



Resident Involvement and Community Development Strategy 2009 -2012

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Swan Resident Involvement and Community Development Strategy 2009 – 2012

Introduction

This strategy is a result of staff and residents working in partnership to agree key residents' involvement objectives for Swan that will meet local needs and aspirations over the next three years.

Throughout 2008 we consulted with our residents at various events about involvement. This included the Residents Away Day held in May and our Residents Conference held in October. Their views we received are reflected in the strategy. Residents have made further contributions as members of the Residents Involvement Strategy Working Group.

The wider context

With all party support resident involvement has continued to move up the Government's agenda - all social housing providers now have to demonstrate how they involve residents in their decision-making processes.

Since the development of this strategy our regulator, The Tenant Services Authority (TSA), has developed a new regulatory framework. This includes a set of six National Standards that social housing providers must meet. One of these standards relates to Tenant Involvement and Empowerment. Social housing providers are expected to support co-regulation with their tenants by:

- offering all tenants a wide range of opportunities to be involved in the management of their housing including the ability to influence strategic priorities, the formulation of housing-related policies and the delivery of housing-related services;
- consulting with their tenants and acting reasonably in providing them with opportunities to agree local offers for service delivery;
- providing tenants with a range of opportunities to influence how providers meet all the TSA's standards and to scrutinise performance against all standards and in the development of the annual report;
- providing support to tenants to build their capacity to be more effectively involved.

The TSA's approach to co-regulation is one of robust self regulation by the Boards of social housing providers, incorporating effective tenant involvement. This will be supported by regulation by the TSA on an exceptions basis. Whilst the TSA is to be abolished it is anticipated that the framework will stay and regulation will be passed to the Homes & Communities Agency (HCA).

This strategy takes into views the requirements of this regulatory framework.

The Audit Commission's Key Lines of Enquiry for Resident Involvement provide a framework for social landlords wanting to achieve the delivery of an excellent service.

Swan's objectives

This strategy incorporates our values and corporate objectives for the next three years, these are:

Our Mission is to create homes and communities that people want to live in.

Our Values are:

1. Imaginative:

We create solutions, breakdown barriers, achieve against the odds – make sure things happen.

2. Insistent:

We go the extra mile for our residents; we put energy into what we do because we believe in it.

3. In Touch:

We listen and respond to our residents and involve them in decision – making, we are aware of the latest developments in housing.

Our Key Strategic Objectives:

- To deliver an annual growth of 5% in affordable homes
- Exceed Business Plan targets
- To be judged a 2 star organisation by the TSA (Tenant Services Authority)
- Reduce inequality and increase social inclusion
- Build stronger communities.

Swan is committed to excellent service delivery. Active resident involvement is an essential part of all our service reviews and in the management and maintenance of all our homes. We recognise that the best way to achieve excellent customer satisfaction and excellent service delivery is to work in partnership with our residents.

Aims of the Resident Involvement and Community Development Strategy

Our aims and objectives for delivering resident involvement and community development over the next three years:

- Resident involvement will be at the heart of everything we do, involving residents to shape services and develop standards to meet their needs;
- Provide a wide range of ways in which residents can get involved that are inclusive and meaningful;
- Foster a sense of community within the areas that we operate in;
- Empower communities through effective participation and involvement;
- Provide support, learning and development opportunities to empower interested residents to make a difference;
- Increase satisfaction levels for opportunities for involvement by 3% each year, to 70% in 2012;
- Meet the regulatory standards for tenant empowerment;
- Meet the Audit Commission standards and aim for an excellent standard;
- Achieve value for money through efficient and effective working.

Our Strategy

We want to achieve the following which will work towards meeting our objectives:

Community Development:

- Pilot projects to work with local residents to build their skills to develop solutions to issues that arise on mixed tenure estates.
- Develop opportunities for children and young people. Raise aspirations and divert away from crime.
- Work with local groups and residents to develop and provide activities for older people.
- Work in partnership with others to ensure that local communities are able to benefit from employment opportunities in regeneration schemes.
- Identify the needs and aspirations of our residents including BME (Black Minority Ethnic) residents, underrepresented groups and residents in dispersed homes.
- Implement our Corporate Social Responsibility Strategy and support the work of Swan Foundation.
- Work in partnership with other RP's and external agencies in tackling worklessness.
- Continue to work in partnership with residents and external agencies to develop and support existing community development projects over the next three years.
- Achieve Community Development grant funding of £180,000 from external sources to financially support new and existing Community Development projects over the next three years.
- Support residents group to develop activities targeting older residents in their community.

Resident and Service User Involvement:

- Ensure that residents play an active role in scrutinising and improving our services.
- Embed meaningful resident involvement across our services.
- Develop a mystery shopping project whereby residents mystery shop our services.
- Develop an annual capacity building programme and personal development plans for all Residents Consultative Committee Members.
- Develop a capacity building and training programme for Swan residents.
- Develop a set of local offers with our residents that are tailored towards local priorities.
- Produce an annual report for residents giving feedback on our performance against our agreed standards together with improvement plans and new service offers.
- Resident majority on the new Regional Committees by April 2010.
- Increase opportunities for leaseholder involvement
- Develop a range of involvement methods suitable for supported housing service users to increase opportunities of engagement and involvement.
- Develop and support new residents boards on estates where regeneration programmes are underway.
- Develop and support 6 new Residents Association across Swan by 2012.

- Publicise the Consumer Panel and assess effectiveness of involvement in service improvement.
- Establish the Residents Repairs Quality Panel to assist in the assessment of quality and delivery of the repairs and maintenance services.
- Involve residents in the monitoring of our Partnering Contract with Axis through attendance at performance review meetings
- Use ITC to encourage wider involvement from our residents targeting in particular younger people.
- Develop a web base consultative forum by March 2010.
- Use a range of promotional material to publicise Resident Involvement, Community Development and service improvement activities to raise Swan's profile both internally and externally.
- Improve satisfaction with opportunities for involvement from 61% to 70% by 2012.
- Resident Involvement team to become an internal resource of expertise and advice on resident involvement and support colleagues to carry out resident consultation in their own service areas.
- Annually review this strategy to ensure that it reflects the interest of all residents including these hard to reach group, BME groups, leaseholders, shared owners and supported housing.
- Carry out an annual review of our Resident Involvement Equality Impact Assessment.

Who is Responsible for Resident Involvement and Community Development

Swan's involvement structure includes all staff across the organisation and all our residents. Resident Involvement is the responsibility of all Swan employees from front line staff to the Chief Executive and the Board.

Resident Involvement targets are linked to the Housing Services Strategy, Corporate Plan and Service Improvement Plan. These are translated into individual employee objectives which are set during the annual performance appraisal. Managers are responsible for measuring staff and departmental performance against these targets. The Residents Involvement Team will support staff to achieve these targets.

The Resident Involvement & Community Development Team are the leaders within Swan for taking RI & CD forward. The team coordinates activities, organises training for both staff and residents, facilitates consultation events, and assists staff in maximising the options for involvement and feedback mechanisms. The team also ensures that all our activities are impact assessed and reports on overall performance and including making recommendations for improvements.

Opportunities for involvement

As an organisation we are committed to valuing diversity and difference in all our work. Our commitment is to keep residents at the heart of what we do. We recognise the need to develop various options and opportunities for our residents to get involved.

At Swan we have a menu of involvement that allows our residents to get involved at various levels. These include opportunities for residents to provide feedback on the

services they receive, to be kept informed and updated regularly on service improvements or to work with Swan staff to review policies and services.

Levels of Involvement include:

Information: about Swan which is clearly presented and widely available in an appropriate format to all our residents.

Consultation: we will seek residents' opinions about our services in a timely fashion using a variety of methods.

Involvement: we will engage with our residents to ensure that they are part of the solution by listening to their views and supporting them to bring about improvements.

Our Menu of involvement

We reviewed our structure in 2010 and developed a new ways in which residents can get involved in scrutinising our performance. It gives a range of opportunities, both formal requiring regular involvement and informal where residents can dip in and out as they wish.

Formal involvement:

- Regional Committees in London & Essex – oversee services at a regional level, scrutinise performance and approve policy
- Service Improvement Committee – look at projects focused around service improvement and monitor local offers when they are in place development
- Supported Housing Committee - oversee supported housing services, scrutinise performance and approve policy
- Residents' Consultative Committees in London & Essex – monitor and challenge performance at a regional level, input into policy development
- Value for Money Panel – resident scrutiny and challenge in respect of value for money

Formal involvement at a local level:

- Residents' Associations/Residents Groups
- Estate Residents Boards
- Leaseholders' Forum

Informal involvement:

- Customer Feedback Panel which allows residents the opportunity to get involved in a range of activities (Focus groups; Telephone surveys; Questionnaires; Policy Forum);
- Mystery Shopping – residents who carry out reality checks of our services;
- Neighbourhood Forums – that cover a geographical area with a common interest;
- Repairs Quality Panel – examines performance on repairs including getting feedback from residents on the service and reviewing target times;
- Youth Forum – involving them in local issues on estates e.g. 2 in Essex ;
- Annual Residents' Conference;
- Asian Women's Group;
- Appointment of contactors;

- Editorial Group – that is involved in the production of the newsletter and reviews of documents such as standard letters and forms;
- Service Reviews – these are one off reviews probably commissioned by the service improvement panel;
- Suggestion Scheme;
- Local Community Groups;
- Fun days;
- Road Shows.

Informal involvement at a local level:

- Estate Inspections -
- Neighbourhood Agreements
- Leaseholders' Surgeries
- Block Surgeries

Supporting our residents to get involved

To assist residents to get involved we provide both practical and financial resources.

We will provide:

- Support from a dedicated resident involvement team;
- A resident involvement budget to support involvement;
- A training programme to build skills and expertise;
- Carers costs including child care;
- Travel allowances.
- We also help residents to set up and run meetings, pay for meeting room hire, refreshments and any paper work residents may need copied and sent out;
- Further support is provided for resident representatives, such as help with IT, subscriptions to relevant publications, allowance for phone calls etc.

Swan Governance Review:

Our main aim is to have wider involvement from our residents in the running of our business and improving services. In order to achieve this we reviewed our governance structure. During the summer of 2007 we consulted our residents on the changes. Previously, Swan operated a group structure. The group included the main Parent Organisation (Swan Housing Association) and two subsidiaries – Swan London and Swan Essex. Our aim was to become integrated as one registered provider Swan Housing Association by April 2010, creating two new Regional Committees, one in London and one in Essex. Each Committee will undertake the functions that the Regional Boards undertook. Eight out of the 12 places on the Regional Committees will be held by residents giving residents a majority.

Working in partnership to reach all our residents

We are committed to providing high quality services that meet the diverse needs of our residents. We understand the need to have detailed information about the profile of our residents and service users and are working towards achieving a comprehensive database. As of March 2010 Swan had obtained resident profiling information for 81% of households. Further analysis of this information has enabled Swan to build a clearer picture of our residents and their needs. This process has

also highlighted that younger people and people from BME backgrounds are under represented in resident involvement activities. However, Swan has since successfully developed two Youth Forums and an Asian Women's Forum. Local surgeries targeted at BME communities have also been held. There has been a greater emphasis during 2010 on embedding good practice in relation to equality and diversity and considering all aspects of inclusion within resident involvement and community development activities.

We have established and continually foster relationships with external agencies and will help signpost residents and work with agencies who may be able to support and assist them to get involved. This is particularly true of some organisations that work with harder to reach groups who may be better placed to encourage and support residents to be involved, for example, the development of our Asian Women's Forum.

We will work with all our residents to overcome any barriers that may be restricting their participation and ensure that issues around race, gender, age, religion, sexual orientation and disability are all considered when we plan involvement activities and communicate with residents.

Support and training for staff and residents

We are committed to providing training and development opportunities for residents and staff to ensure that resident involvement is truly at the heart of everything we do.

All housing management and resident involvement & community development staff will have resident involvement targets that will be discussed routinely at one to ones, team meetings and performance appraisals.

For residents we will establish an annual training programme in consultation with them. We will also create opportunities for residents to learn about the organisation and the housing business generally, through less conventional ways, like coach tours to visit the housing stock, visiting other housing providers, shadowing staff to learn more about the different areas of work.

Residents who agree to participate are entitled to claim reasonable out of pocket expenses such as travel and child care costs. Expenses are intended to improve access for residents wishing to attend meetings or events and promote involvement.

Impact assessments

One of our objectives is to achieve good value for money and one way of testing this is through impact assessments. Staff will record inputs, outputs and outcomes throughout the year and we will assess with residents the impact of our activities as we go along. At the end of each financial year, together with residents we will produce an annual impact assessment that will provide a summary of how much of an impact we have had, and will focus on delivery against our service improvement plan.

Residents will be able to assess the impact through variety of ways e.g. service reviews, feedback forms, feedback flyers, complaints and suggestions schemes,

annual satisfaction and repairs survey, through the RCCs, estate residents board, residents associations, leaseholder forum and residents conference.

We will publicise the impact that resident involvement has had on residents and our services every year in our residents' newsletter the Communicator.

Benchmarking of Resident Involvement

Swan is a member of the Tower Hamlets and Housemark benchmarking clubs and the Foyer Federation. We will compare our resident involvement activities and performance against other organisations who are also members.

Value for money

Value for money is not about cutting costs, it's about making the best use of our resources to provide an excellent good quality service to all our customers for an appropriate cost. We will introduce initiatives that will help staff and residents to share their skills, knowledge and experience. For example, we have set up a Value for Money Panel at the request of our residents that reports to the RCCs and Regional Committees. In addition our staff and residents have worked together to procure our repairs partnering contract, residents will continue to participate in other procurement exercises and service reviews.

Monitoring and review of the resident involvement strategy

The Residents Consultative Committees will receive monthly progress reports on how we are doing against the action plan. The Regional Committees in London and Essex will receive twice yearly reports.

The strategy will be reviewed with residents every year to ensure its content is up to date and its direction reflects our corporate plan, residents' aspirations and regulatory requirements.

Sources of useful Information and Publications

List of organisations:

- **(Tenant Services Authority) TSA:** A national government agency that regulates RSLs and other social landlords.
www.tenantservicesauthority.org
- **Homes and Communities Agencies (HCA)** a national government agency that funds affordable housing. www.homesandcommunities.co.uk
- **TPAS England (Tenant Participation Advisory Services):** A national tenant participation organisation that provides information consultancy, training and conference on all aspects of involving residents in the management of their homes. www.tpas.org.uk
- **Audit Commission:** Is an independent watchdog who monitors efficiency, effectiveness and cost in local public services e.g. housing, health, local government, community safety and the fire and rescue services.

www.audit-commission.gov.uk

- **Housing Quality Network (HQN):** Covers a very board range of housing issues, focusing generally on the area of performance improvement for social housing providers. E.g. housing association, local authorities and Arms Length Management Organisations. www.hqnetwork.org.uk
- **Housemark:** Housing sector leading provider of performance improvement. Working with over 640 plus member organisation to improve service delivery.

Publications:

- The Regulatory Framework for Social Housing in England -TSA, April 2010

This strategy should be read in conjunction with our:

- Service User Involvement strategy
- Swan Housing Services Strategy
- Swan Corporate Plan 2009 – 2012

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Appendix 1

Resident Involvement Strategy Action Plan 2009 – 2012 [Updated October 2010]

No	Objectives	Lead	Actions	Target Completion Date	Actual Completion Date
<p>Community Development</p> <ul style="list-style-type: none"> • Foster a sense of community within the areas that we operate in; • Empower communities through effective participation and involvement; • Provide support, learning and development opportunities to empower interested residents to make a difference. 					
1	Pilot projects to work with local residents to build their skills and to develop solutions to issues that arise on mixed tenure estates	RHM/ RI	<ul style="list-style-type: none"> • Develop local neighbourhood forums where no resident group exists (i.e. Redbridge and Havering) • Involve local partners to work with local forums • Empower local forums to deliver a minimum of two community activities per year. • Work with local forums to develop local Neighbourhood Agreements 	<p>Sept 09</p> <p>Nov 09</p> <p>Mar 2010</p> <p>Mar 2010</p>	<p>Some work has started in Havering but still have some way to go. Over due</p> <p>Overdue</p> <p>Forest Gate compact completed in June 2009</p>
2	Identifying additional resources focussed on income maximisation to support community development initiatives targeting children and young people, older people and tackling worklessness.	RI	<ul style="list-style-type: none"> • Work with residents to identify preferred initiatives • Research and peruse applications for grants from government, charitable trusts etc • Establish partnerships with local RPs, voluntary organisations and contractors 	<p>June 09</p> <p>June 09</p> <p>June 09</p>	<p>Completed</p> <p>Achieved grant funding of £39,695.00</p> <p>Delivered projects with Bromley by Bow Centre & Lime House Projects e.g ESOL classes and Empolymnt and Skills sessions.</p>

No	Objectives	Lead	Actions	Target Completion Date	Actual Completion Date
			<ul style="list-style-type: none"> • Work with local groups and residents to provide activities for older residents (luncheon clubs, day trips, exercise classes etc) 		CDO supported a number of RAs and local groups to deliver a number of community development projects which included trips to the seaside, a tour of Southend football club and a number of trips for our older residents. The annual summer active programme was a success this year and a number of new young people got involved.
3	Provide support for existing community development projects.	RI	<ul style="list-style-type: none"> • Work in partnership with RPs partners to share cost and resources to ensure sustainability of current projects 	March 2012	Ongoing
4	Achieve Community Development grant funding of £60k per year over the next three years to support new and existing Community Development projects	RI	<ul style="list-style-type: none"> • Grant applications submitted with good spread of projects across London and Essex • Partnership working with RPs partners and other external agencies 	March 2010	A total of £39,695 was achieved in grant funding during 2009/10.
5	RI & Community Development team to be a key player in the development of the Swan Foundation and taking forward Swan's Corporate Social Responsibility Strategy	RI CC	<ul style="list-style-type: none"> • Forge links with external stakeholders to raise awareness of the CSR Strategy and to improve ability to attract funding 	Nov 09	Work commenced

No	Objectives	Lead	Actions	Target Completion Date	Actual Completion Date
6	Use information gathered from residents profile survey to identify the needs and aspirations of our residents including under-represented groups, BME residents and residents in dispersed homes	RI RHM	<ul style="list-style-type: none"> Undertake a door knocking exercise accross London properties to identify barriers of involvement of BME residents and develop an action plan Establish Bangladeshi Women Forum Work in partnership with the Exmouth Resident Board to enhance BME membership on the Board 	June 09	Completed
				July 09	Completed. First forum meeting held 17.2.10
				May 09	Completed
7	Identifying estates with a high incidence of ASB and working with other agencies and our residents to develop Good Neighbourhood Agreements	RHM RI	<ul style="list-style-type: none"> Identify estates with highest incidences of ASB and consult residents about proposed approach Identify one estate in London and one in Essex to pilot Good Neighbourhood Agreements Identify and contact relevant agencies to secure their involvement 	March 09	Overdue
				June 09	Overdue
				June 09	Housing teams have developed close working partnerships with SNTs
No	Objectives	Lead	Actions	Target Completion Date	Actual Completeion Date
Resident Involvement <ul style="list-style-type: none"> Resident involvement will be at the heart of everything we do, involving residents to shape services and develop standards to meet their needs; Provide a wide range of ways in which residents can get involved that are inclusive and meaningful; Provide support, learning and development opportunities to empower interested residents to make a difference; Increase satisfaction levels for opportunities for involvement by 3% each year, to 70% in 2012 Meet the regulatory standards for tenant empowerment; Meet the Audit Commission standards and aim for an excellent standard; Achieve value for money through efficient and effective working. 					

No	Objectives	Lead	Actions	Target Completion Date	Actual Completion Date
1	Increasing customer opportunities to influence our services	RI LSO	<ul style="list-style-type: none"> Annually review Resident Involvement Statement and publicise opportunities for involvement Annually review our residents Involvement Impact Equality Assessment Annually review Resident Involvement and Community Development Strategy to plan further opportunities and address capacity building issues Develop mechanisms for improving our learning from customer feedback Develop and support 6 new Resident Associations across Swan 	Dec 08 Annually Annually June 09 March 2012	Completed for 2008 – not required by the TSA from 2010 Completed for 2008/9 % 2009/10 Completed for 2008/9 and 2009/10 Completed Work in progress
2	Ensure that residents play an active role in scrutinising and improving our services.		<ul style="list-style-type: none"> Develop a Resident Scrutiny Framework with residents Achieve resident majority on Regional Committees Establish a Repairs Quality Panel to scrutinise repairs performance Develop an annual capacity building programme and personal development plans for RCC members Review impact of capacity building programme 	Oct 2010 April 2010 Dec 2010 Annually March 2011	Completed Completed Completed Completed for 2009/10 Completed for 2009/10

No	Objectives	Lead	Actions	Target Completion Date	Actual Completion Date
			<ul style="list-style-type: none"> Produce an annual report for residents giving feedback on our performance against our agreed standards together with improvement plans and new service offers 	Annually	Completed for 2009/10
3	Develop a set of local offers with our residents that are tailored towards local priorities		<ul style="list-style-type: none"> Develop a resident/staff project group to oversee development of our offers Consult residents on their priorities for local offers Draft local offers for approval by Regional Committees Launch local offers 	June 2010	Completed
				September 2010	Completed
				Feb 2011	
				March 2011	
4	Empower residents to understand Swan's businesses, better decision making and widening employability skills	RI	<ul style="list-style-type: none"> Develop a capacity building programme for Swan residents 	Apr 09	Completed - programme launched 1 st Apr 09
5	Develop a resident mystery shopper scheme	RI	<ul style="list-style-type: none"> Consult residents on proposal and explain how scheme would work Develop plan for how mystery shopping will operate Select and train volunteers Review outcomes after six months 	Sept 2009	Completed
				Dec 2009	
				Dec 2009	Completed
				June 2010	Completed
6	Resident Involvement Team to provide strategic direction and support to colleagues in other departments to deliver excellent	RI RHM NM SH	<ul style="list-style-type: none"> Attend other department's team meetings Organise learning circles Develop residents involvement 	Mar 2010	Completed
				May 09	Completed
				Mar 09	Completed

No	Objectives	Lead	Actions	Target Completion Date	Actual Completion Date
	resident involvement in their own service areas	LSO AM DR	<ul style="list-style-type: none"> standards for residents meetings Promote the use of the Customer Feedback Panel to across Swan Resident involvement to be included as part of induction programme for the new housing staff 	Mar 2010 Mar 2012	Ongoing Ongoing
7	Increase opportunities for leaseholder involvement		<ul style="list-style-type: none"> Increase opportunities for leaseholders involvement by developing a leaseholder forums in London and Essex 	June 09	Partially complete but still needs more work to expand membership
8	Develop a range of involvement methods suitable for supported housing service users	RI SHP	<ul style="list-style-type: none"> Develop a service users strategy and action plan Develop a range of publicity and promotional materials to encourage more service user involvement 	Sept 09 June 09	Completed Completed
10	Develop and support new Residents Board on estates with regeneration programme	RHM RI	<ul style="list-style-type: none"> Set up Residents Panel at Forest Gate Develop new Community Trust on Craylands Estate 	May 09 March 2010	Completed Work Commenced
11	Publicise Customer Feedback Panel and assess effectiveness of involvement in Service improvement	RI	<ul style="list-style-type: none"> Increase number of panel members to 200 A variety of opportunities that Panel Members have engaged in 	March 2010 March 2010	completed 14 events to Oct 2010
12	Establish Residents Repairs Quality Panel to monitor our repairs and maintenance services	AM RI	<ul style="list-style-type: none"> Launch Panel Increase membership to 100 A variety of opportunities that panel members have engaged in. 	June 09 March 2010 March 2010	Completed Overdue Overdue

No	Objectives	Lead	Actions	Target Completion Date	Actual Completion Date
13	Ensure Residents involvement in the monitoring of our partnering contract with Axis Europe	AM RI	<ul style="list-style-type: none"> A minimum of two residents from both London and Essex RCC to be members of the Partnering Contracts Monitoring Group 	June 09	Completed
14	Use ITC to encourage wider involvement from our residents especially targeting young people	RI RHM NM AM	<ul style="list-style-type: none"> Develop web base consultative forum Investigate and launch text messaging services Investigate the use of video conferencing Develop on line booking facilities for RI & CD events 	March 2010	Completed
				Sept 09	Completed
				March 2010	Completed
				March 2010	Completed
15	Use a range of promotional material to publicise raise Swan's profile internally and externally	RI CS	<ul style="list-style-type: none"> Publicise RICD and service improvement activities on website using both the internet and intranet Publicise key activities in the Communicator Produce feedback and promotional flyers and leaflets for events Produce local estate newsletters for regeneration estates agree frequency with residents 	March 2010	Completed
				Quarterly	Completed
				March 2010	Completed
					Completed

Code for Leads: HD – Housing Directors; RHM – Regional Housing Managers; NM – Neighbourhood Managers; SH – Supported Housing; LSO – Leasehold and Shared Ownership; RI – Resident Involvement and Community Development; HR – Human Resources; AM – Asset Management; DR – Development and Regeneration; CC – Central Services; Fin - Finance