

Tower
Hamlets
Homes

Residents' Panel Improving Communication Standards



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Chair's foreword



Effective communication is key in enabling Tower Hamlets Homes to be the type of organisation our residents want it to be.

The organisation must be focused on meeting the diverse communication needs of all its tenants, leaseholders and other residents, not just because it is required by law but because the very success of Tower Hamlets Homes is dependent on providing a high standard of service that is continually improving.

All communication channels should be two-way, giving the community the opportunity to explain its own needs, which can then be incorporated into the organisation's work where possible.

Digital transformation in particular has changed how, where and when consumers engage with businesses and their expectations of customer service. Today a single tweet about poor customer service can go viral and have a long-term negative impact on an organisation's reputation and image.

33% of the UK population was born between 1980 and 2000 and of these 97% are members of a social network. Any organisation that doesn't use new, and social media effectively is excluding a third of its audience from their preferred method of communicating.

However, in an increasingly digital age, those who are not engaged with the digital world are at risk of being left behind. Adults over the age of 65 years have consistently made up the largest proportion of the adult internet non-users, and over half of all adult internet non-users are over the age of 75. Additionally, just over half of all adults who have never been online live in social housing.

The clear message is, that for all the value of digital, all modes of communication, traditional and online, have a valuable role in keeping residents informed and involved.

This review seeks to inform the continuing work of Tower Hamlets Homes in managing and improving its communications, bringing the perspective of a diverse group of residents, with the engagement, support and advice of staff.

Over the course of the review the review group considered the wide range of methods already utilised by Tower Hamlets Homes and were encouraged by the clear commitment to further improve the quality and accessibility of all forms of communication used.

The Residents' Panel looks forward to continuing to engage in this work, not least as an important means of communication between residents and Tower Hamlets Homes ourselves.



Chris Weavers
Resident and Leaseholder

Summary of recommendations

✓ Recommendation 1

Enhance the THH website by:

- a. Adopting a localised approach to content allowing users to access information based on their neighbourhoods
- b. Regularly publishing performance information across the 'super seven' performance indicators
- c. Forming a resident working group to influence the development of a new THH websites

✓ Recommendation 2

Enhance THH's presence on social media by:

- a. Promoting more resident led initiatives/content
- b. Using more images and videos to promote messages
- c. Exploring the use of paid advertising on social media to increase the number of followers across social media platforms

✓ Recommendation 3

Increase the subscription to Open Door Extra by promoting it more prominently to residents.

✓ Recommendation 4

Ensure there is consistency in style and use of Plain English in written communication to residents across the organisation.

✓ Recommendation 5

Improve access to services for speakers of other languages by:

- a. Exploring training and development opportunities for front line staff to learn key phrases in other languages used by residents of THH
- b. Include in-queue messages in different languages for residents placed on hold whilst awaiting a speaker of their language
- c. Working in partnership with local agencies to promote services and information through referrals and word of mouth

✓ Recommendation 6

Develop a consistent policy on the use of notice boards across THH Estates. As part of this process work with residents and staff to:

- a. Map the number and locations of noticeboards still available for use
- b. Agree the type of information to be communicated through noticeboards

Introduction

- 1.1 In 2018, members of the Residents' Panel carried out two scrutiny reviews as part of its annual work programme. The reviews looked at the use of energy efficiency solutions in new housing developments and how THH manages health and safety during major works. Whilst both these reviews were distinctive, a common and overlapping theme which emerged during these reviews was around the need to improve how THH communicates with residents.
- 1.2 In light of their findings, the Residents' Panel recognised a need to carry out a review focusing on understanding how THH communicates with residents and the standards underpinning its approach. The review sought to understand:
- What are the current standards governing how THH communicates with residents?
 - How does THH monitor consistency in the application of these standards across the organisation and measure their effectiveness and;
 - What can be learnt from best practice to improve how THH communicates with residents?
- 1.3 The review took place in February 2019 in partnership with Residents' Panel members: Chris Weavers (Chair), Daniele Lamarche, Shaheda Najmeen, Gibran Afzal, Shahaveer Hussain and Samira Johnson. Officers in attendance included;

Patrice Redhead-Smith
Customer Services Manager
Tower Hamlets Homes (THH)

Ben Schofield
Head of Communications
Tower Hamlets Homes (THH)

Gulam Hussain
Scrutiny and Resident Feedback Manager
Tower Hamlets Homes (THH)

Nojmul Hussain
Resident Feedback Officer
Tower Hamlets Homes (THH)

Debbie Palmer
Complaints & Members Enquiries Manager
Tower Hamlets Homes (THH)

Shamima Khatun
Policy and Research Officer
Tower Hamlets Homes (THH)

Erin Lawrence
Graduate Trainee
Tower Hamlets Homes (THH)



National guidelines

- 2.1 The Localism Act 2011 sets out the role of Homes England (previously Homes and Communities Agency, HCA) as the regulator for all registered providers in England. The Act outlines the approach to be used by the regulator in enforcing the consumer standards. These standards set out the expectations of providers across a range of areas including tenant involvement and empowerment, homes, tenancy and neighbourhoods and communities.
- 2.2 The Tenant Involvement and Empowerment standard, revised in 2017 requires all landlords to demonstrate an understanding of needs, provide choices on how services are delivered, and tailor information and communication in line with the diverse needs of their tenants.
- 2.3 At a broader level, registered providers are required to comply with communication standards set out by the government for public sector bodies. All public sector bodies are required to make their websites accessible by complying with level AA of the Web Content Accessibility Guidelines. These guidelines are designed to ensure websites and apps are accessible to everyone, including users with impairments to their vision, hearing, mobility and thinking/understanding.
- 2.4 In September 2018, the government introduced the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 further strengthening the requirements on public sector bodies. This sets out new accessibility standards for websites and mobile apps as part of the broader Web Accessibility Initiative. The regulation embraces the four principles of the Web Accessibility Initiative which require websites to be perceivable, operable, understandable and robust (see table below).
- 2.5 Recognising the huge growth in the use of smartphones and other handheld devices, the government has developed standards for digital engagement which serve as a best practice guide for the public sector as a whole¹. The standards encourage websites to adopt a responsive design to ensure pages are accessible across different browsers and devices. They also encourage organisations to invest in Progressive Web Apps (PWAs) as an alternative to native apps. This avoids the need for users to install apps, allowing them to save their data allowance, is considerably cheaper and easier to develop and maintain, and allows organisations to better measure how it is used compared to native application.

Principles of the Web Accessibility Initiative

Perceivable	Information and user interface components must be presented to users in ways they can perceive - it can't be invisible to all of their senses
Operable	Any person must be able to use interface components (such as buttons and forms) and navigation - these can't require interaction that a user can't perform
Understandable	Users must be able to understand any information presented, as well as being able to operate the interface (the content or operation cannot be beyond their understanding)
Robust	Content must be capable of being interpreted reliably by a wide variety of user agents, including assistive technologies such as screen readers and users should be able to access the content as technology changes over time

¹Making sure your service works well on mobile. GOV.UK service manual.

Local context

- 3.1 Tower Hamlets is ranked as the 16th most ethnically diverse local authority in England. More than two thirds of the population belong to minority ethnic groups with almost 35% using a main language other than English. Around one quarter do not speak English well or at all - the majority being women or older people from the Bangladeshi and Somali communities.
- 3.2 As an Arm's Length Management Organisation (ALMO), Tower Hamlets Homes (THH) provides housing management services to almost 22,000 properties on behalf of the Council serving residents reflecting the diversity of the borough. However, unlike other landlords, it has a higher proportion of resident's from a Black or Minority Ethnic background with approximately 7% requiring a language other than English to access services. A greater percentage are aged 60 or above, and almost a fifth identify as having one or more disability. Approximately 68% are also believed to be in receipt of housing benefit or the housing element of Universal Credit.
- 3.3 In order to serve the needs of its diverse residents, THH has adopted a range of methods for engaging with residents and disseminating information. These channels include;

Channel	Details
Resident magazines	22,000 copies distributed to all THH households once every quarter
E-Newsletter	Set up in 2017. Currently have 140 subscribers
Radio	Monthly radio slot on Betar Bangla (1503 AM) targeting Bangladeshi residents in the borough
Social media	4000 subscribers on Twitter and an active presence on Facebook
Website	Planned for review as part of the Customer Access and Experience Programme
Press	Encourage local stories to receive coverage on external press
Direct emails	Direct queries through contactus@thh.org.uk
Phone	Access to a range of services through 0207 364 5015

Strengthening the digital presence

- 4.1 In 2017, THH established the Customer Access and Experience Programme with the objective of identifying and delivering improvements to customer satisfaction and access to services. As part of its remit, the programme also included the objective of exploring how THH could maximise the benefits of channel shift to increase choice and flexibility for residents.
- 4.2 Since 2016, THH has offered residents access to an enhanced online self-service platform allowing users to access a variety of services ranging from booking repairs to being able to view rent and service charge statements. As well as offering greater flexibility for end users, the new platform also represent better value for money with the average cost of an online transaction being 20 times cheaper compared to telephone (£2.83 per telephone transaction and 15 pence for an online transaction).
- 4.3 Since the introduction of the service more than 4,000 users have registered for services through the platform. Despite the significant progress made to increase the number of registrations on the platform, results from a survey commissioned THH indicated only 1.9% of customers used the website as the method for their last contact and almost three-quarters of customers used the telephone (73.4%).
- 4.4 Officers recognised that the quality and functionality was in need of improvement. The existing website lacks visual appeal and is in need of a substantive review of content in order to improve the customer experience. In 2018, THH in partnership with the Council carried out an accessibility review of its home page using specialist software. The review identified nine errors preventing it from complying with the standard embedded in the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018. In addition, a further 435 potential problems were identified, each of which would need to be investigated.
- 4.5 The Panel noted that THH was in the process of initiating a project to refresh its website. Officers recognised that in order to increase the number of customers using online services, the new website would need to be:
- Visually appealing, user friendly and easy to navigate
 - Easy to update with information being up-to-date, relevant and accurate
 - Responsive and optimised for use on mobile devices
 - Integrate seamlessly with MyTHH
 - Provide good website analytics
- 4.6 The Panel made a number of recommendations for consideration as part of the website refresh. These include;
- Maintaining a simple and clean layout and incorporating the use of dropdown menus and an improved search function
 - Reducing the volume of text found on the website, avoid duplication and including hyperlinks to further information if required
 - Improving the readability of the website by using plain and simple language
 - Easing navigation by ensuring no more than three clicks are required to reach the desired section
 - Embedding iconography in the design and ensuring the new website meets accessibility requirements
 - Prominently publishing information such as the 'Super Seven'² KPI indicators on the home page

²Key quarterly performance measures which rates satisfaction levels around Overall Satisfaction, Customer Access, Caretaking, Homes, ASB, Communications and Complaints

- 4.7 The Panel considered whether the refreshed website should include an extranet (password protected layer of the website). This would enable additional information to be shared with interested parties such as involved residents or Tenants and Residents Associations (TRAs) on request without compromising the simplicity of the core website or overloading it with information. Whilst recognising the potential advantages, members concluded using this approach could negatively affect transparency.
- 4.8 Officers were encouraged to explore whether the refreshed website could strengthen the localised content offer based on the model used by the BBC website. This would allow residents to get more tailored information relevant to their local neighbourhood patches, such as information on parking, planned major works or local resident groups without the need to navigate to multiple sections of the website.



- 4.9 Whilst making their recommendations, the Panel also recognised the importance of ensuring a wider body of residents are consulted on the proposed look, feel and functionality of a new website. The Panel recommended that officers form a working group to influence the refresh on an ongoing basis whilst also exploring the possibility of using community events and festivals to road test ideas and gain further feedback.

Recommendation 1

- Enhance the THH website by:
- Adopting a localised approach to content allowing users to access information based on their neighbourhoods
 - Regularly publishing performance information across the 'super seven' performance indicators
 - Forming a resident working group to influence the development of a new THH website

- 4.10 In light of the drive by THH to encourage use of services online, the Panel explored the possibility and advantages to developing an app to push messages and simplify access to services. Officers noted the suggestions made by the Panel but pointed to best practice outlined by the Government which encourages investment in the development of responsive websites as an alternative. As well as being costly to develop, native apps also run the risk of placing an additional barrier to accessing services due to compatibility issues with devices. Research commissioned by the Council had also indicated that whilst a high number of residents in Tower Hamlets had access to one or more mobile device, the borough suffered from high levels of data congestion affecting the quality and speed of mobile data services.

Engaging residents through social media and e-newsletters

4.11 Whilst recognising the reach of THH's quarterly publication (Open Door) and the planned refresh of the THH website, Members of the Panel explored how the organisation was dealing with the growing role of social media and digital communication.

4.12 Officers outlined THH's social media strategy highlighting that it had a presence on Facebook and on Twitter with a following in excess of 4,000 subscribers. With the growing popularity of Twitter as a medium for requesting services across other sectors, THH has put in place measures for complaints, queries and service requests to be picked up through the Housing Service Centre and be channelled through the most appropriate processes. Officers emphasised that whilst THH would do its utmost to provide support to residents raising queries, residents were still encouraged to use existing channels to raise queries. This enables officers to capture and appropriately diagnose requests whilst also avoiding potential data protection issues.

4.13 In light of the size of the current subscription base to THH's social media profiles, the Panel recommended that THH make better use of this platform by increasing the use of images and videos, sharing and retweeting positive stories and also serving as platform for promoting grassroots activities taking place across THH estates. The Panel also recognised the potential for Twitter to be used as a means for targeted messaging to help increase the number of subscriptions to MyTHH.

Recommendation 2

Enhance THH's presence on social media by:

- a. Promoting more resident led initiatives/content
- b. Using more images and videos to promote messages
- c. Exploring the use of paid advertising on social media to increase the number of followers across social media platforms

4.14 In 2017, THH introduced Open Door Extra, a monthly e-newsletter, as an additional medium to push messages to residents outside of the quarterly publication schedule for the Open Door magazine, and without relying on residents to access the website or social media. The service however had not received prominent advertising resulting in only 355 subscribers. Recognising the potential for Open Door Extra to play an important role in THH's communication strategy, the Panel recommended that in addition to promoting the newsletter to increase subscription rates, more thought is provided to achieve a better balance between the quality and quantity of information included.

Recommendation 3

Increase the subscription to Open Door Extra by promoting it more prominently to residents.



Improving the quality of communication

- 5.1 Whilst recognising the wide range of methods being used by THH to communicate with residents, the Panel emphasised the importance of ensuring communication is kept simple and easy to understand. Members provided examples where messaging was deemed to be unclear and over populated with technical language and jargon making it inaccessible to residents. The Panel pointed to data from the 2011 Skills for Life survey which indicated that almost 21.5% of the borough's adult population was classed as functionally illiterate with a reading age below 11.
- 5.2 Officers recognised that this is an area that could be improved. Data from a survey carried out by the Institute for Customer Service (ICS) indicated that of all methods of communication, residents were least satisfied with written communication from THH. Whilst there are some formal mechanisms to check the quality of communication being sent out this applies only to responses to complaints and members enquiries, or in the case of large scale communication with residents.
- 5.3 Officers highlighted recent work undertaken by the Communications team to review and simplify service charge letters sent to leaseholders. Whilst recognising suggestions from the Panel that this is offered more widely to other parts of the organisation, the Head of Communications highlighted the lack of capacity within the team to deal with such volumes. Staff were however expected to seek feedback within their departments before issuing letters and ensure they adhered to the recently refreshed communications style guide.
- 5.4 The Panel noted the capacity issues raised and the role of the style guide in supporting officers to produce written content that is consistent in quality and in its simplicity. The Panel recommended that the guide is promoted more proactively within the organisation to ensure staff are aware and understand these requirements clearly.

Recommendation 4

Ensure there is consistency in style and use of Plain English in written communication to residents across the organisation.

- 5.5 The Panel sought clarification on the process followed by teams to ensure staff in the Housing Service Centre are cited when letters are sent on a sizeable scale to ensure they can deal with follow on queries. Members were advised that teams are expected to circulate letters to the Housing Service Centre prior to their dissemination to ensure staff are prepared and aware of how to address follow on queries from residents. Where this process is managed properly, feedback is also often provided on letters if there are issues with the quality of clarity. The process however is not consistently followed. As a result work is underway to strengthen processes and implement a more robust customer relationship management (CRM) tool to increase visibility of communication with residents across the organisation.
- 5.6 Officers also highlighted that THH was working closely with the Institute of Customer Service (ICS) to secure the ServiceMark accreditation. This national standard offers recognition for the quality of customer service within an organisation and its commitment to upholding high standards. The accreditation process would play an important role in supporting THH to embed clear standards and improve the quality of communication with residents.

Ensuring communication is accessible

- 6.1 Whilst acknowledging the importance of developing a strong digital offer, members of the Residents' Panel expressed concern over how this strategy would affect residents that are not digitally engaged or were not able to communicate in English. This was of particular concern given national research indicating older people and those with disabilities were more likely to be digitally excluded. The Panel also sought clarification on how THH accommodates the needs of residents who are unable to read or communicate in English.
- 6.2 Officers confirmed that whilst THH was keen to develop and promote opportunities for residents to access services online, it remained committed to ensuring existing means of engagement in the form of front line counters and the Housing Service Centre would remain in place. Although there are clear economic advantages to encouraging online transactions, THH's objectives in developing and promoting a digital offer was underpinned by a desire to offer greater choice for residents, and improve the customer experience. This was not designed to replace existing methods of engagement.
- 6.3 Officers noted concerns and suggestions raised by the Panel around the issue of dropped calls and potential options to improve the experience of residents if a call is lost. By being able to divert traffic away from the contact centre to the self-service platform, those requiring access to services through the Housing Service Centre would be able to benefit from greater stability in the call handling process and an improved level of service. Suggestions on providing all callers a reference number at the start of a call would offer limited value as it would only indicate a call had been received and not necessarily guarantee any other information can or has been captured in order to provide a seamless experience.
- Offering translations**
- 6.4 In recognition of the diversity within the borough, THH offers a community language honorarium to staff who are bi-lingual and able to use their language skills to support the delivery of services. Through this scheme, and by recruiting staff from the local community, residents who are unable to speak English can be easily paired with a member of staff who is able to communicate with them in their native language. Where a language need cannot be accommodated due to staff availability or the lack of language speakers, residents can be connected through to Language Line to access an interpreter.
- 6.5 Although THH has historically offered translations for written communication upon request, this had since been suspended due to the limited uptake of this service. Despite this decision, important messages, such as the recent transition to online rent statements, have continued to be translated into key languages.
- 6.6 As an alternative to providing written translations to residents who may equally lack literacy skills in their native language, THH has focused on exploring alternative methods of engaging residents. As a result, since 2017 it has held a monthly slot on a local Bengali radio station 'Betar Bangla' targeting more than 11,000 Bangladeshi tenants and leaseholders served by THH. The initiative has gained recognition across the housing sector leading to THH being shortlisted for the 2019 UK Housing Awards in the category of inclusivity and diversity pioneer.³

³At the time of conducting this review, THH had been shortlisted for its radio show on Betar Bangla for the 2019 UK Housing Awards. In May 2019, THH won the award in the category of Inclusivity and diversity pioneer.

6.7 The Panel welcomed the initiatives taken by THH to cater for the needs of residents who may struggle with literacy or are unable to communicate in English. Officers were however encouraged to explore options to encourage non-bilingual staff to learn key phrases in key community languages and introduce in-queue messages in languages other than English in order improve accessibility. The Panel also recommended that more thought is provided to promoting services, such as THH's radio show, through word of mouth networks and at the point of service delivery in order to ensure residents that may struggle with literacy are more likely to be reached.

Recommendation 5

Improve access to services for speakers of other languages by:

- a. Exploring training and development opportunities for front line staff to learn key phrases in other languages used by residents of THH
- b. Include in-queue messages in different languages for residents placed on hold whilst awaiting a speaker of their language
- c. Working in partnership with local agencies to promote services and information through referrals and word of mouth

Localised communication

6.8 The Panel discussed the role of noticeboards as a means of communication and noted that there had been a lack of clarity or consistency in how they had been used by THH. Members highlighted examples of conflicting messages from staff on current policy. In light of the increasing number of private renters on THH estates, the benefits of noticeboards

to enabling local community organising and supporting residents that may not be reached by other forms of communication, the Panel recommended that officers revisit this issue to develop a consistent policy and work with residents to determine the type of content that should be communicated through them.

Recommendation 6

Develop a consistent policy on the use of notice boards across THH Estates. As part of this process work with residents and staff to:

- a. Agree the type of information to be communicated through noticeboards
- b. Map the number and locations of noticeboards still available for use

6.9 Officers recognised the recommendations of the Panel and advised that work was underway to provide greater clarity on the role of noticeboards. This would involve local Tenants and Residents Associations, involved residents and staff to develop procedures for the maintenance and use of noticeboards across THH estates.

6.10 The Panel concluded its review by noting that its recommendations would be formally presented to the Tower Hamlets Homes Board before being formally adopted. Once agreed, an action plan would be produced setting out how these recommendations would be implemented. A progress update would be offered to the Panel in 12 months.

Tower Hamlets Homes Residents' Panel
Scrutiny Review Action Plan 2019
 Improving Communication Standards

Recommendation	Actions	Lead	Completion
<p>1 Enhance THH website by:</p> <p>a. Adopting a localised approach to content allowing users to access information based on their neighbourhoods</p> <p>b. Regularly publishing the 'super seven' performance indicators</p> <p>c. Forming a resident working group to influence the development of a new THH website</p>	<p>The THH website will be fundamentally reviewed and its neighbourhood approach unlikely to be in place until December 2019 at earliest. Residents will be invited to be part of development. We are currently shortlisting for a Digital Officer to provide dedicated support to the refresh of the website.</p>	Communications Manager	December 2019
<p>2 Enhance THH's presence on social media by:</p> <p>a. Promoting more resident led initiatives/ content</p> <p>b. Using more images and videos to promote messages</p> <p>c. Exploring the use of paid advertising on social media to increase the number of followers across social media platforms</p>	<p>The Communications Team will ensure there is greater focus on the use of images and videos in the way it communicates with residents.</p> <p>The team is now attending resident events to produce tailored social media content rather than simply retweeting residents' own content and will be working closely with the Community Partnerships team to maintain a forward plan of events. We will also be carrying out a pilot with paid advertising pilot to increase the subscription to our social media platforms.</p>	Communications Manager	September 2019
<p>3 Increase the subscription to Open Door Extra by promoting it more prominently to residents</p>	<p>Open Door Extra will be reviewed with input from residents to ensure its content is relevant. The review will also explore issues such as the format, software used for publication and the design of the newsletter. Work will also be undertaken to ensure there are clear processes in place within the THH to ensure there is an appropriate supply of content in order to maintain a forward plan.</p> <p>The refresh of Open Door Extra is expected to encourage an increase in subscriptions. Once completed we will look at ensuring it is more prominently promoted on our website and other relevant communication channels.</p>	Communications Manager	Review and implement by December 2019

Tower Hamlets Homes Residents' Panel
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Recommendation	Actions	Lead	Completion
<p>4 Ensure there is consistency in style and use of Plain English in written communication to residents across the organisation.</p>	<p>The Communications team will be promoting a Plain English guide and reinforcing the written style guide for all staff. This will be included in induction guidance for new staff and made easily accessible on the intranet.</p> <p>The team is currently reviewing letters issued by Leasehold/Asset Management to ensure content is in plain English</p>	Communications Manager	September 2019
<p>5 Improve access to services for speakers of other languages by:</p> <p>a. Exploring training and development opportunities for front line staff to learn key phrases in other languages used by residents of THH</p> <p>b. Include in-queue messages in different languages for residents placed on hold whilst awaiting a speaker of their language</p> <p>c. Working in partnership with local agencies to promote services and information through referrals and word of mouth</p>	<p>Identify top two languages spoken by residents of THH</p> <ul style="list-style-type: none"> • Survey languages spoken by HSC staff to establish training requirements, and explore needs can be met using in-house staff • Produce recordings in top two languages for in-queue messaging system • The Community Partnerships Team will ensure the partners they work with are provided relevant messages to promote by word of mouth to THH residents whilst providing services 	Customer Services Manager and Community Partnerships Manager	Review end July 2019 Immediate
<p>6 Develop a consistent policy on the use of noticeboards across THH Estates. As part of this process work with residents and staff to:</p> <p>a. Agree the type of information to be communicated through noticeboards</p> <p>b. Map the number and locations of noticeboards still available for use</p>	<p>THH is currently reviewing its position on noticeboards. The process will involve;</p> <ul style="list-style-type: none"> • A mapping exercise to identify where noticeboards remain • A limited roll out of noticeboards at an estate level across three areas and: • Refreshed guidance for staff and residents on access and maintenance of noticeboards. 	Head of Business Development	August 2019

Residents' Panel
Improving Communication Standards
Scrutiny Review Report
July 2019



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