

# Community Engagement Strategy



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## Foreword

Cestria Community Housing Association wants to provide tenants with the opportunity to shape and influence the services it provides.

Cestria Community Housing wants to set up suitable arrangements to enable tenants to engage effectively with the Association. This strategy is about the arrangements that Cestria already has in place and how Cestria proposes to develop over the next three years, in order to optimise tenant engagement activity.

In drafting this strategy Cestria Community Housing Association is committing itself to:

*"Involve tenants and communities in governance as well as service design and delivery. Tenants involvement will be central to the ethos and integral to the management of the Association."*

The strategy is divided into seven sections:

Section One	Describes the regulatory framework in which Cestria has to work.
Section Two	Describes the tenant profile for the Association and what steps are taken to ensure all tenants can participate.
Section Three	Sets the Vision and Corporate Objectives for Cestria and shows how they relate to resident involvement.
Section Four	Sets out how tenants will be able to get involved in ways and at levels that suit them best.
Section Five	Sets out how tenants can shape and improve the services that the Association delivers.
Section Six	Sets out how the Association will monitor the progress it is making
Section Seven	Contains a detailed Action Plan (including specific proposals for hard to reach groups) that will make sure the commitments contained in this strategy are delivered over the next 3 years.

Throughout the strategy it should be assumed that when tenants are mentioned, this refers to both tenants and leaseholders.

## **Section 1 - Regulatory Framework**

### **Tenant Services Authority**

The Tenant Services Authority (TSA) is the new social housing regulator centring on the needs and aspirations of tenants. Since its launch on 1<sup>st</sup> December 2008 the TSA has consulted with both tenants and landlords, about its new regulation framework.

The TSA has replaced the Housing Corporation and has drawn on the Corporation's existing powers to regulate housing associations.

Before their new powers are implemented, the TSA will spend its first eight months in informal consultation with tenants and providers – including Housing Associations, Local Authorities and ALMOs. The Department of Communities and Local Government is due to lay statutory orders in the summer 2009 paving the way for the TSA statutory consultation on the new standards and Regulatory Framework.

### **Housing Corporation**

Until December 1<sup>st</sup> 2008 all housing associations were regulated by the Housing Corporation. The main regulatory framework established by the Housing Corporation, will remain in place until late in 2009, when a series of new "standards" are expected to be published by the Tenant Services Authority

This strategy has been developed around the old regulatory regime.

The current regulatory framework requires all housing associations to:

1. Comply with the requirements of the Regulatory Code. The relevant parts of the regulatory code are as follows:
  - ✦ All housing associations to seek and be responsive to resident's views and priorities.
  - ✦ All housing associations to demonstrate when carrying out all their functions their commitment to equal opportunity. They must work towards the elimination of discrimination and demonstrate an equitable approach to the rights and responsibilities of all individuals. They must promote good relations between people of different racial groups.
  - ✦ All housing associations to aim to deliver continuous improvements and value for money in their services.
  - ✦ All housing associations to develop and manage good quality homes that seek to meet people's needs and preferences now and in the future.
  - ✦ All housing associations to provide good quality housing services for residents and prospective residents.

2. Comply with any circulars issued by the housing corporation – the relevant circular is Circular No. 05/07. The Housing Corporation also produced a paper called “People First- Delivering change through Involvement”. This paper sets out the ten basic building blocks of effective involvement, which all housing associations are expected to use as appropriate.

### **Audit Commission**

The Audit Commission is the inspectorate for housing association services. It undertakes this work on behalf of the Tenant Services Authority.

The Audit Commission uses Key Lines of Enquiry (KLOE’s) to set standards that associations must meet. It is likely that the Association will receive a whole service inspection by the Audit Commission during 2010. The Association could be subject to a Short Notice inspection at any time.



## **Section 2 - Cestria and Its Tenants'**

### **Where are we located?**

The Association operates within the boundaries of the former Chester-le-Street District Council, which is located in the North of County Durham sharing its boundaries with the conurbations of Gateshead and Sunderland, the historic City of Durham and rural Derwentside.

### **How many properties do we have?**

Cestria Community presently has 4211 Properties. These are a mixture of houses, flats and bungalows. Our properties have between one to four bedrooms, and some come with a garage. Our average length of tenancy is 11.4 years.

### **Who are our tenants?**

The average age of a Cestria tenant is 58 years old. This tenant is likely to be a white British female.

<b>Sex</b>	<b>Count</b>	<b>Percentage</b>
<b>Male</b>	1756	41.7%
<b>Female</b>	2453	58.3%
<b>Not known</b>	2	0%
<b>Total</b>	4211	100%

<b>Ethnicity</b>	<b>Count</b>	<b>Percentage</b>
<b>African</b>	1	0.02%
<b>Any other Asian background</b>	1	0.02%
<b>Bangladeshi</b>	1	0.02%
<b>British</b>	4146	98.5%
<b>Indian</b>	1	0.02%
<b>Irish</b>	3	0.06%
<b>No information provided</b>	55	1.3%%
<b>Other</b>	3	0.06%
<b>Total</b>	4211	100%

<b>Race</b>	<b>Count</b>	<b>Percentage</b>
<b>White</b>	4116	97.7%
<b>Black</b>	1	0.02%
<b>Asian</b>	3	0.06%
<b>No information provided</b>	91	2.2%
<b>Total</b>	4211	100%

## **Section 3 -Our Vision and Corporate Objectives**

Cestria Community Housing has agreed a Vision and Corporate Objectives which are set out in its 3 year corporate plan.

Our vision is to be;

"An excellent landlord by being a first rate provider of affordable housing and housing services for the community of Chester-le-Street with tenants at the heart of what the Association does. We will work with communities and partners in order to achieve our mutual objectives".

In support of this vision we have agreed seven Corporate Objectives as set out below. The Corporate objectives are supported by the Cestria Reference Group.

### **Delivering Service Excellence**

- ✦ We will deliver the highest standards of service and customer care. We will do this by:
  - Setting service standards
  - Setting whole service and neighbourhood targets
  - Involving tenants in service improvement groups
  - Monitoring tenant satisfaction through an Annual Tenants' Survey

### **Delivering Value for Money**

- ✦ We will provide value for money services. We will achieve this by:
  - Keeping rents as low as we can
  - We will only increase rents in line with Government formula
  - Using a mix of price and quality to assess all tenders
  - Comparing how we perform and what our services cost through benchmarking with other providers
  - Making sure we recover the whole cost of services through service charges where appropriate

### **Landlord of Choice**

- ✦ We aspire to be the landlord of choice in the area. We will achieve this by:
  - Developing a good reputation as a social enterprise

### **Decent Homes**

- ✦ We will invest in the homes that we own to provide modern and affordable housing. We will achieve this by:
  - Making all our existing homes decent by 2012
  - Keep our rents well below market rents locally
  - Provide tenants choice in the way their homes are modernised and repaired
  - Build new homes for rent to meet local need

## Action in Neighbourhoods

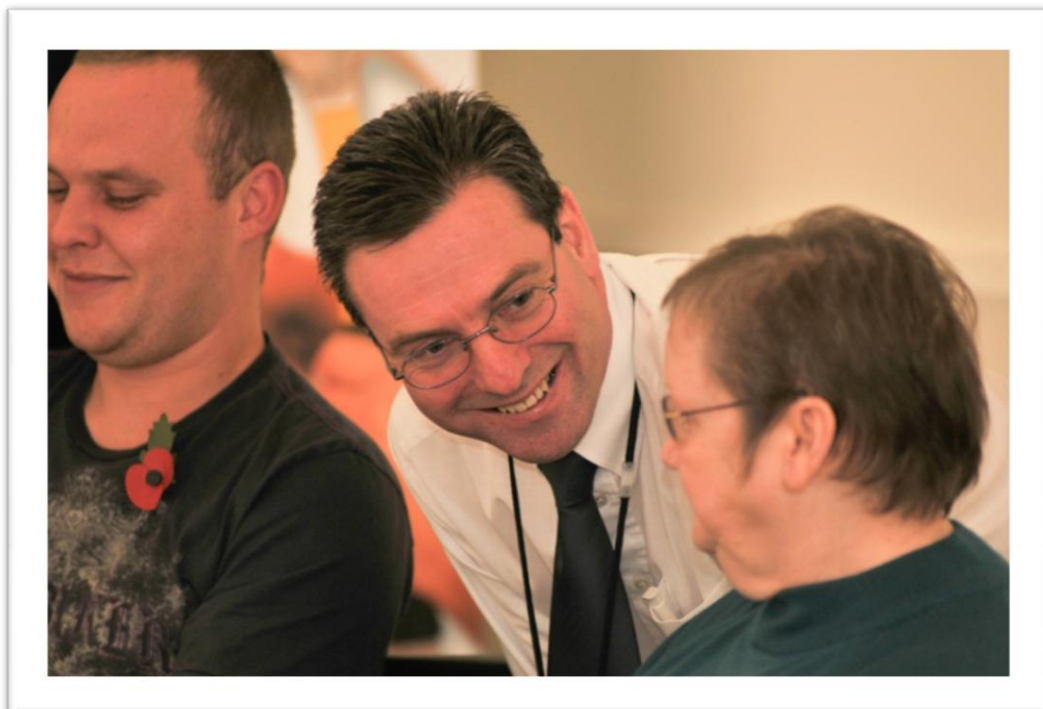
- ✦ We will deliver sustainable communities through partnership working. We will achieve this by:
  - Opening a Family Learning Centre
  - Working with Sunderland Foundation on a Lighting up Lives project
  - Work closely with the Police to make sure our homes and estates are safe.
  - Create and support local jobs by employing local contractors wherever we can

## Financial Strength

- ✦ We will be a reputable and financially robust association. We will achieve this by:
  - Spend what money we have wisely
  - Build up cash reserves which can we use for investment in new homes
  - Plan our spending carefully

## People

- ✦ We will have an effective and efficient team of staff, valuing equality and diversity. We will do this by:
  - Making sure everyone who works for the association has a tenants first attitude
  - Train our staff to be approachable and helpful
  - Employing local people where we can.
  - Making sure our employees represent the community they serve.



## **Section 4 - Getting Involved**

### **Finding out What Tenants Think**

We will use the following ways to find out what tenants think of the services we provide:

We will:

- ✦ Carry out an Annual Tenant Survey
- ✦ Carry out operational satisfaction surveys for the following services
  - Repairs and maintenance.
  - Grounds maintenance.
  - Improvement programme.
  - Anti-social Behaviour.
- ✦ Form focus groups to understand why tenants are not satisfied with areas of poor performance.
- ✦ Carry out ad hoc surveys to find out what tenants think we should do in relation to specific projects

We will provide feedback of the results of all the satisfaction surveys we do to the Cestria Reference Group and to wider tenants by:

- ✦ Publishing information on our website
- ✦ Publishing information in the Cestria Courier
- ✦ Publishing FEEDBACK information sheets

### **Consulting on Big Issues**

We will use the Cestria Reference Group as a sounding board for all big issues. The views of the group will be reported to the Board.

### **Service Improvement**

We will set up, in discussion with tenants, time limited service improvement groups to look at ways in which services can be improved for tenants. This will include:

- ✦ Mystery Shopping Group
- ✦ Performance Monitoring Group
- ✦ Service Standards Group

We will involve tenants in regular estate walkabouts so that we can understand what concerns tenants have about their local area.

## Complaints and Compliments

We will look at all complaints and compliments we receive to see if we can improve on the things we do.

## Providing Information

We will provide information in a range of formats to keep tenants informed of how and what we are doing. Information will be published:

- ✦ On the web site
- ✦ In the Cestria Courier

## Theme Groups

We will set up a series of themed groups so that tenants who are interested in particular topics can get involved. This will involve such groups as:

- ✦ Sheltered Users Forum
- ✦ Anti-social Behaviour Working Group
- ✦ Income Management Working Group
- ✦ Website Working Group
- ✦ Ground Maintenance Group
- ✦ Calendar Group
- ✦ Tenants Training Programme Group
- ✦ Publications Editorial Group
- ✦ Readers Panel
- ✦ Equality and diversity group

## **Governance Structure**

The Association will operate with a main Board and two committees. Cestria will have five Tenant Board members. When tenant Board member vacancies arise, all tenants will be invited to be considered for Board membership. A panel of existing Board members will choose who will serve as a Tenant Board member.

Tenant Board members can serve for a maximum of nine years.

Support and training will be provided to all Tenant Board members.

## Approved Polices

The Board and the Performance and Resources Committee have already received the following reports which are relevant to the Community Engagement Strategy:

- ✦ How we regulate No3- Resident Involvement – Self Assessment
- ✦ Tenant Engagement and Consultation Policy
- ✦ Developing a Community Engagement Strategy-The Journey so far
- ✦ Equality and Diversity Policy
- ✦ Racial Harassment Policy



## **What Are Our Strengths and Weaknesses**

In developing this strategy tenants were asked to say what they thought our strengths and weaknesses were in relation to tenant's participation. Tenants also considered if there were any opportunities likely to arise in the future and what possible threats might present themselves in the near future. The results are set out below.

### **Strengths**

- ✦ Good tenant participation.
- ✦ Good information on Website
- ✦ Good quality tenant information available
- ✦ Programme of Estate Walkabouts.
- ✦ Transport to meetings for all.
- ✦ Improving services by bring delivery back in house

### **Weaknesses**

- ✦ No programmes or facilities to get young people involved (we have responded to this by developing the Kickz programme for young people).
- ✦ Other tenures on estates are excluded from meetings.
- ✦ Lack of ground maintenance inspectors to check each estate

### **Opportunities**

- ✦ More training for tenants would produce more informed tenants (we will develop a training programme for tenants in 2009)
- ✦ Continue to develop and improve methods of communication.

### **Threats**

- ✦ Lack of tenant training (we will develop a tenant training programme for 2009).
- ✦ Financial crunch (we are a financially sound association so there is no need to worry about the impact of the credit crunch).
- ✦ Lack of tenant involvement structure (this strategy should set out a proper structure).

## **Section 5 - How Can Tenants Get Involved**

### **Cestria Community Housing is committed to;**

- ✦ Ensuring that residents have equal opportunities to take part in involvement and take active steps to engage with under-represented and vulnerable groups.
- ✦ Developing an up to date profile of residents in their homes, and making positive efforts to understand tenant's needs and aspirations.
- ✦ Developing a range of methods of involvement with active residents, and/ or communities, that allows tenants to be involved on their terms.
- ✦ Developing ways to negotiate service targets, influence corporate decision making and hold the association to account.
- ✦ Developing mechanisms, with residents and/ or communities, which enable influence over investment in, and the design of affordable homes, and where relevant, wider neighbourhood priorities.
- ✦ Developing appropriate neighbourhood level targets and scrutinise where they want this, and it is relevant.
- ✦ Providing accessible information to residents.
- ✦ Negotiating with residents, and/ or communities, the terms of reference for involvement activities (e.g. constitutional requirements for funded community groups, timescales for consultation).
- ✦ Enabling involvement by providing properly resourced capacity building and training for residents, staff, and where appropriate communities.
- ✦ Considering with residents and/or communities the value for money of involvement activities, including the added value that involvement creates.

### **Tenant Involvement Statement**

Cestria Community Housing wants to create sustainable communities: places where people feel safe, that have good local services and community facilities, places that people are proud to want to live in.

We believe that a major factor in realising our aim of sustainable communities is the effective involvement of our tenants and the wider community. Cestria recognises that communities and the different people that live within them have ideas, opinions, knowledge and experience that can help us develop our services to meet the needs of communities.

We have developed a Menu of Involvement and will continue to create a range of new ways to enable tenants to work with Cestria to improve people's quality of life.

We will work with others to ensure tenant involvement is based upon effective capacity building, to ensure people who get involved are adequately supported, and develop transferable skills to benefit themselves and their communities.

Cestria will champion equality and diversity as an integral part of our approach to tenant's involvement, to ensure different sections of communities are effectively

represented. We will improve awareness of equality and diversity as part of involvement.

Cestria aims to be an open, accountable, and successful organisation in the eyes of tenants' and the communities they live in.

## **Ways to get Involved**

Mechanisms already exist to enable tenants to get involved at the level and pace they choose. We recognise that in order to continue to develop and get the maximum number of our tenants engaging with us it is vital to offer a range of opportunities to ensure that people have the chance to get involved as much or as little as they want.

### **Examples of present involvement mechanisms Include;**

#### **✦ Cestria Reference Group**

This is Cestria's main consultation group and is open to all of our tenants to join. The Cestria Reference Group meets monthly, and tenants and leaseholders give their views to assist Cestria to improve existing services and develop new services.

#### **✦ Sheltered Users Forum**

This Group meets quarterly and is made up of nominated representatives from each of the sheltered units. The group discusses issues which particularly effect sheltered units.

#### **✦ Annual Satisfaction Survey**

This is a survey sent to all tenants. The results are presented to the Board and publicised to all tenants through the Cestria Courier and on the website.

#### **✦ Repairs satisfaction surveys**

These are sent to all tenants who have ordered repairs.

#### **✦ Corporate Comments and Complaints**

All compliments and complaints are reported quarterly to the Board.

#### **✦ "You Said We Did"**

Examples of where we have acted on residents suggestions to improve services or the local environment.

## ✦ Website

Cestria's website includes information on services provided by Cestria Community Housing and allows tenants to get in touch with us. The website address is: [www.cestria.org](http://www.cestria.org).

## ✦ Cestria Courier

This is Cestria's tenant named newspaper. It is delivered 4 times a year to all Cestria Community Housing tenants and also made available on Cestria's website.

## ✦ Estate Walkabouts

These are regular programmed walks through each estate, where tenants can join Estate Services Officers, Local Councillors and other partner organisations to point out areas of concern and obtain feedback.

## ✦ Tenants and Residents Associations

Cestria Community Housing works in partnership with twenty two Tenant and Residents Associations and provides assistance and advice.

## ✦ Sheltered Housing

All of Cestria's Sheltered Schemes are equipped with communal facilities that allow for social activities and informal consultation.

Service Improvement Groups which Cestria presently has include;

- ✦ Anti-social Behaviour Working Group,
- ✦ Income Management Working Group,
- ✦ Website Working Group,
- ✦ Ground Maintenance Group,
- ✦ Improvements Group,
- ✦ Calendar Group
- ✦ Status Survey Group
- ✦ Monitoring the Offer Promises Group

## **The Menu of Involvement**

The Menu of Involvement offers tenants a range of ways to have a say in how services are delivered and to influence how the quality of services can be improved.

Against each involvement option listed in this menu, we have identified the time commitment involved. This will enable tenants and leaseholders to choose an option for involvement which suits the tenant and their lifestyle.

If anyone has special needs (for example, if the tenant has difficulty leaving their home) we can adapt the options on the Menu of Involvement to meet their needs.

Getting involved brings lots of rewards. Tenants can meet new people; learn new skills and directly change how services are provided to improve homes and communities. There has never been a better time for tenants to get involved and to make a difference.



## **The “Menu of Involvement”**

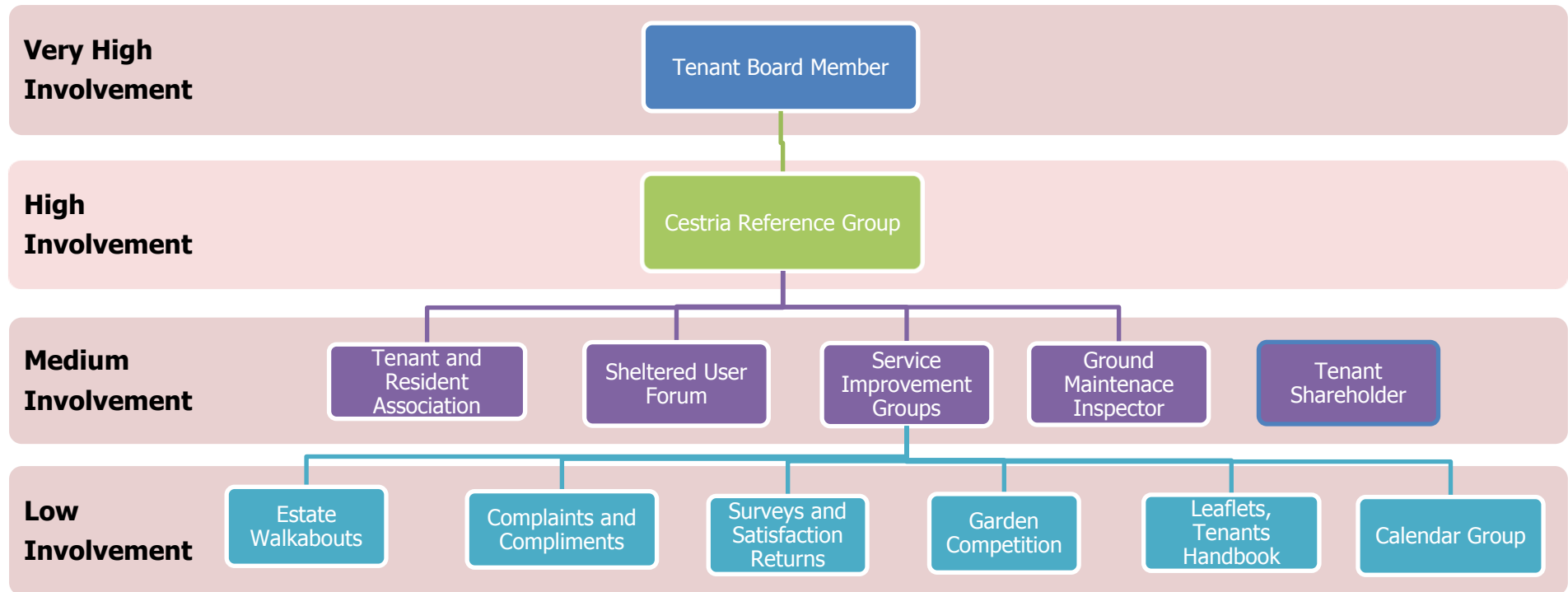
<b>Level of Involvement</b> * = Low Level of Involvement (occasional contact) ** = Medium Level of Involvement (occasional meetings) *** = High Level of Involvement (regular meetings) ****= Very High Level of Commitment (regular and adhoc meetings)				<b>Type or Involvement</b> I=Information F=Feedback C=Consultation P=Participation D=Decision Making
<b>The Subject</b>	<b>Level of Involvement</b>	<b>Who can get involved</b>	<b>Type of Involvement</b>	<b>What issues might be discussed or addressed</b>
<b>Leaflets, Tenants Handbook</b>	*	All Tenants and Leaseholders	I,F,C,P	General information regarding all service areas
<b>Garden Competition</b>	*	All Tenants and Leaseholders	P	Improving the appearance of the community
<b>Surveys and Satisfaction Returns</b>	*	All Tenants and Leaseholders	I,F,C,P	All service areas
<b>Complaints and Compliments</b>	*	All Tenants and Leaseholders	F	Complaints and compliments on services
<b>Estate Walkabouts</b>	*	All Tenants and Leaseholders	I,F,C,P	Environmental issues affecting each estate
<b>Ground Maintenance Inspector</b>	**	All Tenants and Leaseholders	I,F,C,P	Monitoring the effectiveness of the Ground Maintenance team
<b>Tenant/ Resident Association</b>	**	All Tenants and Leaseholders	I,F,C,P	Local issues
<b>Sheltered Users Forum</b>	**	All Tenants in Sheltered Units	I,F,C,P	Issues and events affecting the Sheltered Units
<b>Service Improvement Groups</b>	**	All Tenants and Leaseholders	I,F,C,P	Developing all service areas
<b>Tenant Shareholder</b>	**	All Tenants	I,F,C,P,D	Attend and vote on issues raised at AGM
<b>Cestria Reference Group</b>	***	All Tenants and Leaseholders	I,F,C,P	Consultation on services, issues and events.
<b>Cestria Board</b>	****	Tenant Board Member	I,F,C,P,D	Approving Policies and Service Changes

# Pyramid of Involvement

The "Pyramid of Involvement" shows the tenant involvement structure for Cestria Community Housing and gives an indication of how information will flow within the involvement structure.

This four tier structure acknowledges that Tenant Board Members have a very high level of involvement in Cestria Community Housing where as those who have entered the Garden Competition have a low level of involvement . Tenant Shareholders can directly influence the Board and can bring them to account at the AGM.

## Level of Involvement



## **Number of People Engaging**

We maintain accurate records of the number of people engaging with us and monitor this on a regular basis to identify which areas of Chester-le-Street, or which sections of the community are under-represented.

Since transfer took place on 4<sup>th</sup> February 2008, 1,266 tenants have attended events to assist Cestria to understand a tenants' perception and to assist Cestria to develop services. The table below gives an indication of how this is made up.

<b>Service Group</b>	<b>Total Tenant Attendance</b>
Tenant Board Members	79
Cestria Reference Group	354
Sheltered User Forum	29
Ground Maintenance Group	47
Completed Satisfaction Surveys	23
Nettlesworth Heating Event	21
Income Management Group	5
Satisfaction Survey Group	8
Website Group	3
Estate Walkabouts	39
Tea Dance (Cestria Care)	78
Afternoon Tea (Cestria Care)	74
Cestria Care DVD	15
Improvements Programme Group	9
Capital Programme DVD	15
Monitoring the Promises Group	8
Calendar Group	4
Complaints, Comments and Compliments	171
Tenant and Resident Groups	120
Garden Competition	40
Tenant Shareholders	44
Sacrison Open Day	5
ASB Group	23
Grounds Maintenance Inspectors Events	41
Leaseholders Group	4
Gas Continual Process of Improvement	7
<b>Overall Total Attendance</b>	<b>1.266</b>

## **Section 6 - How Will We Know if we are Getting Better**

### **Impact Assessment**

We will carry out and publish an annual impact assessment of our tenant involvement activities.

It is intended that the Impact Assessment will not only look at the effectiveness of the 'Menu of Involvement' but it will also look at a number of other issues including; value for money, numbers of tenants involved, and barriers to participation.

Cestria Community Housing will be looking to learn from and build upon lessons learned and also to look for new opportunities to develop the 'Menu of Involvement' further.

### **Tenants and Monitoring Performance**

We will make sure that tenants are fully involved in monitoring the performance that we deliver by:

- ✦ Developing a range of performance indicators in discussion with tenants
- ✦ Reporting performance to tenants on a quarterly basis
- ✦ Monitoring Offer Document promises on a quarterly basis

We will establish a number of groups that will help us improve the services we deliver for tenants as follows:

- ✦ Offer Document promises
- ✦ Mystery Shopping Group
- ✦ Performance Monitoring Group
- ✦ Service Standards Group

### **Key Performance Indicators (KPI's)**

The following Key Performance Indicators will be reported to the Performance and Resources Committee and will be used to gauge the progress we are making:

- ✦ % of residents surveyed satisfied with their neighbourhood as a place to live.
- ✦ % satisfaction with Cestria as a landlord.
- ✦ % of residents surveyed satisfied with their opportunities for participation in management and decision making.
- ✦ % of residents satisfied that their views are being taken into account by their landlord.
- ✦ Total spent, per property, on tenant participation.

Our aim is to initially work towards medium quartile performance and seek to achieve upper quartile performance by the end of 2011.

## Section 7 Action Plan

**Objective 1** Ensuring that residents have equal opportunities to take part in involvement and take active steps to engage with under-represented and vulnerable groups.

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
1	Launch Kickz programme for young people	Sept 08	JS	166 on register (71 Male and 95 female)	Sessions have started at the Hermitage School. Learning centre open on Wednesday evening - <b>COMPLETED</b>
2	Hold tea dance for elderly tenants	Nov 09	CK	No. of elderly tenants involved.	
3	Hold events in all sheltered courts	Nov 09	LC	No. of tenants involved.	
4	Hold annual birthday event at all sheltered units	Nov 09	LC	No. of sheltered units where birthday event held.	
5	Develop programme of activities for each sheltered court	Nov 09	JJ	No. of sheltered units where programme of activities are in place.	
6	Develop new categories in the Garden Competition to maximise involvement of older tenants	Feb 09	MB	Best Communal Space	<b>COMPLETED</b>

<b>7</b>	Open a Family Learning Centre at Gibside Shops	Mar 09	JJ	Officially opened Nov 08	<b>COMPLETED</b>
<b>8</b>	Consult with tenants about usage of Communal Rooms in order to increase participation activity	Nov 09	MB	Following consultation exercise, tenant participation in Communal Rooms increases.	ongoing

**Objective 2      Developing and keeping up to date a profile of residents in their homes and making positive efforts to understand residents' needs and aspirations.**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
1	Establish tenant profile.	May 09	LV	Tenant profiling information available to us to inform decisions.	Ongoing info from Survey
2	Implement Hard to Reach Action Plan.	Oct 09	DJ	No. of Hard to Reach Groups reached.	ongoing
3	Undertake 2009 Annual Tenant Survey.	Feb 09	FS	Annual Tenant Survey issued to all tenants	<b>COMPLETED</b>
4	Undertake Communal Room consultation event.	May 09	MB	Tenants have been provided with opportunities to have their view considered.	Holyoake complete. Gibside, Edenfield and Auckland arranged for 1 <sup>st</sup> week in Oct 09.
5	Staff briefings to promoting tenant involvement.	June 09	DJ	No. of staff briefed	62 staff at February conference. National Conversation promoted twice at staff conferences. <b>COMPLETED</b>

**Z****Objective 3 Providing accessible information to residents**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
1	Publish 4 editions of the Cestria Courier in 2009	Quarterly	CS	Cestria Courier issued to all tenants 4 times per year	2 editions issued so far.
2	Publish service standards	Oct 09	CS	Service standards produced for all service areas	ongoing
3	Update the website	Ongoing	PB	Website informative and up to date.	ongoing
4	Develop a financial inclusion DVD	Feb 10	PS	Financial Inclusion DVD produced	ongoing
5	Explore the use of "texting" as a method of communication with our tenants.	Sept 09	CK	Texting agreed to as new effective tool for communication	Ongoing
6	Continue to make all publications available in large print, audio, or other formats.	Ongoing	CS	Tenants continue to be able to request documentation in different formats.	Notices on all publications. New language information sheet issued.
7	Ensure that meetings are held in accessible, appropriate locations and at convenient times.	Ongoing	DJ	Meetings are held at convenient times and appropriate locations.	Monthly CRG and working groups organised to suit tenants needs.

8	Continue to provide financial support including making payments to cover expenses for attending meetings.	Ongoing	DJ	Tenant transport arranged and out of pocket expenses covered (on request)	Taxi's provided or car mileage paid
9	Continue to develop a range of involvement options to allow tenants to be involved at a pace and level which suits the individual.	Feb 10	DJ	Menu of Involvement reviewed by Cestria Reference Group	Complete May 09

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
11	Investigate the possibility of having a tenant resource centre and what it might mean.	Jan 10	DJ	Further discussions have taken place with the Cestria Reference Group.	ongoing
12	Tenant involvement to be promoted at sign up/ New Tenants visit.	Oct 09	AA	Sign up process now includes Tenant Involvement. Tenant Involvement promoted at new tenant visit.	Handbook section identified at sign up
13	Leaflets and posters to be produced promoting tenant involvement in Cestria.	June 09	DJ	Leaflets and Posters produced to promote participation.	Discussed at April CRG and again July CRG. Residents put forward some very good ideas.
14	Tenant involvement to be promoted by setting up displays at community events.	Ongoing	DJ	No. of promoting Tenant Involvement opportunities taken.	

**Objective 4      Developing a range of methods of involvement with active residents, and/ or communities, that allow people to be involved on their terms.**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
<b>1</b>	Develop targets for the menu of involvement.	Sept 09	DJ	Targets agreed through the Tenant Reference Group.	ongoing
<b>2</b>	Establish a Youth Board.	Feb 10	PS	First Youth Board meeting takes place.	Identified in Sunderland AFC Foundation Development Plan
<b>3</b>	Hold "Ask the Executive" events.	June 09	PS	First "Ask the Executive" event held	PS has held several Ask the Executive sessions at end of CRG meetings.

**Objective 5      Negotiate with residents, and/ or communities, the terms of reference for involvement activities (e.g. constitutional requirements for funded community groups, timescales for consultation)**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
<b>1</b>	Develop standard model Cestria constitution for all groups applying for funding to Cestria	July 09	MB	Best practise research carried out. Reported to Executive.	Giving policy approved by Board. Details of how to apply being clarified.
<b>2</b>	Develop Funding Policy	Sept 09	DJ	Policy already in place	<b>COMPLETED</b>
<b>3</b>	Identify resources to support Funding Policy	Sept 09	DJ	Resources identified as part of growth budget process	
<b>4</b>	Establish Funding Panel to administer funding arrangements	Oct 09	DJ	Funding Panel established	

**Objective 6      Enabling involvement by providing properly resourced capacity building and training for residents, staff, and where appropriate communities.**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
1	Undertake an option appraisal on the communal rooms	July 09	JS	Option Appraisal considered by the Board	ongoing
2	Develop a forward investment programme for the communal rooms following tenants consultation	June 09	MB	Programme developed	ongoing
3	Review management arrangements for the communal rooms	Mar 09	MB	All user Groups identified and supported.	ongoing
4	Undertake a training needs analysis for tenants	Feb 09	JJ	Sufficient information available from tenants to develop Tenant Training Programme.	Taken to CGR Jan '09 <b>COMPLETED</b>
5	Develop a tenant training programme	Nov 09	JJ	Training programme developed.	ongoing
6	Develop a tenant resource pack to support the development and effectiveness of tenant groups	April 09	MB	Resource Pack developed and agreed with Tenants	ongoing

**Objective 7      Developing, with residents and/ or communities, ways to negotiate service targets, influence corporate decision making and hold the association to account.**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
1	Increase the number of tenant shareholders	Ongoing	DJ	No of Shareholders increase	ongoing
2	Hold a selection process for the replacement of one Board member in 2009	Oct 09	LC	New Board Member appointed	Open Sessions held 20 <sup>th</sup> /29 <sup>th</sup> April. <b>COMPLETED</b>
3	Develop support and training programme for tenants wishing to stand as Board members	June 09	LC	Training provided for Tenants who may wish to consider standing for the Board.	
4	Develop service standards for all areas of activity of the Association	July 09	CS	Service Standards in place for all service areas.	<b>COMPLETED</b>
5	Create a "Monitoring the Offer Promises Group".	Jan 09	AA	Quarterly meetings taking place	Initial meeting took place in Jan 09 <b>COMPLETED</b>

**Objective 8      Developing and sustaining mechanisms, with residents and/ or communities, which enable influence over investment in and the design of affordable homes, and where relevant, wider neighbourhood priorities.**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
1	Agree design standards for external works	May 09	DJ	Design standards agreed with Cestria Reference Group	
2	Agree design standards for environmental works	May 09	DJ	Design standards agreed with Cestria Reference Group	
3	Develop Development Strategy	April 09	LC	Development Strategy approved by Board	
4	Develop Asset Management Strategy	April 09	LC	Asset Management Strategy approved by Board	

**Objective 9      Considering with residents and/or communities the value for money of involvement activities, including the added value that involvement creates**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
<b>1</b>	Complete value for money assessment of resident involvement activities.	Feb 10	DJ	Benchmark VFM assessment against other organisations	<b>COMPLETED</b> Resident Involvement Impact Assessment approved by Board June 09
<b>2</b>	Undertake a review of the Kickz programme.	June 09	PS	Performance against outcomes of projects	Paper to June Board Meeting. ongoing
<b>3</b>	Review Community Engagement Strategy.	Feb 12	PS	Updated Community Engagement Strategy reported to the Board	ongoing

**Objective 10      Developing with residents and/or communities appropriate neighbourhood level targets and scrutiny where they want this, and it is relevant.**

Ref	What Will We Do	When Will We Do it By	Who Will Do The Work	How Will We Measure Our Success	Progress
1	Develop a suite of key performance indicators that measure tenant participation activity	June 09	DJ	Cestria Reference Group has agreed the KPI's which they would like information on.	
2	Develop Estate Agreements relating to the work of the Estate caretaker Team	Jan 10	DJ	First Estate Agreement established.	
3	Continue to increase the number of Grounds Maintenance Inspectors	Ongoing	MB/AM	No. of New Inspectors recruited.	Ongoing
4	Establish Estate Caretaker Team	Jan 09	AM	Full Team in place	All staff appointed and started Jan 09 <b>COMPLETED</b>

Updated 04.09.09 DJ