

# Tudor Estate Action Plan

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FINAL REPORT



powelldobson  
URBANISTS

## Estate Renewal Plan Report

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Valleys to Coast

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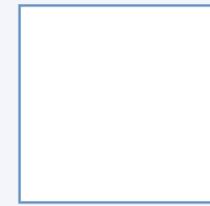
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## glossary of terms

WORD	MEANING
<i>Estate Renewal Framework</i>	The amalgamation of projects and tasks that will be about the renewal of the Estate
<i>Strategic Recommendations Report</i>	The overarching document contains recommendations that are common to the four estates which Powell Dobson were commissioned to prepare Estate Renewal Frameworks
<i>Sustainable / Sustainability</i>	a means of configuring society so that its members and its economies are able to meet their needs and express their greatest potential in the present, while preserving biodiversity and natural ecosystems, and planning and acting for the ability to maintain these ideals in a very long term.
<i>Community Capacity</i>	The ability or extent to which a community is able to play a part in determining its own destiny
<i>Shared Ownership</i>	Where a resident owns a proportion of their home and rents the remainder from a Registered Social Landlord (e.g., V2C)
<i>Permeability</i>	The choice of routes that one can take (e.g., paths, streets and roads) through the built environment to get from one point to another
<i>Curtilage</i>	The area of land surrounding a dwelling within the property boundaries
<i>Public realm</i>	The spaces between buildings that are not in private ownership
<i>External elevations</i>	The outward facing walls of a building incorporating windows, doors, lintels, sills, etc.



1.0

introduction

## Aims and Objectives



Powell Dobson Urbanists were commissioned by the Valleys to Coast to formulate action plans for the renewal of four of the key estates under their management.

In December 2005 we prepared a Key Issues Report outlining our initial understanding of each estate and results of Stage 1 Consultation.

**This report outlines our specific recommendations for the Tudor estate.**

The **aim** is to make each estate a model of regeneration good practice. The **Estate Renewal Plans** propose a number of projects guided by a framework for change.

The renewal process aims to breathe a new confidence, pride and a sense of responsibility amongst those living on the estate but more importantly it needs to build and maintain a momentum which ensures that people's expectations are met over an agreed timescale

**Tudor** is close to the centre of Caerau, and within walking distance of basic shops, services and public transport. However, there are few economic opportunities in the immediate locale, and socio-economic difficulties are compounded by poor housing quality and a confused layout. Nevertheless, there is a strong sense of community, and a great propensity for positive

change.

The key **objectives** are as follows:

- To build upon the baseline studies that informed us of the estates' physical, and socio-economic context;
- To build in the knowledge gained from the consultation process to date;
- To create a framework that allows a continued working relationship with the community;
- To identify the issues, specific to the estates decline;
- To identify a range of projects to tackle these problems;
- To prioritise the projects, and set a timescale for their completion;
- To show V2C what they can do, and where other organisations can help; and
- To identify possible sources of funding.

## Scope of the Commission

The brief established the overall objective of improving and enhancing the physical environment and through this improving the health and well being of local communities.

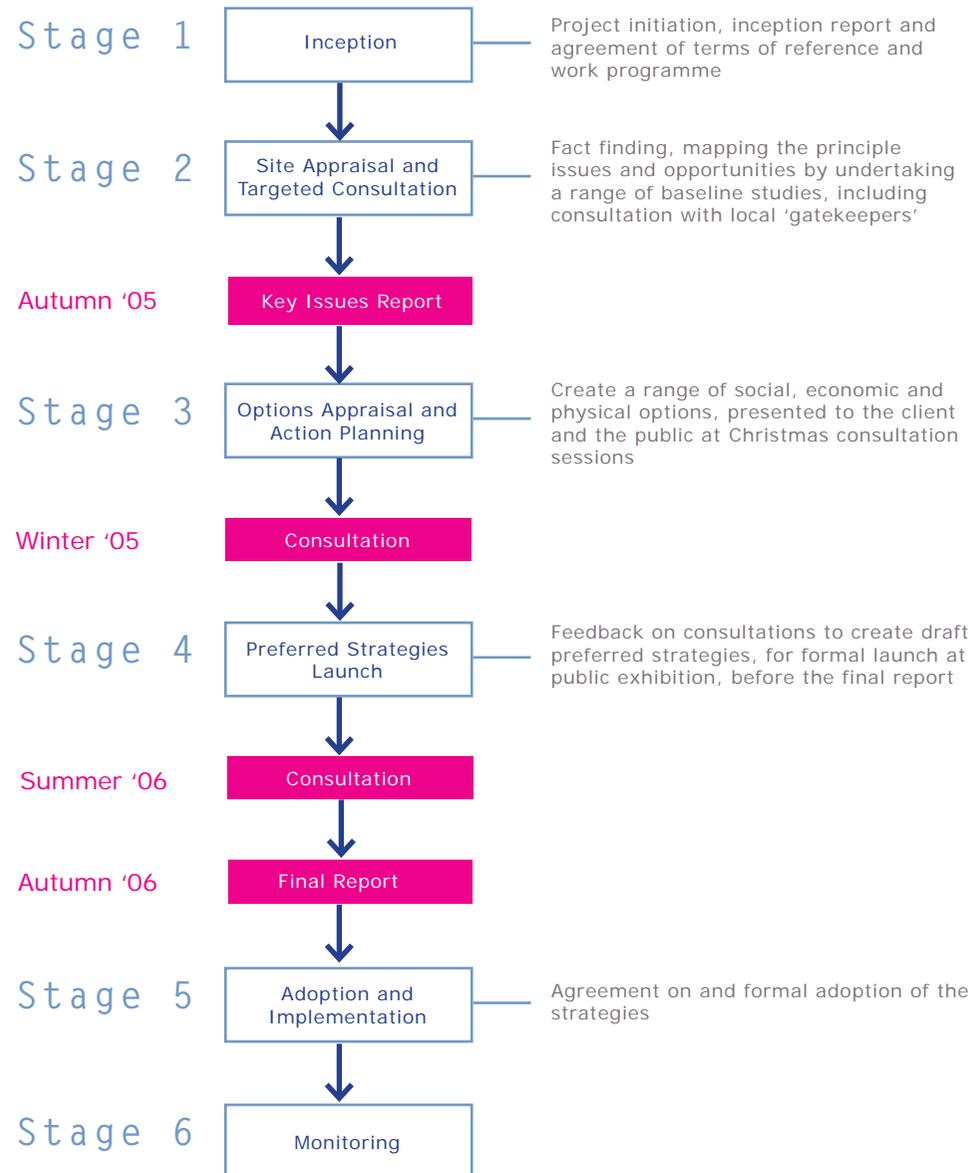
In response to this objective the team has sought to address:

- problems of poor estate design (and issues of community safety)
- reduced levels of economic activity
- the need for improved health
- the opportunity to enhance community capacity and skills

To achieve the objectives the team has:

- undertaken extensive community consultation
- recommended a strategy and suite of projects to deliver the strategy
- identified the means for securing the economic sustainability of the estates
- outlined the organisational adjustments required to maximise funding and integrate services
- explained the opportunities that exist on each estate for developing community enterprise

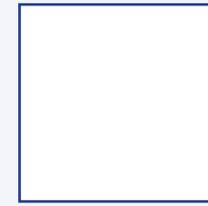
## Scope and Process



The **scope** of the work was:

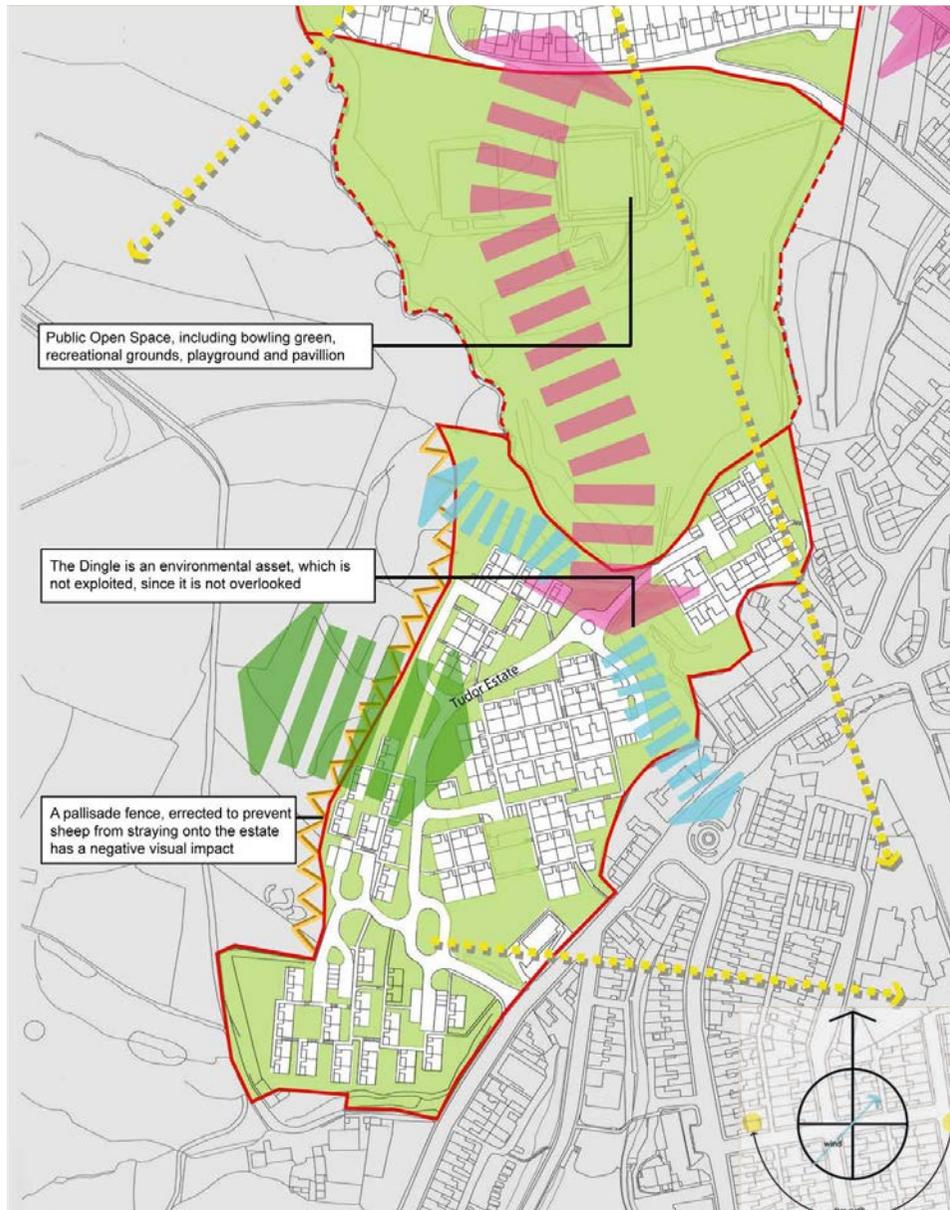
- To take an objective view of the estate's problems
- To combine this with the views of the residents, other local people connected to the estate, and the officers working on the estate
- To devise a regeneration strategy which deals comprehensively with community and business development, landscape, recreation and play
- To make the strategy deliverable by translating the renewal themes into a series of projects
- To focus on the implementation of these projects, by setting up a phasing programme for delivery, and identifying the key players;
- To maintain an open dialogue with local people, respond to their needs and gain support for the work

The **process** for the development of the action plans, and where we should go from here is illustrated in the diagram opposite.



## 2.0 understanding Tudor

### Issues and Opportunities



#### Opportunities:

- There is a **lot of green space**, but it currently contributes very little to the estate;
- There is a **strong sense of community**, lots of people walk around the estate and to local shops;
- The **community park** is close by;
- A **frequent bus route** is easily accessible;
- The site's topography is **not a constraint** to development;
- The estate is **close to the local centre** and local schools;
- 'The Dingle' is a **landscape and ecological resource**;
- There is a **community medical centre on-site**; and
- There are a number of **empty dwellings** which could allow a greater degree of freedom in the estate's redesign



#### Issues:

- **Steel pallisade fencing** on the western periphery of the estate intended to exclude sheep is both unsuccessful and unsightly;
- The fence also acts to **block the local landscape** from the estate, both visually and physically;
- Green spaces throughout the estate are a **maintenance liability** and have little discernable function;
- The layout has deprived dwellings of any **private outdoor space**;
- **Links to the Community Park are poor**;
- The **gateway to the estate is poorly enclosed** and lacks character;
- **Radburn layout** creates roads and isolated parking areas with no natural surveillance;
- **Rear of properties are exposed** and therefore are less secure than traditional forms of development;
- **Houses are served by footpaths**, rather than streets;
- There is a flytipping problem at the **Dingle**; and
- The **built quality is poor**, with problems of waterproofing, and heat and sound insulation.

### Initial Consultation Outcomes

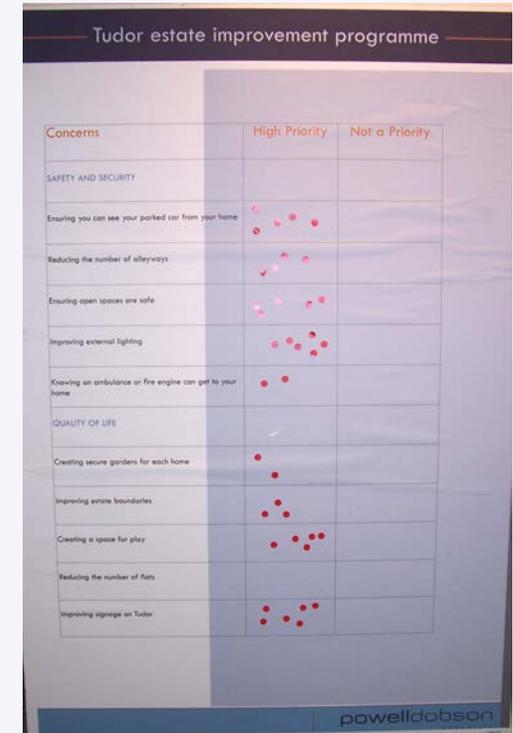


The main areas of concern were identified as:

- The number of void properties on the estate;
- Sheep straying into the estate;
- Unattributed open spaces;
- Narrow alleyways and dark corners;
- Parking away from dwellings and not overlooked
- Steps in important desire routes reduce accessibility for people with impaired mobility
- Decay and poor maintenance of the built fabric
- Collapsed drainage gulleys, hence water on paths etc
- Incoherent signage
- Incomplete and poorly designed garden boundary works; and
- Flats with incompatible social mixes

There was also concern over the rate of 'Right To Buy' acquisitions taking place, since it is perceived that the majority of buyers are investors, pushing local people out.

It was suggested that clauses should be introduced in the deeds to prevent immediate re-sale and buying-to-let.



Feedback panel used in the consultation exercise

Support was also expressed for demolition of properties in 'The Dingle', the least popular, and most neglected area in the estate.



## 3.0 key renewal framework & themes

## renewal framework and themes

Significant improvements and management arrangements for the 'Dingle'

Parking areas are overlooked as is public space around

Surgical approach to demolition to create new dwellings and environment

Secure bin stores / recycling points

Improved public realm

Improved entrance to Tudor

External and internal improvements to homes



The renewal of each estate will have different key themes, the suggested ones for Tudor are:

- A sensitive approach to the estate remodelling
- Improving existing properties, and internal reconfiguration to make them more desirable places to live
- Improving existing properties and allowing some demolitions to unify the layout
- Creating a better balance and clearer distinctions between public, semi-private, and private spaces
- Create defensible spaces around the homes and make public places feel more safe through natural surveillance

### Regeneration approach

All the estates require social, economic and physical interventions in order to deliver self sustaining regeneration. The Tudor estate already has a Tenants and Residents Association Members, committed to and engaged in the work of the Communities First Partnership. The associations are already in close contact with V2C, which will help enable future projects on the estate.

The Estate Renewal Plan (previous page) reflects the starting point in the renewal of Tudor not an end state that should be imposed upon the residents. The people who will be most affected by these proposals will need to shape this process and as a result the Renewal Plan may adapt over time.

The physical approach for regeneration of the estate is based upon breaking down the existing

patterns of movement on the estate, to create a new layout that reflects the latest urban design thinking. **The interventions aim to achieve maximum benefit, with the least possible disruption.** The proposals include some demolition, new build and internal and external remodelling of existing dwellings.

The regeneration approach is geared towards maximising physical impact whilst minimising the amount of individual property owners that V2C will need to work with.

The physical approach will not succeed unless it is supported by measures to improve the capacity of the community. The regeneration process must enable maximum community involvement and tangible community benefits in terms of the quality of services on offer.

Completion of initial projects where V2C have greater control will provide a platform for precisely how other areas of the estate could be treated. The approach shown on the Renewal Framework (above) highlights what we think is likely to be the most ideal outcome based upon consultation with the community.

However, significant changes are unavoidable on Tudor to deliver real change on an estate which has experienced a recent reduction in the demand for homes.

The proposed projects work together to address these structural problems of the 'Radburn-style' layout, whilst unlocking the green space around the estate and improving the delivery of local services.

In addition to making these broader estate-wide improvements, projects will tackle the quality of individual dwellings: making internal spaces accord with modern living standards; making dwellings more energy efficient; improve boundary treatments and access to gardens; and make the buildings more attractive.

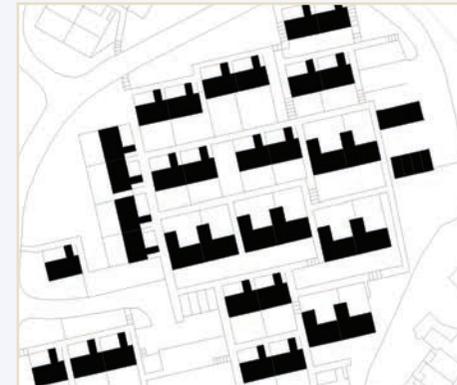
Overall, the community have reported that demand for the estate has declined in line with the environmental quality of the estate. The aim of this process is to reverse this process and instill confidence and pride in the community. By doing this the people who have lived on Tudor since it was built will be joined by people who have a desire to live on the renewed estate.



View of the flats at present



The Dingle area: proposed for reconfiguration



Plan view of Tudor's 'Radburn' style layout



Creating a 'perimeter block' from a Radburn layout on the same block as depicted to the left



## 4.0 key renewal projects

# Overview

The Estate Renewal Framework (page 12) illustrates the proposals that we feel should be implemented to renew Tudor Estate.

This section goes into more specific details. It breaks down the main themes of the renewal plan and translates these into distinct projects and provides details about:

- what the projects aim to achieve
- how we propose the projects will work
- role and value in the context of the wider renewal
- the communities response, comments and criticisms of the projects

In addition, this section will also highlight, where appropriate links to further information or advice on best practice that V2C and their partners can follow up at a later date.



Building form does not respond to the street



Parking courts are not naturally surveyed and feel unsafe



Characterless green space is a maintenance burden

## improving existing houses



Indicative sketch of how the improved properties could look

The project aims to improve the quality of the existing houses by external and internal remodelling to create popular dwellings (that meet the Welsh Housing Quality Standard) and successful streets (that meets contemporary understanding of 'good urban design'). Externally, the properties need to look more attractive, have a more positive relationship with the surrounding streets and paths and have convenient access to a private garden.

Internal spaces should also be reorganised to be more consistent with modern demands. These two elements will be treated separately in this sub-section.

### External Works

The materials which currently form the elevations are extremely bland and visually unattractive. This has a consequent impact on the image

of this estate and the morale of its residents. We recommend that this is remedied by enveloping the houses. This should include new render, new cladding and some new brickwork. The materials should be informed by the Urban Design Guidance (p.28 and p.16 of the Strategic Recommendations Report).

New windows and doors, if required, should be included. This will be an important element in making the homes more energy efficient. The design of these should conform to the overall appearance of the upgraded property but take into account the likelihood that many properties will already have had UPVC installed. Additionally, the garden boundaries should be carefully planned to provide, wherever possible convenient access for residents. It is also important that the boundaries create a public realm which appears ordered and is easy to maintain.



Precedent images of external improvements to run-down houses

improving existing houses

The remainder of the contract to complete these works should be informed by careful estate planning to determine boundary alignment. V2C should consider whether it is sensible for future boundaries to follow the recommendations and guidelines in this report or whether to complete the existing contract.

Internal Works

V2C need to improve the internal arrangement and environmental performance of peoples homes on Tudor.

There are several different property types on the estate including:

- 3 bedroom 'upside down' houses,
- 3 bedroom houses
- 2 bed flats

The recommended improvements to the 3 bedroom flats are dealt with separately on p.18.

3 bedroom upside down houses

The radburn layout means that it is common to have only 10m between property elevations. This is partly the reason why all of the windows are on one side of the house. (To maintain privacy). This means that the main living areas in many of the homes is dark and the footpaths poorly overlooked.

The scope for whether new windows of some form could be added to these mostly blank elevations should be researched. If not then V2C should consider installing rooflights to bring more natural light into the homes. (And therefore reduce the need to turn on the lights during the day).

Adding a small balcony to the first floor living areas of these properties is something that V2C should consider. Not only will this add amenity to properties (that have no direct access to a garden) but will enhance the potential for natural surveillance without undermining privacy. (Legal agreements to prevent drying of washing etc should be considered).

3 bedroom houses

The potential for improving patterns of fenestration on these houses is the same for the 'upside down' homes. However, in addition to this there is scope to place an additional door which would provide direct access from the kitchen to the new private garden.

It is also possible to create an internal layout that is often provided in new build homes. By removing parts of walls it is possible to create an open plan layout.

These improvements will be an intrinsic element in the wider strategy. It will have an important role in making the houses more energy efficient and help make Tudor a more desirable place to live.

Improvements of this scale will make people proud of their houses, and continue to take pride in the appearance of their houses and their street. Moreover, it will make Tudor a more attractive place to live, and if V2C can prevent investors benefitting from this it will have a positive impact on the future of the estate. However, more detailed feasibility work to support these proposals will be required.

The community were very impressed by this approach. They were able to offer advice about the scope for internal improvements to homes, but were excited by the notion of improvements to the outside of homes.



Plans showing proposed internal remodelling of 3-bed houses

## internal remodelling: flats



Indicative sketch to demonstrate for the remodelled flats could look



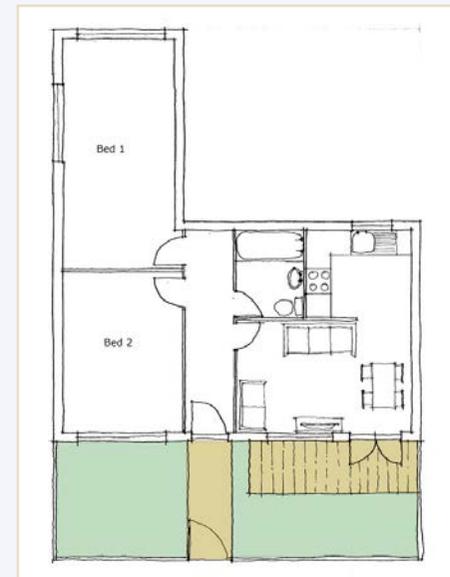
View of the flats at present

The existing flats on Tudor have a damaging impact upon visual image of the estate. The elevations are very poor and require investment. Furthermore, featureless facades with very few windows or doors onto the public realm, add to the perception of a threatening environment. Some ground floor residents of these properties that we spoke to do not enjoy living in them because people can walk right up to their bedroom windows. The project aims to tackle these problems. The changes are proposed as follows:

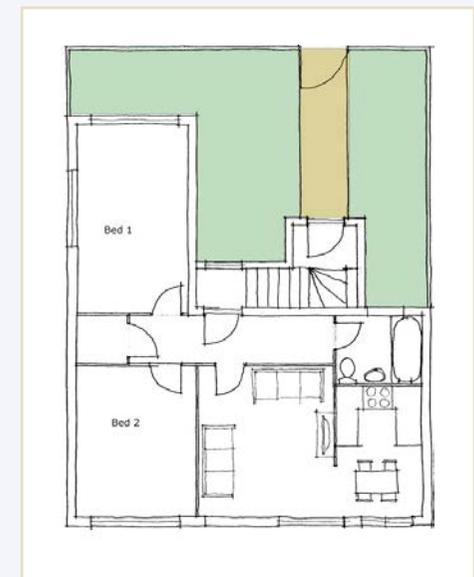
- A new entrance and garden for the ground floor flat;
- Dedicated garden for first floor flat

- New french doors or Juliet balcony at first floor, and
- Reconfigure interior of ground floors (see diagrams below).

By upgrading both the inside and outside of the flats, there will be benefits to both the residents, and the local community. For example, while new doors and window will give more lights and new views to residents and access to gardens, they will make the facades more attractive, and give life and surveillance to the surrounding space.



Proposed plan for ground floor flat



Proposed plan for first floor flat

## internal remodelling: flats

The remodelling of these properties will have an important role in the rest of the renewal of Tudor. As both elevations will have windows and a front door, they will become ideal units for creating lively streets that are more akin to a traditional layout.

The community liked the way that these buildings looked and were impressed with the proposed transformation. Some residents took the time to understand the possible internal reconfiguration and were encouraged by the ideas being pursued.

As with the alterations presented above, further feasibility work is required to determine how these ideas can be implemented.



Location of remodelled flats, in remodelled area, showing front doors facing into street and parking courtyard

estate remodelling: pilot



Above: Proposed new layout for 'The Dingle' compared to the plan of the existing, below



Bland public space Lack of private space



Precedent image of improved properties, contrasted with their previous appearance

This pilot project will be an experimental project, aiming to repair the shortcomings of the housing layout. The new layout will install a strong definition between public and private space. Public and semi public spaces will be surveyed so that residents feel they have control of the spaces, and the activities that take place there.

The existing dwellings will be upgraded, as previously mentioned, so they are virtually indistinguishable from the new housing that will be created. The new 'block' will comprise of improved houses, upgraded flats and new houses.

All the homes will have a front garden that will provide a buffer from the new street to be created. Larger rear gardens will be given to all dwellings, the majority will back onto the semi-private parking court. A few existing dwellings will face onto this space, in order to give a greater level

of activity and natural surveillance to this area.

The creation of a new road around the block will improve access to the fronts of people's houses. The new street, and the orientation of houses onto this street also gives views over the Dingle, a previously isolated environmental resource.

The project will probably require the demolition of seven houses and eight flats. Approximately eight new homes would be built in replacement. Displaced people could be re-housed in new units on this pilot area, other new units on the estate or in improved dwellings that are currently vacant on Tudor.

The local residents largely support the principal of some sensitive demolitions. However, those effected will need to be involved in the detailed design of the project to gain full ownership, and ensure the full support required for this type of intervention.

Taking residents to meet other people who have been through a similar experience will be an essential part of this process.



## building new homes



Indicative view of how the new properties could fit into the Tudor estate



Existing vacant land has no real purpose



Photograph of homes overlooking the street



Contemporary development with traditional layout



Primary living space overlooking the public realm

There are a number of new properties proposed as shown on the Renewal Framework (page 12). The creation of these new properties, as can be seen on the previous page, will be used in the creation of a more traditional form of development, enclosing streets, with public fronts and private backs.

The new dwellings will occupy vacant green space, which currently has little function or amenity value. The development of the site (in conjunction with the wider renewal) will have a significant impact on the image and security of the estate.

The sketch (left) indicates how the current space could be developed to enclose the street, give private back gardens that would prevent the invasion of sheep, and create a greater diversity of the type and size of houses on the estate.

As previously mentioned, the dwellings will be designed in conjunction with the redesign of existing dwellings, in order to make them virtually indistinguishable. New dwellings will use similar materials and architectural style as those used in the estate's renewal, so that they are a comfortable addition. This will be necessary, so a situation of social polarisation does not occur.

The revenue gained from creating new houses can be recycled into renewal of the estate, so the use of the vacant land will benefit all those who live on the estate. The development, and thus privatisation of open land will also reduce V2C's maintenance liability, freeing up funds to be spent elsewhere.

The community felt comfortable with the development of new housing, but uncertain about places for children to play. Loss of open space needs to be tempered with improvement of other spaces in the vicinity.

### Improving 'the Dingle'

The Dingle is the local name for a small stream that runs through the Tudor estate. The Dingle is a largely unappreciated asset. There is a high degree of flytipping and the topography makes access and management difficult. However, the Dingle contains an attractive landscape comprised of tall, mature deciduous trees and shrubs. The community do not appear to have any affection for the place and see it as a liability.

The project aims to clean up the Dingle, manage it, and make it more difficult for people to dump rubbish there. The project can be considered in conjunction with the estate remodelling project, which positions dwellings to maximise views over the Dingle, to realise it as an asset.

We expect that a low fence, or 'trip rail' will discourage people driving up to and dumping bulky items into the Dingle.



### Recycling and rubbish

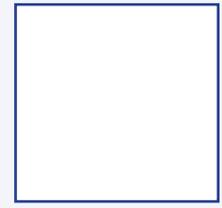
There is a need for a strategy for waste management on the estate. Residents highlighted that waste collection vehicles cannot gain direct access the houses. Residents have to deposit bin bags in the parking courts ready for collection. The fragile bags are often easy pickings for animals.

There is scope for provision of bin-stores to reduce the visual intrusion of the points where domestic rubbish is deposited. The introduction of these small built structures, along with the use of wheelie bins, will also stop animals opening up the bags, and creating mess.

Furthermore, although there is recyclable waste collection available on the estate, there is the opportunity to extend the range and ease of recyclable waste collection, perhaps with a mini-recycle centre at each end of the site comprising of bins for plastic, glass, metal and paper.

Tackling waste issues on the estate is important in creating a re-newed image of the estate. They are small interventions, that will have a large impact if they successfully contain and conceal the waste on the estate.





# 5.0 Tudor design guidance

Improving the public realm

Public realm improvements include all of the hard spaces between buildings and around open space.

Public realm design guidelines and maintenance manuals will be crucial as public realm improvements will not be carried out in one contract. Instead, public realm works will be implemented alongside other improvements on an area basis. The rationale behind this is to make sure that areas are subject to a range of improvements simultaneously (or concurrently if this is not possible).

The phasing for this will be dictated by the Phasing Plan (see page 37). Achieving quality, consistency and effective management will therefore be essential for V2C and its Partners.

Public realm improvements are important. They bind together and add value to building and open space improvements and create an overall positive impression of renewal. Getting them right is therefore critical.

Due to Tudor's rural environs we recommend that generally, a palette of rustic looking materials should be utilised. Alongside this should be included timber and a modest amount of natural stone.

Pedestrian Footways and Kerbs

Throughout the estate the pedestrian footways should use tarmac finish with and a conservation 'granite effect' kerb. The footpaths and 'traffic calmed' junctions should incorporate resin bonded aggregate or a resin topcoat dressing.

Within all of these streets darker secondary materials like conservation concrete setts should be used to highlight edges, parking spaces, align drainage channels and create an interesting floorscape.

Effective maintenance of footways and kerbs is essential. V2C and it's Partners should create a maintenance manual which outlines the product names and suppliers and includes post completion drawings. This will enable future contractors, mains service works and maintenance teams to maintain the appearance and quality of the public realm over time.

Resin topcoat dressing should be used on pedestrian pathways and on traffic calmed parts of the highway.



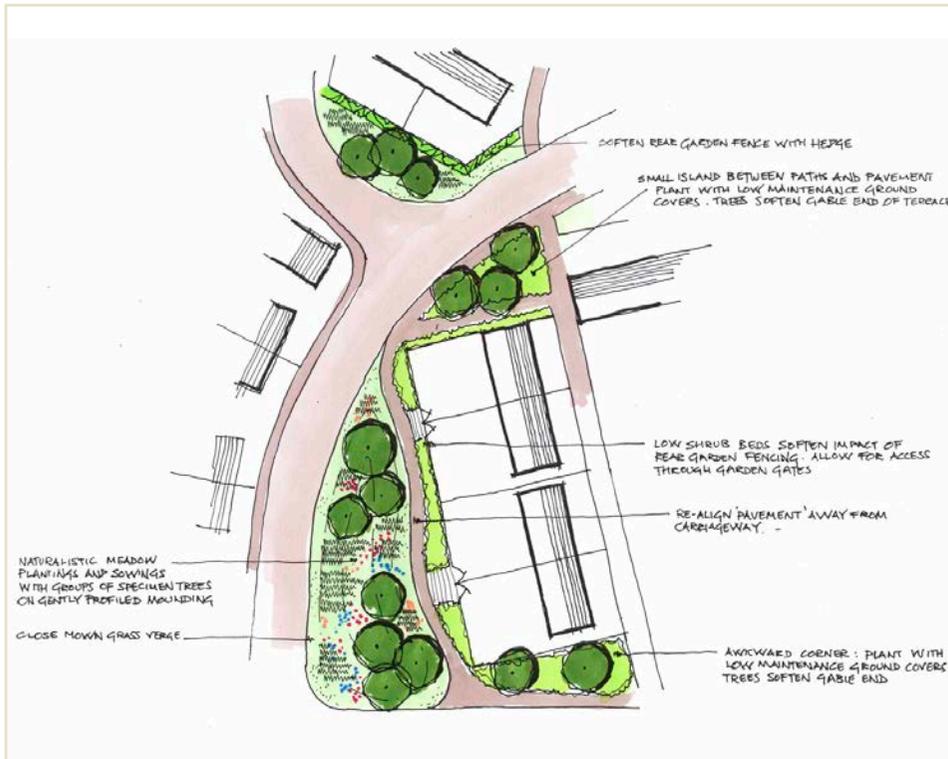
Primary streetscape material (right) - an aggregate flag. With conservation concrete setts used for emphasis and visual relief.



Conservation kerbs as recommended for Tudor.



## Improving the public realm



### Tudor Public Open Space: Design Principles

- Avoid dense thickets against the rear of properties, it often encourages discreet fly tipping, particularly garden refuse.
- Rear gardens are often delineated by close boarded or larch lap fencing. Where out of necessity these face onto the public realm, they should be 'softened' by low shrubberies or hedging.
- Where possible groups of individual trees should be planted in front of bland gable end elevations of properties to soften.
- Before any tree planting occurs alignments of all drainage and public utilities must be identified to avoid any subsequent damage.
- Avoid planting individual trees smaller than 'Advanced Nursery Stock' size. Usually the smaller the tree the more prone it is to being vandalised.
- Where plantations of native / naturalised woodland are introduced, for example, in the stream valley, every effort should be made to plant trees of local or Welsh seed provenance
- In the interest of public safety, dense thickets and shrubberies should be avoided adjacent to footpaths and alleyways.
- Small 'islands' and areas of mown grass can become a maintenance headache. They often deteriorate to unsightly muddy patches and should be avoided. These areas should be planted with robust, low maintenance ground covers and protected with low rails.
- Extensive areas of close mown grass should be resisted. Whilst gang mowing is a relatively easy operation to perform, it is labour intensive and thus relatively costly. Furthermore close mown grass, unless an informal kickabout area, is of limited amenity value, and of zero nature conservation interest.
- Instead there are opportunities to introduce meadows of naturalistic plantings often mixing native and exotic plants and seed mixes. This approach, which has been pioneered in urban and residential areas in both America and in Europe, offers much greater amenity and ecological interest as well as introducing less intense maintenance regimes.

### Improving the public realm

#### Effective Landscape Management

Close-mown grass on steep slopes, or in small fragmented areas with frequent obstacles to mowing, cannot be maintained using the larger types of ride-on machines used to mow broader swards. Instead, smaller hand-operated mowing machines or strimmers must be used which are less efficient and therefore increase unit costs considerably, especially in the case of strimmers. They are also noisier in operation, leading to increased levels of disturbance to residents on a regular basis throughout the growing season. The repeated close-mowing of poorly configured grass areas which cannot be regarded as cost-effective is an unsustainable practice in the medium to long term, especially given the extended grass growing season in this location, due to the mild prevailing climatic conditions.

There are opportunities to reduce the extent of close-mown grass on Tudor. This could include areas which may be suitable for conversion to a less frequent mowing regime – with consequent visual and/or biodiversity benefits – or where their replacement by planting of trees and shrubs, groundcover plants (woody or herbaceous) or paved areas is the most cost-effective solution in the medium to long term.

## Tudor urban design guidelines

These guidelines will provide an agenda for change on Tudor, as well as a toolkit for assessing how new development and improvements to existing buildings should look. These guidelines are not about advocating an architectural style for Tudor, but establishing principles. Therefore the images illustrate the core principles whilst reflecting a number of different architectural styles.

### Coherent Framework of Buildings, Streets and Spaces

The framework for the renewal of Tudor should:

- create a network of interconnected and secure streets and open spaces with choices of well overlooked routes
- develop a clear hierarchy of private, semi private and public space – in place of the profusion of public space which currently exists
- encourage a hierarchy of streets
- enhance existing or create new focal points for community use

### Making Connections

Ensuring that there is a choice of routes through and around the estate, will help to make Tudor feel like a more organic and traditional suburban housing location and will erode the existing inflexibility of the layout. Improving memorable and secure access throughout the estate for pedestrians is paramount and will go a long way to solving some of the problems currently undermining Tudor. Wherever possible streets need to take the place of footpaths.

Enabling vehicles to move more effectively around Tudor is also important. Accommodating well located, secure car parking in particular will be an important determinant of success. Car parking wherever possible should be located in private or semi-private areas and public parking courts (as exist at present) must be avoided.

### Estate Layout

Measures are required for the existing properties to heal the layout of the estate. The remediation of Tudor must be based upon a commitment to streets, wherever possible using the properties which already exist. New and existing properties should always be orientated to overlook streets and public spaces like the Dingle.

### Three Dimensional Design

Taller buildings are not relevant in a setting like Tudor and the design ethos for the renewal is based around maximising its semi-rural / suburban location. It will not be relevant for buildings to be taller than three storeys. The use of three storey buildings should be limited to corners and even then only where additional height is deemed beneficial. Also taller buildings may be appropriate where topography dictates that building two storey homes will be un-economic.

At the domestic scale, and in this setting, pitched roofs are more aesthetically successful than flat ones. Wherever possible through new build and remodelling, flat roofs should be removed and replaced with pitched ones.

Having buildings which successfully address corners is crucial to creating a place which allows good surveillance and where activity creates an attractive street scene. This can be applied to newbuild, enveloping and even through support to owner occupiers to add windows to blank elevations.



Healing the estate by working with the existing properties: the aim is to create streets and public spaces that, wherever possible are overlooked. Here properties look into a new street and across the Dingle.

## Tudor urban design guidelines

### Materials, Styles and Colours

Tudor is undermined by the lack of variation and a lack of quality in building materials. Achieving richness and distinctiveness in the finishing of new and remodelled buildings will be partly dictated by the application of new colours, materials and details.

This guidance prescribes these elements and suggests how they should be used will provide the consistency necessary to achieve a well balanced, well articulated development. Materials should be evaluated upon their performance in weather proofing and insulating the properties given the site's challenging micro-climate.

### Render

Traditional colours, like cream, should be adopted to give Tudor a fresh, but distinctly Welsh and rural vernacular. This is useful as it provides good insulation value and can be easily maintained. Render should only be used to provide emphasis to building elements or provide visual variation. Half rendering is also suitable, although full single colour render should be avoided, except on important corner or landmark buildings.

RIGHT (above and below): Combining timber, brick, cream render and coloured windows and doors to create a semi-rural vernacular.

### Timber Panels

Timber panels should be used to add relief and variety to elevations and will enable a fine blend between Welsh and Contemporary styles. These should be sourced from renewable supplies. These panels should use a rough cut and unpainted timber that will be in keeping with the rural location.



### Brick

Bricks should form an element of new and refurbished buildings. The colours and finishes should be selected in a way which harmonises with the other facade treatments.

Windows and doors which add to the character of the estate and the environmental performance of the buildings should be selected. If costs allow coloured windows and doors will contribute a sense of richness and quality that will raise the image of the estate.

### Roofs

It is likely that some (or all) of the properties will require new roofs. Where this is the case a slate substitute should be utilised.

### Boundaries

All boundaries should secure the curtilage of the property and define the threshold between public and private space. Boundaries should usually consist of a slatted timber fence. Visually prominent boundaries at the entrance to the estate should include some natural stone and rough cut timber.

Some properties may benefit from a psychological boundary, such as a 500mm shrub border to determine the transition from public to private realm and the most suitable form of boundary will need to be decided for each particular street or property type.

### Building Clutter

Elevations of new and improved dwellings should be simple and stylish. Removing, unifying and /or concealing external cables, trunking, burglar alarms and satellite dishes should be carried out as part of the refurbishment process.

Below: Incorporating small amounts of natural stone into the palette will help change the image of Tudor.





## 6.0 Making Tudor a more sustainable community

### a sustainable community

The importance of engaging the community and helping them to drive the improvements explained herein cannot be underestimated.

Quite simply, the renewal of Tudor will not happen properly and be sustained indefinitely without significant community buy-in.

#### Ownership

Ownership is a concept that is becoming increasingly blurred. The idea that tenants could become subject to partial-purchase, or a variety of step-ladder approaches to ownership, was extremely popular in the consultations. Providing clear pathways for greater ownership will be an important tool in estate renewal. Buying into an estate 'on the up' will be an attractive proposition to people and greater ownership is more likely to generate a pride in the estate.

Conversely, dealing with owner occupiers on Tudor is going to be a complicated process. We therefore recommend that V2C consider how they can achieve this and consult the community accordingly. The Renewal Framework outlined above has (wherever possible) sought to gain maximum environmental benefit by working with as few owner occupiers as possible.

#### Building Effective Structures

We repeat our view that supporting consistent and democratic organisational structures on each estate is a pre-requisite for good engagement and involvement in long term plans and actions.

At present much of the community have a passive attitude to their environment. Despite this there is a committed and effective Tenants and Residents Association. Their role and capacity needs to be enhanced to allow them to represent the numerous opinions that the Renewal Framework and the projects will generate. Their role in helping to present the projects to the community and exchange information will be critical to the success of renewal on Tudor.

A barrier to building the role of the Tenants and Residents Association on Tudor is presently the lack of anywhere for this and other groups to meet. Addressing this as an early win and the delivery of the Tudor Community Hub is a priority. A similar facility is to be provided at Caerau. Due to the close proximity between the two the delivery of these projects requires close co-ordination to avoid duplication of effort and resources.

Therefore we recommend that:

- V2C should enhance the functioning of the Tudor Tenants and Residents Association as a starting point for effective engagement with the development of the Estate Management structure.
- Existing / ongoing projects should be evaluated to ascertain how they can be delivered in light of this report. (E.g. estate fencing)
- The early stage renewal projects are each developed with project-focussed groups of tenants and residents
- Early discussions are undertaken to determine the relevance of separate community 'hubs' for Tudor and Caerau.

We believe that Tudor provides an excellent opportunity to demonstrate key elements of the ideal renewal model: It starts from a low base in participatory and capacity terms, yet the community has shown from its response to the consultation process so far that there are huge numbers of people who are committed to this estate's future; there are several partner agencies already engaged in services and activities on the estate; other key partners are keen to become more accessible and visible; and, critically, they are committed to the very same processes that V2C has already begun – supporting better engagement, being more accessible, developing better services, creating longterm sustainability, and working together in partnership.

### a sustainable community

#### **Building Effective Partnerships**

We believe this partnership should be developed to become the embryonic **Estate Management Committee** alongside representatives from the community of the estate, the school, Health agency representatives, etc.

#### **Crime and Anti-Social Behaviour**

The consultants believe that a focus on anti-social behaviour, a closer working relationship with the Police, and possibly some specialist policy focus – a dedicated officer for example – are worth consideration.

Tudor suffers from a culture of petty nuisance and un-neighbourliness. The lack of community capacity and local presence of key agencies creates the perfect environment for this attitude to perpetuate. We think that maximum community involvement in the design and implementation of these schemes will create a culture where such behaviour will not be tolerated, by public agencies and residents.

#### **Handling Sensitivities**

The projects we have recommended above have generated impassioned responses from many people, supportive or otherwise. Altering people's homes and their environment are very sensitive and personal issues. This is why the community need to feel that they have some control over this and are not being merely 'subjected' to it.

We re-affirm our recommendation to deal with small areas in totality.

Smaller contracts moreover will create the chance for dialogue and adjustment as well as sensitive allocations and decanting.

## 6.0 making Tudor a more sustainable community

### towards a sustainable estate

The sustainability guidelines outlined in the Strategic Recommendations Report are to be applied to Tudor. In addition to these, the following recommendations outline how specific local factors can help to make Tudor a more self-sufficient community.

#### Thinking Local

This is the ideal opportunity to make Tudor less dependent on external energy, less wasteful and more self sufficient.

V2C will have long term stewardship of this estate and over this period we are likely to see enormous changes in the way we obtain and use energy. Acting now will provide significant benefits to V2C and its clients in the future.

Even though Tudor is on the sheltered side of the hill it is still prone to high winds due to its upland setting. This could provide interesting opportunities for local wind generation. Generally speaking areas where there are lots of trees or buildings are not good locations for producing electricity from the wind. Turbines are also visually intrusive and noisy.

A possible approach will be for V2C to connect groups of buildings to a single central turbine. (Perhaps located at on the central parkland

between Tudor and Caerau). This could have an iconic visual presence and be lit at night as well as an environmental purpose. Further feasibility work would need to be done to assess the true potential.

The aspect of many of the properties on Tudor means that opportunities for harnessing solar energy is limited. However, the central block of homes, which we have recommended for remodelling faces within thirty degrees of south. The remodelling and improvement process should consider how these properties could use solar energy, through photovoltaic cells and passive solar gain by virtue of glazing.

#### Transportation

Transportation and access to services is an important issue for residents of Tudor, both from a sustainability and lifestyle point of view.

Tudor's location means that the people who live there are reliant upon non-renewable energy sources to access many basic services. Car ownership is low on the estate thus local taxi's carry frequent fares between Tudor and Maesteg. The outcome of this is that four journeys are generated for a single trip, which is not sustainable.

A project which will probably have more impact than any other in

reducing the energy consumption of Tudor residents will be a constant, zero-carbon bus. Fuel Cell buses are currently being piloted in several European cities (including London). This technology may be more widely available in the near future. In the meantime a small number of vehicles which utilise bio-diesel, LPG or hybrid engines should be considered and the technical aspects of various combustion systems should be appraised.

This service should run in a loop which incorporates, Tudor, Caerau Park and a stop which benefits the other residents of Caerau.

TOP: A sculptural wind turbine

MIDDLE: Zero-carbon buses

BOTTOM RIGHT: Photo-voltaic (PV) cells

BOTTOM LEFT: PV cells and passive solar gain on properties facing due south



### towards a sustainable estate

#### Open Space Strategy

An important objective of the Open Space Strategy should be to encourage bio-diversity and the creation and improvement of habitats. Assessing the scope for improving bio-diversity within the Dingle is recommended. Landscaping can have the added benefit of reducing the impact of wind.

#### Working with Owners

A considerable amount of buildings on Tudor are privately owned. V2C, with its Partners, must explore ways in which it can enable private owners to make their buildings more energy efficient. V2C could provide information to residents on what grants are available to owners for domestic energy production and home energy efficiency improvements.

#### Recycling

Recycling arrangements need to be co-ordinated with Bridgend County Borough Council. However, in addition to the current services offered, V2C could promote additional recycling facilities on the estate, probably based at the Community Hub. These facilities could include collection of:

- household items
- clothes and shoes
- glass, plastics and paper



## 6.0 making Tudor a more sustainable community

### an economically active community

V2C need to enable the residents of Tudor to become more economically active. Building up the capacity of the local population to be part of the economic mainstream, rather than economically marginalised, is a core part of the process and will lead to sustained improvements in the quality of life for local people.

Building the economic prospects of local residents has cross overs with mainstream and adult education. However, we believe that there is a need for a local base where people can enhance their access to employment and enterprise.

The Community hub will be an important component of this by providing access to advice and training courses suited to local demand.

The improvements to the estate in itself will bring about opportunities for entrepreneurs and job seekers, including:

- grounds and garden maintenance
- property maintenance
- construction trades

There are opportunities stemming from improvements and new building on Tudor. Therefore V2C need to be able to insist that a proportion of the workforce is taken from the local population and that the skills are in place to allow this to happen. Ensuring that agreements flow from principal contractors to sub-contractors will be essential if this is going to work.

V2C has shown throughout our contract that they have a clear vision and commitment to social economy development. We believe Tudor could demonstrate exemplar social economy development both through projects that have already been identified as well as unexplored future opportunities.

For example, there is a caretaker/ warden service which could have more local focus and could develop into a separate business function. There are key agencies keen to develop their engagement and presence on the estate and their combined presence could begin to develop the Hub as a small not-for-profit business.

The early stages of V2C's improvement schemes on the estate have generated considerable activity already. Alongside the future organisation of contracts and local engagement we believe there could be a small outlet

for refreshments and small scale catering for estate contractors, residents, group meetings, partner agency personnel, youth groups etc. Were V2C to offer support to this project via the temporary use of a flat, for example, maybe next door to the estate base/ Hub, we believe a sustainable small scale business might be franchised. We cannot be prescriptive here – the estate partnership is best placed to consider these projects in detail.



# 7.0 delivering change

## Commencing renewal and demonstrating commitment

Strategic recommendations regarding the broader delivery matters are to be found in the Strategic Recommendations Report. This document outlines the overarching proposals for how V2C can lead and manage the renewal of each estate that our team has been focussed upon.

However, there are some estate specific proposals which are relevant and these are outlined in this section.

### Build partnerships

Whilst building partnerships at the strategic level is going to be essential there are several partnerships that can be developed at the local level.

The Tenants & Residents Association is an important gatekeeper on Tudor. They represent the local community, who, at present are slightly apathetic to community life. As a result of these recommendations, the demands placed upon the TRA are likely to increase and they must be able to act as a conduit between V2C and the residents of Tudor.

### Building consensus

This is crucial to the long term viability of the Estate Renewal Programme. As raised in the Strategic Recommendations Report, the local community do not believe that V2C are capable of delivering the level of change that we think is necessary.

Consultation highlighted a general support for the initiatives that we have developed this far. Therefore it is essential that V2C and their Partners work with the community to build their trust and support.

One way of doing this is to develop projects on a small scale with considerable involvement from the people that will benefit from them.

### Piloting Projects on a Small Scale

The best way of building consensus is by showing the community that renewal is real and achievable. Building projects from a small scale will also be part of a phased approach to the regeneration of Tudor.

The SRR outlines the need for a Strategic Management Plan to guide the renewal of Tudor and the other estates. For Tudor this must include **developing pilot projects** at a small scale. These projects are referred to as the Phase 1, to be implemented as outlined in detail below.

### Visiting Exemplar Schemes

V2C should arrange for residents benefitting from Pilot Projects, V2C staff and Partners to go and **see similar schemes in other parts of the UK** and speak to those residents and professionals who have been through the process. V2C do not always have to come up with answers, the community should be able to do that

as well. What is important is that V2C show leadership and this is a good way of demonstrating that.

### Showcasing Regeneration

Once the pilot projects have been satisfactorily completed they should be formally opened and showcased to the rest of the community. At these events V2C need to make clear where this is happening next and that people will have a hand in the final design.

### Dealing with Owner Occupiers

V2C must develop a methodology and financial framework for working with people who own their homes. Not succeeding with this is probably the most significant risk to many of the projects outlined above.

Owner occupiers have bought into Tudor and therefore all have an interest in the success of this programme.

However, many of them are on very low incomes and may not be in a position to contribute financially to the improvements that we think are necessary.

Recommendations for how V2C can manage the issue of ownership on the estates subject to renewal are explained in the Strategic Conclusions Report.

Therefore, V2C with the help of their Partners, will need to come up with an equitable system for allowing people to participate in the renewal programme. Similarly, you will also need to have arrangements in place to make sure that owner occupiers are not able to undermine the this programme of improvements.

## Delivering change: a phased approach

The factors guiding phasing will become more apparent as V2C build the structures necessary to deliver change (e.g., funding).

The phasing has been ordered to ensure distinct areas are subjected to multiple projects simultaneously.

This will minimise the amount of time that people are disrupted and concentrate the benefits.

The ethos is for change to be focussed at the most visible and least complicated parts of the estate first. Once this has been achieved the benefits should be spread to adjacent areas. The reason for this is firstly to develop a critical mass, but secondly so that lessons can be learnt and confidence can be gained before implementing projects on the more difficult or complex parts of Tudor.

Initial phases will change the image, whilst injecting private sector funding into the programme. These resources can then be used to complete the final stages of the programme.

It will be essential for V2C to co-operate with the community to ensure they understand what will be happening where and when and crucially why it will be happening in this order. It will be important that this information is available to the community upon completion and opening of the showcase projects. At this stage the community will want to know if their homes and streets are going to be subject to similar works and when.

This section is intended as a practical guide to approaching the large task ahead. Arranging phasing will require a continuous process of evaluation and re-planning in order to ensure effective project delivery. Some elements may be brought forward and some phases may even run concurrently, but monitoring, management and listening will enable this to happen.

## Delivering change: a phased approach

### Phase 1: Pilot Projects

The purpose of these pilot projects will be to start the renewal of Tudor by improving small areas using a number of different projects. It is envisaged that this will take 2 years to complete. The areas will need to be physically distinct and well contained so that the impact can be assessed.

We think that the area shown on the plan opposite is an ideal place to pilot the following projects:

- improving existing homes
- building new homes
- recycling and rubbish

These projects all compliment one another and will rejuvenate this visible part of the estate. In addition to this the public realm and highway enhancements that are indicated will add value to the works.

Piloting these projects in this location will also generate funds that can be re-directed to dealing with more difficult to heal parts of the estate. Communicating this and then demonstrating it to the community will be essential to building trust.

Fully understanding the arrangement of the **Community Hub** in Tudor will need to be done as a priority. This is an important step in enhancing the capacity of Tudor residents to participate in the changes ahead.



LEFT: Phase 1

Below: How this area could look



## Delivering change: a phased approach

### Phase 2: Spreading the Benefits

Following the Pilot Projects, Phase 2 aims to extend the Pilot Projects into the adjacent area and the Dingle. The following projects are therefore relevant to this area:

- improving existing homes
- building new homes
- improving the Dingle

Within this area six properties should be demolished. One of these is owner occupied. In place of these properties we recommend that approximately eleven new two/three bedroom homes can be built. These new homes will heal the shortcomings of the current layout and create homes which overlook a semi-private courtyard and the Dingle.

The improvements to the existing homes should be designed to maximise the scope for natural surveillance onto the main estate road. This is important because these homes back onto this road, rather than fronting onto it. Adding features like balconies will make the homes more desirable and the streets more secure.

Improvements to the Dingle are also required in this phase. This should incorporate the creation of new pedestrian footpaths to provide access to the Dingle and the fronts of the new homes and the new courtyard.

It will be important that the community understand the need to re-visit the layout and the costs and benefits of doing this. (Many did suggest limited demolition during the latest consultation event).



ABOVE: Proposed new homes with a view into The Dingle



## Delivering change: a phased approach

### Phase 3: Mending The Dingle

The first two phases will create the momentum which will help to make Phase 3 succeed. The Dingle is the most heavily stigmatised part of Tudor and the regeneration of this area will be all the more possible once local people see the benefits of the first two phases. The following projects are therefore relevant to this area:

- improving existing homes
- building new homes
- improving The Dingle

In addition to these projects, creating a pleasant landscaped parking courtyard will require additional public realm improvements.

Within this area approximately ten flats and 2 houses should be demolished. Three of the flats are owner occupied and these residents would need to be re-housed and compensated. In place of these properties we recommend that approximately eleven new two/three bedroom homes can be built. This could possibly include some flats.

All of the new homes and all of the improved ones would overlook a new shared courtyard to create a more secure and pleasant environment than is currently the case. New properties which face south could be split level to deal with the slope

and overlook the valley. These homes may also have garages on the ground floor and balconied living areas above, again to maximise good views and overlook the semi-private area. The other new homes would have a pleasant south facing gardens which adjoin the improved Dingle. The footpath connecting the centre of Caerau to Tudor and Caerau Park should also be improved as part of these measures.

These works will have a transformational impact upon 'The Dingle' but will utilise many of the properties that are already there and enhance their value.



## Delivering change: a phased approach

### Phase 4: Enhancing the Entrance to Tudor

The initial phases will outline the extent to which the improvements to the existing houses can be taken.

The most successful elements of the improvements should be focussed upon those houses that are located at the entrance to Tudor. Improvements to existing homes should be complimented by improvements to all footpaths, car parks and boundaries. In addition to these, enhancements and management plans for the existing open spaces should be prepared. Improving arrangements for refuse collection and recycling should be incorporated into this phase.

This phase will be a relevant juncture to enhance the actual entrance to the estate. This should be a feature which concords with the overall vernacular of the improved estate and should be designed to make it more difficult for motorbikes and sheep to enter the Tudor.

This phase will have a significant impact on the external perception of the estate. By Phase 4 we believe that a critical mass of renewal activity will have been reached which will create the correct climate to complete the rehabilitation of the estate.



## Delivering change: a phased approach

### Phase 5: Rehabilitating Tudor and Completing Renewal

The final phase of the renewal of Tudor will be the most dramatic and the most complex.

Proposed is the remodelling of the central area of the estate to create a mixture of streets and courtyards, using, wherever possible, existing properties.

This phase of works would incorporate:

- improved existing properties
- remodelled flats
- remodelled estate layout
- new build housing

The capital receipts from land sales and the experience and goodwill of the community generated as part of the earlier phases are crucial in enabling a scheme of this type to be implemented.

Crucial to succeeding with works of this type will be:

- clarity about the process
- honesty about the costs and benefits (both physical and financial)
- showing the residents similar schemes in other parts of the country and allowing them to talk to people once faced with similar circumstances

Schemes of this nature are only likely to work where there is significant buy-in from the people effected - especially owner occupiers. (There are 17 owner occupiers. Of these 6 would need to be demolished, and 11 remodelled / enhanced). The consultation process must therefore be carefully planned. The timescales involved in this are likely to mean that focussed consultation should actually commence relatively early in the renewal programme and run concurrent with the phases explained previously.

### Project Evaluation

Assessing the performance of the initiatives and highlighting the lessons learnt is important. Again, V2C need to provide leadership, but the community and other Partners need to be involved.

Evaluating the impact and process undertaken to complete the Pilot Projects will be essential. For the follow-on projects the process for delivery must include stages where evaluation can occur during project implementation and at the end of it. Lessons learned will help to improve the delivery of regeneration on Tudor and other estates in the future.



# Delivering change: funding

## Tapping into the Caerau Neighbourhood Renewal Area

There is opportunity to deliver a proportion of the improvements through 'homesteading'; ie if there are void properties that V2C may not wish to spend money on at present, then it could offer these houses or flats on the open market, married to grant packages from BCBC for improvements and repairs; this would be an attractive way to encourage young owners to get a cheap property and bring in grant investment and new mortgage income to these estates. This would be the sort of deal that the Regeneration Manager from BCBC could broker. It could increase sales income for V2C and mean a shared set of packages of improvement to the estates.

The Caerau and Tudor estates are now part of the Neighbourhood Renewal Area (NRA) for Caerau. This means that owners can expect to get access to grants to repair and improve properties according to a grant regime delivered by BCBC (via already appointed consultants). In addition, a grant package for the NRA brings with it the opportunity to spend up to £1000 per property in the 'public realm'. So a single NRA grant package to an owner occupied property in Tudor for example, could deliver £1000 to the street improvement scheme.

## Enabling Community Development

On Tudor the Tenants should be given a flat or house as a base for their activities. This is a financial commitment by V2C to capacity building for the tenants but could assist in delivering the improvements, as there would be:

- a base for information;
- a space from which other programmes could be delivered from;
- and for contractors to rent as an estate base when they start work

## Procuring Resources for The Dingle Improvement

On Tudor cleaning up and improving the Dingle could attract grant assistance from the several projects that already exist to improve the length of the river. One of the local Councillors is already very active in working with volunteers on this scheme in Caerau. Any support from V2C could be 'matched' again in terms of bids for grants, and the time of volunteers is also 'matchable' according to formula for converting volunteer time into 'money' on the table in bids. Communities First Caerau are key in supporting this type of programme. The BCBC Countryside Officer is also a key support for getting grants.

There are already schemes to develop cycle routes in the Northern end of the Valley and any aspect of this that V2C wants to encourage across its estates would be welcomed by the officers concerned. The development of most countryside cycle routes in the Valleys is already subject to funding bids. It could also affect the Park area between the estates and this could add value to the housing on the estates through amenity value. Again, any input from V2C – eg sponsoring stretches, donating tools etc. adds value

All of Caerau is a Communities First area – this means that the CF Partnership can bid for small grants for community projects and activities to the Communities First Trust Fund. So V2C and the Tudor TRA could for example approach CF Caerau and ask to bid to the fund for a small play amenity on Tudor. Again any income to such a scheme from V2C would add weight to the application for additional monies. CF Caerau have staff to assist on such bids.

## Proposed estate profile

The projects that we have proposed are unlikely to result in a substantial increase to the size of the population on Tudor. Instead, the outcome will be an estate where the boundaries between tenants and owners are blurred through enhance opportunities for shared ownership. The current balance of tenants and owners is not consistent with best practice on creating a sustainable community (which is that 60% of the community should be home-owners and 40% tenants).

The current supply of homes on the estate breaks down as:

3 bed homes:	103
2 bed homes:	22
Total:	125

Within these 125 properties, 40 are owner occupied meaning that the existing mixture of social / private residents is approximately 67% / 32%.

The proposals in this report will have the following outcomes for the supply of housing on the estate:

Units demolished: 40 (Of which owner occupied: 11)

Units improved: 86

(Of which owner occupied: 30)

Units built: circa 51

Final number 2/3 bed homes: circa 124

Final number of 2 bed flats: circa 12

(These figures can be adjusted based upon projected need)

Total Proposed Dwellings: 136

The result means that the number of people living on the estate will remain fairly static. Of the 51 new homes built on the estate 60% (31 homes) will be homes for sale (either outright or through shared ownership). Added to the remaining 29 privately owned properties on the estate, means that there will be 60 owner occupiers. This is significant in that it will help to create an estate

demographic of 44% owner occupied an increase of 12% and more consistent with neighbourhood planning best practice.

As the success of the regeneration grows the estate will become targetted by investors looking to make money from uplifted property values. V2C must therefore have leases and agreements in place to ensure that they remain the only landlord on the estate and that homes are occupied by the people that own them.



## 8.0 next steps

# Next Steps

V2C have a significant responsibility and must develop the structures, mechanisms and skills necessary for this level of regeneration to succeed.

## Action Planning

One of the ways of structuring the delivery of projects will be to develop an Action Plan. This should include information relative to the delivery of each type of project, like:

- outline costs
- funding opportunities
- links with other projects
- links with ongoing initiatives
- project champion / delivery responsibility
- timescales
- targets
- themes addressed (see page 11), and
- partner agencies

This Action Plan should be developed as the structures become established to deliver these recommendations.

## Funding Opportunities

The Action Planning process and the organisational arrangements outlined in the Strategic Recommendations Report will provide the opportunity to explore resource procurement more fully. At the initial Scoping Report stage we outlined a range of different funding streams. V2C and their Partners must attribute mainstream budgets and additional funding opportunities to the Renewal Framework and programme of projects that we have recommended.

## Next Steps

Through the Action Plan for Tudor, V2C must make the improving the existing properties an immediate priority. In addition to this completing the **Estate Development and Renewal Framework** will be essential to guide immediate and longer term improvements.

This will be the very start of what is likely to be a 10-15 year programme of improvement. At the end of this programme we are confident that the overarching strategy and the suite of projects that we as a group, have developed will make Tudor into a really popular place to live.

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