8.2.3 In order to gain most benefit from the process, the identification of projects should be carried out in conjunction with the local community, whose input will also be required into the detailed design of the improvements. For this reason it is recommended that the identification of early win projects is carried out as part of a wider, neighbourhood based consultation on environmental improvements.

8.0 Recommended Next Steps

8.3 Neighbourhood Based Approach to Environmental Improvements

- 8.3.1 The Preferred Approach identifies a range of environmental improvements that should be carried out; both specific improvements to particular areas of Public Open Space, and also more general improvements to the wider environment. In both cases it is considered important that a more detailed study is carried out - including further public consultation as appropriate - in order to ensure that the improvements are designed to effectively meet the needs of the local population who will benefit from them.
- 8.3.2 However, because the existing environment varies quite considerably between each of the three separate estates (and even within each estate), it is unlikely that one approach to environmental improvements will suffice for the whole area. Particularly in relation to improvements which will affect specific homes, or groups of homes, such as amended parking schemes or the closure of rear alleyways, it is important that improvements are considered at a much more local level.
- 8.3.3 Consequently, it is recommended that the detailed design of environmental improvements should be carried out on a neighbourhood by neighbourhood basis, based on groupings of the CDT's Micro-Neighbourhood areas and an analysis of the prevailing housing types. This further work would lead to the creation of a 'Neighbourhood Strategy' for each area, setting out the proposed improvements which had been agreed in consultation with the residents of that area. By ensuring that the basic palette of options is the same for each group, the differing needs of individual neighbourhoods can be recognised, while ensuring that an overall sense of unity is maintained across the whole area.
- 8.3.4 This approach would be particularly appropriate in Hawkesley. Here micro neighbourhood studies could provide an important 'early win' project and identify a range of improvements for early implementation. The outcome of these studies could also feed into the Development Plan Document (see section 8.5).

8.0 Recommended Next Steps

8.4 Further Studies

Assessment of Community Facilities

8.4.1 A study of community facilities in the 3 Estates would need to focus on two aspects. Firstly, the range and quality of the facilities which are currently offered and secondly, the need and demand for new or improved facilities. The second part of the study in particular would be expected to involve further consultation with the local population. The outcome of the study would be proposals for improvements to the current facilities and recommendations for new facilities to fill gaps in the existing provision. This study has the potential to lead to various 'early win' projects, ranging from physical improvements to buildings and equipment, to assistance with promotion in the Study Area.

Retail Impact Assessment

8.4.2 As noted in the planning policy review (Appendix B), the proposal for a supermarket will need to be subjected to a Retail Impact Assessment. It is recommended that this assessment is undertaken as soon as possible. It could help provide a quantified basis for establishing the optimum size of supermarket (in planning policy terms) at this location. The assessment could also examine the merits of restricting the range of goods to be sold, as a way of further minimising impact on existing retail facilities in the locality.

Transport Assessment

8.4.3 A Transport Assessment will also be needed for the supermarket and associated commercial uses.

8.0 Recommended Next Steps

8.5 Production of a Development Plan Document (DPD)

- 8.5.1 The intention is to produce a DPD to guide future development proposals for the area. It is hoped that the recommendations of this Development Study will provide the basis for this. Producing a DPD to guide future development will give the proposals greater weight in planning policy terms and this approach is supported. DPD will also be valuable in supporting any necessary Compulsory Purchase Orders needed to secure redevelopment.
- 8.5.2 The procedure for producing DPDs is set out in 'Local Development Frameworks, Guide to Procedures and Code of Practice, Office of the Deputy Prime Minister, October 2003. Further consultation will be required and this will involve local residents and other stakeholders. The preparation of the DPD, including stages for an examination in public and public consultation could take around two years. It should be noted that Birmingham City Council are still reviewing the best way to take the proposals forward and the approach may change from that set out above.
- 8.5.3 There will also be a need for the DPD to be subjected to Sustainability Appraisal (in accordance with the Planning and Compulsory Purchase Act 2004) and Strategic Environmental Assessment (SEA), in accordance with European Directive 2001/42/EC on the 'assessment of the effects of certain plans and programmes on the environment'. The SEA Directive applies to plans whose first preparatory act is after 21st July 2004.
- 8.5.4 Current Government guidance is that SEA and SA should be combined in one process (Sustainability Appraisal of Regional Spatial Strategies and Local Development Frameworks, Consultation Paper, Office of the Deputy Prime Minister, 2004).

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