

Impact Assessment Report 2010/2011

Introduction

Welcome to this years Impact Assessment for Rockingham Forest Housing Association. This report assess all of the forms of resident involvement that has happened between April 2010 – March 2011. These activities were all funded by the Resident Involvement budget and managed by the Resident Involvement Coordinator.

This is the second year that we have used this format for the report due to the successful understanding of the reason why we complete this exercise each year by our residents and their ability to rate the impact of each activity.

Over the past year Rockingham Forest has considerably developed its resident involvement programme, almost doubling the number of activities to review. The Impact Assessment is important to have the opportunity to see that the new ideas and initiatives are effective.

What is an Impact Assessment Report?

This report measures and evaluates the differences made to services through the involvement activity. The most vital part of this report is the evaluation of the subjects by the Challenge Group (RFHA's consultation residents group). Having our resident's opinion on our resident involvement programme is priceless.

The format of the report is a table. The column headings are the activity title, what happened, the costs, the outcomes and finally the rating. The last column includes the rating that the Challenge Group gave the activity in terms of both the impact and the value for money. It also details the reason as to why the group awarded the level they did.

The impact was judged by how far reaching the changes were. An item was only awarded a Low Level Impact if the group thought that the event was only felt by those involved. Medium Level is when the activity effected those who attended and it would be felt by other RFHA residents too. Finally the High Level impact is when the attendees, all RFHA residents and the wider community would be effected by the results of the activity.

Value for Money is not about looking at which items cost the least amount of money – it was about weighing up the financial cost, the resources used, peoples time and comparing it to the size of the impact. Residents enjoyment was also a factor. The information from this report will influence the budget allocations for 2011/2012.



Low Level Impact



Medium Level Impact



High Level Impact



Good VFM



OK VFM



Bad VFM



Don't Know




Why is an Impact Report Important?

As resident involvement is so important to RFHA, the chance to review with residents all of the events, the impacts that has been made and their enjoyment is one of the most valuable events in the Resident Involvement Calendar.

Resident involvement is central to delivering excellent services and RFHA is committed to delivering excellence. Through resident involvement all of the changes that are made are direct from residents. It allows us to tailor our services to their needs.

The impact report is important to our residents as it shows them the changes made from their attendance and comments. It is important to RFHA because it evaluates what benefits residents have made through interaction. The TSA can see that we have complied with regulations and are demonstrating good practice. Finally it is important to our Partners and Stakeholders to be able to assess the advantages of partnership working with our residents.

Level of Impact - The Rating Format

	Low Level Impact
	Medium Level Impact
	High Level Impact

Value for Money

Value for Money (VFM) means achieving the best results from the resources available, taking into consideration both time and costs.

It is important that services and activities are provided within the resources available, and that these are parallel to customer priorities and needs.

When organising any resident involvement activity, the Association carefully considers what results (outcomes) they want to achieve. When resources are allocated, costs must be assessed against available budgets (including staff and residents time). This does not necessarily mean that the cheapest option will be selected, but one that achieves the best results at the most appropriate cost.



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Don't Know

Value for Money results will be shown in the following format

	Good Value for Money
	Ok Value for Money
	Poor Value for Money

Resources

The Association spent £10,606.04 on Resident Involvement between 2010-2011. This equates to approximately £12.55 per household, which is a reduction of 34p per household on the previous year. The spending reduction is an excellent example of how RFHA has used the previous year’s Impact Assessment to only repeat the activities that were good value for money and look at trying new concepts that echo’s the residents ratings.

Following the success of the Challenge Groups priority allocations of the Resident Involvement Budget, RFHA have remained committed to this level of resident influence over how the money should be spent. We are aware that it is our residents rent money that we are spending so having their validation of what we are spending it on is very important.

Equality and Diversity

RFHA has a strong culture that treats everyone equally – both internally and externally. The commitment to this culture is enforced by annual Equality and Diversity training for all staff. Members of the Challenge Group are invited to join staff for this half day course. Not only did this demonstrate excellent value for money it also shows how comfortable RFHA is to welcome residents to join in. Training our involved residents will help to make sure that residents treat each other with respect regardless of their background.

Conclusion

The priority of this report was to ensure that our residents have an opportunity to assess each and every resident involvement activity that was carried out over the last year. This has helped identify what residents consider to be our key strengths and which areas require improvements for the next year.



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We are delighted with the number of items that achieved a high level impact rating – 9 out of the 13 items. This is a huge improvement on last year when only two activities scored this highly. It was also an excellent year for accomplishing value for money: 11 activities got the highest good value for money score. Nothing was rated as achieving poor value for money and only one event was considered a low level impact.

The Challenge Group have agreed to continue to use this format for the Impact Assessment in coming years. This is an encouraging step for the group as the Impact Assessment has previously caused a number of issues and misunderstandings. We are delighted to now have a format that is understood, works well and is approved by the Challenge Group.

In review of the report we are pleased to see the improvement in the level of impact awarded for each listing. It was a target of the 2009/2010 assessment to make every meeting count. This has been achieved through having clearer targets for why we are hosting the event and making sure that we have feedback from the attended residents to ensure we have a record of their opinion of the event. We will be sure to continue this commitment over the next few years.

One subject area that the impact assessment brought to light was the success of the review meetings. These are the new scrutiny meetings that the Challenge Group have been trialling. It is clear from the information that these meetings produce a very high number of quality outcomes. The enjoyment rating from the residents was very surprising, but also rewarding. The details from this impact assessment has helped the group to decide to continue with this review programme.

In conclusion we are delighted with the Challenge Groups acceptance of the Impact Assessment and also their scorings of our Resident Involvement Programme. The Assessment has certainly been a useful tool over the past year to help tailor our approach and activities. This was confirmed by the dramatic increase in number of events held and the number that were awarded top scores. We aim to have an equally pleasing report next year.

Thank you

RFHA would like to thank all of its residents that have spared the time to get involved over the past year. We hope that this report demonstrates just how much value we place on your involvement.

A special thank you to our Challenge Group who shared their views on this report and made sure that all of the information represents what has taken place.

Thank you again to everyone and we look forward to working with you all next year!



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Medium Level Impact



High Level Impact



Good VFM



OK VFM





Bad VFM



Don't Know

Impact Assessment 2010/2011

Type of Involvement	What has happened? <i>The Outputs</i>	Value for Money <i>Resources & Costs</i>	So What? <i>Outcomes - Impact</i>	Rating <i>Inc Recommendations</i>
<p>Challenge Group – Consultation meetings</p> <p><i>What it is?</i> A small group of residents which give focused, qualitative feedback</p> <p><i>Its Aim</i> To achieve an active form of involvement or consultation on specific issues and policies</p>	<p>5 Meetings</p> <p>April • Rating of the impact Assessment, scored the RI work that had happened in the last yr. • RI Budget Allocation, the group distributed the budget inline with their priorities</p> <p>May • Scrutiny Training</p> <p>June • Annual Report design, the group influenced the layout and subjects that the report covered • Residents logo, the group designed a logo that is used to demonstrate residents approval</p> <p>Aug • Approved the Annual Report, the group checked the final copy before print • How Scrutiny can work for RFHA, the group discussed all options and agreed a trial</p> <p>Dec • Tenant Talkback planning, the group influenced the format and approved the invite • Terms of Reference reviewed, the group agreed new terms • Resident Involvement Strategy, the group input many suggestions that the association should look at over the next 3 yrs.</p>	<p>Costs</p> <p>Total £1086.01</p> <p>Expenses & Food £506.01</p> <p>Incentives £580</p> <p>Staff Time at meetings - 42 hrs</p> <p>Staff Time preparing and post meeting work - 61hrs</p> <p>Resident time at meetings – 104 hrs</p>	<p>Impact Assessment highlighted the need to make the Tenant 2 Tenant project more effective which influenced the format and groups involvement with the Tenant Talkback</p> <p>The budget allocation resulted in the funding for the Tenant Talkback</p> <p>The group has agreed to trial scrutiny which results in the association having residents scrutinising its performance and making recommendations</p> <p>2010 and Future Annual Reports will be in the newsletter format as this achieves high value for money</p> <p>The Resident Logo is an approved symbol that residents understand and recognise</p> <p>The published Resident Involvement Strategy included many of the suggestions from the group and will be used by the association in the next three years</p> <p>The Challenge Groups attendance/roles at the Tenant Talkback was a recruitment drive for the Challenge Group</p>	<p>Evaluation Forms</p> <p>72% Enjoyment</p> <p></p> <p>High Level Impact</p> <p>Reason – The topic's discussed effect the members, all RFHA residents and the profile of the Association</p> <p> Good VFM</p> <p>Reason – In line with the overall budget and due to the high impact</p> <hr/> <p>Improvements</p> <p>Use this residents group to recruit members to other groups as they were so successful at the Talkback</p>



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<p>Challenge Group Review Meetings</p> <p><i>What is it?</i> A group that reviews the Associations performance against standards</p> <p><i>Its Aim</i> For the group to scrutinise the performance and make recommendations for improvements</p>	<p>2 Meetings</p> <p>2 TSA Standards Reviewed</p> <ul style="list-style-type: none"> - Customer Service and Empowerment 10 Recommendations For the Customer Service and Empowerment Standard - All 10 have been implemented - Home Standard 11 Recommendations for the Home Standard – 4 have been immediately introduced another 4 under review 	<p>Costs</p> <p>Total £573.55</p> <p>Expenses & Food £193.55</p> <p>Incentives £380</p> <p>Staff Time at meetings 14.5hrs</p> <p>Staff Time pre and post meetings 23 hrs</p> <p>Residents Time at meetings – 47.5</p>	<p>Residents will receive text message appointment reminders</p> <p>The Association is investigating the best company to offer our out of hours service, resulting in a higher level of Value for Money</p> <p>Aids and Adaptation advice leaflet is being produced for all residents</p> <p>Repair satisfaction questionnaires can be completed by text which will save the association over £15,000 per year in postage</p> <p>Invoices from contractors will now list the labour cost separately so we can compare prices better</p>	<p>100% Enjoyment of these meetings</p> <p>Residents felt that they learned the most and personally gained the most at these meetings</p> <p></p> <p>High Level Impact</p> <p>Reason – Group members, all residents, future residents and contractors all feel the effect of these meetings</p> <p>Good VFM</p> <p> Reason – Due to high impact this seemed a reasonable amount of money</p> <hr/> <p>Improvements</p> <p>To draw up Scrutiny Plan at the beginning of the year of all the subjects that will be covered.</p>



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<p>Repairs Improvement Group</p> <p><i>What is it?</i> A small group of residents focused on discussing maintenance issues</p> <p><i>Its Aim</i> To represent the thoughts of our residents with regards to repairs, contractors and options</p>	<p>3 Meetings</p> <p>7 Key Subjects Covered</p> <p>Issues Consulted on:-</p> <ul style="list-style-type: none"> • Contractor Code Review • Review of Asset Management Policy • Review of all contractors performance - Increased penalties for contractors for poor performance • Review of RFHA's maintenance teams performance • Tile choice for Bathrooms and Kitchens - A new tile selection for kitchens and bathrooms to replace the discontinued lines • Paint choice for Bathrooms - New colours for painting bathrooms were selected • Upgraded work on kitchens so that decoration is included - RFHA would look at including decorating kitchens along with the fit to ensure that the whole job is completed to a consistence standard 	<p>Costs</p> <p>Total £601.76</p> <p>Expenses & Food £ 201.76</p> <p>Incentives £ 400.00</p> <p>Staff Time at meeting - 21hrs</p> <p>Staff Time pre and post meeting – 21hrs</p> <p>Resident Time 26 hrs</p>	<p>Higher performance from contactors and quicker identification of slipping standards result from the increased penalties for contractors</p> <p>Offer a wider range of tiles and boarders to residents having major works</p> <p>An additional paint colour was added to the bathroom selection or residents can buy their own for the contractor to use</p> <p>Kitchen's being decorated will result in the overall finished standard being to a higher level and less kitchen's being damaged by residents when decorating</p>	<p>100% Enjoyment recorded on feedback forms</p> <p></p> <p>High Level Impact</p> <p>Reason – As the work of the group effects our properties this in turn effects all our residents and they are also part of the community</p> <p> Good VFM</p> <p>Reason – Low spend over the year</p> <hr/> <p>Improvements</p> <p>Recruitment needed so that members can be on either the Challenge Group or the Repairs Improvement Group</p>



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<p>Easter Event</p> <p><i>What is it?</i> A afternoon of Easter related activities and food for residents to pop into and collect an Easter egg</p> <p><i>Its Aim</i> To meet new residents and to help residents be relaxed about coming into the offices</p>	<p>Flyers were put up in reception</p> <p>The Challenge Group were supplied with posters to put up locally</p> <p>Refreshments, activities and eggs were laid out in the boardroom.</p> <p>Challenge Group members got to meet new residents</p> <p>Feel good factor for all involved and attended</p> <p>5 Families attended</p>	<p>Cost</p> <p>Total £40.50</p> <p>Eggs - £28.50</p> <p>Activities - £12.00</p> <p>Staff Time – 5 hrs</p> <p>Challenge Group members time – 5hrs</p>	<p>Three of the mum’s who attended then attended the Skills for Life course</p> <p>Two of these also became Mystery Shoppers</p> <p>Increased feel good factor towards the association by the attended families and for them to feel more comfortable about coming into the association</p>	<p></p> <p>Medium Level Impact</p> <p>Reason – Only reached a limited number of residents however two became mystery Shoppers which effects more residents</p> <p> OK VFM</p> <p>Reason – Low cost but didn’t reach enough people</p> <hr/> <p>Improvements</p> <p>Need to advertise more</p>
<p>EMTPF Membership</p> <p><i>What is it?</i> East Midlands Tenant Participation Forum</p> <p><i>Its Aim</i> To allow our residents access to the services they offer & forum access for information and connection sharing</p>	<p>Residents attended regional Seminars</p> <p>Able to gain information & knowledge from a pool of housing associations</p> <p>Networking opportunities for TP workers and residents</p> <p>Value for Money training</p> <p>3 residents attended events</p> <p>RI Coordinator attended 4 networking meetings</p> <p>RFHA hosted a networking event</p>	<p>Costs</p> <p>Total £ 519.80</p> <p>Membership £ 275</p> <p>Seminar Places £220</p> <p>Residents Expenses £24.80</p> <p>Staff Time 20hrs</p> <p>Resident Time 20hrs</p>	<p>One resident gained knowledge and confidence from attending a seminar that help them in a contractor meeting</p> <p>Information from the Networking group assisted with the set up of the RFHA Facebook page</p> <p>Connections made through the networking group resulted in another member doing a presentation at RFHA</p> <p>Caroline hosted a workshop which educated residents from other areas about effective Resident Involvement</p>	<p></p> <p>High Level Impact</p> <p>Reason – Information gained comes from the wider environment and there are networking opportunities from outside the association</p> <p> Good VFM</p> <p>Reason – Relatively low cost and it was used by more residents this year</p> <hr/> <p>Improvements</p> <p>Advertise to non involved residents</p>



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Medium Level Impact



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OK VFM



Bad VFM



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<p>Tenant Talkback</p> <p><i>What is it?</i> Annual meeting of tenants and management</p> <p><i>Its Aim</i> Informal, partnership event to bring everyone together to develop connections and share views</p>	<p>A pub lunch at a local venue</p> <p>Staff and Challenge Group members sat at each table to consult with residents</p> <p>Free two course lunch and drinks to all who attended</p> <p>Relaxed, social atmosphere</p> <p>All staff were involved so residents could meet the whole team</p> <p>Open to all residents</p> <p>A chance to showcase the organisation</p> <p>Held at a venue that was attractive to all resident profiles E.g. Child friendly</p> <p>Residents got to meet RFHA staff that they don't know</p> <p>43 residents attended</p>	<p>Costs</p> <p>Total £ 1626.37</p> <p>Pub bill - £418.84</p> <p>Invite - £896.53</p> <p>Leaflet to inform residents of event outcomes - £311.00</p> <p>Staff time – 80 hrs</p> <p>Challenge Group time – 15hrs</p>	<p>4 of the attended residents have now become actively involved in the association</p> <p>Feedback from the consultations has lead to the Local Offers about helping residents to understand the governments proposed changes.</p> <p>Making Sense of Money workshop was held as people said they wanted help with managing their money</p> <p>It was the highest ever attendance the Association as received for a single event</p> <p>Every resident had the opportunity to express their views on three subjects – the feedback is being reflected in the Resident Involvement Strategy and Local Offers</p>	<p>82% Loved the Whole Event</p> <p>92% Thought the topics discussed were Very Important to Them</p> <p>85% Really Enjoyed the Discussions</p> <p>95% Are very likely to attend another event</p> <p></p> <p>High Level Impact</p> <p>Reason – High attendance, subjects discussed, word of mouth about the event and the associations presence in a local pub</p> <p> Good VFM</p> <p>Reason – Much cheaper than the previous year</p> <hr/> <p>Improvements</p> <p>Hold more than one a year</p>



Low Level Impact



Medium Level Impact



High Level Impact



Good VFM







OK VFM



Bad VFM



Don't Know

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<p>Resident Groups</p> <p><i>What is it?</i> Residents' groups comprise of local people who want to improve the area in which they live</p> <p><i>Its Aim</i> To bring together like minded people or geographically separated people so discuss and plan events that matter to them</p>	<p>6 Highground Tenants Association meetings</p> <p>HIP – Weekly coffee shop for local social housing tenants</p> <p>FLAG – Monthly meetings to unite a community, tackle ASB and arrange events (FLAG = Facilitating Local Activities Group)</p> <p>Assisted with Tidy up days</p>	<p>Costs</p> <p>Prizes £150</p> <p>Staff Time 23 hrs</p>	<p>RFHA are assisting the Highgrounds Tenant Association to arrange local activities for local tenants</p> <p>Residents involved with this group have a higher satisfaction level with the Association</p> <p>The Association's involvement in these areas is reducing the level of ASB in highly effected areas</p> <p>There is a stronger community bond</p> <p>Area's are cleaner</p>	<p>Chair of Highgrounds Association is delighted with our involvement</p> <p></p> <p>High Level Impact</p> <p>Reason – They are a shared community group so they effect the wider society</p> <p> Good VFM</p> <p>Low cost but far reaching</p> <hr/> <p>Improvements</p> <p>Also work out residents time for being involved</p>
<p>Pamper Day</p> <p><i>What is it?</i> A one off event for residents to come to the association for a few hours to have a treatment and lunch</p> <p><i>Its Aim</i> To mix with young mum residents and consult with them about our annual report</p>	<p>12 residents attended</p> <p>All residents were consulted with about the annual report</p> <p>Residents who had not previously been to any involvement activities attended</p> <p>Four attendees signed up to the Sounding Board</p> <p>Two enquired about Mystery Shopping</p> <p>They shared their views on Resident Involvement</p>	<p>Costs</p> <p>Total - £ 362.75</p> <p>Invite £157.75 Beauticians £ 120 Food £85.00</p> <p>Staff Time 6hrs</p> <p>24 hrs of resident time</p>	<p>Four members have now been on the sounding board for nine months (see impact of the Sounding Board)</p> <p>Two attendees became Mystery Shoppers and successfully completed five shops each</p> <p>The results of the feedback influenced the format and content of the Annual report that was published and was positively received by residents</p>	<p>100% enjoyment rating from the attendees</p> <p></p> <p>Medium Level Impact</p> <p>Reason – Two residents signed up to be Mystery Shoppers and four members joined the Sounding Board</p> <p> OK VFM</p> <p>Reason – Didn't reach enough residents compared to the Tenant Talkback</p>



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High Level Impact



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<p>Sounding Board</p> <p><i>What is it?</i> A group of residents who receive a monthly email asking for their feedback on various housing subjects</p> <p><i>Its Aim</i> To gain consultation from a wide range of residents and be convenient to those who cant attend meetings</p>	<p>23 Members</p> <p>9 Consultations conducted</p> <p>80% return rate</p> <p>Subjects consulted on</p> <ul style="list-style-type: none"> - Annual report format - Opinion of our completed Annual report - Resident Involvement Strategy - Text Message Service - Service Standards - Anti Social Behaviour - Repair Service - Website 	<p>Costs</p> <p>22.5 hours of staff time (2.5 each month to write the consultation and consolidate the results)</p> <p>52 hrs of residents time (thinking it takes 15mins per resident to respond)</p>	<p>Positive comparison of our annual report against other associations means we'll use the format again</p> <p>The guidelines for the text messaging service were based on the feedback from this group</p> <p>Information from the Repair Service consultation was used by the Challenge Group in their first 'Review' meeting</p> <p>Satisfaction with our Service Standards have been used to change the time frames in which the association performs its commitments.</p>	<p>90% Are satisfied with this resident involvement activity</p> <p>90% think it makes a lot of difference</p> <p>80% Really enjoy this activity</p> <p></p> <p>Medium Level Impact</p> <p>Reason –Consultations normally only relate to RFHA residents</p> <p> Good VFM</p> <p>No financial costs and only minimal time for staff and residents</p> <hr/> <p>Improvements</p> <p>Improve the sophistication of the survey by using Survey Monkey</p>



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<p>Mystery Shopping</p> <p><i>What is it?</i> Residents who check that we perform in accordance with our service standards by completing 'mystery' shops</p> <p><i>Its Aim</i> To check we are a high performer and find any recommendations to improve our service</p>	<p>4 residents have successfully completed the process</p> <p>20 scenarios were carried out on the association</p> <p>Four reports were completed and circulated through out the Association</p> <p>Six recommendations were made</p>	<p>Costs</p> <p>Total £284.80</p> <p>Expenses £84.80</p> <p>Incentives £200.00</p> <p>10 hrs of Staff time</p> <p>12 hrs of Residents time</p>	<p>The results of over the past two years were used to review our performance against our Service Standards</p> <p>Call backs from housing officers is now within 24 hrs</p> <p>Receptionists acknowledge visitors to reception quicker even if they are on the phone</p> <p>Details about how to go about home improvements is being written and published on the RFHA website</p> <p>Response time for emails sent to the association has been reduced</p>	<p></p> <p>High Level Impact Reason – When people outside of the Association contact us they get the Service that is tested</p> <p> Good VFM</p> <p>Relatively low cost with a high impact</p> <hr/> <p>Improvements</p> <p>Trial Mystery Shopping by Experience to get more true accounts</p>
<p>Reception Consultations</p> <p><i>What is it?</i> A board in reception that has a question a week on it and visitors get to vote for their choice of answers</p> <p><i>Its Aim</i> To consult with a high number of visitors and to gain quick feedback</p>	<p>Set up in October 2010, a white board was put up in reception for residents to answer a new question each week.</p> <p>The weekly question was a multiple choice which the resident would place a marker for the answer they wanted</p> <p>Over 18 questions have been asked to date</p>	<p>Costs</p> <p>Stationary £19.02</p> <p>Staff time 15 minutes each week</p> <p>Resident time 3 minutes each to read and vote = 2 hrs per week</p>	<p>We have amended our time scales for emergency, urgent and routine repairs</p> <p>The time frame for text message responses has been set</p> <p>The contractors promise has been revised to reflect the responses of the reception visitors</p>	<p>Really enjoyed by reception visitors – always asked about</p> <p> Medium Level Impact</p> <p>Reason – The subjects consulted on normal effect the individual and all residents</p> <p> Good VFM Very low financial cost and short people time</p>



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<p>Making Sense of Money</p> <p>What is it? A one off event when we invited people from specialists companies to talk about money management</p> <p>Its Aim To help residents manage their money better</p>	<p>Three residents attended</p> <p>A guy from the organisation Making Sense of Money attended to host the event</p> <p>A representative from MCF Loans also attended to promote the benefits of borrowing from safe lenders</p>	<p>Costs</p> <p>Refreshments £30.00</p> <p>Staff Time 4 hrs</p> <p>Residents time 6hrs</p>	<p>Three residents reported at the end of the session that they felt more aware of money options</p> <p>All three residents could list at least two ways each that they thought they could now save money</p>	<p> Low Level Impact</p> <p>Reason – Only the attendees benefitted from this session</p> <p> Good VFM</p> <p>Pleased that the advisers were free!</p> <hr/> <p>Improvements</p> <p>Research other ways to promote and advertise that makes it more appealing</p>
<p>Other Publicity</p>	<p>Resident Approved Logo – the Challenge Group designed a logo that can be used by the Association to indicate when an item has been approved by residents</p> <p>Resident Involvement Leaflet – A promotional tool for the Resident Involvement coordinator to use to attract new residents to join any activities. It is also used to promote the Associations good work to other organisations</p>	<p>Costs</p> <p>Logo Design Work £821.91</p> <p>RI Leaflet £608.00</p> <p>8hrs</p>	<p>It is a recognised logo that residents understand means the item has been reviewed and approved by residents</p> <p>The logo is increasing residents awareness of changes as a result of Residents views</p> <p>The leaflet has recruited residents to the Sounding Board</p>	<p> High Level Impact</p> <p>Reason – All of the publicity that has happened in the last year are seen outside of the Association</p> <p> Good VFM</p> <p>Most of the publicity will last for more than just this year</p>



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