

Annual Contract Review Procedure.

The Strategic Core Group comprises representatives from the senior management teams of Osborne Property Services (OPS) and Dacorum Borough Council DBC and the Partnering Advisor from Faithorne, Farrell, Timms (FFT) and is the principal forum, within which actual performance is regularly reviewed.

Current Core Group Representatives:

Elliott Brooks, Assistant Director Housing, DBC

Fiona Williamson, Group Manager Property and Place, DBC

Wimal Alakanon, Commercial Relationship Surveyor DBC

Nick Sterling MD OPS

Alan Elliott Contract Director OPS

Alan Perrett Contract Manager OPS

Lee Maskell Partnering Advisor FFT

KPIs are collected monthly and circulated, for inclusion in the Client's monthly Corporate Performance reports and review at Core Group Meetings.

The Client has defined an initial set of KPIs, and KSI's, which are as set out in the Price Framework and included as Appendix J – KPIs and KSIs to The Term Brief.

The initial targets that have been defined are the baseline, from which it is anticipated the Service Provider will look to increase in line with continuous improvement interventions taken during the contract and ensure the performance is within the upper quartile of Housemark's benchmarking report by year two of the contract. The 5 KSI's are detailed below:

Key Strategic Indicators		Target Compliance
1	Performance at or above the target for all KPIs for at least 9 months of the year	100% of the KPI targets met for a minimum of 9 months of the year
2	Transparency and control of costs delivered through the management of Open Book records including sub-contractors information available at Quarterly intervals	Open Book format and protocol to be agreed during dialogue and the information to be presented at quarterly intervals in advance of Core Group meetings. Target in year one 95% - from year 2 onwards 100%
3	Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Minimum of two tenants involved at operational meetings at least 4 times annually and demonstrable involvement of tenants in other service shaping activities at least 4 times annually.
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	The Service Provider is to deliver a range of community initiatives in line with an agreed annual project plan that can achieve tangible benefits to the community.

5	Delivery of integrated Information Technology solutions to ensure that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy	The Service provider is to provide a fully operational IT solution that interfaces with the Council's asset management and/or Housing Management systems to provide real time data regarding the progress of orders from the commencement of the service delivery and develop and agree a protocol for the range and scope of management information that has defined milestones throughout the contract.
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The Contract review and extension mechanism will be undertaken in accordance with Schedule 13 of the contract and in line with Clause 3.6, the Core Group shall meet 6 months from the anniversary of the annual review to review the performance of the Service Provider and the Client Representative shall within 10 working days of this meeting issue a report of the outcome of this review.






As the first year of contact delivery spans two financial years, the first 9 months of the contract will be reviewed and the targets for the Key Strategic Indicators measured at pro-rata levels. The subsequent reviews will align with the commencement and completion of each financial year.

The Strategic Indicators for the initial 9 month period will be considered in line with any development roadmaps and an acknowledgement of the reduced mobilisation period. Appendix A outlines the evidence to support those indicators that have been met or exceeded and mitigations identified for those that have not met or exceeded the target.

If all KSI's are met or exceeded during each financial year, the Client Representative, Fiona Williamson, will be able to recommend the contract extension. In any instance where the KSI's are not fully met the Partnering Advisor will provide an independent overview of the overall contract performance and draft a report outlining the benefits, if applicable, of awarding a contract extension.

All information for review is to be made available for the Core Group Meeting members and Partnering Advisor.

Performance against the 5 Strategic Indicators detailed in the table below:

Ref	Key Strategic Indicator	Status update - narrative	Status
1	Performance at or above the target for all KPIs for at least 9 months of the year	All KPI's met following investigative audit during Q1 – 3 YTD positions still showing as fail however due to Q1 performance – Q2 onwards performance shall ensure that these are all met.	
2	Transparency and control of costs delivered through the management of Open Book records including sub-contractors information available at Quarterly intervals	Two open book audits undertaken where JRP have stated Osborne co-operative and open with all information. Savings being identified for reinvestment.	
3	Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Customer Experience Manager is currently working with DBC Manager to ensure a more strategic approach is now being taken with tenant engagement, opening it up to a wider and more relevant group.	
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	Multiple events undertaken CTD with huge recognition by all parties as to success and outputs. More work required to quantify benefits required with an agreed strategic direction to be documented in coming weeks.	
5	Delivery of integrated Information Technology solutions to ensure that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy	IT interfaces either delivered on time or early. Some disquiet around these interfaces are currently going through an assessment to ensure as much relevant information is passed across. Osborne Business Excellence Director shall be leading on Asset Options Tool implementation – works have commenced in this area.	

Key Strategic Indicator 1 – The requirement is to meet or exceed the Key Performance Targets for 9 out of 12 months.

The Key Performance indicators for the 9 month period are detailed below:

There was one indicator that performed consistently below the required targets;

The number of appointments made and kept was below target and throughout the initial 9 months of the contract period was between 81% and 87%. It was acknowledged that there were some problems with the Opti-time scheduling and that training on the PDA's took longer to bed in with the direct labour force than anticipated. The process has been reviewed and all appointments including sub-contractors, inspections and programmed work will be recorded and included in this indicator. The target for 2015-16 is 98% as stated in the contract documents and with the interventions that have been put in place it is considered achievable.

Two further areas of performance, which were measured but for which targets were not agreed during dialogue, were First time fix and the percentage of jobs completed within target. The first time fix has been reviewed by the tenant representatives of the Housing Maintenance and Environment Committee and an agreed definition and target established. The definition and targets were agreed in February 2015 and the performance in 2015-16 will be measured against these. In addition the percentage of jobs that result in a recall will be measured for information only, rather than included within the suite of contract performance indicators.

The targets for completion of planned work strands and responsive repairs and voids, have been agreed and any large or complex projects will have specific project plans that will identify the target dates for completion.

Key Strategic Indicator 2 - Open Book format and protocol to be agreed during dialogue and the information to be presented at quarterly intervals in advance of Core Group meetings. Target in year one 95% - from year 2 onwards 100%.

The Open Book Protocol was not covered in sufficient detail during the dialogue stages of the procurement and in order for a workable and efficient open book protocol to be developed; work has been ongoing during the first 9 months of the contract.

The initial audit of work for the first quarter of the contract July – September was completed by JRP in February 2015 and contained a number of recommendations to rationalise the format and approach so that the information is presented in an agreed format to enable the costs to be attributed to the correct budget codes and site or central office overheads.

In addition JRP, Osborne and DBC delivered a joint Open Book Workshop, on 22 October 2015, for those staff that would be involved in either the production of the commercial valuations, or the review and audit of the target costs, applications and supporting information. The workshop provided an overview of how the open book financial mechanism differs from that operated under a traditional form of JCT contract, so that all staff appreciated how this would be administered.

A further workshop was held on the 9th March to review how the commercial elements of the contract had been operating and to identify any areas which required clarification or process maps to support.

An Open Book Protocol has been drafted and this is currently under review to ensure it aligns with the relevant budgets and commercial details set up by Osborne.

The second audit and year end out-turn is scheduled for the 21-23rd April, after which the information will be available for the Core Group and a decision can be agreed as to whether there has been sufficient work carried out to have met the target of 95% in year one.

Key Strategic Indicator 3 - Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.

Osborne has attended all Housing Maintenance and Environment Committee (HMEC) meetings since the commencement of the contract and has actively engaged with the tenants to produce the reports and data in a format that is agreed by the tenant representatives.

In addition to these monthly meetings, Osborne have hosted a number of interim workshops at their offices, where the tenant representatives have had the opportunity to review and agree the kitchen and flooring choices, review complaints and compliments, consider the term brief and technical specification, provide options for improvement or efficiencies in the service and meet the members of the site based operational team.

Osborne attended the Tenants and Leaseholder Day and the Love Your Neighbourhood event and provided a stand and promotional material for the visitors to both events.

TPAS the independent Tenant Participation Advisory Service have conducted an audit of the level of involvement and input from the HMEC into the Total Asset Management Contract and it was observed that;

“ The Tenant Involvement team and other staff from Dacorum and Osborn’s provide support for the group. Senior staff from both Dacorum and Osborn’s regularly attends HMEC meetings and the Chair has a dedicated mentor to help her to fulfil her role as Chair.

Following attendance at this meeting, it was clear that all parties are willing to work together to improve services.”

Key Strategic Indicator 4 - Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda

Osborne have hosted two meet the buyer events that were attended by contractors in the local supply chain, some of which were previously on Dacorum’s approved list of contractors.

Local supply chain employment currently running at 20 out of 32 sub-contractors and the majority of the directly employed labour team are based in Dacorum.

The team continue to engage with the supply chain to identify other local suppliers and sub-contractors that can support the TAM contract, to ensure the contract is adequately resourced and wherever possible local contractors and suppliers are used.

Appendix B contains details of a number of Community Investment initiatives that have been undertaken in the first nine months of the contract.

Key Strategic Indicator 5 - Delivery of integrated Information Technology solutions to ensure that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy.

The system interface between Orchard, Dacorum's Housing Management System and Accuserve, Osborne's repairs and planned work system was established at the commencement of the contract for all repairs jobs that are undertaken. The interface imports all repairs data, which can be used to identify any patterns of failures within blocks or by estate to inform the programmes. As part of the asset management strategy further development work will be required so that this data can be interrogated effectively and used to support the Asset Option Tool.

The IT action plan has been further developed so that any system upgrades, software or hardware purchases are aligned and where possible do not result in manual uploading, or validation.

Stock condition surveys have been completed on 1280 properties and the collection methodology is being reviewed to establish if this can be undertaken using tablets and automatically synchronise with the database to provide updates in real time.

Complaints data is collated and reviewed on a monthly basis to identify any trends in the nature of the complaints so that targeted interventions can be undertaken.

Corporate IT developments and the Digital Dacorum project will impact on the Service Provider and some delays have been incurred to ensure the appropriate solutions are implemented.

Appendix B – Community Investment Initiatives

Two Beeches

The Dacorum Youth Tenant Involvement Group (YTI) were keen to assist elderly residents in sheltered schemes to improve their communal garden areas last summer. They asked our Dacorum Osborne team to lend a hand by providing them with the skills, knowledge and experience to carry out the project and we were happy to help.

Alongside Stephanie Bailey, Dacorum Tenant Involvement Officer, and the YTI we gave the Two Beeches sheltered scheme garden a spruce up. The young volunteers gave up their last day of the school holidays to work through the rain and mud to weed flowerbeds, trim overgrown plants, repair a BBQ and help with constructing a new shed. Our Osborne team had also removed an old Greenhouse as it wasn't being used and would give the residents more garden storage space.

Steve Hole, member of the residents committee, said: "We would like to thank everyone who came to work in our garden today; you were all so very friendly and worked very hard. It's nice to see a group of young people so polite and work so hard."

Grown Your Own Garden

Last Summer we also supported the Sunny Side Rural Trust 'Grow Your Own' event at Southernwood Close. We supplied compost for the raised bed and raffle prizes for the day.

Osborne got stuck in with residents to help plant the raised bed and potted some larger plants for residents to take home with them. Neal managed a small fix on a broken greenhouse on the day so a little more space could be utilised. Sharon Frostick, Supported Housing Officer for Southernwood Close, said, "Thanks for all your efforts yesterday. Our tenants are thrilled with the results and had such a wonderful afternoon meeting new people from other schemes."

Annual Tenant Fun Day

The Dacorum 2014 Tenants and Leaseholders Conference gave local people the opportunity to meet with housing services, including Osborne who had a stand and attended on the day. Tenants were able to raise any issues they have as well as repairs they required assistance with.

Our team arrived on the day to get to know those tenants who attended and answer any queries they had. We ran competitions throughout the day, with questions such as 'Guess how many emergency repairs were completed in July 2014' and 'How many telephone calls did the call centre take between July and August'. The winner of each

question was awarded with a goody bag of decorating equipment such as paint brushes, sand paper and an ever so popular Osborne rubber duck!

The Big Sleep Out

Last year saw the 21st Annual Sleepout take place at St Albans Abbey. Since the event began, more than £500,000 has been raised for homeless charities in Hertfordshire and Bedfordshire. Osborne teamed up with our friends from Dacorum Borough Council to support the event.

With cardboard we had collected from warehouses around our office, the team helped build shelters to sleep under for the night. The freezing temperatures reinforced the constant struggles homeless people face. The Youth Tenant Involvement group decided that money we raised for the event would go to local homeless charity, Dacorum Emergency Night Shelter (DENS), which houses, supports and empowers vulnerable, single homeless people and others in crisis. We raised over £500 and also sponsored the five commendable young people from the Involvement Team.

Deck the Halls

Osborne brought festivity to all of the communal areas in Dacorum's Sheltered Housing Schemes. Helping with lights, trees and decorations, our team also bought along festive treats for the tenants.

Dharini Chandarana of DBC commented "The safety of our supported housing tenants and visitors is very important and the Council has a responsibility to ensure that all communal areas comply with fire and health and safety legislation. Osborne offered to lend a helping hand with the decorations."

Love Your Neighbourhood

Osborne Supported DBC week long event. Engaging with residents on topics including Community Safety, Community Celebration and Employability and Up skilling. From the event we have a resident signed up for work experience and fitted 8 safety locks (donated my Travis Perkins) for free.

Emily Rae-Maxell of DBC said: "The Neighbourhood Action Team at Dacorum Borough Council cannot thank Osborne enough for their support during February's Love your Neighbourhood Highfield event. Residents had the opportunity to learn what Osborne do to help them as well as take part in a fun Hook a Duck game and sign up to have a front door security chain fitted as part of the Community Safety Day. Their role in the event was true example of effective partnership working and delivering great outcomes that benefit the community. We are looking forward to working with them again at future Love your Neighbourhood events."

Green Fingers at Rice Close

Last year we supported the Southernwood 'Grow Your Own' event with the Sunnyside Rural Trust. At the event the green fingered team met John and learnt that he now struggled with his gardening due to losing his leg seven years ago.

Following this, Osborne's community investment team visited him in March to give his garden a spruce up for spring. Turning over all the soil, getting rid of the weeds and planting some colourful flowers really brightened the area up.

Knowing how keen John was to get his tomato plants on the go again this year, Osborne operative, Chris Brooks, created a wooden border at the front of the property. Noticing that John's hose pipe had frozen up over the winter, we also donated a flexi hose which we hope all the residents will find easier to use this summer. This simple transformation has made such a difference to John who can now enjoy the space. He said "Thank you – it means so much because I can no longer dig my garden."

Safety Talks

At Nash Mills and Brockswood Primary Schools in Hemel Hempstead, our team recently delivered a school safety talk to over 300 pupils. After making them aware of the dangers of entering safety sites through an interactive PPE session and a video, we set them the challenge of designing some safety posters for to be displayed on our sites.

After we had received the entries from the schools and having the tough job of deciding the winners, Osborne returned to the schools for a prize giving assembly. Each winner was rewarded with a certificate, paint your own money box, medal and Osborne goody bag. Students at Nash Mills were joined by our new, larger than life, member of the team who presented the winners with their prizes.

Alison Bill, Foundation Stage Coordinator at Nash Mills said, "The children were really enthusiastic about the competition. They were full of ideas about what they could draw on their posters. The dangers of building sites has definitely sunk in, I think your presentation hit just the right note."

Vintage Tea Dance

Osborne supported Dacorum's Vintage Tea Party for residents of Warner's End in Hemel Hempstead in March. With cups and saucers and fitting costumes – this saw shared enthusiasm and heartfelt appreciation of the residents.

The team arrived in advance to help decorate the hall with vintage bunting, lights, table decorations and balloons. The 1950s and 1960s ice breaker quizzes were a huge hit and encouraged friendly debate amongst the tables! The lucky winners of the evening's raffle received a vintage style radio and an M&S voucher donated by Osborne.

Suppliers 'Vintage Teas' provided and served an amazing selection of afternoon tea from scones to fruit cake (although little evidence was left!) Then what followed got everyone up on their feet; a trio vintage band playing hits from the 50s and 60s. Sharon Clayton of Dacorum Borough Council went to great lengths to ensure that this Vintage Tea Party went with a swing. She said, "I wanted to say a HUGE thank you for all the support you gave me with planning, organising and executing this event. I think it went with a big bang and everyone seemed to be having fun. You entertained the residents and the dance moves were next to none, priceless!"

Florence Longman

Supporting the Dacorum Youth Tenant Involvement Team (YTI), we were tasked with sprucing up their well-used laundry room at Florence Longman House.

Chris and Hannah were joined by the young people of YTI, who helped with giving the room a good scrub down before painting the walls. Our subcontractor, SABRE, generously donated the paint for the entire project.

Two keen team members from YTI, Rebecca and Storm equipped with their brushes, gave the room the first coat which made a huge difference. Having stopped for a well-deserved lunch break supplied by Osborne, the second shift, Alice and Paris arrived. With the relay of brushes, the girls set to work on painting the second refreshing coat. Chris will return to add the finishing touch to the skirting boards and we are looking to recycle some units to replace their existing ones.

Projects such as this allows young people to try out new skills and helps to develop their confidence but most importantly it allows them to feel proud of their achievements and rightly so – well done YTI!

During the project day we had noticed that the units in the laundry room were not in great condition so Osborne returned the following week to fit new units which we had decided to donate to the scheme.

Rugby Refurb

Osborne were joined by our subcontractors Bell Corp and K&S and four members of the Integrated Offender Management Herts Horizon Scheme to begin a refurb project in the changing rooms at the Hemel Stags Rugby club.

The reason we got involved with the club was because of their community focus on how they run the establishment. They don't charge people to be part of the club and also run initiatives within schools which are run by some of the players and coaches. When we visited the club in the first instance we got talking to Jane Keating who runs the IOM project which aims to work with the most prolific offenders to reduce the risk of them reoffending and work to rehabilitate them. By working with external organisations the scheme can work on projects which not only benefit the community but also teach the members new skills.

Jane was joined by Tony, Luke, Rob and Glenn who helped Osborne and Bell prepare and paint the walls and ceiling and also got involved with K&S who were replacing two toilets in the rooms. Toilets were kindly donated by K&S and thanks goes to Crown who donated the paint for the project. Jane got in touch after to say: "Thank you again for Friday. I really enjoyed the day as well. I think it worked brilliantly and am definitely looking forward to returning to get it finished. I think it was a fantastic day, the atmosphere was great, and I think our guys benefitted a lot from working in an environment with qualified and skilled tradesmen."

Heather joins the team

After meeting Heather during the Employability and Upskilling day of the Love Your Neighbourhood event, we could tell how keen she was to get back into work. To try and help her with this search we offered her a weeks work experience within our Dacorum Office.

Heather joined the team at the end of April where she spent the week in different departments of the office. This included spending time with the Community Investment, Call Centre, Responsive Repairs Administration, Customer Liaison Officers and Empty Homes teams.

She was an asset to each of the teams and impressed everybody with her enthusiasm to learn about Osborne and how the workplace has changed since she worked ten years ago. Maria who spent a day with Heather said, It was a pleasure to have Heather shadow me yesterday. She was very personable and enjoyed chatting to the elderly resident at Southernwood when we joined them at their coffee morning, and the homemade fruit cake we were given was a bonus !

In the office she was keen to learn, she asked questions and she even submitted an IO. She fitted in so well and joined in with the office 'banter'."

Party Time

After spending time with Dacorum Mencap at one of their Swan social evenings we heard about their upcoming Annual Spring Party and were keen to support.

Osborne and our Sub-contractors TTL had both donated £100 each to the event which paid for a magician for the evening. Martin was excellent and everybody was really impressed with his tricks so we were pleased the donations had been made. It was a night of food (lots of it!) dancing and the infamous pink (sorry, magenta) party hats! We had also taken along our party box of lights/decorations etc which helped make the room special for the attendees. The Osborne team arrived to help with food preparation and stayed for the party itself. Mencap organisers had arranged a raffle and all did a fantastic job of making sure the evening ran smoothly. It gave all of the members a chance to meet in one place as an extra activity to their weekly social clubs.

Tracy from Mencap got in touch after the event to say: "The help from Osborne staff was very much appreciated; they didn't stop working and certainly added that extra special sparkle to our party. They interacted with our members and really helped get the party going. We are always grateful for money donations, though manpower donations from other than our own volunteers is very rare but just as valuable."

Digital Inclusion

Osborne visited Willow Edge to hold an informal Q&A IT session for the residents. The idea was to have a relaxed atmosphere where residents could pop by and ask any basic IT questions they had or just have a go at using the equipment.

It worked really nicely because we could spend one to one time with them which I think they liked. We helped with setting up Skype so residents could speak with their relatives and friends and went through how to use a tablet and internet searches. One resident also got a one to one session on how to use excel for formulas.

Gerry, Supported Housing Officer at Willow Edge, wrote to use after to say: "Thank you for this afternoon I think the residents that did turn up for it not only enjoyed it but found it useful and no doubt Argos will be doing a roaring trade in Tablets in the coming weeks!"