



Department for
Communities and
Local Government

Estate Regeneration National Strategy

Case Studies

Introduction

The complex nature of estate regeneration schemes mean that even experienced developers and local authorities can benefit from case studies that showcase the latest in estate regeneration good practice, to inform their own approaches.

These case studies are drawn from across the country and include examples from a wide range of themes and areas, including placemaking, cross-subsidy, good design, partnership working, community engagement and resident offers.

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Case study 1: Agar Grove Estate, London Borough of Camden

LOCAL AUTHORITY LEADERSHIP AND FUNDING MODEL.

A local authority led scheme, Agar Grove Estate, is radically changing the layout and its relationship with the surrounding area, reinstating a traditional street pattern, community spaces and gardens. The scheme is part of the council's largely self funded Community Investment Programme that finances housing, schools and community facilities using its own land, cross-subsidy from private sale and borrowing.

The estate was built in the 1960s and all 249 existing homes require significant investment. The scheme includes the demolition of 112 low-rise dwellings and the remodelling of an 18-storey tower block containing 137 flats. In their place 493 new homes will be built to higher standards of design, space and environmental performance together with an increase in community and commercial space.

As the Council is the landowner and has low finance costs, this option is favourable in terms of return on investment. This approach does however mean that Camden assumes all of the market risks associated with the development in order to maximise the benefit to the council.

The project has six phases to be built over approximately 10 years and offers a single move to all existing tenants. All new build blocks will be highly sustainable, reducing heating costs for residents and improving long term maintenance and management of building services. Tenants were involved throughout and supportive of increased density to fund regeneration, attributable to a good quality design approach and the resident offer.

"This is considered to be an exceptional proposal which is strong in all aspects of design, from the master plan right through to the detailed consideration of the doorstep experience. Underlying this is a good commitment to high quality detailing and materials.... The spaces and buildings form a legible townscape which is familiar and contextual. It is considered that the site will become truly permeable and accessible.."

Planning Officer's Report.

Aerial view of the existing estate



CGI of the redeveloped estate



Case study 1: Agar Grove Estate, London Borough of Camden



Case study 2: Anfield Regeneration, Liverpool

COMMUNITY LED, PLACE-FOCUSSED REGENERATION.

The regeneration of Anfield in North Liverpool has focused not just on housing, but on the place as a whole, including the commercial offer and infrastructure. A strong joint partnership and long-term community engagement has transformed Anfield into a place where people want to live.



The most recent approach to improving the area connects housing refurbishment and the building of new homes to the commercial offer in the area, with the aim of boosting the sustainability of the community.

With the end of Housing Market Renewal funding in 2010, a new approach to regeneration was needed. Your Housing, Liverpool Football Club and Liverpool City Council created a partnership which enabled them to consider the needs of the community within the wider context of the Anfield area.

Anfield has suffered from population decline and a poor reputation, with low levels of owner-occupation and degenerating housing stock. Shops and services in the area have been focused on the needs of football supporters rather than residents. The partnership knew they needed to understand the needs and aspirations of the Anfield community to make it a place people wanted to live.

Connecting with the community has been vital. Historically an engaged community, Anfield residents were becoming disillusioned by regeneration projects which did not have the desired impact due to delays. Your Housing and Liverpool City Council have worked hard to build trust and include the community in planning regeneration activities, such as opening up the first renovated properties so residents could see what was possible and on offer.

Tenant satisfaction has significantly increased as a result of engaging the community in the regeneration of the area. A greater mix of tenure types has also increased the likelihood of social and economic sustainability. Encouraging residents to remain in the area by retaining social housing and providing new home ownership opportunities has maintained community cohesion.

Connecting housing regeneration to wider growth and development, including commercial and service offers, is making Anfield an area people want to live in. This place-based approach is attracting new residents as well as improving the reputation of the area.

Case study 2: Anfield Regeneration, Liverpool



Case study 3: Beechwood Village, Basildon

CROSS-SUBSIDY.

A partnership approach which is using additional land to provide custom built homes for private sale will deliver a mixed tenure development, including homes for social rent.



Beechwood is an area of 38 hectares, comprising Craylands Estate and the former Fryerns school site. A 1960s Radburn estate, it has a lack of identity and character and a profusion of roads and alleyways that are confusing to navigate. Parking arrangements and open space can feel unsafe and the buildings are in poor condition.



This is a partnership between Swan Housing, Basildon Borough Council and the Homes and Communities Agency. The developer is 'NU living', the trading name of Swan New Homes, a subsidiary of Swan Housing.

The project requires significant buyouts, demolition and infrastructure work. Therefore the identification of additional land to enable the development of homes for private sale was crucial to the viability of the scheme. Profits will be gift aided back to the registered provider, to be reinvested in homes and services.

Already 407 homes have been constructed and are occupied across a mix of tenures. The approach to the layout is to create a traditional street pattern. New retail units and a community centre have also been built to bring facilities to Beechwood.

The next phase of this project will include 250 new homes for custom build private sale. The homes will be delivered by off-site manufacture in a factory Swan is opening in Basildon. The factory will allow Swan to deliver homes, constructed locally using innovative off-site construction techniques, whilst avoiding delays from the external factors such as the weather and ensuring high levels of quality control.

Case study 3: Beechwood Village, Basildon

CGIs from Planning Submission to Basildon Council



Case study 4: Hillington Square, Kings Lynn

DESIGN AND PARTNERSHIP.

Hillington Square has been transformed from an isolated, inward-facing estate to a place in which people are choosing to live, thanks to a design-focused approach and strong partnership between community, design and development partners.

The Hillington Square estate is adjacent to the town centre and was constructed in the late 60s. Its design was inward-facing, and it was isolated from the wider community, with interlinked blocks and concrete 'walkways in the sky' making dealing with the social issues challenging. It became a place to live for people that had little choice.

Freebridge Community Housing Association (CHA) partnered with Hemingway Design to refurbish and open up the estate so that it would be more integrated with the local town centre.

After extensive dialogue with residents, funders, public agencies and local community groups, Lovell LLP was appointed to undertake the construction work on a 'phase by phase' basis through a partnering contract. This approach ensured that Freebridge CHA would maintain an active involvement in the design and procurement process as the project evolves.



The first two phases of the development have been completed. This included separating the blocks to provide them with their own identity and relocating walkways away from the blocks so that those living at ground floor level have their own space. A street scene approach was developed with careful configuration of hard and soft landscape areas to retain block specific parking areas and open spaces.

The project has attracted interest both nationally and internationally and has been shortlisted for awards for architectural and building control and for the marketing and branding of the completed work.

Case study 5: Kibblesworth Village, Gateshead

COMMUNITY DEVELOPMENT.

Kibblesworth was a mining village in decline until the charity arm of the Gateshead Housing Company, Keelman Homes, engaged the community to regenerate the estate.

Kibblesworth Village was an isolated, rural former mining community in Gateshead. In 2008, structurally defective and hard to heat properties were becoming very unpopular and residents were leaving the area. A partnership between Gateshead Council, Keelman Homes and Keepmoat was set up to demolish and rebuild the estate, providing 150 new homes for a mixture of private sale, rent and shared ownership. The scheme was completed in 2015.



The lead partner, Keelman Homes, invested time and resources in engaging with the community to understand their needs and ensure the regeneration went smoothly. They made use of the recently refurbished community centre to hold consultation events, art workshops and other activities designed to build positive relationships with the community.

Keelman worked closely with the local school to develop play schemes and worked with the children to design the playground. They held small business development activities in the school itself.

Residents were also given a degree of control over their own homes through the use of a bathroom and kitchen catalogue providing them with a choice of kitchen and bathroom designs.

Case study 6: Kidbrooke Village, Greenwich

PRIVATE SECTOR-LED REGENERATION AND PLACEMAKING.

Kidbrooke, by developer Berkeley Homes, is an example of private sector-led regeneration and placemaking delivering social sustainability.



Kidbrooke Village replaced the run down Ferrier Estate, comprising 1900 homes. It was beset by social problems, cut off from its surroundings and notorious for crime and vandalism.

The Royal Borough of Greenwich selected Berkeley Homes to deliver comprehensive redevelopment and regeneration in partnership with the community. Over a period of 20 years, Berkeley Homes will deliver over 4,800 new homes through a phased programme, more than doubling the density and creating significant green open space.



There will be a mix of tenures and typologies including options for private, social, shared equity and senior living. Thirty five percent of homes will be classed as affordable housing. The development will also have a strong social infrastructure. A new school has been built, as well as health, community, sport, retail and transport facilities, alongside substantial green infrastructure. The aim is to create a new urban village.

The local community have been closely involved in the regeneration process. Some 500 people moved from the old estate into new homes in the re-housing programme.

Berkeley support ongoing social sustainability and monitor continuing engagement post-occupancy by assessing residents' ability to influence local decisions and through resident surveys to test levels of satisfaction.

Case study 6: Kidbrooke Village, Greenwich



Case study 7: North Prospect, Plymouth

COMMUNITY ENGAGEMENT AND RESIDENT OFFER.

A strong resident offer is improving the diversity of North Prospect, increasing the long term social and economic sustainability of the area.

Built from the 1920s through to the 1950s, North Prospect was once a desirable place to live, but it fell into disrepair and crime became common. Poor construction standards led to damp homes which were expensive to heat.

In 2009, the ownership of the estate transferred to Plymouth Community Homes (PCH). PCH has led the regeneration which was funded by a combination of disposal proceeds, affordable rent conversions, the sale of open market plots to developers, direct PCH subsidy, loan funding, and HCA grant funding.



In the first construction phase, the £4m Beacon community and enterprise hub was built, including a new library, shops, Sure Start nursery, a café and health service provision. This made a strong impression on the local community and, together with a comprehensive offer to residents, increased support for the regeneration programme, helping make the neighbourhood sustainable for future generations.

The scheme has made excellent progress due to proactive and early community engagement. Tenants are supported by a dedicated rehousing team, with the offer to move to another property within existing PCH stock at a preferential rate, or to move to social housing with alternative providers. The majority of tenants have elected to stay on the regenerated estate.

Homeowners are given a valuation by an independent surveyor, with PCH offering a 10% premium and payments to cover the cost of buying a new home. Options to home swap or become a PCH tenant are also available where home ownership cannot be sustained. This approach has negated the need for compulsory purchases of owner-occupied properties.

By completion, the scheme will have delivered 1102 new homes to replace the 794 existing properties, and PCH has also invested in an extensive refurbishment programme.

Case study 7: North Prospect, Plymouth



Case study 8: North Solihull Regeneration

EDUCATION-LED REGENERATION.

A strong joint venture (JV) partnership and a focus on education, community and placemaking has led to an increase in educational standards at this Birmingham estate.

North Solihull was created on greenfield land during the late 1960s to provide overspill housing for Birmingham. The residential development was mainly owned by the council, and included 42 tower blocks surrounded by areas of underused open space.

In 2003, Solihull Metropolitan Borough Council (SMBC) began the procurement of a development partner to lead a 15-year regeneration programme to address health, education and housing inequalities. In 2005, North Solihull Partnership (NSP) was formed, with SMBC as the accountable body. Bellway Homes was the housing developer; WM Housing the affordable housing provider; and Sigma InPartnership the commercial developer. The regeneration set out to change the lives of 40,000 people by restructuring the housing market, building new homes of mixed tenure, developing brand new, state-of-the-art schools, and creating new village centres with enhanced health and enterprise facilities.



Eleven years on, there are 6 new primary schools with another one planned. Around 1700 new homes have been built or have planning permission, replacing 887 demolished homes, including 5 tower blocks. Around 50% of the new homes are affordable rent and there is dedicated extra care, assisted living and homeless accommodation. There are two new village centres which have been created at the heart of the local communities.

The major success factors are: a strong formal partnership vehicle with complementary skills and resources set up to consider the holistic needs of the area; the injection of land by SMBC alongside pump-priming from other public and private sources; a strong focus on active community engagement and an overall increase in education standards.

There are also new opportunities, with the local plan identifying new strategic site opportunities, the potential for new Starter Homes, the possibility of growth driven by HS2 and a proposed new metro link between Birmingham city centre and the airport.

Case study 9: Oval Quarter, London Borough of Lambeth

PARTNERSHIP WORKING AND PLACEMAKING.

The regeneration of the Myatts Field Estate demonstrates the benefits of partnership working and a placemaking approach to delivering a new residential urban neighbourhood.

The low rise housing at Myatts Field Estate in Lambeth was unsafe, with alleyways and an undulating landscape that led to criminal behaviour in the area. Extensive consultation with residents included a structured options appraisal process to determine the best way to approach the regeneration of the estate. The preferred option was extensive redevelopment with the retention of some existing buildings.

The rebranded Oval Quarter is a new urban village with 808 new mixed tenure homes, including 146 shared ownership homes provided by the housing association, and 172 refurbished properties. The site is retained by London Borough of Lambeth and is being developed, marketed and managed by a PFI consortium.



An off-site manufacturing approach was used to build the new homes, using an SM light gauge steel superstructure and building information modelling to design, manufacture and coordinate the build.

Existing residents have been rehoused and the retained blocks have been refurbished. The estate now has a new urban park and community facilities including a new function hall, café and crèche. The project demonstrates how delivering 'affordable quality' homes can fund regeneration.

Case study 10: Park Central, Birmingham

HOUSEBUILDER LED REGENERATION AND PARTNERSHIP WORKING.

Park Central demonstrates the benefits of house builder-led regeneration and partnership working between the developer, the local authority, the housing association and the local community.

This project required a comprehensive regeneration of Lee Bank Estate, located on the city centre fringe. It was delivered by a partnership of Crest Nicholson, Birmingham City Council and Optima Community Association. The area was derelict with high levels of crime which contributed to the poor perception of the area, despite its proximity to the city centre.

Over 1,600 new mixed tenure homes have been built, of which 25% are affordable, and the retained tower blocks were refurbished to provide a further 400 affordable homes. There is no visual distinction between tenures, and some innovative housing types have been introduced.

At the heart of the development is a new 4 hectare managed urban park with something for all sections of the local community. Leisure and retail facilities have also been added to the new development, making the neighbourhood far more desirable than before.

Residents, the wider community, the local authority and other stakeholders have been closely involved throughout the estate renewal process. The project was based on a strong and flexible masterplan that has created a sense of place and responded to market fluctuations throughout the 10-year programme. The character of the area has been transformed, which has contributed to the wider regeneration objectives for the centre of Birmingham. The project has won a number of awards for regeneration including the DCLG sustainable communities award.



Case study 10: Park Central, Birmingham



Case study 11: Portobello Square, North Kensington

PLACEMAKING AND DESIGN.

The Wornington Green Estate in North Kensington suffered from poor design, high levels of crime and overcrowding. Great design, strong engagement and increased density have resulted in a well-supported and successful regeneration project.

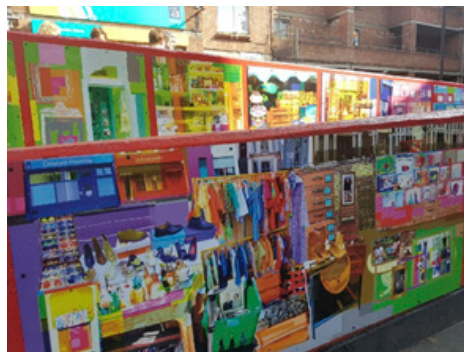
Built in the 1970s, Portobello Square was a poorly designed, expensive to manage mono-tenure estate suffering from overcrowding and under-occupation. Blocks of stacked maisonettes linked by continuous access decks suffered from low quality spaces between buildings and underused green spaces. Stock improvement was needed, along with increased density to address overcrowding. The lack of commercial activity and the limited life chances of the residents also needed to be addressed.

A strong partnership between Catalyst Housing and the Royal Borough of Kensington and Chelsea, along with a GLA grant and effective community engagement led to a strong shared vision for the future estate which addressed the issues and created a place where people wanted to live.

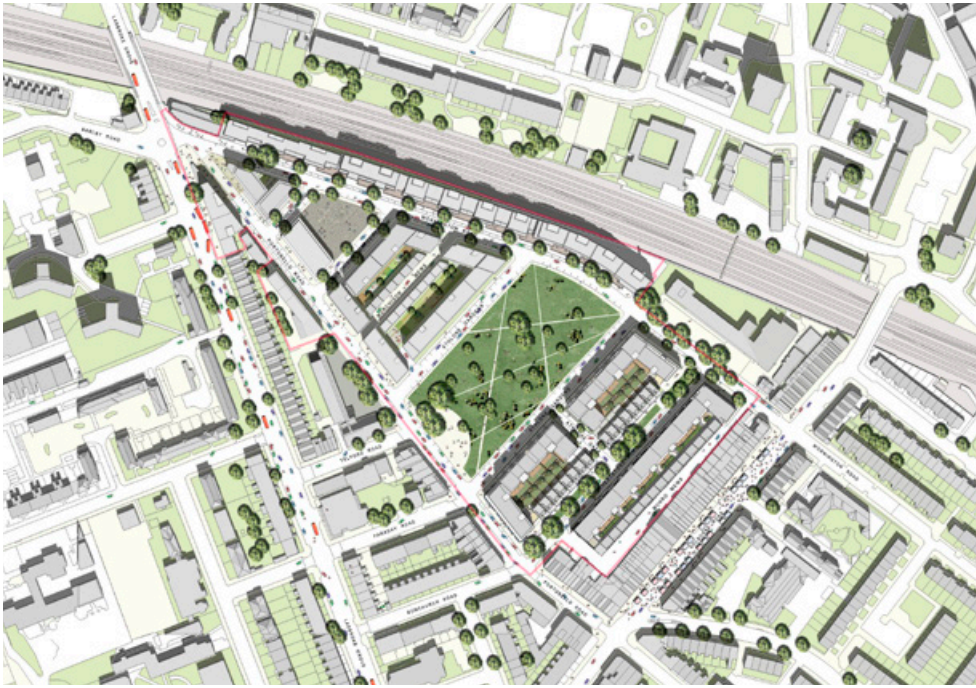
Following early and active engagement with residents and local stakeholders, including consultation on a variety of options, it was clear that full redevelopment was the most beneficial option. Plans were drawn up in partnership with local residents and partners for a high density, mid-rise development with a street based style, connected to the wider regeneration of the area. The high quality design includes 540 social and shared ownership homes and 500 additional houses and apartments for market sale, with no visual distinction between tenures. The design included a new public square with a mix of uses and community facilities to replace the existing park.

Support for the redevelopment can be attributed to early and ongoing engagement with the residents and wider stakeholders including regular consultation, a clear resident charter, individual support and move plans, effective on-going management of the estate and investment in the wider community. Great design, intelligent use of assets, sensitively designed higher densities with supporting social infrastructure, and strong partnerships were all equally important factors in the success of the project. And even in a fashionable part of London, with sale values over £1m, public investment was necessary to ensure the scheme's success.

The community is still engaged in estate management and their involvement in art projects around the estate demonstrates how much they have invested in their new neighbourhood.



Case study 11: Portobello Square, North Kensington



Case study 12: Rayners Lane, London Borough of Harrow

PHASED DEVELOPMENT.

The regeneration of the Rayners Lane estate demonstrates how families can benefit from redevelopment, particularly when communities remain intact, and are rehomed on the same site.



Rayners Lane was originally built in the 1960s but by the late 1990s it was clear the housing stock needed updating and the neighbourhood's poor design had made it difficult to manage. It had become unpopular, unsafe, and a magnet for anti-social behaviour.

Following a residents' vote, in 2002 the stock was transferred from the London Borough of Harrow to Home Group, a not-for-profit housing provider. Work to transform the estate started in 2003 and is now nearing completion. A flexible business model has enabled the cross subsidy of affordable rental homes from the revenue generated by private sales.

The regeneration has seen many of the original 539 properties demolished and replaced with modern, energy efficient homes. Thoughtful, high quality design, informed by residents, has enabled the number of homes in the neighbourhood to increase to 800.



Existing residents have been guaranteed the right to remain in affordable housing on the estate, with the extra 260+ homes creating a vibrant mixed tenure community through the introduction of outright sale and shared ownership.

Resident, local authority and stakeholder involvement has been fundamental to the £140m regeneration of Rayners Lane. In addition to building new housing, Home Group has invested in the community, providing dedicated youth work programmes, a community centre, play areas, education and skills classes, initiatives to reduce anti-social behaviour and sports facilities. These new facilities and services and a residents' committee have transformed the neighbourhood into a desirable and valuable destination.

Research from the London School of Economics shows that residents value the 'social model' of regeneration which enables them to remain in their community through the use of phased regeneration.¹ This regeneration example demonstrates the success of this model.

¹ *Moving on without moving out: the impacts of regeneration on the Rayners Lane Estate*, LSE Housing and Communities <https://www.homegroup.org.uk/~media/Files/News/Rayners-Lane-Final-Full-Report.ashx?la=en>, May 2016.

Case study 13: South Acton, London Borough of Ealing

WIDER PLACEMAKING AND REGENERATION.

South Acton estate, an extensive area of linked neglected housing sites is being transformed into a new, vibrant mixed tenure neighbourhood, by a joint venture consortium of Countryside and London & Quadrant Housing Association. Residents were closely involved throughout.

The medium to high-rise post war buildings of 1,800 homes were disconnected, with unsafe spaces and footpaths between blocks isolated from the rest of the neighbourhood. The 15 year scheme will see significant investment in the 52-acre site to improve the area and deliver 2,850 homes, 50% of which will be affordable homes.

A key objective has been to transform the area in order to attract a diverse range of new residents whilst fulfilling the needs of existing occupants. A masterplan was developed with the existing residents to recreate a traditional street pattern and network of open spaces to better integrate the estate with the wider area. It has been important for the development that the new high density design integrates well with the surroundings. The quality building design is supported by a good transport infrastructure and quality public realm.

Extensive collaboration between Ealing council, the Greater London Authority, Transport for London and local residents is at the heart of the redevelopment project. The partnership is bringing this plan to life by investing in social and economic regeneration such as new community and retail facilities, extensive public open spaces and enhanced transport links.



Case study 14: Spirit Quarters, Coventry

PARTNERSHIP WITH COMMUNITY TRUST.

Spirit Quarters is a multi-million pound housing redevelopment scheme in North East Coventry which will deliver up to 1400 new homes, new community facilities and public open space improvements to transform the neighbourhoods of Wood End, Henley Green, Manor Farm and Deedmore.

Spirit Quarters is one of the largest housing regeneration schemes in the Midlands. It is being delivered through a partnership including Whitefriars Housing, Coventry City Council, the HCA, Moat House Community Trust and a developer consortium of Bovis Homes, Keepmoat Homes and Persimmon Homes.

The Wood End, Deedmore, Henley Green and Manor Farm estates in North Coventry were built in the 1950s and 1960s as council owned stock during Coventry's post war reconstruction. The estates were once award-winning, but fell into poor condition with a reputation for high levels of crime and unemployment.

The area has been undergoing intensive regeneration since 2001 through the £54 million New Deal for Communities programme, which invested in environmental improvements, employment, education and community safety measures. The programme funded some £3 million of masterplanning between 2002 and 2006, and enabled acquisitions and demolitions. Over a similar timescale, Whitefriars invested over £3 million in demolition of its low demand and vacant stock.



The Spirit Quarters redevelopment continues and builds on the ethos of the NDC programme of being resident-led through the Moat House Community Trust and in 2012 was nationally recognised by being awarded the 'Best Community Led Regeneration Project' by Regeneration and Renewal magazine.

The Trust has set up three social enterprises - a community café at Moat House Leisure and Neighbourhood Centre, Purple Patch Communications and Moat House Business Centre. As well as running local businesses, Moat House Community Trust gives residents opportunities to speak up about priorities in their area, helping to improve local services and promote a positive reputation for the area.

In addition to the physical transformation of the area, there have also been improvements in many other physical, social and economic indicators that impact on the quality of residents lives since 2001 such as:

- Overall reported crime in the area has reduced 19.5% - from 200 per 1000 households to 161 per 1000 households.
- Residents claiming Job Seekers Allowance has reduced 44% - from 8.4% to 4.7% - compared to 40% city wide.
- The percentage of students leaving school with 5 or more GCSE grades A* - C has increased from 5% to 33%.

Case study 15: Thames View East, London Borough of Barking & Dagenham

INCOME STRIP MODEL.

Innovative partnership and investment models have been used to fund the Thames View East redevelopment, negating the need for grant funding or subsidy.

The original 1950s nine-storey tower blocks and poor quality low-rise stock have been demolished and new high-quality traditional homes have transformed the estate. The scheme has 151 family houses, 35 duplex flats and 90 one and two bedroom flats. All Thames View East properties are affordable homes. The council nominates the tenants who live on the estate, and provides a housing management service.

The scheme has good quality family homes complemented by five detached apartment blocks. The duplexes include homes suitable for disabled residents, many with private gardens. Each block is distinguished by a unique colour scheme and artwork. Space for refuse, bicycles and plant is all integrated within the building, avoiding the need for external stores and shelters.



The long-term investment model that funded Thames View East was made possible by the council granting a lease over their land to Long Harbour for a fixed period. Long Harbour, working in partnership with Laing O'Rourke, financed and constructed the scheme and will cover all lifecycle and maintenance costs in return for a regular income derived from rental receipts. The council retains the land freehold and will own the properties, at no extra cost, at the end of the investment period.

Case study 16: West Gorton, Manchester

CREATING NEW HOUSING MARKETS.

Manchester City Council, the Homes and Communities Agency, Guinness and developer Keepmoat are working with the local community to deliver a transformational regeneration programme in West Gorton.

West Gorton was a low-value area with complex issues such as high levels of crime and poverty. An ambitious Masterplan was developed to create a more balanced, stable and prosperous community, living in an attractive neighbourhood with high quality public facilities.

Public and private funding of over £100 million has been invested in the neighbourhood, allowing 144 homes to be renovated and 400 obsolete properties to be replaced by over 200 new, spacious, energy efficient homes built by the council and Guinness.

The 'Space Project' TV and drama production centre has been created as part of the regeneration programme. Improvements have also been made to the Armitage Primary School.

Work is on-going to complete this renaissance in West Gorton, including the successful Keepmoat 'Connell Gardens' development of homes for private sale, a new health, retail and community hub and a new community park. Together with the vibrant community in the neighbourhood, these make West Gorton a place where people choose to live and work.



Case study 16: West Gorton, Manchester



