

# Community Empowerment Strategy



Community Gateway Association



Developing neighbourhoods in Preston

## Community Empowerment Strategy

### Based on Confederation of Co-operative Housing Model Community Empowerment Strategy

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## 1 Introduction

- 1.1 A key purpose of Preston Community Gateway Association (the CGA) is to ensure that its Members (tenants and communities) become more involved in decision making processes and gain opportunities to determine the future of their local communities. This is in turn designed to improve the quality of decision-making, in order to deliver better standards of service and value-for-money. The active involvement of Members in decision-making processes locally and throughout the whole CGA is a key part of our business plan. Therefore the community empowerment strategy that delivers opportunities for Members is fundamental to the CGA.
- 1.2 The purpose of the community empowerment strategy is to provide opportunities for tenants and communities both to develop community activity locally and to engage with the CGA itself. The primary mechanisms to achieve this are as follows:

### Local activity (see Sections 2, 3 & 4)

- the community options study process, a means of initiating and developing community capacity and vision in each local community within the CGA
- methods to enable tenants and communities to develop their chosen options for engagement following the community options study

### CGA wide activity (see Section 5)

- a tenant membership of the CGA whereby this membership has the means to influence the direction of the CGA
- tenant board membership of the CGA, elected through the elected Gateway Tenant Committee.

- 1.3 The CGA will set targets and monitor its performance in delivering the strategy. It will keep members and the wider body of tenants and leaseholders informed about its progress in delivering the strategy, and will keep the strategy under review to ensure that it is capable of delivering the CGA's broader strategic objectives, and of providing value for money.

## 2 Local Community Areas

- 2.1 The CGA, for the purpose of the CES, is divided into 10 Local Community Areas (LCAs). These LCAs are then sub-divided into 50 sub-areas. LCAs and sub-areas are shown in Appendix A.
- 2.2 Local Community Areas (LCAs) are the building block for the community empowerment strategy, and the sub-areas are the building blocks for each LCA. Various options will be offered to tenants and communities in each LCA. Some of these options will also be available at the sub-area level. Services that Members might want to influence in local areas could include:
- how community empowerment work is carried out in the local area
  - how homes are allocated and let
  - how rent arrears are managed
  - how services are provided such as grounds maintenance and cleaning
  - how repairs are administered and carried out
  - how the CGA communicates with tenants
  - how work is done in general in the neighbourhood
  - how major works are specified and how contractors are selected and monitored
  - how tenancy management is done, particularly tackling anti-social behaviour

- 2.3 The process of identifying LCAs and sub-areas took place before the CGA was set up, in order to enable housing management areas to reflect community sub-divisions. The rationale behind the LCAs and the sub-areas was to create areas that reflected community identity as closely as possible. The process that arrived at the LCAs and the sub-areas is explained in Appendix A.
- 2.4 Communities may wish to change LCA or sub-area boundaries. This may or may not be possible – it will be dependent on whether the CGA’s business plan can cope with proposed changes to an LCA boundary. If LCAs wish to amalgamate, this will be fine provided that they can maintain community identity at a larger scale. If tenants and residents within small pockets of homes feel that they belong to a different LCA, or want to operate as a distinct community within a wider LCA – this might be possible. However, large changes to LCA boundaries may be difficult to accommodate because the CGA’s business plan has been set up according to the boundaries that currently exist.

### 3 Developing community activity

- 3.1 An LCA Taskforce operates in each LCA to oversee the development of community activity in the LCA. The LCA Taskforce will consist of:
- representatives from tenant/community groups operating in the LCA
  - CGA community empowerment staff representatives
  - CGA housing staff representatives
- Representatives from organisations external to the CGA will be invited to join the LCA Taskforce
- a local Preston City Councillor
  - other tenant or community representatives

- representatives from other agencies as considered appropriate (e.g. police, local schools, representatives from other housing organizations operating in the LCA etc.)

3.2 Where possible, the LCA Taskforce will be chaired by a tenant representative, supported by CGA community empowerment staff.

3.3 The LCA Taskforce’s remit includes:

- assessing the role of existing tenants and community groups in the LCA, and identifying the support existing groups need
- considering the potential to develop new tenant and community groups in areas not represented
- supporting the development of tenant controlled organizations
- initiating community options studies (see paragraph 3.4-3.12) and monitoring their progress
- considering how best to use local scheme panels for Major Works programmes in the LCA to maximise opportunities for participation in the local area
- working in partnership as appropriate with other organisations carrying out community activity in the area, e.g. the Police, local Schools, Surestart, other housing associations operating in the LCA
- ensuring that the LCA is represented on the Gateway Tenant Committee (GTC) – see section 5.5

#### Community Options Studies

3.4 Community options studies are a systematic means to generate a community vision. Their purpose is to enable each local community to determine independently the issues that are important to them, their priorities for action, and to identify their proposed strategy for dealing with these issues.

- 3.5 Whilst a community options study will consider how the community can be involved in the management of their homes, it will also consider issues wider than just the housing issues. Normally community options studies last about 6 months, but they may take more or less time, dependent on local circumstances.
- 3.6 Community options studies will be particularly useful in areas where there is little or no community activity, or where the community would benefit from a re-evaluation of its activity. Community option studies may need to be carried out on a regular basis.
- 3.7 Once an initial community options study has been carried out in an LCA, the CGA will develop a programme for reviewing progress in that area, and repeating options studies as necessary.

#### **What are the outcomes of an options study?**

- 3.8 The outcome of a community options study will depend on the community capacity in each area at the start of the study. However, the outcomes of an options study will include the following in most cases:
- tenants and residents will have explored issues affecting their homes and looked at the range of ways they could be more involved in the management of their homes, and in other community services
  - where relevant, there will have been consultation with other housing or service providers in the local community area to examine the need for joint consultative, decision-making or management arrangements
  - a preferred set of options will have been chosen which has the general support of local tenants and residents

- an action plan will be in place normally to be led by a local tenant/community group. This action plan will have been negotiated, agreed and signed up to by the CGA and other service providers, and the wider community will have demonstrated its support through some means. The action plan will set out the key tasks designed to achieve the community's objectives, the resources required to achieve those objectives and where the resources might come from with key targets and milestones.
- tenants and residents have benefited from development and training to be able to make informed choices and carry out their lead role in the action plan; other service providers have also benefited from understanding the role of community activity and how it relates to their work.

#### **What are the options that can be looked at?**

- 3.9 A full range of options available to tenants and community will be looked at as part of the study including:

##### **Housing**

- structures for local tenant consultation and participation in decision-making, including working with tenants and residents associations, estate forums, estate consultative panels. The housing management service has been set up to facilitate discussions with tenants and communities about the local area service. Possible initiatives that might be associated with this approach include:
  - monitoring local area budgets
  - regular estate walkabouts
  - discussing major improvements programmes
  - developing local lettings arrangements
  - considering neighbour nuisance problems

- structures for services to be accountable to tenants in line with locally negotiated priorities, including estate agreements, local compacts, service level agreements, quality promises, and management partnerships with clearly delegated local accountability
- the delegation of responsibility and devolution of power and control to tenants through local management agreements and tenant management organisations
- granting of ownership of homes to local tenant controlled organisations, whether on a leasehold or freehold basis, or through a group structure arrangement
- the community options study would also consider with each LCA how the community would want to engage with the Community Gateway Association and its structures and purpose

### **Non-housing**

There is an extensive and potentially limitless list of possible non-housing options that could be considered dependent on the issues and priorities of each local community. Without wishing to limit this list at all, a sample action plan from a community options study is included as Appendix B that tackles concerns of local people on the following issues:

- tackling crime
- engaging young people
- misuse of drugs
- environmental issues
- community issues
- economic and employment issues

3.10 It is essential that the analysis of each option is relevant to local needs and priorities, that the action points are achievable, that the resources to make each one effective are identified and that Members' expectations are not raised beyond the ability to deliver.

### **What is the Options Study process?**

3.11 5 "themes" underlie the Options Study process as follows:

- establishing and developing the community group
- exploring local issues
- exploring the options
- engaging with the wider community
- action planning

The way in which each theme is developed will vary according to local needs, but each theme will need to be considered. A full sample model options study process is included at Appendix C.

### **Final report**

3.12 final report will be produced on the work carried out in the options study which will include the action plan.

## **4 Developing community action points**

- 4.1 Furthering most community action points will require some sort of tenant or community group be established (either through a community options study process or otherwise).
- 4.2 To gain CGA recognition (and qualify for CGA support), tenants and community groups have to meet certain basic requirements (i.e. that the group allows all tenants in the LCA to become members of the group, encourages diversity and equal opportunities and has a clause in its rules that supports this commitment, and meets other requirements set out in the standards for recognition).

- 4.3 CGA staff will provide support to tenants and residents groups it recognises to facilitate implementation of community action points. Where action points do not fall within the remit of the CGA, the CGA will support residents to liaise with other service providers.
- 4.4 Action points to set up consultation arrangements and/or agreements on the way services will be provided locally, will be developed by the CGA in partnership with Members (through a tenants and residents group if there is one), and where appropriate other service providers.
- Devolving power**
- 4.5 There are a number of ways in which power can be devolved to local communities, including through:
- power-sharing arrangements
  - setting up a tenant management organisation
  - or working towards tenant ownership of local assets
- 4.6 Arrangements to devolve power will be carried out in accordance with the CGA's procedure for doing so. This procedure will be reviewed in accordance with accepted best practice at the time, but will include the stages set out in paragraphs 4.7-4.10 below.
- 4.7 If an action plan involves devolving power:
- the local community will need to be represented by a tenant or community group that meets CGA standards for recognition (see paragraph 4.2);
  - the CGA will ensure that any possible changes of management or ownership will not have an adverse effect on the financial viability or reputation of the CGA;
  - the CGA will want to be satisfied that all tenants and leaseholders in the LCA have been informed of the proposal, and that a majority of those who express a view are in favour of it.
- 4.8 Once the conditions in 4.7 have been met, a feasibility study will be carried out into the proposal. The feasibility study will:
- develop an outline business plan for the devolution proposal;
  - provide training on governance and other relevant matters for the tenants and residents group;
  - assess whether the tenant/community group meets basic governance competencies.
- 4.9 If the feasibility study reports that it is possible to set up the proposed organisation, the CGA will carry out a formal ballot of all tenants and leaseholders living in the area to assess whether the community supports the proposal.
- 4.10 If a majority of those voting are in favour of the proposal, the CGA will support a development stage which will include:
- full development of the business plan for the devolution organisation;
  - further detailed technical and other training;
  - an assessment of the group's competence to take on the legal powers and responsibilities requested;
  - negotiation between the CGA and the tenants and residents group on the terms and conditions that will govern the change of management or ownership;
  - if applicable, registration of the tenants and residents organisations as a legal body to take transfer of management or ownership;
  - carrying out any other measure that is needed to set up the proposed organisation, including obtaining the consent of the Housing Corporation and funders, where applicable.

4.11 Devolution options will be available across each Local Community Area. Some devolution options will also be available in each sub-area, although the way in which a devolved organisation is set up in a sub-area may require careful consideration in order not to compromise the overall CGA business plan.

#### **Funding the development of community action points**

4.12 The CGA will provide information and guidance for tenants and leaseholders on the funding available, both from the CGA and from external sources, to support the development of devolution options. Where external funding is required, the CGA will support tenants and residents groups in applying for grant assistance and will consider providing match-funding in cases where this is a condition of grant.

4.13 Non housing options could potentially be funded through a variety of sources (e.g. Preston City Council and Lancashire County Council remain the provider of various services throughout Preston, and some resources may be available through them). The CGA may directly fund some non-housing community action points, but in general the CGA can only use tenants' rents to fund non-housing issues if benefits to the way the housing service is provided can be shown. In other circumstances the CGA may be able to help community groups raise resources from other sources to develop community action points.

#### **Reviewing community action points**

4.14 The CGA, in partnership with tenants and residents (through the tenant/community group if there is one) will review community action points regularly after they have been produced.

## **5 Influencing the Community Gateway Association**

### **Membership of the CGA**

5.1 Tenant and Leaseholder Membership of the CGA is an important component of the CGA and provides a key safeguard to ensure that the commitments made in the community empowerment strategy are carried through.

5.2 Full (voting) membership is open to all CGA tenants and leaseholders who pay a service charge, over the age of 16. Joint tenants are eligible for separate membership. Associate (non-voting) membership is available to other residents living in an LCA.

5.3 The purpose of membership of the CGA is to:

- elect the Gateway Tenant Committee (see paragraph 5.5-5.7)
- receive the annual report of the CGA, particularly the annual report on the community empowerment strategy
- enable members to participate in policy development through participation in sub-groups and working groups of the CGA and through other appropriate means
- enable members to submit member proposals to the CGA board through the Gateway Tenant Committee in accordance with the CGA Membership Policy
- develop a sense of identity with the CGA.
- receive the CVs and statements of other members of the CGA board and make comments as appropriate

5.4 The CGA hopes that tenants becoming members of the CGA will be seen as an active expression of tenants identifying with the CGA and what it is trying to do to improve the quality of life for tenants and communities, and their ability to get involved in decision-making.

### **Tenant and community representation**

5.5 The Gateway Tenant Committee (GTC) exists as the formal interface between the CGA's membership and the CGA.

5.6 The GTC is elected by the CGA membership. Details of the GTC electoral process are contained in the Gateway Tenant Committee Election Procedure. Elections to the GTC are subject to a system to ensure equitable representation from each LCA.

5.7 The number of places on the GTC is up to a maximum of 30 places. Only full voting CGA members are eligible to stand for election to the GTC. The GTC may co-opt up to five other non-voting people whom they consider will assist in the GTC's operations.

5.8 The GTC holds at least two meetings per annum of the CGA membership (as well as the CGA holding its formal Annual General Meeting).

5.9 The Tenants Umbrella Group (TUG) exists to represent local tenant and community groups and activity carried out in LCAs. Representation on TUG is from the local tenant and community groups. TUG meets with the GTC on a regular bi-monthly basis.

### **The Community Gateway Association Board**

5.10 The function of the CGA board is to govern the CGA and make decisions about how it operates. They, alongside the CGA membership and the GTC, have the role of determining the overall vision, strategies and policies for the organisation.

5.11 All CGA board members, including tenant board members, are formally accountable to the CGA and have to take decisions on the basis of what they think is right for the overall CGA.

### **Tenant board members**

5.12 There are seven tenant members on the board of the CGA who are elected by the GTC from amongst their number in accordance with the Tenant Board Member Election Policy.

The role of the CGA's tenant board members is only one part of developing the way in which the CGA promotes community empowerment, but it is an important role.

5.13 To help CGA members input into vision, strategy and policy development of the CGA, CGA members may become members of the CGA's sub-groups and consultative working groups to discuss particular issues of policy.

5.14 Sub-groups and consultative working groups have to be chaired by a member of the CGA board, and have to report back to the CGA board. The CGA board, whilst it will take every possible step to accommodate the views expressed in sub-groups and working groups, has ultimate authority to determine CGA decisions.

## **6 Encouraging diversity**

6.1 The CGA has an overarching policy on encouraging and supporting diversity within all operations of the CGA. The CGA has a strong commitment to ensure that it encourages and supports diversity within the community empowerment strategy in line with its Diversity Policy.

6.2 The CGA's Diversity Policy outlines the methods it may use to encourage and support diversity within all operations of the CGA. These methods as appropriate will be used within the Community Empowerment Strategy and may include:

- monitoring of people who become actively engaged in some part of the community empowerment strategy to gain a profile of which groups are participating and which groups are not
- recognition of a tenant/community group being dependent on the group adopting a suitable diversity policy
- providing support to tenant/community groups on diversity issues – such as training on diversity issues, suggesting ways in which tenant/community groups can tackle particular issues, outline model policies etc.
- considering whether active participation in tenant/community groups reflects the diversity in the area and what steps may need to be taken to address this
- ensuring implementation of community action points
- liaising with other service providers to facilitate relationships with tenant/community groups
- managing grants to tenant/community groups for running costs and other expenses
- looking regularly at tenant training needs and arranging training
- acting as member relations officers for the Gateway – i.e. facilitating member involvement in the operations of the overall Gateway
- facilitating the board member roles
- training other Gateway staff on performing their roles in accordance with the community empowerment strategy

## 7 Staffing & support

- 7.1 The CGA has built its staffing structures (personnel, office bases and how tenants have access to staff) to facilitate community empowerment and local policy development.
- 7.2 All staff, ranging from the most senior members of staff, through to frontline staff who have day to day contact with tenants, will receive training on how to carry out their role in a way that will facilitate community empowerment.
- 7.3 The CGA has the responsibility to ensure that it has staff and resources available to implement the community empowerment strategy. The community empowerment functions that staff will need to deliver include:
- co-ordinating implementation of the strategy
  - co-ordinating community options studies and being the CGA's interface with option studies
- 7.4 These functions are sometimes delivered through dedicated staff, sometimes through housing staff who have other duties, or sometimes through external agencies brought in to carry out particular functions.
- 7.5 Community option studies and tenant control programmes may be supervised by independent agencies (chosen by the tenant/community group). Independent agencies may carry out more work relating to these programmes, but the minimum requirement for the agency input will include:
- agreeing the work programme with the tenant/community group & the CGA
  - reviewing the methods by which the programme will be accountable to all tenants in the area
  - reviewing the proposed action plan with the tenant/community group and suggesting other options that might be considered
  - contributing to and validating the final report on the programme
  - re-examining progress six months after the conclusion of a programme

## 8 Implementation, monitoring and review

- 8.1 The CGA will establish an action plan and performance targets for the implementation of the community empowerment strategy, and progress against these targets will be monitored regularly.
- 8.2 Tenants will be invited to play a full part in monitoring implementation of the community empowerment strategy. The CGA will particularly seek to employ tenant inspectors to monitor progress.
- 8.3 The action plan and performance targets will address:
- progress in implementing work with LCAs and tenant/community groups, including carrying out options studies, and the delivery of local action plans;
  - progress in developing tenant involvement in the work of the CGA, through take-up of tenant membership and the election of GTC members;
  - the provision of staff and other resources to support community empowerment;
  - the provision of training, mentoring and other support for tenants, board members and staff;
  - progress in delivering wider tenant participation, community development, and regeneration activities and initiatives that are needed to support the strategy;
  - expenditure on community empowerment activities, including the use of external grant funding.
- 8.4 The CGA board will receive reports on progress against targets, and at the end of each year will report on progress to all CGA members in line with its Performance Management Framework.
- 8.5 The CGA will review its Community Empowerment Strategy with its tenant membership using the currently agreed policy development processes. The CGA will consult and agree with the Gateway Tenant Committee on the policy development process.

## Appendix A – Local Community Areas

NB following further consultation since the strategy was agreed the Local Community Area boundaries have been amended. See Appendix E.

The following are the Local Community Areas that make up the Preston CGA, with the numbers of CGA homes:

LCA	Area covered	Sub-areas	Number of homes
1	Brookfield	Brookfield; Ambleside Rd; Churchill Rd	683
2	North Ribbleton	Grange; Longridge Rd; Sion Hill; Greenlands; Munro Cres	779
3	Moor Nook	Moor Nook; Burnslack Rd	598
4	South Ribbleton	Callon; Farringdon; Thirlmere; Russell Ave; William Henry St	587
5	Inner Ribbleton	Poets Estate; Delaware St/Frome St; Trees Estate; Miller Rd; Morris Rd; Wilbraham St	747
6	Deepdale	Holme Slack; Porter St; Ringwood Rd; Gillett St; Dodgson Place	790
7	City Centre East	Hopwood Triangle; Pump St; St Pauls; Windmill; Adelphi; Meeca; East Plungington	843
8	City Centre West	Marsh Lane; Swansea St; Howarth; The Filberts; West Plungington	428
9	Ashton	Larches; Savick; Lea; Whinfield Lane	871
10	Ingol	South Ingol; North Ingol; Worthing Rd; Ashdale	568

Detailed descriptions of the LCAs can be found in the Preston Community Advisor Team's Scoping Report, published in October 2003

### How were these areas decided?

Preston City Council employed BCHS and Partners in Change (from July 2003 to December 2003) to develop Local Community Areas in partnership with tenants and communities. Preston City Council suggested that BCHS and Partners in Change develop a Community Empowerment Strategy based on between 9 and 13 Local Community Areas. This would mean Local Community Areas having, on average, between 540 and 780 homes.

In some areas of Preston, these numbers would reflect natural community boundaries. However in other areas, there were tenants and residents groups already existing that covered much smaller sub-areas than the proposed Local Community Areas, and it is therefore important that some or all of the devolution opportunities also applied to these sub-areas.

Therefore, before identifying the 10 Local Community Areas, 44 sub-areas were identified. It is largely in these sub-areas that community identity is strongest, particularly where tenants groups represent one sub-area. These sub-areas were used as the 'building blocks' for the larger Local Community Areas taking into account what people saw as the natural community boundaries and the boundaries of Preston City Council's estates.

In developing the 10 Local Community Areas, extensive fieldwork and consultation was carried out. In particular:

- the boundaries of Preston City Council's housing estates were mapped
- meetings were held with all tenant/community groups recognised by Preston City Council
- fieldworkers did some extensive work to 'walk the patch' across the different areas where Preston City Council owned homes, getting a broad picture from visual evidence where natural community boundaries lay
- volunteers were recruited from tenant/community groups, through Preston Community Network, who were instrumental in identifying LCA boundaries
- Neighbourhood Housing Managers were asked their views of LCA boundaries
- the Gateway Tenant Steering Group approved the LCA boundaries at its first meeting on 11th October 2003.

The size of LCAs vary quite significantly, and this largely reflects the geography of Preston and the distribution of estates. In proposing these areas, a number of issues were taken into account.

### **Brookfield, Moor Nook, Ashton and Ingol**

The most straightforward areas to define were the Brookfield, Moor Nook and Ashton areas where existing community areas were already drawn. The Ingol area also lends itself to an obvious Local Community Area, which may at some point extend into the Tanterton area.

### **Ribbleton**

The three areas identified as North, South and Inner Ribbleton were seen by estate agents as a 'market area' by estate agents – i.e. an area that would be perceived to be an area by ordinary people in Preston. It therefore made 'community' sense to group them together.

Estate agents also made a distinction between inner and outer Ribbleton and hence a natural divide. What we have termed North & South Ribbleton are divided by the Moor Nook estate and so again there appeared to be an obvious natural divide.

Ward boundaries divide what was termed the Inner Ribbleton area. This ward boundary separates what residents saw as a natural community area, with the PETRA group representing properties on both sides of the divide.

### **Deepdale**

The Deepdale Local Community Area was seen by estate agents as a distinctive 'market area', although the boundaries of what people perceived to be Deepdale are ill defined, particularly its western boundary. The area defined as Deepdale had a slightly more distinctive feel to neighbouring areas.

### **City Centre & other areas**

The most challenging areas to determine natural community boundaries fell within the City Centre, Plungington and other areas where Preston owns homes. The two proposed City Centre areas show some disparity in size, but it was felt important not to separate areas represented by the Windmill and MEECA groups into different LCAs.

## Appendix B - Community options study - Sample action plan

This action plan is produced as an indicative action plan. Actual outputs and action points in an action plan should be tailored to suit the needs of the particular area. The complexity of action points should depend on the local community capacity. The intention of this action plan is that target date would be set for each action point; a representative or representatives from the tenant/community group would be identified as the lead person taking the initiative forward; a member of staff from the CGA or from other service providers would be identified as assisting in taking the initiative forward; and necessary funding streams would be identified.

### Somewhere tenant/community group action plan

Action	Milestone	Target date	Who from Somewhere Estate	Who from CGA / other services	Funding / resources
Developing communication with community	<ul style="list-style-type: none"> <li>■ Production of tenant group newsletter</li> <li>■ Tenant/community group surgeries</li> </ul>		Tenant Community representatives		
Working in partnership with housing office	<ul style="list-style-type: none"> <li>■ Develop liaison protocol between housing office &amp; tenant/community group</li> <li>■ Hold regular monthly meetings with housing office to review issues</li> <li>■ Establish monthly 'walk arounds' with housing officer</li> </ul>		Tenant Community representatives	Housing officer	
Involvement in allocations/ lettings	<ul style="list-style-type: none"> <li>■ Develop welcome pack for new residents</li> <li>■ Hold training on allocations and consider allocations policy</li> </ul>		Tenant Community representatives	Housing officer	
Tenant Management & other options	<ul style="list-style-type: none"> <li>■ Consider whether tenant management or other options may be appropriate for area</li> </ul>		Tenant Community representatives	Community Empowerment Officer	
Relationship with the CGA	<ul style="list-style-type: none"> <li>■ Establish dialogue with CGA tenant board member</li> <li>■ Send a representative to CGA allocations sub-group meetings</li> </ul>		Tenant Community representatives	CGA tenant board member CGA allocations sub-group chair	

Action	Milestone	Target date	Who from Somewhere Estate	Who from CGA / other services	Funding / resources
Housing issues	<ul style="list-style-type: none"> <li>■ Carry out consultation programme on windows in the community</li> <li>■ Instigate window replacement programme with CGA</li> </ul>		Tenant Community representatives	CGA Development worker	
Working with the local police	<ul style="list-style-type: none"> <li>■ Arrange and publicise police surgeries</li> <li>■ Regular meetings with local police</li> <li>■ Set up Neighbourhood Watch programme</li> </ul>		Tenant Community representatives	Local police Neighbourhood Watch co-ordinator	
Drug issues	<ul style="list-style-type: none"> <li>■ Develop local drug strategy with Somewhere Health Action Zone</li> <li>■ Arrange drugs awareness publicity campaign</li> <li>■ Develop drugs support group</li> </ul>		Tenant Community representatives	Health Action Zone staff	
Communicating and partnership with young people	<ul style="list-style-type: none"> <li>■ Develop and carry out survey of local youths</li> <li>■ Investigate setting up youth committee &amp; youth club</li> <li>■ Investigate partnership work with Somewhere Secondary Community Association</li> <li>■ Develop dialogue with Somewhere School</li> <li>■ Develop local football team and pitch</li> </ul>		Tenant Community representatives	Local youth worker Somewhere School Regeneration programme representative	
Environmental	<ul style="list-style-type: none"> <li>■ Set up annual “clean-up the neighbourhood” days</li> <li>■ Develop &amp; promote conservation &amp; recycling issues</li> <li>■ Set up gardening competition</li> </ul>		Tenant Community representatives	Preston City Council representative	

## Appendix C – Sample model Options Study programme

### **Theme 1: Establishing and developing the community group**

At the start of an Options Study, the community group may or may not be already well-established. If it is, not much development work will be needed. However, there may be a need to review the group's constitution, membership, accountability and training requirements. The group may benefit from training on the development of the group's vision, equal opportunities, team working and the role of committee officers.

Where there is little tenant activity or where a formal group does not exist, the work in the study will include establishing a steering group and ensuring that the local community is reasonably represented by it. Essential training will include the development of a community vision, equal opportunities, committee skills and the basics of setting up and sustaining a community organisation.

All groups will benefit from training on housing and the essential skills to agree and implement an action plan – including negotiating skills, assertiveness and publicity. This training will help ensure that informed choices are made and the action plan carried out.

### **Theme 2: Exploring the local issues**

This theme is about each community exploring the issues that are important to them, what part they wish to play in responding to those issues and the vision that the community has for its local area. This exploration needs to be supported by research to gather key data about the area and services and to identify current performance and key personnel. It is informed by an understanding of the aspirations of local residents generally (through a community survey, through public meetings, focus groups and/or through other means) rather than just simply through the steering group. The perceptions of other service providers, including the CGA, should also be taken into account.

### **Theme 3: Exploring the options**

The range of options will be looked at and the community will assess how well they address the local issues and match their aspirations. Any necessary training, study trips etc. will be organized to enable the community to make informed judgments about the various methods of community engagement. A preferred set of options is arrived at.

### **Theme 4: Engaging with the wider community**

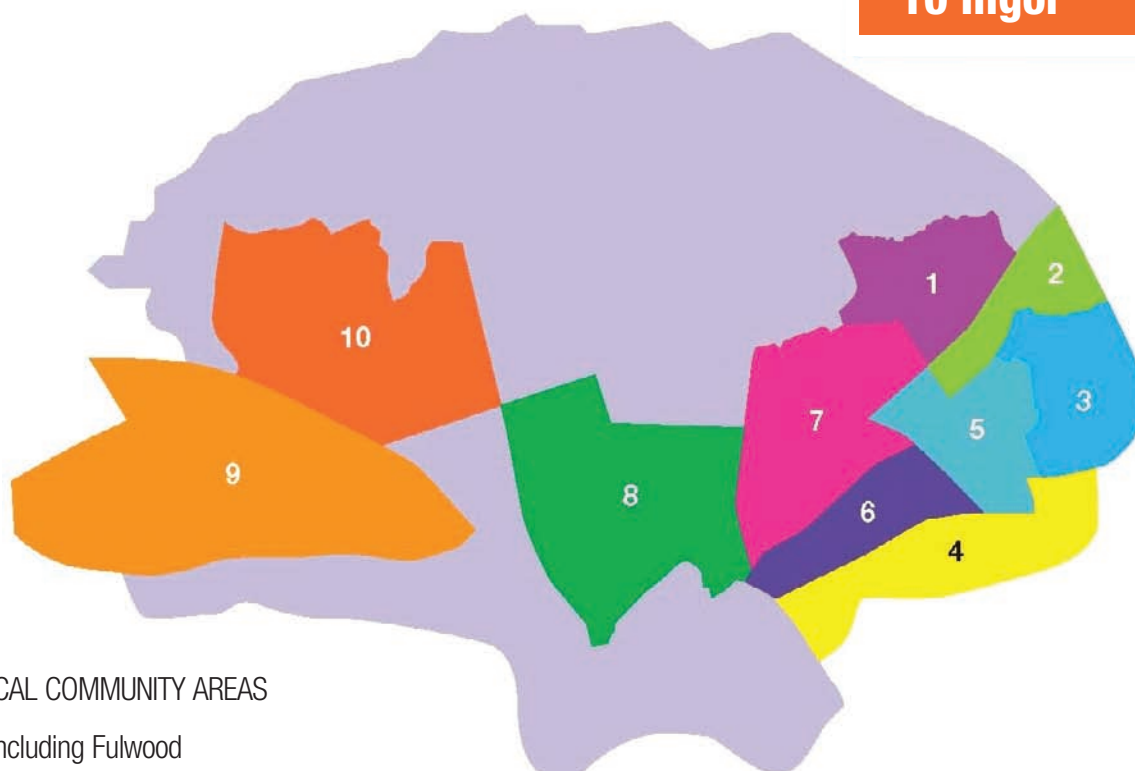
There needs to be methods to ensure that the community as a whole supports the Options Study process and the action plan that emerges from it. This can be done in a variety of different ways, such as community surveys, public meetings, focus groups etc. Other key stakeholders – e.g. other voluntary groups operating in the area, local police consultative groups, faith groups etc. should be offered the opportunity to be involved in the study.

### **Theme 5: Action planning**

The Options Study is not designed to put in place the structures or organisations which will empower the community – instead it is to identify and set up the framework in which the community will empower itself and how various service providers will support that process. The action plan is an essential part of this since it will set out what needs to be done, what partners are involved in the process, what funding and other resources will be needed to implement the action points, means of assessing whether the objectives have been achieved and clear milestones along the route.

## Appendix D – Map of the Local Community Areas

<b>1 Brookfield*</b>	<b>4 Fishwick</b>	<b>7 Deepdale</b>
<b>2 North Ribbleton</b>	<b>5 South Ribbleton</b>	<b>8 City Centre</b>
<b>3 Moor Nook</b>	<b>6 St Matthews</b>	<b>9 Ashton</b>
		<b>10 Ingol**</b>



### LOCAL COMMUNITY AREAS

\* including Fulwood

\*\* including Broughton

Rural areas join nearest LCA

## Appendix E – Local Community Sub-Areas

There are 10 Local Community Areas with 50 sub-areas within them.

<b>Area 1</b>	<b>Brookfield</b>
Sub-areas	Brookfield, Ambleside Road, Churchill Road, Little Brookfield, Grimsargh, Goosnargh & Windsor Court
<b>Area 2</b>	<b>North Ribbleton</b>
Sub-areas	Greenlands, Sion Hill, Longridge Road, Grange
<b>Area 3</b>	<b>Moor Nook</b>
Sub-areas	Moor Nook, Burnslack Road
<b>Area 4</b>	<b>Fishwick</b>
Sub-areas	Farringdon, Thirlmere, Russell Avenue, Callon, William Henry Street
<b>Area 5</b>	<b>South Ribbleton</b>
Sub-areas	Morris Road, Trees Estate, Miller Road
<b>Area 6</b>	<b>St Matthews</b>
Sub-areas	Poets Estate, Delaware Street, Wilbraham Street
<b>Area 7</b>	<b>Deepdale</b>
Sub-areas	Holme Slack, Harewood Road, Dodgson Place, Isherwood Street, Porter Street
<b>Area 8</b>	<b>City Centre</b>
Sub-areas	Adelphi, Meeca area, Windmill, St Pauls, Pump Street, Hopwood, Maudland Bank, Marsh Lane, Plungington
<b>Area 9</b>	<b>Ashton</b>
Sub-areas	Lea, Savick, Larches, Swansea Street
<b>Area 10</b>	<b>Ingol</b>
Sub-areas	North Ingol, South Ingol, Worthing Road, Ashdale/Dovedale, the Filberts, Howarth, Sunningdale/Broughton, Woodplumpton

## **Our Vision**

- To be the leader in opening doors to a lasting, richer life

## **Our Purpose**

- As a successful membership-led organisation we will empower our communities to regenerate and grow

## **Our Values**

- We do what we say
- We are open and honest
- We put our diverse communities at the heart of all we do
- We promote empowerment
- We passionately promote Gateway
- We value and support all our people

### Want to know more?

To find out more about our service, please contact:

#### **Gateway Repair line**

Deltic House, West Strand,  
Preston PR1 8UY  
t: 0800 953 0213  
Opening hours 9.00am to 5.00pm  
Monday to Friday

#### **City Centre Office**

Unit 17/19 St John's Centre,  
Lancaster Way, Preston PR1 1FB  
Opening hours 9.00am to 5.00pm  
Mon, Tues, Weds, Friday  
and 10.30am to 6.00pm on Thursday

If you live in the Moor Nook area you can also speak to the

#### **Moor Nook EMB**

Langden Drive, Ribbleton, Preston  
t: 01772 268005  
Opening hours 9.00am to 5.00pm  
Monday to Friday

Other contact details:

e: [repairs@communitygateway.co.uk](mailto:repairs@communitygateway.co.uk)  
w: [www.communitygateway.co.uk](http://www.communitygateway.co.uk)