

Appendix 3



Draft Fulham Court and Barclay Close Investment Plan

April 2012 – March 2014

Introduction

In November 2011, following consultation, the Council agreed a framework for investment in council housing estates which is known as the Housing Estates Investment Plan. Following approval of this framework, the Council evaluated all estates with over 100 properties against a range of deprivation and estate specific information.

Following this evaluation, Fulham Court was identified as one of the priorities under this programme. Barclay Close, which acts as the western boundary to the estate, has a number of the same indices as Fulham Court and due to its physical proximity is key to addressing a number of key issues. This investment plan, which is based on resident priorities and discussions with key stakeholders, sets out current programmes and proposals to tackle the physical, social and economic issues affecting the community of both estates. It is intended to provide a framework for future interventions.

Summary

The Needs

The estates are ranked within the top 15% most deprived neighbourhoods in England and is within the top 5% most deprived nationally with regard to income levels.

Employment

High levels of unemployment – on Fulham Court Estate 70 residents receive Job Seekers Allowance and 115 residents are on ESA/Incapacity Benefit. This proportion of the adult working age population at 25% is nearly twice the Borough average of 13%.

Housing

High level of overcrowding – 23% of households on Fulham Court are classed as overcrowded. 9.5% of Fulham Court tenants have requested a transfer due to overcrowding. This is the highest rate of all estates over 100 units in the borough.

Education

Low levels of educational attainment – 31% of residents have no qualifications compared to a borough average of 18%.

Crime

The average level of crime allegations per 100 residents is 17. The rate of anti social behaviour per 100 residents is 3.

Health

The rate of teenage pregnancy for the ward is 50.3%. Town Ward has one of the lowest standardised mortality rates in the Borough.

Existing provision

There has been and will continue to be a lot of public sector resources going into Fulham Court and Barclay Close Estates through investment in the physical fabric and specific revenue programmes such as benefit payments. This expenditure meets certain needs within the community but too little of it addresses the underlying problems that maintain the area and the families within it in a state of deprivation, low aspiration and dependency.

Proposal

There is a need for social and economic regeneration to be delivered alongside the physical improvements that have already taken place and are planned in the near future. In addition, there is a need to increase the housing options available and enhance the quality of the public realm.

Section 1 Profile and Needs Analysis

Location

Fulham Court is a relatively large Council estate, situated in Town ward. The estate comprises 356 dwellings, 50 of which have been sold under the Right to Buy scheme, contained within one 4 storey and eight 5 storey blocks. Situated immediately to the east of the estate is Barclay Close, which is a smaller Council owned estate comprising 106 dwellings of which 50% have been sold under Right to Buy.

The estates are located five minutes walk from Parsons Green Tube Station. The northern boundary of the estates is a row of shops on Fulham Road. The southern boundary of the estate is the railway. The western and eastern boundaries of the estates are onto a residential area.

Population

- The average household income of a single person household on the estate is £10,694 which compares to a Borough average of £13,450. The average household income of a household with a dependent child living on the estate is £17,285 which compares to a borough average of £22,105.
- The % of all tenants on Housing Benefit is 57.3% which compares to a Borough average of 27.5%.
- The % of leaseholders in service charge arrears (>£100) is 23% as compared to a Borough average of 16%.
- There is a high concentration of young people with 32% of residents aged under 18 years of age.

Employment

- On Fulham Court, 70 residents are on JSA, 115 residents are on Employment Support and Allowance / Incapacity Benefit and 60 residents are lone parents.

Housing

- 10.9% of properties on Fulham Court are leasehold. 50% of the properties on Barclay Close are leasehold.
- In December 2011, 14% of properties on the Fulham Court were owner-occupied.
- 9.5% of Fulham Court tenants have requested a transfer due to overcrowding. This was the highest rate for all estates over 100 units.
- 55% of Council tenants on Fulham Court have resided on the estate for 10 years or more.

Education

- Based on the Schools Census 2011, at the primary schools attended by Fulham Court children, 81.3% of 7 year olds achieved Level 2 or above in reading, writing and maths. Based on the Schools Census 2011, at the primary schools attended by Fulham Court children, 75%

of 11 year olds achieved Level 4 or above in English, Maths and Science.

Crime

- Between October 2009 and September 2010, the average crime allegations per 100 residents was 17. The rate of anti social behaviour per 100 residents is 3. In 20078/9, the rate of graffiti per 100 dwellings was 0.9.

Health

- The teenage pregnancy rate for the ward is 50.3%
- The annual average in the output area is 36.4 ambulance call outs per 100 dwellings.

Section 2 Consultation results

Residents

In February and September 2010, resident consultation took place on proposed environmental improvements. The views expressed on issues such as parking, refuse, removal of boundary walls, landscaping and security were not conclusive. A series of options were developed to form the basis of this consultation.

The opening of the Tudor Rose Centre in December 2011 was used as an opportunity to reengage with residents about the priority issues facing the community. Questionnaires were completed by tenants, leaseholders, non-estate residents and service providers. The main issues identified were around lighting, public realm and lack of youth facilities.

Work has been ongoing to re-establish the TRA on Fulham Court. A meeting with the group of residents interested in creating the TRA took place on 26th January 2012 at which the Draft Investment Plan was outlined. The meeting was attended by tenants of Fulham Court. The outline proposals were fully supported. In addition the issue of repair and maintenance of fencing was brought up.

All residents of the two estates were invited by letter to a workshop on 9th February 2012 at the Tudor Rose Centre. The outline proposals were generally supported. A few residents queried the potential impact on safety and security of removing all of the internal walls and railings on the estates.

Doorknocking exercises have taken place focused on Barclay Close. The outline proposals were generally supported. A few residents queried the potential impact on safety and security of removing all of the internal walls and railings on the estates. A few residents queried the need to remove all pram sheds although they did state that the current system of allocation of the pram sheds should be reviewed. A number of residents requested dog free areas of open space on the estate where it would be safe for children to play. A number of residents requested changes to the visitor car parking policy which would allow permits to be given for longer periods. As part of this further consultation a number of leaseholders were spoken to as well as tenants.

Working with the Youth Involvement Officer in Children's Services, a session for young people on the estate was facilitated by Young Advisors on 23rd February 2012.

Officers

The physical works programme has been developed in consultation with the Housing Services Division of Housing and Regeneration Department. The local lettings plan and employment proposals have been discussed with the Housing Options, Economic Development and Skills Division of Housing and Regeneration Department. The Youth Involvement Officer from Children's

Services has facilitated the involvement of the Young Advisors. Officers from the Property Division have been involved in discussions about the shops and void disposal routes set out in this document.

Stakeholders

The eastern boundary of Barclay Close adjoining land and property managed by Shepherds Bush Housing and Octavia. Officers have met Shepherds Bush to initiate a discussion about replacing the boundary wall. There was general support for the proposals. Both organisations will be consulted in developing detailed plans.

The manager of the Tudor Rose Children's Centre has been taken through the draft Investment Plan. The organisation was supportive and keen to explore ways in which the PSLA and the Council could work together both in terms of the management and activities of the Tudor Rose Centre and the proposals for the estates.

The Crime Prevention Design Advisor has been taken through the draft Investment Plan. He was supportive and keen to be involved in developing the detailed proposals. In particular, where internal walls and railings were removed, he would want to advise on lighting and cctv measures that could help to mitigate any potential impact on safety and security.

Section 3 Housing

Current provision

There has been £12m of investment in achieving the decent home standard on Fulham Court Estate. This work has included kitchens, bathrooms and roofs. £800,000 has been spent on external decorations and kitchens and bathrooms in tenanted property on Barclay Close Estate.

The estates are physically separated from the wider neighbourhood by a series of gates and barriers. Although this does reduce vehicular access onto the estates, it does reinforce the feeling that it is a separate housing estate under council management rather than a high quality residential neighbourhood. Within the estates, there are a series of walls and railings which separate the two estates and limit pedestrian access.

Barclay Close estate has pram sheds which were provided to serve a storage need a number of years ago. These needs have changed over time. The pram sheds are physically located on the estate in a way that they serve as physical barriers to pedestrian access. There are no pram sheds or other storage facilities in Fulham Court estate. Larger flats on Barclay Close also have storage cupboards adjacent to their front door. There are significant management and health and safety issues generated by cycle storage within flats on the estate.

There is a relatively high level of overcrowding on the estates. The larger properties that become void are let to the highest priority housing needs from the Borough.

Proposal

Physical improvements

- Upgrading of external lighting in order to reduce fear of crime and enhance cctv coverage. These works will be designed in consultation with the Police.
- Demolition of boundary gates to the estates in order to integrate into the wider residential neighbourhood
- Repaving of parts of the estates
- Demolition of internal walls on the estates. These works will be designed with the Police and the extent to which walls are fully removed rather than being replaced by railings will be dependent upon these discussions.
- Demolition of pram sheds and replacement with new cycle storage
- Upgrading of play areas including looking at an option for the development of an outdoor gym
- Extend large bin store in order to increase capacity

The works listed above are shown on plan 1.

Local lettings

In order to address issues of overcrowding and increase housing tenure options on the estate, it is proposed to develop a local lettings plan. This plan would enable overcrowded 1 and 2 bed households on the estate to move into vacant larger properties on the estate and would release smaller units which would be considered for potential disposal. This plan would prioritise working households.

Void sale

The outcome of the Local Lettings Plan being introduced would be smaller voids being considered for disposal subject to meeting the Expensive Voids Policy disposal criteria. On the basis of current trends, it is anticipated that 20 voids pa of 2 bed and smaller will be generated on the estates. A balance will need to be struck between those voids being made available for reletting in accordance with the local lettings plan prioritising working households and those identified for disposal to create funds for reinvestment. In terms of the disposal route, it is considered that although the normal route of taking properties to auction could be used, the option of disposal to the Council's local housing company or a Registered Provider may be preferable as a way of promoting lower cost home ownership. The resulting receipt would (so far as legally possible) be reinvested by way of capital expenditure into the estate. From initial discussions with large Registered Providers, it is apparent that the scale of the disposal proposal would make a specific scheme unviable in their opinion. The initial legal advice is that the disposal to the Council's housing company would be possible although "best consideration" would need to be met unless specific Secretary of State consent is in place.

Benefits

- Improved public realm
- Reduced fear of crime
- Lower turnover
- Increased housing options
- Reduced housing management costs due to increased refuse storage
- Creation of more mixed and balanced community with greater access to low cost home ownership

Action	Milestone	Responsibility
Agree local lettings plan	Agree by June 2012	Asif Rashid
Develop physical improvements programme	Detailed programme sent out to residents July 2012	Sally Hutchinson

Section 4 Education

Current provision

- The Tudor Rose Centre, based on Fulham Court Estate, opened in December 2011. It is managed by the Pre-Schools Learning Alliance and provides a hub children's centre. It is designed for families with children, from conception to under five years. It provides services including advice and guidance, integrated education and care, parent and toddler drop-in groups, family learning, family support, health services and links to employment/training. The programme of activities broadly focuses on four main objectives:
 - parenting skills
 - school readiness for children
 - work readiness for parents
 - child and family health
- It is understood that primary school age children from the estate go to Fulham, New King's and Sullivan Schools in LBHF.

Proposal

- Increase the scope of services provided to the users of the Children's Centre in order to start to address wider issues such as employment, adult education and health. For example, the activities involving Somali parents could be developed to address the wider issues affecting this community. The manager of the children's centre has recently started a process of consulting users about additional services that they would like to see provided.

Benefits

- Intervention in early years provision has a recognised impact on future educational attainment. Residents and users of the centre will benefit from increased information and awareness of other services.

Action	Milestone	Responsibility
Increased range of services offered by Tudor Rose Children's Centre	Enhanced programme agreed June 2012.	Sheila Kane PSLA
Initiate discussions with local primary and secondary schools	July 2012	Sally Hutchinson

Section 5 Shops

Current provision

- The row of shops 653-683 Fulham Road serves as the northern boundary to the estates. The shops are owned by the Council and are fully occupied. The rear of the shops (which face the estates) are in a range of lease positions which leads to issues around management including refuse collection.

Proposal

- The Council is proposing to market an overriding lease for all of these shop premises. This lease will include the responsibility for the rear of the premises. It is intended that this lease will be awarded by June 2012.

Benefits

- As well as clearing setting out the management responsibilities, this proposal should lead to an improved physical environment. This will be of direct benefit to local residents and visitors to the estates as well as adjoining businesses.

Action	Milestone	Responsibility
Grant head lease	Council approval to grant head lease June 2012	Gavin Ross

Section 6 Employment and Training

Current provision

- Residents have access to Borough wide programmes which are marketed in the normal way. There have not been any targeted activities on the estates. As part of the construction of the Tudor Rose Centre, an apprentice was taken on by the main contractor.

Proposal

- A Work Boost Session will take place at the Tudor Rose Centre on 19th and 20th March 2012. Residents will be able to choose from a range of sessions designed to be hands on and practical with tangible outcomes for participants and clear signposting to post-session follow up and support. This exercise is a pilot and follows on similar exercises at White City.

Benefits

Action	Milestone	Responsibility
Works Boost Session	Event 19 th and 20 th March 2012	Neil Wigglesworth
Review	Review success and agree new customised programme June 2012	Neil Wigglesworth

Section 7 Youth involvement

Current provision

- The only current provision is a football pitch (which is not laid out) and three play areas which have equipment aimed at under 10s. Older residents identify problems with young people hanging around the estate and with some of the activities that take place on the football pitch.
- A Youth Takeover Day took place in November 2011. There are no existing mechanisms for consulting for involving young people on the estate.

Proposal

- To use the Tudor Rose Centre as the focus of new youth involvement activity on the estates
- To redesign the outdoor play areas and football pitch so that it better meets the needs of local young people
- Discussions are underway with Let Me Play about targeted programmes of sport and dance on the estates
- To use the skills and expertise of a Young Advisor to facilitate a youth forum on the estate. The Young Advisors are young people from the Borough who have been involved in either the Borough Youth Forum, the UK Youth Parliament, or as a youth commissioner for over 50 hours, and who have completed at least three training courses
- The activities taken forward by this forum will be dependent upon the ability to generate revenue funding.

Benefits

- Young people will feel more involved in their local environment and will take on a higher level of ownership of initiatives.
- Initiatives will be more based upon the needs of local people and will therefore have a greater impact on the needs of the area.
- Facilities will be better used.

Action	Milestone	Responsibility
Youth Forum	Inaugural meeting of Young Advisor and youth February 2012	Neil Kirby, Angela O'Connor and Brenda Whinnett
Programme	Funded programme of activities agreed July 2012	Brenda Whinnett and Sally Hutchinson

Section 8 Community activities

Current provision

- There is no dedicated budget for community investment on Fulham Court and Barclay Close. Due to the need to make savings, national and local government funding for youth and community activities has been heavily reduced. Although new facilities such as the Tudor Rose Centre have been provided, in order to be effective there may be a need to consider how these activities can be funded.
- Work has been undertaken recently to try to establish a TRA for Fulham Court.

Proposal

- To investigate the potential for the creation of a community trust for the estates. This would be designed to provide a sustainable source of revenue funding. Options under consideration include the consideration of investing part of the sales receipts from voids into the trust. Further legal and financial advice is needed on this issue.
- Building on good practice, there is an ambition that the community centre element of the Tudor Rose Centre is managed by a local community organisation. Options for taking this objective forward need to be considered in the context of the work with the TRA and other organisations including the Pre-School Learning Alliance. Officers are meeting with the manager of the Old Oak Centre and will develop a business plan for Tudor Rose.

Benefits

- Sustained revenue support
- Provide a focus on the estates
- Better use of community facilities
- Increased involvement of residents in voluntary and community activities

Action	Milestone	Responsibility
Management of Tudor Rose Centre	Interim management proposals agreed	Sally Hutchinson
Management of Tudor Rose Centre	Business Plan completed September 2012	Sally Hutchinson
Community Trust	Feasibility study completed September 2012	Sally Hutchinson

Appendix on funding implications

A ballpark estimate for the physical Improvements to the estates has been provided by Wilmott Dixon, officers in Council lighting and cctv sections and a provider of outdoor gym equipment. This estimate is £750,000. This estimate can be contained within the existing allocations under the Decent Neighbourhoods capital programme.

The route for disposal of any voids will need to be carefully considered in order to maximise the level of capital receipt which can be reinvested into the estate.

The economic development, youth involvement, education and community development activities set out in this Draft Investment Plan need to be further developed before an assessment of the revenue implications can be made. These proposals will be the subject of further reports.

The project management of the physical improvements and the staff resourcing of the other activities within this Draft Investment Plan will be contained within existing budgets.

Draft Action Plan April 2012- March 2014

Action	Milestone	Responsibility
Youth Forum	Inaugural meeting of Young Advisor and youth February 2012	Neil Kirby, Angela O'Connor and Brenda Whinnett
Works Boost Session	Event 19 th and 20 th March 2012	Neil Wigglesworth
Management of Tudor Rose Centre	Interim management proposals agreed April 2012	Sally Hutchinson
Draft local lettings plan	Agree by June 2012	Asif Rashid
Increased range of services offered by Tudor Rose Children's Centre	Enhanced programme agreed June 2012.	Sheila Kane PSLA
Review employment and training programmes	Review success and agree new programme June 2012	Neil Wigglesworth
Grant head lease of shop units	Council approval to grant head lease July 2012	Gavin Ross
Initiate discussions with local primary and secondary schools	July 2012	Sally Hutchinson
Programme of youth activities	Funded programme of activities agreed July 2012	Brenda Whinnett and Sally Hutchinson
Develop physical improvements programme	Detailed programme sent out to residents July 2012	Sally Hutchinson
Management of Tudor Rose Centre	Business Plan completed September 2012	Sally Hutchinson
Community Trust	Feasibility study completed September 2012	Sally Hutchinson