

AGENDA ITEM 10

REPORT TO CABINET

5 OCTOBER 2006

REPORT OF HOUSING AND COMMUNITY SAFETY SELECT COMMITTEE

INFORMATION ITEM

Housing- Lead Cabinet Member-Councillor Leonard

REVIEW OF IMPLEMENTATION OF PREVIOUSLY APPROVED RECOMMENDATIONS FROM THE SCRUTINY REVIEW OF ACCESS TO TRISTAR SERVICES

SUMMARY

This report informs Cabinet of the outcomes of the review of implementation of previously approved recommendations relating to the scrutiny review of Access to Tristar Services undertaken by the Housing and Community Safety Committee during 2005/06.

Following the meeting of the Scrutiny Liaison Forum on 8 March 2006, a meeting of the Executive Scrutiny Committee was held on 7 April 2006 and it was agreed that a review of the implementation of recommendations arising from the review of access to Tristar services should be included in the 2006/2007 work programme. It was decided to undertake the review between April and August 2006 so that it would be complete in advance of the re-inspection of Tristar Homes by the Audit Commission in October 2006.

The completed review went to Tristar Board on 25 August and the Board accepted the assessment of progress contained within.

DETAIL

1. The Housing and Community Safety Select Committee undertook a review of access to Tristar services between June 2005 and October 2005. The 39 recommendations proposed as part of the review were presented at a Tristar drop-in session on 11 November 2005 and a Tristar Board meeting on 25 November 2005.
2. The work of the Select Committee was noted at a meeting of Cabinet on 5 January 2006, and the response of the Tristar Board to the 39 recommendations was endorsed.
3. Following the meeting of the Scrutiny Liaison Forum on 8 March 2006, a meeting of the Executive Scrutiny Committee was held on 7 April 2006 and it was agreed that a review of the implementation of recommendations arising from the review of access to Tristar services should be included in the 2006/2007 work programme. It was decided to undertake the monitoring between April and August 2006 so that it would be complete in advance of the re-inspection of Tristar Homes by the Audit Commission in October 2006.

4. As part of the review process, the following tasks were undertaken:
 - a. the Committee received oral evidence from the Tristar Housing Management Director, Deputy Managing Director/Head of Finance and Support Services Associate Director.
 - b. the Committee received information on the Housing Quality Network mock inspection of Tristar Homes Ltd.
 - c. Members of the Committee undertook mystery shopping by visiting housing centres and the repairs call centre, accessing the Tristar website and by making phone calls.
5. The review went to Tristar Board on 25 August 2006 and the assessment of progress made so far was accepted.
6. Reviews of previously endorsed recommendations allow the Committee to ascertain the progress towards implementation, how the implementation has impacted on the service, its users, any partners or stakeholders, Members and the Council as a whole, any future plans or timescales and any issues that have emerged since completion of review that might have altered the direction of the service. It also allows the Committee to discover why, if not, the service has been unable to implement any of the recommendations.

FINANCIAL AND LEGAL IMPLICATIONS

Financial

7. The costs associated with the report are included within the Company's proposals within the Service Improvement Plan.

Legal

8. Impact will be assessed and addressed as proposed actions are implemented.

RISK ASSESSMENT

9. The recommendations in this report are part of the service improvement plan and are fundamental to the success of the plan.

COMMUNITY STRATEGY IMPLICATIONS

10. None directly from this report.

CONSULTATION INCLUDING WARD/COUNCILLORS

11. None directly from this report.

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Background Papers:

Scrutiny Review of Access to Tristar Services , Housing and Community Safety
Select Committee

Ward(s) and Ward Councillors:

N/A

Property

None

Review of the Implementation of Previously Approved Recommendations from the Scrutiny Review of Access to Tristar Services

Report of the Housing and Community Safety Select Committee

Introduction

The Housing and Community Safety Select Committee conducted a review of access to Tristar services between June and October 2005. The topic was identified as being suitable for scrutiny following the publication of the May 2005 Audit Commission inspection.

The recommendations from the Audit Commission inspection in relation to access to services were as follows:

- Within three months, carry out a gap analysis and develop with customers a range of service standards and a system for ongoing monitoring of performance against them which involves customers.
- Within three months, develop an access strategy which includes bringing all housing centres up to a consistently welcoming standard within six months and ensures electronic access to all frontline services within 12 months.

As part of the scoping exercise the Committee took into account the pressing nature of these recommendations, and decided to focus the review solely on access to services. Further consideration led to the development of the following terms of reference:

- **To explore the needs and aspirations of Tristar tenants in relation to the accessibility of Tristar services/ Tristar's Access services**
- **To explore how the organisation might improve the access services it provides**
- **Findings from the review to be reported to Tristar Board, along with resultant recommendations**

The final report contained 39 recommendations and was presented to a Tristar drop-in session on 11 November and a Tristar Board meeting on 25 November 2005. The resultant action plan and a copy of the report were submitted to Cabinet for information on 5 January 2006.

Procedure for the Review of Implementation of Previously Agreed Recommendations

The review of recommendations implemented as a result of Cabinet endorsement of a scrutiny review is an essential element of the scrutiny process. Review processes are generally undertaken around 6 – 12 months after endorsement.

Review of previously endorsed recommendations allows the Committee to ascertain the progress towards implementation, how the implementation has impacted on the service, its users, any partners or stakeholders, Members and the Council as a whole, any future plans or timescales and any issues that have emerged since completion of review that might have altered the direction of the service. It also allows the Committee to discover why, if not, the service has been unable to implement any of the recommendations.

Following the review process, Members of the Committee will have to decide if the objectives of the recommendation are complete, or if further updates are required, or any additional recommendations or actions have been identified, and the associated timescales.

Following the meeting of the Scrutiny Liaison Forum on 8 March 2006, a meeting of the Executive Scrutiny Committee was held on 7 April 2006 and it was agreed that a review of the implementation of recommendations arising from the review of Access to Services should be included in the 2006/2007 work programme. It was decided to undertake the exercise between April and July 2006 as the Audit Commission is due to re-inspect Tristar Homes Ltd in October 2006.

As part of the process:

- the Committee received oral evidence from the Tristar Head of Housing Management, Deputy Managing Director/Head of Finance and Associate Director Resident Involvement.
- the Committee received information on the Housing Quality Network mock inspection of Tristar Homes Ltd.
- Members of the Committee undertook mystery shopping by visiting housing centres and the repairs call centre, viewing the Tristar website and by making phone calls.

Appendix 1

This sets out the action plan produced by Tristar following the endorsement of the 39 recommendations contained in the Access to Tristar Services Review, together with the opinion of the Select Committee on progress so far, based on evidence received during the review process.

Appendix 1

Recommendation	Responsibility	Original Date for completion	Evidence of Progress	Assessment of Progress
1. The Committee notes the closure of 'satellite' offices, with the retention of 'main' offices in the localities and are supportive as long as remaining centres are up to the necessary standards, fully accessible, and other means of contact are developed such as home visits.	Dave Pickard (DP)	Complete	Access to Services Strategy Figures not available on number of visits carried out, however all tenants will be visited this year as part of an annual programme. Customer contact register highlights customers' preferred method of contact. All customers can request a home visit to discuss any issue/ query.	Satisfied with Progress
2. Tristar to continue commitment to partnership working with other organisations, such as the Council, SDAIS, Police, etc, to strive towards the provision of 'one stop shop' services in the localities.	DP	Ongoing	Existing good relationships with other organisations, future options to be considered in line with strategy.	Satisfied with Progress
3. Tristar should promote its own services via the distribution of leaflets to public centres, including libraries, Community Centres, disability centres and the International Family Centre	DP	Complete	Signposting leaflet distributed to public centres Councillors have received a copy of the signposting poster and Patch Officers contact details	Satisfied with Progress
4. All of the Housing Centres should be brought up to consistently high standards, with particular attention to raising standards via implementation of the following:	DP	Ongoing	Corporate Standard introduced for housing centre reception areas – includes the following:	
a) Improved décor in centres where improvements are needed	DP	Ongoing Due for completion	All housing centres redecorated, with new poster and leaflet holders.	As part of the reality checks exercise, Members noted that

		end July 2006		decoration works were almost completed and were satisfied that all improvements would be made by end July. The Committee also noted that Tristar would be making further improvements in the future.
b) All available leaflets should be on display at all centres, and placed within easy reach of all tenants.	DP	Complete	List of leaflets to be displayed included in Corporate Standard to ensure consistency. New leaflet holders fitted in reception areas.	Satisfied with progress. The Committee were also satisfied that leaflets in other languages were made available on request.
c) Tristar should undertake immediate 'reality checks' to ensure all centres and interview rooms are easily accessible to disabled people and people using pushchairs	DP	March 07	All offices DDA compliant. Further work required in some offices – options to be explored during 06/07.	Satisfied with progress. The Committee highlighted the need to enforce against unauthorised use of the disabled parking spaces.
d) Basic training should be given to all clerical staff on access to service issues for disabled people and people who do not have English as a first language.	Linda Minns (LM)	Scheduled for May / June 06	Included in 06/07 Succeeding Together Training Programme. Customer Service training for all customer-facing staff – includes Code of Conduct, access to services issues, customer care etc.	Satisfied with Progress

			<p>Training ongoing – covers customer care, Tristar’s code of conduct and diversity and accessibility awareness.</p> <p>All customer-facing employees, including tradespersons and call centre staff, are attending</p>	
<p>e) All offices should have the following information on prominent display: Information relating to the Board</p> <p>Contact details for Tenancy Services Officers</p> <p>Contact details for SBC Councillors</p> <p>Interpretation information</p>	JMB	<p>June 06</p> <p>Complete</p> <p>June 06</p> <p>Complete</p>	<p>I. Agreed - leaflet to be amended to reflect new Board directors, also included on LCD screens in receptions</p> <p>II. Agreed – Patch Manager poster displayed and info on LCD screens.</p> <p>III. Councillor information included in local interest file available in each housing centre.</p> <p>IV. Agreed – posters displayed.</p>	<p>As part of the reality checking exercise, Members noted that there was limited information on display on the Hardwick Housing Centre LCD screen. Tristar agreed to address this.</p> <p>Otherwise Members satisfied with progress.</p>
f) Notices that are regularly checked for being up to date and new notices displayed more prominently.	LM/DP	Complete	Included in Corporate Standard – Customer Services Officers responsible for maintaining info in reception areas	Satisfied with progress
g) All centres should work with Sure Start to provide a good range of play materials and toys.	LM/DP	Complete	Play materials available in all reception areas	Satisfied with progress
5. Each member of staff working at the centre should be provided with a PC.	DP	Complete	All staff members have access to a computer to enable operational requirements to be met.	Satisfied with progress

6. Tristar should introduce a 'listening post' to all access points including Mobile Centre and Tristar HQ to allow tenants to easily submit complaints and commendations. Arrangements for feedback should be implemented.	LM	Complete	'You Said We Did' Posters and suggestion boxes displayed in all reception areas. Posters updated on monthly basis to ensure timely feedback to customers.	Satisfied with progress
7. Security screens to be removed from all centres, apart from where there is cash collection following the completion of a full risk assessment and consultation with staff and Trade Unions.	DP	Complete	Security screens removed following consultation with staff and unions.	Satisfied with progress
8. The Home Exchange Scheme should be developed to provide a more professional service for tenants, via an enhanced display of properties at centres to include photographs and easier to read information.	DP	Ongoing	Officer appointed to lead on developing and implementing Home Swap scheme / info available on website	Satisfied with progress
9. Tristar should examine the possibility of providing greater privacy for tenants using the freephone by placing it in a separate room, where appropriate, or enclosing it in a booth.	DP	June 06	Telephones to be made available in all interview rooms for customers to use if required.	Satisfied with progress
10. A notice informing tenants that they can ask for an interview in private to be displayed at the front desk.	LM	Complete	Notices displayed in all reception areas	Satisfied with progress

<p>11. Leaflets from other services that tenants would find useful (such as dealing with Anti social behaviour, domestic violence, etc) be sought, and not just display what is sent to the offices.</p>	LM	Complete	Included in Corporate Standard. Key leaflets displayed	<p>Satisfied with progress.</p> <p>The Committee highlighted the need to include some further guidance in the Corporate Standard on displaying leaflets and notices so that they are visible and not obscured, and guidance on the type of info being displayed on plasma screens. Research is being carried out to include appropriate literature on domestic violence.</p> <p>The Committee was satisfied that quality checks are carried out on a four-weekly basis.</p>
<p>12. Tristar's policy preventing clerical staff from helping tenants report repairs should be revoked.</p>	Gary Bolton	Complete	Policy revoked	Satisfied with progress
<p>13. A Lone Worker Policy should be distributed to all Housing Centre staff immediately.</p>	DP	Complete	Lone Worker policy reviewed and circulated to all teams Staff survey and conference feedback provided	Satisfied with progress

14. All staff responsible for undertaking home visits should undertake training in managing violence immediately.	LM	Complete	Avoiding Violence refresher training carried out Dec 05 and Jan 06	Satisfied with progress
15. All staff should be provided with a radio that links straight to the surveillance centre, rather than a mobile phone when undertaking home visits.	DP	Complete	Buddy system operating and mobile phones available. Staff to check PV register before visits made.	Satisfied with progress
16. The organisation of the 'Potentially Violent' register should be re-evaluated immediately, in conjunction with the staff who use it.	LM	Ongoing	Reviewed system and circulated – all staff have access.	Further action required. Committee noted that data is not being shared with all sub-contractors in an appropriate manner.
17. All Housing Centre reception staff should be provided with a uniform.	DP	June 06	Included in Corporate Standard. Uniforms for Customers Services Officers received, though some were not to the specification requested so have had to be returned. Currently being addressed.	Satisfied with progress
18. Members of Tristar Board should arrange three-monthly 'mystery shopping' trips and 'reality checks' to ensure that standards remain consistently high. Results of this monitoring should be reported back to the Housing and Community Safety Select Committee.	DP	Customer Conference June 06	Customers to be recruited and trained to take part in mystery shopping exercises – included in Resident Involvement Strategy. Customer Conference held 24 June 2006.	Satisfied with progress
19. Greater promotion of the work of TSO's amongst tenants is required. This should include ensuring that all Housing Centres prominently display the patch's TSO contact details.	DP	Ongoing	Ongoing promotion. Posters displayed in housing centres, contact details and photos on LCD screens and will be included on website. Also included in local newsletters	Satisfied with progress.
20. Greater promotion of e-mail as a method of access by tenants should also be explored.	LM	Ongoing	Email addresses highlighted on website, in Tristar News and on LCD screens	Satisfied with progress

21. Consideration should be given to implementing and promoting a home appointments system, with bookings taken in person at the centres, by telephone or via e-mail, in order to free up interview rooms and provide greater customer service.	DP	Complete	In place. New emphasis on home contacts. In addition all customers will be visited by their Patch Manager this year.	Satisfied with progress
22. Consideration should also be given to increasing opening hours at one of the main centres one night a week	DP LM	Ongoing Dec 06	Addressing through alternative methods and contact via call centre. Review of customer contact requirements included in Service Improvement Plan – to be completed by Dec 06.	Satisfied with progress. The Committee note that consultation is ongoing to gauge residents' views on what they wanted from the housing centres. Consideration also being given to extending the services provided by the call centre.
23. An induction programme should be developed for all new starters, to include compulsory training in managing violent situations.	LM	Ongoing	Induction programme in place. Lone worker policy included in induction process and training arranged as appropriate (included on Managers' checklist).	Satisfied with progress
24. Guidelines for dealing with 'patch' issues that are not within the remit of Tristar should be developed and distributed to all TSO's.	DP	Ongoing	Good working relationships already in place with other partners. Signposting training included in Succeeding Together programme. Estate walkabouts are driven by Tristar but include multi-agency attendance and customer involvement. Customer care training carried out June 06, should help address any inconsistencies, as will signposting	Satisfied with progress.

			document currently being prepared.	
25. A Lone Worker Policy should be distributed to all TSO's immediately, and Tristar should ensure that all TSO's have undertaken training in managing violent situations.	DP	Complete	See 13 and 14 above	Satisfied with progress
26. The 'potentially violent' register should be re-organised and updated in conjunction with users.	DP	Complete	See 16 above	Satisfied with progress
27. A series of 'drop-in' sessions should be arranged in the four townships. Sessions must be easily accessible and should be promoted via the centres, the website and community newspapers, and their effectiveness monitored by the Customer Liaison Group.	DP	Ongoing	No requirement. Improving access to services generally, consultations methods and estate walkabouts, which are promoted in housing centres, Tristar News and on website.	Satisfied with progress.
		Complete	Consultation sessions arranged in 4 townships to discuss investment work, procurement and asset management.	The Committee were pleased to note that the pilot 'drop-in' session was successful and that it will be repeated in other areas. Action Plans derived from customer feedback will be developed for all patches.
		Complete	Conference held 24 June 06	
28. All staff responsible for taking 'repair' calls, particularly those taking "out of hours calls", should undergo basic Customer Care training.	Gary Bolton (GB)	Ongoing	Incorporated within Succeeding Together training programme for 06/07.	Satisfied with progress
29. Tristar Board members and representatives	DP	Ongoing	Board agreed that no formal role for them to play.	

from the Customer Liaison Group should undertake ongoing monitoring of the calls received at the repair centre to ensure that high standards are maintained.			Mystery shopping and quality checks to be carried out by customers.	Satisfied with progress
30. Call Centre staff should be advised to remain vigilant for vulnerable tenants who may require further assistance, and make any referrals as necessary.	LM	Complete	Awareness raised – liaison with Support Services team to include vulnerable tenants on Customer Contact Register	Satisfied with progress
31. Tenants to be provided with regular updates on the time of contractor attendance, and ensure that all calls are returned as promised.	GB	Complete	Included in Service Improvement for Repairs & Maintenance.	Satisfied with progress subject to the following: As part of the Reality Checking exercise, it was unclear whether vulnerable tenants were being advised that non-urgent calls were deferred until the next day. The Committee felt that the tenant should be telephoned to be advised of this.
32. Staff to always provide names when answering calls.	LM	Ongoing	Included in Code of Conduct – quality checks carried out by Support Services team	Satisfied with progress
33. All employees and contractors used by Tristar must understand the use of and implement the password system	GB	Complete	Implementation of scheme and monitoring process included in R&M Business Plan for 06/07	Satisfied with progress

34. Implementation of monitoring procedures to ascertain the number of tenants using the website and e-mail, and reasons for non-use.	Alison Barratt (AB)	Ongoing June/July 06 Ongoing	SBC IT send Tristar a web trends report on a monthly basis – this report is analysed and changes made to layout of website as appropriate. Tristar cannot ascertain how many users of the site are tenants without asking them to login which is frustrating for them. Access to services questionnaire/satisfaction survey, and customer conference, in 06/07 will help determine issues. System established from April 06 to ensure generic email addresses are monitored.	Satisfied with progress
35. Update of information and services provided on the website, in line with best practice outlined in the main body of the report, to include the following:	AB.	Ongoing	Agreed – Net Development Group established in conjunction with Tristar Editorial Group to ensure all information on website is appropriate and up to date	Satisfied with progress. The Committee accepted that the website as a whole was under continuous development. The Committee also asked that the layout of the Website should be re-examined to improve user friendliness.
a) Ensure the site is Bobby compliant (The Bobby approval system tests sites for accessibility by people with disabilities).	AB	Complete	When the site first went live in February it was tested for bobby compliancy and passed. As new content is added, any errors are picked up via the bobby report and rectified. The site was designed with access for disabled users in mind so any problems identified should be negligible and easily rectified.	Satisfied with progress
b) Make it possible for tenants to submit comments, commendations and complaints	AB	End May 06	Tenants can submit comments, commendations and complaints via email and the site makes this clear.	Satisfied with

online.			Request for online form currently with SBC IT and under development. Awaiting confirmation from Tristar that the form is suitable before it goes live. Unfortunately the form checker is currently 'down' so Tristar are unable to check. Form received from SBC IT 23 June 06. Now online	progress
c) Provide a greater range of information on the repairs system.	GB	Ongoing	Agreed – review of information ongoing. Update included in work programme for 06/07	Satisfied with progress
d) Examine the possibility of offering tenants the ability to report repairs by text message.	GB	Complete	Options appraisal and development work complete to enable effective system to be implemented. Next stage is to publicise the service – incremental PR planned to gradually roll out over 6 to 8 week period. Publicity to commence	Satisfied with progress
e) Implement a system that allows tenants the ability to track the progress of reported repairs on-line.	AB/GB	Links to Saffron implementation programme	This is ultimately dependent upon the implementation of Saffron 7 which is html based and will allow online tracking to be developed in conjunction with SBC IT.	Satisfied with progress
f) Introduction of an online 'property shop' and links to Housing Associations.	AB/Eileen Fletcher	Complete End May 06	Agreed – Links to RSLs and other local councils now live on the site. 'Property shop' facility is under development but not currently live.	Satisfied with progress
g) Improve the quality of information relating to locations and opening hours of Housing Centres.	AB/Area Housing Managers	Complete	Agreed	Satisfied with progress
h) Improve the quality of information relating to the Tristar Board, including access to minutes of meetings and information on how to attend a meeting.	AB Jon Mallen Beadle	Complete May 06	Board details included on website, as well as information on how to attend a meeting. Newly appointed Governance Officer to post minutes of Board meetings held from April 06 on website once	Satisfied with progress

			approved by Board.	
i) Examine the possibility of introducing links to other important services such as Anti Social Behaviour and CFYA.	AB/Paul Noddings	Complete	Link to ASB included.	Satisfied with progress
j) Stop giving information by just uploading PDFs of existing leaflets.	AB	Ongoing	Agreed –addressed via Net Development Group.	Satisfied with progress
k) Immediately introduce a prominent link to Stockton Borough Council's Home Page.		Complete	A link already exists to SBC's home page via their logo on our home page.	Satisfied with progress
l) Work with Stockton On Line to encourage and promote the use of the Tristar website and e-mail.	AB	Ongoing	We have been working with SOL since July 05 - SOL have agreed to create an article on their site dedicated to Tristar.	Satisfied with progress
36. The Customer Liaison Group (CLG) to undertake further comparative work with other websites in order to continually monitor best practice	AB	Ongoing	CLG have been involved in website development from early design stage. Customer mystery shopping will include website. Session to be held with Customer Editorial Group to look at other websites. Company examining the possibility of creating a dedicated tenant web development group called E-reviewers.	Satisfied with progress
37. Access services need to be vigilant to ensure that refugees are passed to appropriate officers for further assistance where necessary. Officers to be advised of the distinction between asylum seekers and refugees.	DP	Ongoing	Systems in place, support made available where required. Staff aware of distinction between asylum seekers and refugees. Equality and Diversity training ongoing.	Satisfied with progress
38. Services to vulnerable tenants should be tailored to their needs, for instance Tenants with visual disabilities need to be presented with all options for communication, and either that method of communication be then used, or feedback given as to why not.	All	Ongoing	Customer Contact Register developed to record customers' preferred method of contact and communication, so that services can be tailored to their needs. Customer profiling information will also help us to tailor services to the needs of customers.	Satisfied with progress
39. A panel to be built up using SBC's Viewpoint	DP	Ongoing	Resident Involvement Associate Director appointed to	Satisfied with

<p>Panel as a template, of tenants. This panel should be used to continually evaluate the access to services to tenants. The customer liaison panel should also be expanded to include more tenants,</p>			<p>develop and implement the Company's resident involvement strategy. Ongoing monitoring of services by customers (via consultation, satisfaction monitoring, mystery shopping and quality checks) is an integral part of this strategy.</p> <p>Viewpoint panel of 78 tenants identified and have been used for consultation.</p>	<p>progress</p>
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ACTIONS AND PROPOSALS FOR 2006/07

- **Review of opening hours and contact methods to determine future service development, including best value review of contact centre**
- **Improvements to housing offices identified and monitored through Service Improvement Group**
- **Training for staff on generic range of questions / Upskilling through peer group training**
- **Introduce telephone interpretation service**
- **Analysis of customer profile information to determine diversity profiles for Company**

- **Review frequency and methods of carrying out satisfaction surveys and develop annual programme, including Borough wide STATUS customer satisfaction survey**
- **Establish equality and diversity Service Improvement Group to review Company's diversity framework and assess compliance to Equality Standard**
- **Develop and implement Equality Action Plan**
- **Work with Council and partners to establish an effective multi-agency forum on racial harassment, developing protocols for sharing information and domestic violence procedure**
- **Implement Equality Impact Assessment process and establish programme for assessing all policies and procedures over the next 2 years**
- **Identify Board director diversity champion**
- **Complete implementation of Succeeding Together Phase 1 and develop Phase 2**
- **Further improve website and develop intranet**
- **Ensure electronic access to all front line services**
- **Continue to develop the performance management framework, including displaying the indicator information on housing centre LCD screens and in the quarterly staff newsletter.**

