PCHA Tenants Initiatives

4th Final Draft

PCHA PROCEDURE GUIDELINES

PCHA NEIGHBOURHOOD PLANNING

January 2005
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An Introduction to this Procedure Guide

This procedure guide sets out the methodology to be used by PCHA staff, and other members of the Genesis Group, when undertaking:

- Neighbourhood Planning.

It will be used by those staff members who are involved in the PCHA Neighbourhood Auditing and Planning process to ensure a consistent approach in service delivery across PCHA. It may also be used in staff training and induction procedures.

It is intended that the guide will be of particular help to:

- PCHA Housing Managers and Neighbourhood Officers
- PCHA Tenants Initiatives Manager and Officers
- PCHA Supported Housing Managers and Officers
- PCHA Maintenance Managers, Officers and Surveyors
- Genesis Community Development Managers and Officers
What is Neighbourhood Planning?

The Neighbourhood Planning process will address all the failure issues identified by PCHA and our tenants and create an action plan to turn the neighbourhood around. It will be the method by which PCHA will integrate and co-ordinate, across PCHA departments, service delivery to residents in the area covered by the plan. Neighbourhood plans will be firmly set in the context of addressing housing issues alongside other community-based issues such as crime, vandalism, unemployment, training, local transport, children’s play facilities etc. The planning process will also explore all external funding and resources available that can be pulled in to address the issues of concern. Local residents will be fully involved the development of the plans and monitoring their effectiveness.

In addition Neighbourhood Plans will:

- Assist PCHA to ensure that resources are directed to the areas of most need.

- Facilitate the active involvement of residents and external service providers.

- Underpin PCHA’s commitment to active resident involvement and will play an integral part in ensuring that PCHA is in full compliance with the Housing Corporation’s “Involvement Policy”.

- Contribute to PCHA’s goal of developing and maintaining sustainable communities.

The delivery of Neighbourhood plans will be reflected both in Departmental Business plans and individual staff targets.

How successfully staff have been in meeting the targets set out in the plans may be used in the Genesis staff appraisals system.

This procedure guide contains:

- A flow chart of the process to be used.

- A process time table.

- A step by step guide to the methodology to be deployed in developing Neighbourhood Plans.

- Details of supporting materials to aid the process.

Use of the procedure guide will ensure consistency of approach throughout the organisation.
Flow Chart for Neighbourhood Planning at PCHA

**Neighbourhood Reviews** – Determine where NP required.

**Inputs Neighbourhood Team Members:**
- Tenants Initiatives
- Community Development
- Supported Housing
- Development
- Re-Housing Team
- Repairs and Maintenance

**Neighbourhood Plan**
Neighbourhood Officers develop a Neighbourhood Plan to address issues raised in

**Plan progressed**
- Monitored by Neighbourhood Officer who will record internal and external inputs, provide reports to

**Community Development and Tenants Initiatives**
Continue to support community initiatives where appropriate

**At completion of Neighbourhood Plan**
- Neighbourhood Officer to co-ordinate Neighbourhood Plan Monitoring Report

**External Inputs**
- Residents Groups
- Focus Group
- Local Authorities
- Others eg Police other RSL’s, Voluntary Agencies,

**External Inputs**
- Focus Group meetings external agency activity

**External Inputs**
- Validation by tenants on success of plan

**Neighbourhood Team Members Inputs**
Final output reports from
- Tenants Initiatives
- Community Development
- Supported Housing
- Development
- Re-Housing Team
- Repairs and Maintenance

**Neighbourhood Officers**
Review Neighbourhood Audit and determine if further action required and start Neighbourhood process

**Internal – Inputs from Neighbourhood Team Members:**
- Departmental Action Plans
- Quarterly monitoring reports provided
**Time Table**

The plans are to be developed on an annual cycle so that they can be linked to business plans, the setting of individual staff targets and staff appraisals.

Each plan should last 1 year. In some circumstances the neighbourhood may require a longer period of activity. In these cases the remaining activities will be brought forward into a plan for the following year.

As the need for new plans emerge, during the course of a year, then these plans should be designed for the remaining part of the year and a follow up plan put in place for the next year.

In order to ensure flexibility this is an indicative time table.

<table>
<thead>
<tr>
<th>Period</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Quarter 4</td>
<td>Area managers meet with their teams and determine the Neighbourhoods requiring a Plan</td>
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<tr>
<td>January- March</td>
<td></td>
</tr>
<tr>
<td>Quarter 1</td>
<td>Development of Neighbourhood Plans</td>
</tr>
<tr>
<td>April - June</td>
<td></td>
</tr>
<tr>
<td>Quarter 2</td>
<td>Implementation and Monitoring of Plans</td>
</tr>
<tr>
<td>July - September</td>
<td></td>
</tr>
<tr>
<td>Quarter 3</td>
<td>Implementation and Monitoring of Plans</td>
</tr>
<tr>
<td>October - December</td>
<td></td>
</tr>
<tr>
<td>Quarter 4</td>
<td>Completion of plan. Validation of plan by tenants. Neighbourhood Reviews to identify when Neighbourhood plan is required.</td>
</tr>
<tr>
<td>January- March</td>
<td></td>
</tr>
</tbody>
</table>
Summary of Neighbourhood Team Member Roles

Developing and implementing a Neighbourhood Plan is a team activity co-ordinated by the Neighbourhood Housing Officer. Each neighbourhood will have a designated Neighbourhood Team, drawn from the different departments form PCHA and Genesis, who can contribute to resolving all the problems identified in the audit process.

A summary of the Neighbourhood Team member’s roles follows;

**Neighbourhood Housing Officer**
- Form the appropriate Neighbourhood Team
- Provide Information and key problems to be addressed.
- Co-ordinate Neighbourhood Team re drafting the plan.
- Co-ordinate Neighbourhood Team meetings.
- Attend meeting with residents as necessary
- Carrey out their part of the plan
- Monitor and Co-ordinate implementation of plan.
- Provide monitoring report to Housing Managers as required.
- At completion of plan review effectiveness and agree further action necessary.

**Tenant’s initiatives Officer**
- Contribute to drafting the Neighbourhood Plan from area of expertise.
- Record agreed Neighbourhood Plan
- Record progress of plan.
- Provide departmental action plan for each neighbourhood
- Carrey out actions to full fill above.
- Facilitate meetings with tenants.
- Attend Neighbourhood team meetings as appropriate
- Attend meetings with residents as appropriate.
- Provide quartile monitoring reports to Neighbourhood Officers.
- Provide support materials as appropriate.
- Seek support from external agencies as appropriate.
- Provide final out put report to the Neighbourhood Officers when plan completed
- Seek residents views on success of plan or otherwise and report back to Neighbourhood Officers.
- Provide necessary on going support to tenants groups post completion of the plan.

**Community Development Officer**
- Contribute to drafting the Neighbourhood Plan from area of expertise.
- Provide departmental action plan for each neighbourhood
- Carrey out actions to full fill above.
- Attend meetings with residents as appropriate.
- Attend Neighbourhood team meetings as appropriate
- Provide quartile monitoring reports to Neighbourhood Officers.
- Seek external funding as appropriate.
- Run Community Development projects as appropriate
- Provide final out put report to the Neighbourhood Officers when plan completed
- Provide necessary on going support to community groups post completion of the plan.
**Neighbourhood Surveyor**
- Contribute to drafting the Neighbourhood Plan from area of expertise.
- Provide departmental action plan for each neighbourhood.
- Carry out actions to fulfill above.
- Provide quartile monitoring reports to Neighbourhood Officers.
- Attend Neighbourhood team meetings as appropriate.
- Attend meetings with residents as appropriate.
- Provide final output report to the Neighbourhood Officers when plan completed.

**Supported Housing Officer**
- Contribute to drafting the Neighbourhood Plan from area of expertise.
- Provide departmental action plan for each neighbourhood.
- Carry out actions to fulfill above.
- Provide quartile monitoring reports to Neighbourhood Officers.
- Attend Neighbourhood team meetings as appropriate.
- Attend meetings with residents as appropriate.
- Provide final output report to the Neighbourhood Officers when plan completed.
The Neighbourhood Review Process

Not all neighbourhoods will require a Neighbourhood Plan. The areas which will require a plan will be determined by the Neighbourhood Review process carried out by Area Managers and their teams.

The aim of the Neighbourhood Review is to identify areas of housing which indicate that they are either in, or about to go into, decline. It is those areas which will become subject to the Neighbourhood Planning process.

By the end of the review process the following will be identified:

- The areas requiring a Neighbourhood Plan.
- The problems of each area requiring to be improved
- The evidence available for the problems identified
- The target for improvements to be achieved by each Neighbourhood Plan.
Developing the Neighbourhood Plan

Neighbourhood Officers, as part of the Neighbourhood Team will be responsible for co-ordinating the development of a Neighbourhood Plan which will address the issues raised at audit stage.

Step 1 - Forming the Neighbourhood Team
The Neighbourhood Review will highlight the areas of concern that need to be addressed by the Neighbourhood Plan. As a first step the Neighbourhood Officer will assemble the Neighbourhood Team required to tackle the issues of concern. The neighbourhood Team may be one, or all, officers from the following departments:

- Tenant's Initiatives
- Community Development
- Repairs and maintenance
- Supported Housing.
- Voids and Lettings

The Neighbourhood Officer will then convene the first meeting of the Neighbourhood Team.

Step 2 - Developing the Neighbourhood Plan
At this first meeting the Neighbourhood Team will be invited to contribute to a draft Neighbourhood Plan, which will address the issues as identified in the Neighbourhood Review.

Bench marks, against which the success of the plan will be judged, will be agreed at this stage. The bench marks will relate to the area of concern and will be measurable.

At this preliminary stage it may become clear that external resources are also required to address the issues concerned, for example, Neighbourhood Wardens, the Police, other RSLs, local Councillors, Social Services, Schools, Voluntary Agencies, Local Authority Housing Departments and other Community Groups. Reference to these groups should be made in the Draft Neighbourhood Plan.

The Draft Neighbourhood Plan will contain the following information:

- The name and profile of the area covered by the plan
- The problems and issues to be resolved
- The activities to be undertaken
- Success Criteria
- Bench marks
- Target time to achieve success criteria
- Lead officers responsible
- Resources to be used.
- Progress against targets

A copy of the Neighbourhood Plan Form is found in the appendix.
A second meeting of the Neighbourhood team should be convened allowing sufficient time for the following to be undertaken:

**Establishing Links with Outside Agencies**
The relevant team members should contact any outside agency who could contribute to the plans success and enlist their support.

**Establish Tenants Issues of Concern**
Before finalising the plan action must be taken to ensure that local residents concerns have been captured. To facilitate this Tenants Initiatives Officers will carry out, where necessary, a short and targeted survey of tenants to establish their views on the positive and negative values that they perceive are existing in their neighbourhood. As an alternative an open meeting with residents may be held. The method to be used will be determined by the Tenants Initiatives Officer.

**Establish External Sources of Funding/Resources**
Relevant team members should investigate all external funding/recourses can be levered in to assist in the success of the plan.

The second meeting of the neighbourhood team will take on board any additional information and agree the draft plan for tenant consultation.

**Step 3 - Agreeing the Draft Neighbourhood Plan with Tenants**
The Tenants Initiatives Department will facilitate the first Focus Group of local residents to report back on the initial survey findings, introduce the concept of Neighbourhood Planning and consult residents on the Draft Neighbourhood Plan.

Where it has been identified that external inputs are required the Neighbourhood Officers, with the support of Tenants Initiatives and Community Development Officers, will make contact with the external agencies, elicit their support and ask them to attend this meeting.

At the end of this stage the Neighbourhood Plan will be agreed. The internal and external inputs will have been identified and agreed. The Neighbourhood Housing Officer will capture all of this information in the Neighbourhood Planning Form. This form will also be used to record the progress the planned implementation.

An extract of a Neighbourhood Plan is given here by way of example

<table>
<thead>
<tr>
<th>Identified Problems</th>
<th>Agreed Activities</th>
<th>Success Criteria</th>
<th>Resources</th>
</tr>
</thead>
</table>
| Children damaging communal areas. | • Information to Children on Local Clubs.  
• Provide football cage  
• Link children to Summer activities | • Reduced complaints re children.  
• Reduced communal repairs orders | • External funding for football cage  
• Summer Plan Scheme. |
| Drug Users using communal space | • Install Security Gates  
• Neighbourhood Watch  
• Put estate on Community Wardens Beat  
• Alert cleaning staff of dangers and ask to record used needles found. | • Tenants satisfied no dung use taking place.  
• Neighbourhood Watch Scheme operating.  
• No evidence of drug use in communal parts found.  
• Regular patrols from Wardens. | • External Funding for Security Gates.  
• Local Police.  
• Local wardens |

**Step 4 - Progressing the Neighbourhood Plan**

The plan will be progressed by each of the service providers, be they internal or external, undertaking the actions identified in the plan. The Neighbourhood Housing Officer will be responsible for monitoring these inputs. The Tenants initiatives Officer will be responsible for recording these inputs on the Neighbourhood Planning Form.

The internal service providers of the Neighbourhood Team will provide a departmental action plan for each Neighbourhood Plan. Quarterly monitoring reports, against progressing this action plan, will be provided to the Neighbourhood Housing Officers, and the tenants Initiatives officer by all the Neighbourhood team members. A copy of the Project Monitoring Form is found in the appendix.

In addition to the above monthly progress meetings will be held to which all internal service providers will be invited. The Neighbourhood Housing Officer will be responsible for planning and recording these monthly meetings.

Focus group meetings with residents and external providers will be held as the plan progresses. These meetings will be facilitated by the Tenants Initiatives Department.

Information captured by the above activities will be entered onto the Neighbourhood Planning form by the Tenants Initiatives Officers.

**Step 5 - Completion of the Neighbourhood Plan and Validation by Tenants**

At the end of the cycle the internal service providers will provide the Neighbourhood Officer with a final output report. The Tenants Initiatives Department will facilitate a final focus group meeting with residents to evaluate their views on the success, or otherwise, of the plan. The result of this focus group will be fed back to the Neighbourhood Housing Officer.

The Neighbourhood Officer will measure the quantifiable outputs achieved and measure them against the targets set during the Neighbourhood Review process.

The Neighbourhood Housing Officer will liaise with external service providers for their inputs to this final stage.
The Neighbourhood Housing Officer will record this information on the Neighbourhood Planning Form.

The Neighbourhood Officer will then carry out a Neighbourhood Review and determine if further action is required and, if so, commence the Neighbourhood Planning process again.

If it is agreed that the issues identified at the start of the planning process have been effectively addressed, then any ongoing support to community initiatives will be provided by the Community Development Department and/or the Tenants Initiatives Department as appropriate.

**Monitoring Costs**
In order to keep a track of costs, which will be set against outcomes achieved, a meeting cost form will be filled in at the end of each meeting with tenants by the Tenants Initiatives Officer. A copy of the meeting cost form is founding the appendix.
# Materials Available To Support The Neighbourhood Planning Process

<table>
<thead>
<tr>
<th>Material</th>
<th>For What Purpose</th>
<th>Available From</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductory information on the Neighbourhood Planning Process and how it works</td>
<td>To inform tenants. May also be used for promotional purposes</td>
<td>Tenants Initiatives in consultation with neighbourhood officers</td>
</tr>
<tr>
<td>Pre focus group survey form or meeting.</td>
<td>To establish tenants views on the positive and negative values in their neighbourhood to feed into the Neighbourhood Plan</td>
<td>Tenants Initiatives</td>
</tr>
<tr>
<td>Project monitoring forms</td>
<td>To provide output information on a quarterly basis to Neighbourhood Officers on implementation of Neighbourhood Plan from all participating parties</td>
<td>Tenants Initiatives</td>
</tr>
<tr>
<td>Notice to tenants re Focus Group meetings</td>
<td>Invite tenants to Focus Group meetings</td>
<td>Tenants Initiatives</td>
</tr>
<tr>
<td>Local information on services available in the neighbourhood</td>
<td>To inform and encourage tenants to take advantage of local services</td>
<td>Neighbourhood Officers and Community Development</td>
</tr>
<tr>
<td>Neighbourhood Planning Form</td>
<td>To capture plan and record progress</td>
<td>Tenants Initiatives and Neighbourhood Officer</td>
</tr>
<tr>
<td>Tenant validation Survey Form</td>
<td>To capture tenants views on the outputs achieved by Neighbourhood Plan. Information used for Housing Corporation Performance Monitoring</td>
<td>Tenants Initiatives</td>
</tr>
</tbody>
</table>
APPENDIX

All the items in this appendix can be located in, and copied from, the W Shared Drive / Tenants Initiatives / Neighbourhood Audit and Planning Forms.

- Project Monitoring Form 16
- Meeting Cost Form 17
- Neighbourhood Plan Form 18
# PROJECT MONITORING FORM

<table>
<thead>
<tr>
<th>Project Title:</th>
<th>Start Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer Department</td>
<td>Area of Operation</td>
</tr>
<tr>
<td></td>
<td>Borough</td>
</tr>
<tr>
<td></td>
<td>Postal District</td>
</tr>
<tr>
<td></td>
<td>Number of homes covered</td>
</tr>
<tr>
<td>Key Client</td>
<td>PCHA/Genesis</td>
</tr>
<tr>
<td>Reporting back to:</td>
<td></td>
</tr>
</tbody>
</table>

## Department Objectives for Project

### Out puts Q1

### Out puts Q2

### Out puts Q3

### Out puts Q4

/
# MEETING COST MONITORING FORM

PCHA Tenants Initiatives

| Names of those involved | • Residents:  
|                        | • Team:  
|                        | • Officers: |

| Type of Involvement | For example –  
|                     | • Residents meetings:  
|                     | • Consultation event:  
|                     | • Social gathering: |

| Resources Involved | • Venue costs:  
|                    | • Travel costs:  
|                    | • Staff times:  
|                    | • Cost of refreshments: |

| Feedback | Who will inform residents of what has been achieved as a result of their involvement and how? |

| Outcomes | State the outcome from this involvement eg  
|         | • improvement in resident/staff relationship  
|         | • numbers attending a meeting  
|         | • decisions made  
|         | • potential service improvement  
|         | • number of responses to consultation |

| Action Plan | Identify what has happened or is planned as a result of this involvement (state if no further action is required). |

| Date ......................... | Date Received ........................................... |

| Signed ........................ | Signed .................................................  
| (Officer involved) | (Tenants Initiatives Manager) |
The Neighbourhood Planning Form

The Neighbourhood Planning Form is to be used to monitor progress of implementation by all stakeholders both internal and external. The updating of this form is the responsibility of the Neighbourhood Housing Office. All officers contributing to the Plan must provide written progress reports to the Neighbourhood Officers on a quartile basis.

Region Development/Street/Area:

Start Date and Financial Year:

Neighbourhood Housing Officer:

Other Involved Genesis Staff:

Neighbourhood Plan agreed with residents:

<table>
<thead>
<tr>
<th>Identified Problems/issues (Prioritised)</th>
<th>Agreed activities &amp; Actions:</th>
<th>Success Criteria</th>
<th>Resources input:</th>
<th>Timescale for completion:</th>
<th>Responsible Officer:</th>
<th>Progress update: (Insert Date)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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