



Public Document Pack Housing and Community Overview and Scrutiny Agenda

Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum

Wednesday 2 March 2022 at 7.30 pm

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Harden
Councillor Adeleke (Vice-Chairman)
Councillor Mrs Bassadone
Councillor Imarni (Chairman)
Councillor Mahmood
Councillor Pringle
Councillor Durrant

Councillor Johnson
Councillor Oguchi
Councillor Hollinghurst
Councillor Barry
Councillor Freedman
Councillor Ransley

For further information, please contact Corporate and Democratic Support

AGENDA

- 13. HOUSING BUSINESS PLAN** (Pages 2 - 18)
- 14. HOUSING ASSETS MANAGEMENT CONTRACT** (Pages 19 - 62)



Housing and Communities Overview and Scrutiny Committee

Report for:	Housing and Communities Overview and Scrutiny Committee
Title of report:	Housing Revenue Account (HRA) Business Plan Update
Date:	2 nd March 2022
Report on behalf of:	Councillor Griffiths , Portfolio Holder for Housing
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A – Climate Emergency Housing Briefing Note February 2022
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	HRA – Housing Revenue Account SLT - Senior Leadership Team (Chief Executive and the four Corporate Directors) EPC – Energy Performance Certificate SAP – Standard Assessment Procedure DLUCH – Department for Levelling Up Communities and Housing CPI – Consumer Price Index PWLB – Public Loan Works board UC – Universal Credit

Report Author / Responsible Officer

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Corporate Priorities	Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All Wards

Purpose of the report:	1. To provide members with an update on the Housing Revenue Account Business Plan
Recommendation (s) to the decision maker (s):	1. That members consider the report and note the approach and amendments to the Housing Revenue Account Business Plan
Period for post policy/project review:	Annual review

1 Introduction/Background:

- 1.0.1 In April 2012 the Council agreed its first 30 year Housing Revenue Account (HRA) Business Plan. It was a requirement following the introduction of Self Financing (replacing the HRA Housing Subsidy System). This report details the update to the HRA Business Plan and explains the issues and assumptions, which inform the plan, including the impact of the Coronavirus pandemic. This report is to update members of the Housing and Communities Overview and Scrutiny Committee on the content of the Business Plan and assumptions that have been made in the financial model, investment strategy and the ongoing development pipeline.
- 1.0.2 The increased resources available, following the move to 'Self Financing' in 2012, have enabled the Council to establish a strategic approach towards its long term investment plans for the stock. Since the development of the Business Plan it has been possible, and essential, to not only consider the existing housing stock, but also wider issues such as community development, improving the environment and the potential to build new Council homes, to attempt to address increasing demand for social and affordable housing.
- 1.0.2 The Business Plan not only concentrates on the financial related strategy and objectives, but also the service priorities of the Council's landlord function to its tenants and leaseholders. This long term perspective is crucial to ensure that the service and its primary assets, the housing stock, are fit for purpose for the whole period and beyond.
- 1.0.3 This report outlines the current data that is being used to inform the Business Plan and some of the risks associated with the need to obtain further stock condition information to further inform investment strategies and the creation of an Asset Management Strategy, which not only considers the investment in the existing stock but also the opportunities that could be afforded through any estate regeneration.

2 Performance and Governance

- 2.0.1 The performance of the Business Plan is monitored through monthly finance management meetings and updates are reported to the Council's Senior Leadership Team, Cabinet and Scrutiny Committees annually.
- 2.0.2 The planned investment programmes have been reduced over the past 18 months of the pandemic, to reduce both the risk of infection transmission, but also to prevent the risk of works to kitchens and bathrooms being interrupted through infection or self-isolation and the detrimental impact on households as a result. The planned works program for 2022-23 is currently based on investment at the pre-pandemic levels

3 Factors considered in the updated HRA Business Plan

Government Policy & Proposals

- 3.0.1 As detailed in previous years' reviews of the HRA Business Plan, the 1% rent reduction had a negative impact on the income of approximately £33m over the total 4 year period. This reduced resources available to build new homes and invest in the current housing stock.
- 3.0.2 The Regulator of Social Housing's Rent Standard, whereby increases will be limited to the Consumer Price Index (CPI) rate of inflation plus 1%, has been implemented from 2020/21, and reflects the Government's Policy Statement on rents. Both of these frameworks set rents for existing tenants and no longer have any provision for a move to convergence (target rent). There is some limited flexibility to increase rents by up to 5% for General Needs stock or 10% for Supported or Sheltered Housing, but this is on the basis of some form of enhancement to either the property or services delivered.
- 3.0.3 The lifting of the Debt Cap, in October 2018, has provided the Council with the opportunity, through prudential borrowing, to consider the impact of increasing the new build programme or making additional investment in the existing stock. Although this has resulted in no externally imposed limit, the Council needs to assess the affordability of any projects, for which the additional borrowing is to deliver, and consider how it demonstrates that it can prudentially afford to make the repayments associated with any borrowing.
- 3.0.4 The affordability of borrowing to fund more house building within the HRA is determined within the this Business Plan, and is influenced by a number of factors and forecasts e.g. rent levels, investment required for existing stock, running costs, land prices, build inflation, borrowing costs etc.
- 3.0.5 The government is currently considering the future of the decent homes standard which sets out the minimum standards acceptable for the condition of social housing (this was last reviewed in 2006). The full details of the new standard have not been agreed, and further consultation with tenant representatives will be undertaken to develop a the new standards, which are likely to include improved building safety and thermal performance.
- 3.0.6 Additionally, upgrading the existing stock to adapt to a changing climate and zero carbon targets by 2050, will have an impact on the business plan. There is current provision made for investment in measures to improve the thermal performance of the existing stock and to address the move away from gas and use of fossil fuels to renewable and electric based technologies. The data from the Energy Savings Trust, South Eastern Energy Hub and Energy Performance Certificates (EPC), will be used to extrapolate the investment requirements for Council owned housing stock, to aim to reach the minimum energy efficiency standard of a Band C by 2030, in line with the government's energy white paper. The details of the investment in stock which has been undertaken to date and new build specification is contained in Appendix A, Climate Emergency Housing Briefing Note February 2022.
- 3.0.7 Following an announcement in the November 2020 Spending Review, the Government reduced Public Works Loan Board (PWLB) borrowing rates to gilts plus 80 basis points (0.08%) for its Certainty Rate borrowing. Certainty Rate borrowing is 20 basis points (0.02%) lower than Standard Rate PWLB borrowing and is available to authorities who provide the Government with information on their plans for long term borrowing and associated capital expenditure. This is reflected in the business plan for short term borrowing. Longer term borrowing rates are modelled at a prudent level.

4. Impact of Universal Credit, Inflation and the Pandemic

- 4.0.1 A prudent assumption was made in the 2021-22 Business Plan based upon the arrears levels for those in receipt of UC, at the end of December 2020, when the current rent arrears for tenants claiming UC, as a percentage of the annual rent debit, equated to 2.7%. The Business Plan was adjusted to include a provision for irrecoverable debts to £2m in 2020-21.
- 4.0.2 The income team has increased in capacity and is utilising Income Analytics software to target early support and intervention. The current rent collection is higher than during the same period last year, with rent arrears in January 2022 at 4.1%. This was 4.55% during January 2021. The bad debt provision has been modelled at £2M due to the current energy cost and household inflationary pressures that are expected to continue into 2022-23.
- 4.0.3 The capital works delivered in the current financial year was reduced due to the need to ensure tenants remained safe in their homes and the majority of the works undertaken related to the replacements of external components.

5 Right to Buy

- 5.0.1 The re-invigoration of the Right to Buy Policy, (RTB) in 2013, resulted in an immediate and sustained increase in the number of sales. Table 1 below provides the numbers in the past six years and the year to date number for 2021/22. There is a degree of volatility in the numbers of RTBs completed in each year which has an impact on receipts into the Council and a reduction in rental income from tenancies.

5.0.2 Table 1

Year	Right to Buy sales
2015/16	90
2016/17	93
2017/18	52
2018/19	29
2019/20	38
2020/21	35
2021/2022 - year to date	36

- 5.0.3 The assumptions in the Business Plan have been updated to reflect the current trend and have been increased from 24 per annum, to 30 per annum from 2022-23 onwards.
- 5.0.4 The financial model allows for the use of the 1-4-1 receipts from RTBs being reinvested in the Council's development programme. The Council has obtained Investor Partner Status and is proactively seeking Affordable Homes grant funding through the Continuous Market Engagement route. The current Affordable Homes Grant programme, covers the period from 2021-26.
- 5.0.5 Homes England, who administer the grant on behalf of DLUCH, has indicated that schemes delivered for social rent and using modern methods of construction, will be given additional consideration in the assessment process. If the Council is able to secure funding, rules governing

the use of mixing 1-4-1 receipts and Affordable Homes Grant will need to be adhered to maximise the use of any grant awarded.

6 Stock Condition Survey and Building Safety Bill

6.0.1 Another key data set that is required, and which is likely to have a further impact upon investment decisions, is the information obtained through the stock condition survey, which will capture 100% of the stock condition data over the next three years. The surveys commenced in December 2021, which coincided with the Omicron variant of the Coronavirus and resulted in some difficulties with gaining access to priorities. The situation has improved and, once captured, the data will refine the assumptions that have currently been modelled in the Business plan regarding the investment required for component replacement.

6.0.2 The Council has undertaken a review of the blocks of flats that will be in scope when the Building Safety Bill achieves Royal Assent. Calford Seadon have been commissioned to assess the current status of both the Fire Risk Assessment data and identify any additional data that will be required to be in a position to demonstrate compliance when buildings over 18m will be subject to inspection and certification by the Building Safety Regulator. The Business plan includes a contingent item for any costs associated with compliance, which will be refined once the analysis of the data has been concluded.

7 Investment profile

7.0.1 The revised modelling and outputs of the Business Plan, plan have been reviewed by officers in both housing and finance teams, to provide the various options for investment.

7.0.2 The plan itself, details a number of financial assumptions, which are required to enable a level of future financial planning. They have been made based on past and future trends, along with the current knowledge of political and external factors. They are, however, subject to change and close monitoring throughout the year will ensure that, if there is significant change, this can be factored in and the impact reported as required depending on the significance.

7.0.3 As a result of these revisions and updates, the 2022/23 Business Plan reflects the current 30 year financial forecast, for the Housing Revenue account and some of the key issues are as follows:

- Rents will rise at CPI plus 1% for the next 5 years and is modelled with just a CPI increase for the remaining years of the plan.
- The level of RTB sales remains forecast at 24 annually to the end of the current year and is then increased to 30 from 2022. Close monitoring on a quarterly basis will be required to ensure that receipts generated are in line with financial assumptions and that they align with the 1-4-1 receipt reinvestment.
- The capital programme of investment in the current housing stock remains significant. The budgets in this area are to be approved within the Council's annual budget setting process. Each year the budgets are subject to review and budget approval. The forecast for the next five years is detailed within table 2 below:

Table 2

2021/22 Current year	2022/23	2023/24	2024/25	2025/26	2026/27
£13.818m	£22.029m	£18.100m	£18.524m	£17.523m	£15.306m

- Investment in the Council's New Build programme, over the same period is detailed in table 3 below:

Table 3

2021/22 Current year	2022/23	2023/24	2024/25	2025/26	2026/27
£7.799m	£45.891m	£47.519m	£36.587m	£28.035m	£16.375m

7.0.4 Table 4 below provides details of the schemes delivered to date, those currently under construction and those in the development pipeline. The table includes both properties let at social rent through the HRA, temporary accommodation units, six units developed as a rooftop scheme at Longlands, and 21 units that were developed on the Martindale site for open market sale, to cross subsidise the development program.

Table 4:

COMPLETED				
Built pre 2019	Farm Place, St Peters, Elms, Aspen Ct, Queens St, Able House, Longlands	138	338	
Kylina Court	Completed January 2019	79		
Swing Gate Lane New	Completed Autumn 2019	9		
Swing Gate Lane Refurb	Completed Autumn 2020	3		
Magenta Court	Completed September 2020	29		
Martindale	Completed November 2020	65		
Northend Garage Site	Completed June 2020	6		
Westerdale Garage Site	Completed July 2020	6		
Gaddesden Row	Completed January 2021	3		
UNDER CONSTRUCTION				
Eastwick Row	Cladding Completed - Start January 2022	36	46	
Coniston Road	Start on Site Spring 2021	10		
DEVELOPMENT				
Bulbourne	Design Commenced - On Hold	11	362	
St Margarets Close	Planning Approval achieved	46		
Wilstone	Start on Site Spring 2022	6		
Randalls Ride	Start on Site Spring 2022	30		
Garage Sites	Start on Site Summer 2022	25		
Paradise Depot	Submitted for Planning Approval	50		
Paradise Fields	Start on Site Spring 2022	58		
Cherry Bounce	Design Commenced	80		
LA1	Design Commenced	30		
Stoneycroft	Design Commenced	12		
Varney Road	Design Commenced	6		
Aragon Close	Start on Site March 2022	8		
Total		746		746

8.0 Risks and Opportunities

Stock Condition Data

8.0.1 The current investment programmes have been modelled using historic stock condition data combined with data on component replacements that have been undertaken in the past seven years and will need to be updated with the data which is currently being collected. Until there is a more significant percentage of current stock condition data, the ability to forecast the investment programmes accurately, is compromised.

Land for new build supply

8.0.2 The current Business Plan has an identified pipeline of New Build schemes, however there are pressures on land availability, which may create difficulties securing land for an ongoing pipeline, so the opportunity to consider any land assembly or wider estate regeneration will be part of the focus of the new strategic housing team, proposed as part of the organisational restructure to create a more substantial HRA strategic housing function for the Council's housing service.

Strategic Housing Function

8.0.4 Proposals have been developed to create a more substantial HRA strategic housing function for the Council's housing service. The new service will create capacity for a comprehensive review and options appraisal process for the Council's housing stock. This will guide decisions on estate regeneration and investment requirements over the coming years. Further opportunities for social housing development will also be identified through this additional capacity.

8.0.5 The new service will also provide increased focus on the development of Dacorum's affordable housing pipeline and will create strategic capacity for the development of the strategic relationships needed with both Registered Providers and Developers so that the Council can maximise investment in affordable housing to ensure there is a strong pipeline of truly affordable housing supply in the borough.

8.0.6 This proposal will also ensure that a high-quality housing research, policy and information function is provided to the directorate.

8.0.7 Finally the service will provide improved performance monitoring capacity for the housing service and will lead the development of the Council's new Housing and Tenancy strategies and other key policy documents.

The service will consist of a new AD of Strategic Housing supported by the following officers:

- Strategic Housing Team Leader
- Strategic Housing Lead Officer – in 22/23 baseline budget (GF and HRA apportioned cost)
- Strategic Housing Officers x2

8.0.8 The service will have a working budget of £200,000 per annum in order to commission stock reviews, technical surveys, options appraisals and feasibility studies for particular stock archetypes and estates.

Investment and Asset Management Strategies

8.0.9 The decisions around the approach towards the investment strategy will be undertaken when a number of pieces of work that are in progress have concluded, namely the stock condition survey of at least 20% of the stock, the sheltered scheme review, and the overlay of the EPC and Energy Savings Trust information.

8.1.0 Once this data is available some sensitivity analysis can be undertaken to develop the Asset Management Strategy, which will need to include the ongoing costs to comply with the requirements of the Building Safety Bill and have the opportunity to consider any larger scale estate regeneration projects and associated costs.

Grant Funding

8.1.1 The Council will continue to bid for any available grant funding through Homes England for Affordable Homes Grant and will seek funding to support the thermal upgrading to the stock that becomes available throughout the life of the Business plan. The Council has been successful in securing £300K funding from the Social Housing Decarbonisation fund which will supplement the existing budget in the financial year 2022-23.

9.0 Consultation

SLT

Nigel Howcutt – Assistant Director Finance and Resources and S151 Officer

Fiona Jump – Group Manager Financial Services and Deputy S151 Officer

Chris Stratford – Interim Corporate Director, Housing

Jason Grace – Group Manager Property and Place

Natasha Beresford – Group Manager Strategic Housing

Oliver Jackson – Group Manager Tenants and Leaseholders

David Barrett – Group Manager, Housing Development

Ada Terry – Team Leader Strategy, Improvement and Engagement

10.0 Financial and value for money implications:

10.0.1 Financial

All areas of the Housing service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is provided quarterly to Housing and Communities Overview and Scrutiny Committee. Material variances are considered and interventions identified where appropriate.

10.0.2 Value for Money

The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark) and each of the contracts with service providers provide the opportunity for sector benchmarking to be undertaken as necessary.

11.0 Legal Implications

The Housing service is required to comply with all statutory legislation relating to the delivery of a landlord and housing allocations and homeless service. The performance report contains a number of these areas of compliance.

12.0 Risk implications:

The Housing Operational Risk register details the risks associated with the management of the Housing service and is updated following any changes in the risk profile and reviewed quarterly, for inclusion in the performance reports to Housing and Communities Overview and Scrutiny.

13.0 Equalities, Community Impact and Human Rights:

13.0.1 The Housing Revenue Account is a 'ring fenced' account for income and expenditure solely related to the Council's housing stock, tenants and leaseholders. Community Impact Assessments are developed whenever there is a requirement to change or create a new policy or procedure or significant change to service delivery.

13.0.2 Human Rights – There are a number of services that are provided to tenants and leaseholders which involve entering their homes. The policies adopted by the Council are subject to tenant consultation or oversight to make sure that the right to respect for private and family life is considered and balanced against other landlord responsibilities for health and safety.

14.0 Sustainability implications, Health and Safety

Investment programmes are contained in the HRA Business Plan and include sustainability and compliance to address the corporate priorities and statutory legislation.

15.0 Council infrastructure

The HRA stock and management of the asset, including services that are outsourced forms part of the wider estates resources and the management of health and safety related matters are reported into the Corporate Health and Safety Working Group

16.0 Conclusions: The HRA Business Plan has been updated to reflect the variables contained in the financial model and current government policy. A further report will be provided towards the end of the year when the data from the stock condition survey, the EPCs and the sheltered scheme review been mapped into the asset management strategy.

APPENDIX A

Climate Change Update – Housing

Introduction

The construction industry is responsible for 20% of all global carbon emissions and with buildings requiring constant maintenance, demolition and rebuilding, coupled with an ever growing population this is a figure that is only going to increase. Additionally the average household in the UK emits 2.7 tonnes of CO2 every year from heating their home.

The Housing service directly manage over 10,000 properties across the Borough and have a pro-active Private Sector Housing team that support the owners and tenants in 12,000, properties of this tenure type.

It is essential that in order to support the objectives of the Climate emergency agenda, that the Housing service build on the work undertaken to date, to ensure that sustainability, energy and thermal efficiency, are at the root of all decisions made in respect of the buildings that are developed and maintained, by the Council.

Additionally, the opportunity to work with residents to educate and influence behaviour to assist in the reduction of waste, efficient use of heating and lighting and promoting community recycling initiatives, is equally important in the efforts to combat climate change. The Council provide home energy efficiency advice and work closely with third sector partners to support a wider opportunity to support those who are struggling to pay their rising energy costs.

Sustainability approach and achievements to date

Private Sector Housing

The Council provides Energy Company funded energy efficiency measures, such as heating and insulation for qualifying private residents by working in partnership with YES Energy Solutions, the previous supplier for the Hertfordshire Warmer Homes scheme. By working directly with YES Energy Solutions Dacorum has been able to offer this service to qualifying private residents throughout the pandemic and there have been a further 23 installations since July 2020.

The Council have been successful in applying for £1.477 million Sustainable Warmth funding (Green Homes Grant Local Authority Delivery 3) in partnership with the Greater South East Energy Hub, which will be available until March 2023. The funding is limited to properties with an EPC rated D-G and a household income of less than £30,000. A targeted mailshot sent in January/February 2022 to 11,000 households generated an additional 185 enquiries from residents.

In addition, we promoted the Green Homes Grant voucher scheme in 2020/21 and, after the scheme closed in March 2021, signposted residents to Energy Company and/or Green Homes Grant Local Authority Delivery funding where applicable.

The Council have written to landlords with privately rented properties with an energy rating below E regarding the minimum energy efficiency standards and advised on how they may comply. We routinely check the energy rating of a property and ensure there is compliance with MEES when responding to complaints from privately renting tenants and licencing Houses in Multiple Occupation.

In June 2019, we gave a presentation on Minimum Energy Efficiency Standards and ECO funding at the Landlords Forum. We have also raised awareness via the Private Sector Team's quarterly newsletter, social media and our website.

Dacorum has been the leading organisation, on behalf of the Hertfordshire Climate Change and Sustainability Partnership, to work alongside the Energy Saving Trust and become the first local authority to launch an energy efficiency app for residents. This is called the Hertfordshire Energy Advice Tool (HEAT) and is free for residents to download.

Existing Council Housing

In 2020/21 Dacorum were allocated £400,000 Green Homes Grant Local Authority Delivery Funding, £100,000 of which has been earmarked for improving the energy efficiency Dacorum Borough Council Housing at Squires Ride. The remainder has been made available to qualifying owner occupiers and private residents across the Borough via our partnership with the Greater South East Energy Hub. The funding is available until June 2022.

The Council were successful in securing £300,000 of Social Housing Decarbonisation funding to improving the energy efficiency of Dacorum Borough Council Housing at Northend. The work needs to be completed March 2023.

The Council secured Green Homes Grant vouchers to install loft insulation in to a number of qualifying Dacorum social housing properties before the scheme ended in March 2021.

The Council are currently exploring the opportunities to use external funding beyond 2022/23 to improve the energy performance of the housing stock. The majority of funding available for social housing is limited to those rated Energy Performance Certificate E – G. There are a few exceptions for non-traditional properties rated D, which need innovative measures. However, this does not apply to the majority of our EPC "D" rated homes and the Council have a small percentage of the stock below D at 4.23%. The Council are modelling the current energy savings trust data and will overlay the stock condition data to develop the ongoing investment strategy.

The Council have optimised the use of historic grant funding from, the Green Deal, Energy Company Obligation (ECO), Carbon Emissions Reduction Targets (CERT) and Community Energy Saving Scheme (CESP), along with its own capital funding, to undertake a raft of energy improvements to existing stock.

One of the first projects was in response to the opportunity to obtain attractive feed in tariff's (FiT) from the installation of solar photovoltaic (PV) panels, which aside from the ongoing revenue income, used renewable energy sources to generate electricity, for use in the schemes communal areas. **Seven** of the sheltered housing schemes had large solar PV arrays installed, which combined with the installation of Light Emitting Diode (LED) light

fittings have dramatically reduced the energy consumption at the schemes. LED light fittings have been installed to a number of other sheltered schemes and combined with the use of motion sensors, to reduce the energy consumption substantially.

In addition the street lighting columns, which are owned by the housing service have been subject to a programme of fitment replacements and just over 35% have been replaced with LED fitments.

Other investments have been targeted at those properties with a low Energy Performance Certificate (EPC) banding, whereby the measures would have significant benefit to the occupiers. To date we have installed External Wall Insulation (EWI) at **265 individual houses**, all of which were solid wall construction.

The estate based project at Summer Court, provided a number of sustainable improvements to **32 flats**, including solar photovoltaics, EWI and a biomass boiler, which has sufficient capacity to add additional blocks, in the future. The biomass boiler qualifies for Central Governments, renewable heat incentive (RHI), which was set up to encourage uptake of renewable heat technologies amongst households, communities and businesses. The Council receive payments for seven years following the installation.

Seaton Road, in the image below, had a similar whole house approach undertaken and works included, EWI, new roofs including upgraded loft insulation and the installation of solar photovoltaic panels, and new condensing boilers. The scheme also provided the opportunity for private owners to have EWI installed to their properties, enabling a number to have works undertaken, which were part grant funded, whilst also having the benefit of retaining the streetscape. The project was shortlisted for a National Housing Maintenance Forum award in 2015, for sustainability and innovation.



The upgrade of the block of **20 flats** in Longlands, in the image below, included EWI, solar PV and new double glazed windows to all properties and the communal areas, as well as providing six additional flats on the roof for social rent.



Properties located in off gas rural locations, have benefitted from a raft of improvements including, EWI and installation of air source heat pumps (ASHP) to **62 homes**, which also attract RHI.

Properties with cavity construction, have had cavity fill installed, to improve the thermal performance, and loft insulation has been installed to the majority of Council properties, to provide 300mm of cross laid insulation.

The capital investment programmes in the past five years have delivered 988 window replacements, with thermally efficient double glazed units, 6632 composite doors, which have an insulated core and 3941 condensing boilers with a Seasonal Efficiency of a Domestic Boiler in the UK (SEDBUK) rating of A, which save around 90% of the energy rated by the boiler. To put that in perspective, old boilers lose 35-40% of the energy they create.

The RHI from the biomass boiler and ASHP's bring in approximately £20K per annum and the FiT around £30K, which can be reinvested in other energy efficiency measures.

New Council Housing

The principal control documents are our Design Guide and Employers Requirements. These outline the requirements in respect of sustainability and energy performance, along with reference to supporting documents that provide specific criteria to achieve buildings that minimise the environmental impact.

National Housing Federation Housing Standards Handbook- This document outlines design detailing that should be considered. It covers areas like:

- Building orientation doesn't exacerbate excess heat gain or loss
- Balancing the size and thermal performance of windows for improving daylight and sunlight without excess heat gain or loss
- Ensuring that the amount of ventilation is adequate
- Heating systems are correctly sized for the amount of insulation and levels of air tightness
- Understanding how improved thermal insulation can assist with reduced noise transmission.

UK Green Building Council – Health and Wellbeing in Homes - This report discusses the mental, social and physical health and wellbeing of the people who occupy the homes we build. This aims to gather and distil the most compelling evidence and advice about building and neighbourhood design features which can enhance the health and wellbeing of residents.

Site Waste Management Regulations - Our Designers must be aware of and contribute to the preparation of the Site Waste Management Plan. In particular, schemes are designed in a manner that reduces waste.

Sustainability and Energy Strategy - In order to formulate a standardised approach to sustainability and energy efficiency in the construction of new homes we operate a staged approach as follows:

- Stage 1 - Passive Design Measures and Features. 'Be Lean'

New dwellings design adopt a 'Fabric First' approach and as such benefit from - low U-values, high standards of air tightness, beneficial use of daylighting and high levels of insulation to initially reduce the energy demands and associated CO₂ emissions of the building.

- Stage 2 - Passive and Active Energy Efficient Building Services. 'Be Clean'

In addition to passive 'Lean' measures, the dwellings include high standards of energy efficient building engineering services. These measures include the following: high efficiency

lighting design and associated controls, high efficiency fan motors, variable temperature and volume control of the heating systems.

- Stage 3 Low/ Zero Carbon & Renewable Energy Provision 'Be Green'

Over and above passive and active measures to achieve further overall reduction in CO₂ emissions. Air source heat pumps, photovoltaic panelling or other renewable technology are considered to reduce emission figures.

Design to maximise daylight and solar gain - Schemes are designed to maximise solar gain to assist overall energy performance while at the same time taking precaution against potential summer overheating.

Design to minimise noise nuisance - A high standard of sound insulation must be provided. Values will be in excess of current Building Regulation

Design to minimise whole life costs - Designers should consider life cycle costing techniques to justify selection of elements and services.

Design to comply with new planning policy requirements and introducing both active and passive EV charging points in line with our planning approvals.

Design to maximise value - Schemes should be designed to maximise value by considering the most efficient use of space (while not detracting from our minimum space standards) and by maximising the likely saleability of any sales element

Design to Reduce Construction Waste - Designers must consider opportunities for reducing construction waste at design stage when the potential for such is at its greatest. This can be achieved by using construction techniques that make efficient use of materials, minimise production waste and have recyclable waste streams.

Modern Methods of Construction - Appropriate solutions will be considered provided it can be demonstrated that the proposals are of genuine value. This is an area we are just starting to move into and have some sites in mind, which could benefit from this approach.

Examples of our Contractors approach

- Site cabins are all low energy with inbuilt PV panels and sensors for lighting etc.
- Waste segregation is rarely available on site due to space, so they often use a waste management company that sort each skip into the separate waste streams when offsite and provide a report showing where the waste was used or disposed of.
- Using the feedback from these reports benchmarks can be set for use on the next schemes
- Working with a number of the suppliers to reduce the amount of packaging that is used prior to site delivery
- Where packaging is essential suppliers are encouraged to collect it for re-use

- Sustainable procurement practices – buying only materials that can be proven to have been sustainably manufactured or sourced – the perfect example of this is timber with PEFC or FSC certification
- Part of our supply chain selection process includes the vetting of each company’s environmental management processes/manual

St Peter’s Court, a development of nine general needs two bedroom flats was built to the Passivhaus design standard and the Council have also working in partnership with Hastoe Homes on a Passivhaus project in Great Gaddesden, which is an off-gas village. Four new homes were officially opened in May 2018.



Where appropriate solar PV or solar thermal has been fitted to the new build schemes to generate energy for the communal facilities, as shown above in the image of Farm Place in Northchurch.

Proposals

- Align our actions to tackle Climate Change and Fuel Poverty, so one policy does not conflict with another. If we are to move away from fossil fuel based heating, we need to ensure we provide alternatives that are affordable to run.
- Consideration of the use of technology to assist in the management and use of energy in residents homes.
- Develop a Communications Plan or campaign, based on the “be lean, be clean, be green” principles to provide education and support to encourage all residents and contractors to play their part in preventing Climate Change.

- Focusing on constructing for the future, the use of more reliable and environmentally friendly materials and by improving understanding of embedded carbon and the ability of materials to be recycled.
- Ensure Minimum Energy Efficiency Standards are met for the Council owned stock
- Work with contractors and energy providers to access any available grant funding to supplement the capital investment programmes.

Private Sector Housing

- Use the Private Sector Stock Condition Survey to target our work to improve the energy efficiency of private sector housing.
- Continue to refer qualifying private households for Energy Company funded energy efficiency measures with the aim of all fuel poor households having a minimum of an EPC energy rating of “C” by 2030.
- Ensure Minimum Energy Efficiency Standards are met in the Private Rented Sector. The current Minimum EPC rating is an “E” and this is likely to rise to a “D” by 2025 and a “C” by 2030.



Housing and Communities Overview and Scrutiny Committee

Report for:	Housing and Communities Overview and Scrutiny Committee
Title of report:	Osborne Total Asset Management Contract Performance update
Date:	2 nd March 2022
Report on behalf of:	Councillor Griffiths , Portfolio Holder for Housing
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A Extract from Osborne’s Improvement Tracker Appendix B Contract background and Key Strategic Indicators
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	HRA – Housing Revenue Account TAM – Total Asset Management WIP – Work in Progress TOM – Target Operation Model CITB – Construction Industry Training Body BEIS – Department for Building, Industrial Strategy TPC – Term Partnering Contract ACA – Association of Consultant Architects KPI’s – Key Performance Indicators KSI’s – Key Strategic Indicators NHF – National Housing Federation SOR – Schedule of Rates CPI – Consumer Price Index BCIS – Building Cost Information Service SLT - Senior Leadership Team (Chief Executive and the four Corporate Directors)

Report Author / Responsible Officer

Fiona Williamson, Assistant Director Housing



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Corporate Priorities	<p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
Wards affected	All Wards
Purpose of the report:	<ol style="list-style-type: none"> 1. To provide members with an update on the performance of the Osborne Total Asset Management Contract. 2. For members to note the improvement plan and other interventions that have been implemented to drive improvements in the service.
Recommendation (s) to the decision maker (s):	<ol style="list-style-type: none"> 1. That members consider the report and note the actions to address any areas of performance that are below target.
Period for post policy/project review:	Annual contract review

1 Introduction/Background:

- 1.0.1 The Osborne Total Asset Management contract is now in the eighth year, of a currently ten year contract duration. It is an important contract that delivers the day to day repairs, Aids and Adaptations, void works and planned replacements of major components, such as roofs, kitchens and bathrooms.
- 1.0.2 Monitoring of the operational performance is carried out on a monthly basis against a suite of key performance indicators and since the commencement of the contract; and prior to the pandemic, the targets have, in general, been met or exceeded. The current performance has experienced a period of challenge with successive months where a number of indicators are below target.
- 1.0.5 As well as the Osborne Key Performance Indicators, Tenant inspectors also review various areas of the service provided by Osborne and the Strategy, Engagement and Improvement Team have undertaken transactional surveys to assess the views of tenants and their satisfaction with the repairs and improvements undertaken in their homes. This information provides additional independent feedback on the delivery of the service, along with an analysis of any complaints, or compliments, which are reviewed monthly.

2 Key Issues

- 2.0.1 This report provides members with an overview of current position, outlines the contributing factors for some of the delays and pressures within the construction sector and their impact on this contract. The report provides details of the various actions that have been introduced to oversee and address the areas where performance improvements are required.
- 2.0.2 The current performance of the contract is below target in a number of areas and this is impacting the service to tenants. Whilst this report will highlight some of the challenges that Osborne have experienced over the past 12 months, it is necessary that the performance is improved to maintain a good quality of service to tenants and leaseholders.
- 2.0.3 Prior to the Pandemic, Osborne were completing non urgent repairs within 11 days, which was below the key performance indicator target of 14 days. The average time to complete non-urgent repairs has increased, especially after a backlog of demand for non-urgent repairs had built up during the strict lockdown periods and is now at 18 days. The performance in January was of particular concern with only 71% of non-urgent repairs being completed in target, which rather than improving, is showing a decline.
- 2.0.4 It has been recognised through work undertaken by Housemark and APSE (Association of Public Sector Excellence) that all repairs providers, whether they are directly employed or outsourced had experienced an increase in the time taken to complete repairs by an average of 2 days.
- 2.0.5 At the beginning of the pandemic, The Council made the decision to just undertake emergency and urgent repairs, with voids being reintroduced after 4 weeks. Planned work was scaled back to external works only and then between lockdowns any remaining internal work that had been commenced were completed.
- 2.0.6 Osborne furloughed a number of staff during these periods and at one point 32 of the team were furloughed, with these being brought back in tranches as the works recommenced. All staff have returned to work since September 2021.

2.0.7 The macro economic conditions around Brexit and the pandemic have resulted in pressures in the construction sector, with supply chain sub-contractors are often moving to organisations who are paying the highest price, or who can guarantee work volumes. Sadly some of the organisations that Osborne had contracted with prior to Covid are no longer trading.

2.1.1 The January performance of the contract Key Performance Indicators for Osborne are provided in the table 2 below;

Table 2

REF	CATEGORY	CRITERIA	01/01/2022 COVID-19
1.1	Defects - Repairs / Voids	Target	98%
		Performance	99.5%
1.2	Defects - Planned	Target	98%
		Performance	100%
2.1	Satisfaction - Repairs	Target	98%
		Performance	87%
2.2	Satisfaction - Planned	Target	98%
		Performance	100%
3	Formal Complaints	Target	<1%
		Performance	0.19%
4.1	In Target - Repairs	Target	98%
		Performance	71%
4.2	In Target - Planned	Target	98%
		Performance	100%
4.3	In Target - Small Works	Target	98%
		Performance	100%
4.4	In Target - Minor Adaptations	Target	98% *
		Performance	100%
4.5	In Target - Major Adaptations	Target	98% *
		Performance	100%
5	Health & Safety Incidents	Target	100%
		Performance	100%
6	Reducing Waste	Target	95%
		Performance	100%
7	Appointments Kept	Target	98%
		Performance	95%
8	Right First Time	Target	86%
		Performance	84%
9	Empty Homes -Cat 1 Average	Target	4 DAYS
		Performance	1.5
10	Empty Homes -Cat 2 Average	Target	7 DAYS
		Performance	28
11	Empty Homes -Cat 3 Average	Target	17 DAYS
		Performance	44
12	Empty Homes -Cat 4 Average	Target	TBA
		Performance	53

2.1.2 The table illustrates that Osborne are below target on 6 of the 18 indicators, as follows:

○ Satisfaction with repairs	Target 98%	Actuals 87%
○ In Target Repairs	Target 98%	Actual 71%
○ Right First Time	Target 86%	Actual 84%
○ Empty homes Average time Cat 2	Target 7 days	Actual 28 days
○ Empty Homes Average Time Cat 3	Target 17 days	Actual 44 days
○ Empty Homes Average time Cat 4	Target 30 days	Actual 53 days

These indicators are linked to performance related profit, which will be reduced accordingly, but these also have an impact on the tenant experience and void rent loss, so it is essential that these are addressed and resolved.

2.1.3 As outlined earlier in the report the macro economic conditions are presenting additional challenges for Osborne to attract and retain tradespeople to work for them either directly or through their supply chain. This has coincided with a 69% increase in the number of repairs requests from Quarter 2 with 5116 requests, rising to 8697 in Quarter 3.

3 Construction market trading conditions

3.0.1 A number of external factors have resulted in a shortage of both materials and labour in the construction sector both in the UK and Worldwide. Factors that have contributed to this, include the value of sterling, the lockdowns during the pandemic halted production of many construction materials, a continued reduction in the number of skilled tradespeople in the sector and competition from large infrastructure projects.

3.0.2 The Construction Industry Training Body (CITB) released its latest estimates in September 2021 for how many new construction workers need to be recruited by the industry. It is estimated 217,000 will be required over the next five years from 2021 to 2025 after accounting for productivity gains and changes in the anticipated demand within the sector. The current shortage has been compounded by fierce competition to attract skilled tradespeople, with some moving companies or sectors for additional salaries of £15,000.

3.0.3 The Department for Business, Energy and Industrial Strategy's (BEIS) [Monthly Statistics of Building Materials and Components](#) report for October 2021, revealed that while month-on-month prices rose just 0.1% from August to September, the cost of materials for 'all work' increased by 23.6% in September 2021 compared to September last year.

3.0.4 Osborne have identified that working to the current rates, which were benchmarked in 2019, as part of the year 5 review, is creating difficulties in retaining some of the sub-contractors and directly employed labour, who are able to secure more lucrative contracts elsewhere.

3.0.5 Osborne have presented analysis of the current NHF schedule of rates costs and target costs for the planned works and have identified that the market rates are between 14% and 30% higher, dependent upon the various trades and material availability. The ability for Osborne to attract sub-contractors at the contract rates is becoming increasingly problematic and it is recognised that if the demand remains at the levels seen in quarter 3 with the current workforce numbers the delays will continue.

3.0.6 Osborne have agreed with their sub-contractors to provide an increase the rates, which they are doing at their risk, as currently the Council have not agreed to any increase. The Council are undertaking some benchmarking to validate the assumptions made by Osborne in relation to increased costs, specifically in the social housing sector. This benchmarking is to establish what increases, if any have been considered by authorities who are delivering a similar contract model.

3.0.7 The Council have stipulated that any consideration of a rate increase will be contingent upon a measurable improvement in the performance of the contract. The particular areas of focus are a reduction in the time to complete non-urgent repairs, a reduction in the time to complete aids and adaptations and a reduction in the time taken to complete the works in void properties.

4 Actions implemented and Governance

4.0.1 The Council have established a Housing Working Group, which is chaired by the Chief Executive and attended by members of the senior leadership team, housing, procurement, legal and finance. The purpose of the group is to provide a focused resource to review the current performance and establish where improvements can be made to the process, systems, contract management and customer experience.

4.0.2 Ernst and Young have been appointed to undertake an audit of the contract arrangements and identify any areas for improvement. At the time of drafting the report, the fieldwork had been concluded. Any findings that require any changes or improvements to the existing arrangements will be implemented and overseen by the Housing Working Group.

4.0.3 Additional staff have been co-located in the Osborne office and to concentrate on the repairs process, communication and complaints. Analysis of the main causes of complaints identified that delays in completing responsive repairs and poor communication, from Osbornes are the main areas of complaint. Osborne have sent out a letter to all tenants who have been experiencing delays with repairs which includes an apology and these letters are being followed up with telephone calls to provide appointment dates for completion of the works.

4.0.4 The Council have corresponded directly with the Managing Director of Osborne Property Services and met to discuss the issues and the contractual remedies that could be invoked should the performance not improve. Osborne have reaffirmed their commitment to the improvements that the Council are seeking and acknowledge that any increase in the rates will be contingent upon a demonstrable improvement against the KPI's

4.0.5 Osborne have developed an improvement plan, an extract of which is contained in Appendix A and are required to provide evidence to support the impact of the plan and demonstrable improvements in the service.

4.0.6 The plan is being revised to incorporate some further measures, which the Council will require Osborne to complete before any decision is made on a rate increase and are designed to focus on reducing the backlog and to improve the turnaround times for all responsive repairs, Aids and adaptations and voids.

4.0.7 Osborne have been undertaking a recruitment campaign to increase their directly employed labour team and table 3 below identifies those that have been employed in February and the anticipated impact on reducing WIP. The additional completions will reduce the average time to complete non urgent repairs.

Table 3

Additional resource	Start date	Average completions per day	Increase in completions per week
1 operative	14/02/2022	4	20
3 operatives	21/03/2022	12	60
Electrical operative	09/02/2022	8	40

4.0.8. In addition Osborne have developed a new target operating model for voids, which considers the current level of demand, those voids currently in the system and forecast voids coming into the

system. The model identifies that with the additional sub- contracted resource, which they are currently on-boarding, that between the first week in March and the second week in June, there will be decrease in the void work in progress number, from 118 to 40, which will result in an improvement in the percentage of properties returned in target and return these to within the acceptable performance limits.

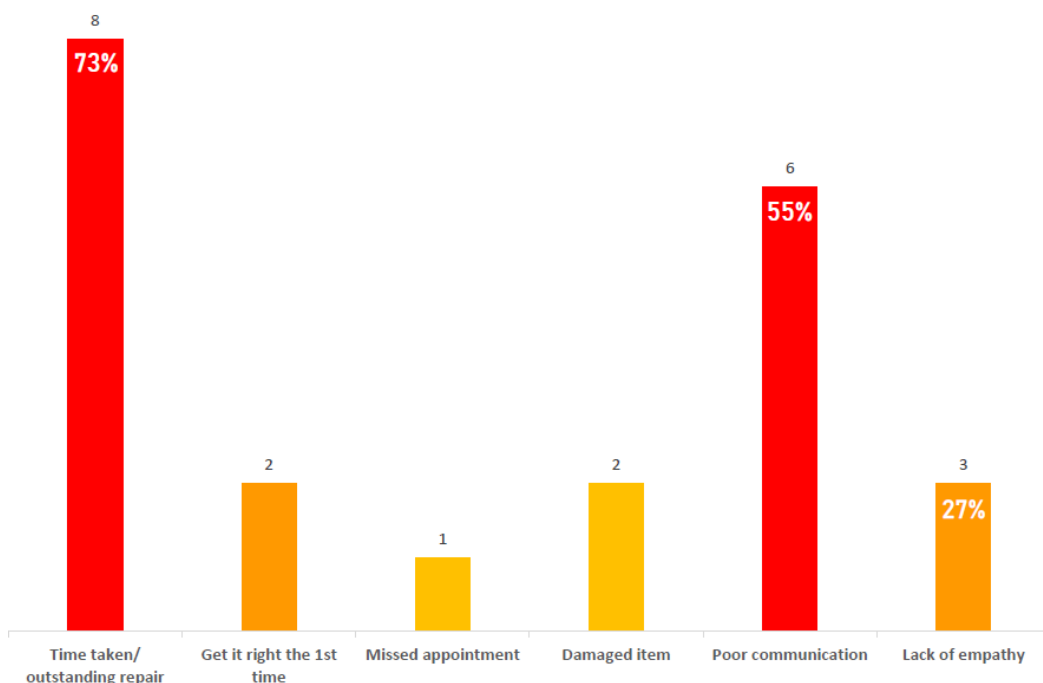
Customer and Community investment

5.0.1 A key element of the improvement plan is to improve communications and engagement with the tenants and leaseholders, as this is one of the main issues identified through the analysis of complaints.

Table 4 provides the December’s complaints analysis, which is undertaken by the Council and shared with Osborne, so that they can ensure these trends are addressed. The total number of complaints received in the period was 22, and the figure at the top of each bar indicate the number in each category.

Table 4

Key areas of concern:



5.0.2 A customer journey working group has been established with representatives from the Council’s Strategy, Engagement and Improvement Team and Osbornes Community investment team, to review complaints and compliments and ensure community activities provide benefits to tenants and leaseholders and the wider communities, within which the Council own housing. The actions in the improvement plan provide details of the actions being taken to address improved communications and letters of apology and follow up telephone calls are being undertaken to manage tenants’ expectations if their repairs are subject to delays.

5.0.3 The extract from the Improvement Plan, contained in Appendix A, provides details of the work that is carried out by Osborne to align with the Council’s corporate priorities and outlines the actions under the headings of Equal Opportunities, Fighting Climate Change, Tackling Economic recovery, Wellbeing and Covid Recovery. The TAM contract included a requirement for Social Value and was designed to provider wider community, economic and sustainability benefits. These elements were assessed within the bidders’ evaluation, so when considering the performance of the contract it is

important that this area is also considered. With the exception of the periods of lockdown, Osborne have consistently invested in providing schemes, events and opportunities to support the Social Value elements of the contract.

- 5.0.4 If necessary, Osborne may need to divert some of the resource that has been assisting with the Social Value schemes, to make sure that are able to address the areas of poor performance elsewhere in the service with assisting in communications to tenants and leaseholders.

6.0 Consultation

SLT

Housing Working Group

Chris Stratford – Interim Corporate Director, Housing

Jason Grace – Group Manager Property and Place

Natasha Beresford – Group Manager Strategic Housing

Oliver Jackson – Group Manager Tenants and Leaseholders

David Barrett – Group Manager, Housing Development

Ada Terry – Team Leader Strategy, Improvement and Engagement

7.0 Financial and value for money implications:

7.0.1 Financial and value for money

The trade information and benchmarking provide comparable rates for similar services delivered within the social housing sector and establishes a baseline for review.

The original contract award was undertaken on a 60:40 quality cost split and the requirement to have an improvement plan to address the backlog of works and improve the customer deliverables that were outlined in the original contract have been detailed in a deliverable measured action plan.

Monthly Budget Monitoring Meetings with the HRA Financial Accountant identify any variance from budget and the contract an open book audit is undertaken on a quarterly basis, to identify any gain share which is apportioned on a 50:50 basis to the contractor and client.

8.0 Legal Implications

The Osborne contract was awarded on an ACA TPC form of Partnering contract. The contract is structured and designed for the two parties to the contract to try and achieve improvements and outcomes through collaboration, rather than adversary. There are a number of contractual remedies available to the Council, should the performance not improve, including further reductions in the performance related profit, reclaim of costs for undertaking work which Osborne have failed to undertake and recovery of any monies paid to tenants through the right to repair scheme. In addition the contract would allow for the removal of the final year of the contract term, or if the performance had deteriorated so dramatically that a material breach of contract had occurred, termination.

9.0 Risk implications:

The Contract Risk register details the risks associated with the management of the contract and is updated following any changes in the risk profile and reviewed at the Strategic Core Group meetings.

10.0 Equalities, Community Impact and Human Rights:

Community Impact Assessments are developed whenever there is a requirement to change or create a new policy or procedure or significant change to service delivery

Human Rights – There are a number of services that are provided to tenants and leaseholders which involve entering their homes. The policies adopted by the Council are subject to tenant consultation or oversight to make sure that the right to respect for private and family life is considered and balanced against other landlord responsibilities for health and safety.

11.0 Sustainability implications, Health and Safety

Investment programmes are contained in the HRA Business Plan and include sustainability. Osborne provide training to their operatives to be able to identify any situations where there could be safeguarding, domestic abuse or other issues and these can be escalated back to the Council, using concern cards. Osborne also have corporate policies in respect to modern slavery and training to be able to identify if any operatives could be victims.

12.0 Council infrastructure

The HRA stock and management of the asset, including services that are outsourced, such as the Osborne contract, forms part of the wider estates resources, including the management of health and safety related matters are reported into the Corporate Health and Safety Working Group

13.0 Conclusions: The various interventions outlined in this report will continue and subject to the outcome, a further report will be presented to Cabinet in June 2022. Any consideration of a temporary rate increase will be contingent upon a measurable improvement in the performance of the contract. The particular areas of focus are a reduction in the time to complete non-urgent repairs, a reduction in the time to complete aids and adaptations and a reduction in the time taken to complete the works in void properties. The recommendations made to Cabinet will be dependent on the progress made by Osborne in improving the performance and service to residents. If sufficient improvement has been demonstrated, consideration will be given to a temporary increase in rates and a full benchmark review will be undertaken of all aspects of the contract. Should performance fail to improve the Council will seek appropriate contractual remedies.

Dacorum Borough Council – Improvement Summary

Improvement Plan – Completed Actions

Aids and Adaptations

Aids and Adaptation Improvement Plan, Milestones and Measures	Reference	IMPROVEMENT ITEM	Status
	A&A B1.0	A&A WIP has been reviewed and prioritised by age and type, as far as possible and allocated for action and undertake a reconciliation with the DBC data.	Completed
	A&A B1.1	All grab and mop stick handrail jobs being allocated for completion to a temporary resource who is supporting service (50 orders)	Completed
	A&A B1.2	A new dedicated operative resource to be recruited to work in this team to ensure resource availability moving forward. Interviews completed	Completed
	A&A B1.3	We will create and offer a specific overtime rate for delivery of A&A works outside of normal hours to entice operatives to deliver works across this stream to March 22	Completed
	A&A B1.4	Discussions to be undertaken with contractors to revise the rates, at OPSL's risk/detriment to deliver contractor led works.	Completed
	A&A B1.5	Onboard and allocate works to contractors - Staircase works	Completed
	A&A B1.6	Agree standard approach to access to reactive engineers to deliver routine work generated via this workstream (electricians/plumbers)	Completed
	A&A C1.0	Additional dynamics training to be provided to key staff members.	Completed
	A&A C1.7	Review the agenda and format of the weekly client meetings to streamline services.	Completed
	A&A C1.10	OPSL System access / dynamics access provided to DBC key staff members.	Completed
	A&A C1.13	Raise ATR for an additional operative to work on the Aids & Adaptations workstream	Completed

Dacorum Borough Council – Improvement Summary

Voids

Voids Improvement Plan, Milestones and Measures	Reference	IMPROVEMENT ITEM	Status
	Voids A 1.1	WIP - Review all current jobs within the WIP, complete a housekeeping exercise against the Voids tracker ensuring a match.	Completed
	Voids A 1.2	Complete induction with new contractors	Completed
	Voids A 1.3	Discuss rate increases with current supply chain	Completed
	Voids A 1.4	Supply chain to share resource plan with commitments moving forward.	Completed
	Voids A 1.5	Assign works to new contractor following induction, pilot of two jobs.	Completed
	Voids A 1.7	Dynamics training required for OPSL team,	Completed
	Voids A 1.8	Re-assign supervisor (DH) to the empty properties team.	Completed
	Voids A 1.9	OPSL – Additional Operations Manager temp seconded to DBC to support Voids management	Completed

Dacorum Borough Council – Improvement Summary

Repairs

R&M Improvement Plan, Milestones and Measures	Reference	IMPROVEMENT ITEM	Status
	R&M A 1.1	Replacement Vacancies X3 operatives	Completed
	R&M A 1.3	Re-visit strategy and charter within 1-2-1's & Toolbox meetings	Completed
	R&M A 1.5	Carry out weekly client operations meeting	Completed
	R&M A 1.6	Cleanse Complaints database on dynamics, keep Dynamics and DBC complaint tracker aligned.	Completed
	R&M A 1.8	Dynamics training for Complaints handler	Completed
	R&M A 1.10	Attend customer Scrutiny meetings	Completed
	R&M A 1.4	Discuss rate increases with current supply chain	Ongoing & On Target

Dacorum Borough Council – Improvement Summary

Repairs – Improving the Customer Experience

Reference	IMPROVEMENT ITEM	Status
R&M B 1.1	Session 1 Condensation training commenced w/e 03.12.21	Completed
R&M B 1.1a	Customer Strategy / Customer Improvement Plan presented DBC & Approved 20.12.2021	Completed
R&M B 1.2	Session 2 Condensation training commenced w/e 11.01.22	Completed
R&M B 1.3	<p>A Text message will now be sent to all DLO Bookings that are no accessed and not manually completed, for the Repairs workstreams, This is alongside the current process, where a card should be left with the new appointment date (if required.)</p> <p>The messages reads: 'We arrived for your scheduled appointment, but regret that you were not home. Please contact us to discuss the status of your repair. Thank you Osborne Property Services 0800 081 6050</p>	Completed
R&M B 1.5	All Complaints within the OPSL database on dynamics, OPSL have aligned the DBC complaint tracker/ as agreed with DBC key stakeholders.	Completed
R&M B 1.10	Induction Programme (Onboarding). Partnership specific induction given to every recruit to introduce them to DBC. This includes Team Charter, introduction to key stakeholders, the contact and service we provide.	Completed

R & M Continuous Improvement
Moving Forward & Improving Customer Experience

Dacorum Borough Council – Improvement Summary

Planned Works

Planned Works - Restart Plan, Milestones and Measures	Reference	IMPROVEMENT ITEM	Status
	Planned A 1.2	Pre-start phased plan has been introduced to improve the planning phase of the project works.	Completed
	Planned A 1.3	Programme located onto a Planned works tracker as a single point of communication with the client.	Completed
	Planned A 1.4	List of current supply chain to be shared with the operational team, to include contractor skillsets.	Completed
	Planned A 1.5	New supply chain, book inductions with contractors	Completed
	Planned A 1.6	Agree Revised rates with supply chain to ensure continuous delivery	Completed
	Planned A 1.8	Share Planned works forecast to year end	Completed
	Planned A 1.11	load all works instructed by the client onto Dynamics operating system, ensuring a match against the programme	Completed

Improvement Plan – Ongoing Actions

Aids and Adaptations

Aids and Adaptation Improvement Plan, Milestones and Measures	Reference	IMPROVEMENT ITEM	Status
	A&A C1.1	End to end process review for job management (Both partners)	In Progress & On Target
	A&A C1.2	Review of communication and next step cards	In Progress & On Target
	A&A C1.3	Deploy standard approach to all A&A jobs where we check at the time of booking, "Is there anything else we can do today..."	In Progress & On Target
	A&A C1.4	Agree and deploy any additional positive outbound communications that can be added into the process relating to FOW/Mats/NACs.	In Progress & On Target
	A&A C1.5	Review, revise and reissue a specific code of conduct and communicate to all stakeholders and contractors	In Progress & On Target
	A&A C1.6	Review the System codes to enable ease of reporting to improve visibility and communication moving forward.	In Progress & On Target
	A&A C1.8	The provision of a tablet for site manager to enable onsite photos to be taken with ease and uploaded directly to the order	In Progress & On Target
	A&A C1.9	DBC Tracker Reconciliation DBC / OPSL	In Progress & On Target
	A&A C1.11	Additional supply Spicers (Pilot x2) 07.02.2022	In Progress & On Target
	A&A C1.12	Supply Chain EP to commence Major A/A works 21.02.2022	In Progress & On Target

Dacorum Borough Council – Improvement Summary

Voids

Voids Improvement Plan, Milestones and Measures	Reference	IMPROVEMENT ITEM	Status
	Voids A 1.0	End to end process review for job management (Both partners)	In Progress & On Target
	Voids A 1.6	Review of process regarding the snags / extra's instructed following completion of works, Meeting booked 10-12-21	In Progress & On Target
	Voids A 1.10	Additional EP Supply chain to share resource plan with commitments moving forward.	In Progress & On Target

Voids - Continuous Improvement Moving Forward & Improving Customer Experience	Reference	IMPROVEMENT ITEM	Status
	Voids B 1.1	Noted within the last fortnight 34 Jobs (ranging from Oct / Aug) have been issued to OPSL - OPSL reiterated the need to be provided foresight – DBC have committed to providing OPSL foresight projection weekly	In Progress & On Target
	Voids B 1.2	Highlighted the increase of resource from December 18 operative count increasing to January 29 with a further projected forecast 36 in February	In Progress & On Target
	Voids B 1.5	Onboard of an additional supervisor to support increase volume and SCP resource.	In Progress & On Target

Dacorum Borough Council – Improvement Summary

Repairs

R & M Continuous Improvement Moving Forward & Improving Customer Experience	Reference	IMPROVEMENT ITEM	Status
	R&M B 1.4	Customer feedback documented presented within the Joint ; DBC / Osborne Customer Journey Working group 14.12.2021. (Documented within the OPSL customer strategy / start survey)	On-going
	R&M B 1.6	Additional employees - X1 Electrician	On-going
	R&M B 1.8	Customer feedback documented & presented within the Joint DBC / Osborne Customer Journey Working group 14.12.2021. (Documented within the OPSL customer strategy / start survey)	On-going
	R&M B 1.9	Trend Analysis: Creation of a Customer Experience Dashboard using Power BI to enable trend Analysis.	On-going
	R&M B 1.10	OPSL - Workforce Matrix Strategy – This will support - The attraction and retention of high calibre talent.	On-going
	R&M B 1.12	We are improving services through engaging with customers in various forums e.g., scrutiny / We have a Community Investment and Social Value Plan which addresses customer and community engagement.	On-going



Dacorum Borough Council – Improvement Summary

Planned Works

Planned Works - Restart Plan, Milestones and Measures	Reference	IMPROVEMENT ITEM	Status
	Planned A 1.0	Programme visibility, revised project to share with the client, Agreement regarding programme	In Progress & On Target
	Planned A 1.1	Identify additional works to compensate for EWI works that have been deferred to next year to spend budget.	In Progress & On Target
	Planned A 1.7	Early visibility of next year's programme to OPSL to enable to plan works more efficiently.	In Progress & On Target
	Planned A 1.8	Back to basics, Dedicated planned investment template to improve working methods. i.e. tick sheet for site managers to enhance site management methods.	In Progress & On Target
	Planned A 1.9	Project brief review, ensure all projects have an updated brief covering specification, contractors instructed, stake holder engagement, prestart meetings, communication plan.	In Progress & On Target
	Planned A 1.10	Process review. Prestart sign off between OPSL / DBC for major projects. i.e. specification sign off, communication plan, prestart meetings, value for money exercise.	In Progress & On Target
	Planned A 1.12	Sheratons Commenced Kitchen Pilot 13 January 2022 x2	In Progress & On Target

Dacorum Borough Council – Improvement Summary

Yearly Performance

KPI – Q1 – Q3

REF	CATEGORY	CRITERIA	01/04/2021 COVID-19	01/05/2021 COVID-19	01/06/2021 COVID-19	QUARTER 1	01/07/2021 COVID-19	01/08/2021 COVID-19	01/09/2021 COVID-19	QUARTER 2	01/10/2021 COVID-19	01/11/2021 COVID-19	01/12/2021 COVID-19	QUARTER 3
1.1	Defects - Repairs / Voids	Target	98%			99.7%	98%			99.1%	98%			99.6%
		Performance	99.9%	99.7%	99.4%		99.7%	99.3%	98.3%		99.3%	99.7%	99.8%	
1.2	Defects - Planned	Target	98%			100%	98%			100%	98%			100%
		Performance	100%	100%	100%		100%	100%	100%		100%	100%	100%	
2.1	Satisfaction - Repairs	Target	98%			97.9%	98%			100%	98%			97%
		Performance	97%	98%	98%		100%	100%	100%		97%	96%	97%	
2.2	Satisfaction - Planned	Target	98%			100%	98%			100.0%	98%			98.7%
		Performance	100%	100%	100%		100%	100%	100%		98%	98%	100%	
3	Formal Complaints	Target	<1%			0.37%	<1%			0.43%	<1%			0.59%
		Performance	0.3%	0.3%	0.5%		0.5%	0.53%	0.23%		0.5%	1%	0.6%	
4.1	In Target - Repairs	Target	98%			93%	98%			92.2%	98%			85.8%
		Performance	92%	95%	92%		95%	89%	92%		91%	85%	81%	
4.2	In Target - Planned	Target	98%			100%	98%			99.1%	98%			99.7%
		Performance	100%	100%	100%		100%	98%	99%		100%	99%	100%	
4.3	In Target - Small Works	Target	98%			100%	98%			100%	98%			100%
		Performance	100%	100%	100%		100%	100%	100%		100%	100%	100%	
4.4	In Target - Minor Adaptations	Target	98% *			100%	98% *			96%	98% *			100%
		Performance	100%	100%	100%		100%	89%	100%		100%	100%	100%	
4.5	In Target - Major Adaptations	Target	98% *			100%	98% *			100%	98% *			100%
		Performance	100%	100%	100%		100%	100%	100%		100%	100%	100%	
5	Health & Safety Incidents	Target	100%			100%	100%			100.00%	100%			100.00%
		Performance	100%	100%	100%		100%	100%	100%		100%	100%	100%	
6	Reducing Waste	Target	95%			99%	95%			100%	95%			100%
		Performance	96%	100%	100%		100%	100%	100%		100%	100%	100%	
7	Appointments Kept	Target	98%			95%	98%			96.7%	98%			95.9%
		Performance	90%	97%	98%		98%	97%	96%		96%	96%	96%	
8	Right First Time	Target	86%			81%	86%			84.1%	86%			82.7%
		Performance	80%	81%	82%		85%	83%	85%		82%	84%	82%	
9	Empty Homes -Cat 1 Average	Target	4 DAYS			2	4 DAYS			2	4 DAYS			2
		Performance	2	2.0	1.8		1.8	2.8	1.4		1.5	2.6	2.2	
10	Empty Homes -Cat 2 Average	Target	7 DAYS			6	7 DAYS			9	7 DAYS			34
		Performance	5.0	7.0	6.0		7.0	6.8	12.2		29.3	37.7	33.7	
11	Empty Homes -Cat 3 Average	Target	17 DAYS			12.0	17 DAYS			21.6	17 DAYS			31
		Performance	10	11.4	15.0		11	23.7	30		29.9	32.5	29.25	
12	Empty Homes -Cat 4 Average	Target	TBA	TBA	TBA	18.1	TBA	TBA	TBA	23.5	TBA	TBA	TBA	39
		Performance	14.8	19.5	20.0		18.0	22.4	30.0		29	30	58	



Further Performance Q1-3

Measure	Target / Performance	April 2021 COVID -19	May 2021 COVID-19	Jun 2021 COVID-19	QTR 1	July 2021 COVID-19	Aug 2021 COVID 19	Sept 2021 COVID 19	QTR 2	Oct 2021 COVID 19	Nov 2021 COVID 19	Dec 2021 COVID 19	QTR 3
PP02 - Average Cost of a repair	Performance	125.13	123.77	99.98	117.19	114.69	111.50	116.57	114.11	118.24	122.74	119.92	120.31
	Nr. Jobs Invoiced	1682	1681	1,419	4782	2,178	2,042.0	1,655.0	5875	1939	1964	1888	5791
	Value Invoiced	210,471	208,065	141,871	560,407	249,791	227,680	192,931	670,402	229,262.00	241,056.09	226,408.96	696,727.05
	Target	123	123	123	123	123	123	123	123	123	123	123	123
PP03 - Percentage of jobs with no reportable accidents	Performance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Works Completed	1785	1773	2022	5580	1920	1703	1733	5356	1790	2022	1379	5191
	Nr. Of incidents	0	0	0	0	0	0	0	0	0	0	0	0
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PP04 - Percentage of properties passing QA checks Repairs and voids	Performance	100%	100%	99.5%	99.8%	99.6%	99.5%	98.3%	99.1%	98.9%	98.9%	99.5%	99%
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
PP05 - Percentage of properties passing QA checks Planned works	Performance	100%	100%	100%	100%	100%	98%	100%	99%	100%	99%	100%	100.0%
	Properties Checked	27	27	26	80	44	65	36	145	61	96	133	290
	Properties Passed	27	27	26	80	44	64	36	144	61	95	133	289
PP10 - Percentage of emergency repairs attended within 4 hours	Performance	99%	99%	100%	99%	100%	100%	100%	100%	100%	99%	100%	100%
	Works Completed	130	120	102	352	160	122	109	391	93	87	82	262
	Completed In Target	129	119	102	350	160	122	109	391	93	86	82	261
	Target	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%	99%
PP11 - Average Time taken to complete non urgent repairs	Performance	18.4	16.9	17	17	17	19	19	18	20	25	24	23
	Jobs Completed	1583	1597	1851	5031	1668	1519	1544	4731	1647	1834	1295	4776
	Total Days Taken	29085	27037	31053	87175	28371	28134	29336	85841	32816	45873	31586	110275
	Target	14	14	14	14	14	14	14	14	14	14	14	14
PP12 - Percentage of non-urgent repairs completed within target	Performance	91.0%	94%	91%	92%	94%	89%	92%	92%	91%	85%	79%	85%
	Works Completed	1583	1597	1851	5031	1668	1519	1544	4731	1647	1835	1295	4777
	Completed In Target	1440	1504	1688	4632	1576	1348	1421	4345	1492	1555	1018	4065
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
PP13a - Percentage of responsive repairs completed within target	Performance	91.6%	95.1%	92%	93%	95%	89%	92%	92%	91%	85%	81%	86%
	Works Completed	1713	1717	1953	5383	1828	1638	1650	5116	1734	1936	1357	5027
	Completed In Target	1569	1633	1790	4992	1736	1461	1525	4722	1576	1651	1103	4330
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
PP13b - Percentage of responsive repairs completed right first time	Performance	80%	81%	82%	81%	85%	83%	85%	84%	82%	84%	82%	83%
	Works Completed	1713	1765	1956	5434	1831	1638	1650	5119	1734	1933	1357	5024
	Completed First Time	1362	1431	1611	4404	1548	1362	1395	4305	1415	1624	1118	4157
	Target	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%	86%
PP14 - Appointments kept as a percentage of appointments made	Performance	89.9%	96.9%	98%	95%	97.9%	96.6%	95.6%	96.8%	96.2%	95.9%	96%	96%
	Appointments Made	3002	2791	2977	8770	2777	2383	2384	7544	2538	2564	1961	7063
	Appointments Kept	2698	2704	2923	8325	2719	2302	2280	7301	2442	2460	1874	6776
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
PP15 - Percentage of tenants satisfied with the service planned and responsive works	Performance	98%	98%	98%	98%	100%	100%	100.00%	100.0%	97%	98%	100.0%	98%
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Small Works In Target	Performance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Works Completed	1	2	0	3	2	9	12	23	4	4	1	9
	Completed In Target	1	2	0	3	2	9	12	23	4	4	1	9
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Minor Aids & Adaptations In Target	Performance	100%	100%	100%	100%	100%	89%	100%	98%	100%	100%	100%	100%
	Works Completed	22	21	7	50	28	9	11	48	7	32	61	100
	Completed In Target	22	21	7	50	28	8	11	47	7	32	61	100
	Target	98	98	98	98%	98%	98%	98%	98%	98%	98%	98%	98%
Major Aids & Adaptations In Target	Performance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Works Completed	1	1	13	15	17	19	19	55	4	1	10	15
	Completed In Target	1	1	13	15	17	19	19	55	4	1	10	15
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Empty Homes - CAT 1	Performance	1.7	2	1.8	2	1.8	2.8	1.4	2	1.5	2.57	2.2	2
	Works Completed	9	6	6	21	9	8	5	22	12	14	5	31
	Target	4	4	4	4	4	4	4	4	4	4	4	4
Empty Homes - CAT 2	Performance	5	7	6	6	7	6.8	12.2	9	29.3	37.7	33.7	34
	Works Completed	15	9	10	34	9	7	11	27	11	19	10	40
	Target	7	7	7	7	7	7	7	7	7	7	7	7
Empty Homes - CAT 3	Performance	9.6	11.4	15	12	11	23.7	30	22	29.9	32.5	29.25	31
	Works Completed	13	10	19	42	16	8	22	46	14	12	12	38
	Target	17	17	17	17	17	17	17	17	17	17	17	17
Empty Homes - CAT 4	Performance	14.8	19.5	20	18	18	22.4	30	23	29.3	30	57.8	39
	Works Completed	11	7	14	32	11	5	3	19	4	4	7	15
	Target	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC

Dacorum Borough Council – Improvement Summary

KPI January 2022

REF	CATEGORY	CRITERIA	01/01/2022 COVID-19
1.1	Defects - Repairs / Voids	Target	98%
		Performance	99.5%
1.2	Defects - Planned	Target	98%
		Performance	100%
2.1	Satisfaction - Repairs	Target	98%
		Performance	87%
2.2	Satisfaction - Planned	Target	98%
		Performance	100%
3	Formal Complaints	Target	<1%
		Performance	0.19%
4.1	In Target - Repairs	Target	98%
		Performance	71%
4.2	In Target - Planned	Target	98%
		Performance	100%
4.3	In Target - Small Works	Target	98%
		Performance	100%
4.4	In Target - Minor Adaptations	Target	98% *
		Performance	100%
4.5	In Target - Major Adaptations	Target	98% *
		Performance	100%
5	Health & Safety Incidents	Target	100%
		Performance	100%
6	Reducing Waste	Target	95%
		Performance	100%
7	Appointments Kept	Target	98%
		Performance	95%
8	Right First Time	Target	86%
		Performance	84%
9	Empty Homes -Cat 1 Average	Target	4 DAYS
		Performance	1.5
10	Empty Homes -Cat 2 Average	Target	7 DAYS
		Performance	28
11	Empty Homes -Cat 3 Average	Target	17 DAYS
		Performance	44
12	Empty Homes -Cat 4 Average	Target	TBA
		Performance	53



Further Performance January 2022

Measure	Target / Performance	01/01/2022 COVID 19
PP02 - Average Cost of a repair	Performance	107.68
	Nr. Jobs Invoiced	1799
	Value Invoiced	193,714.99
	Target	123
PP03 - Percentage of jobs with no reportable accidents	Performance	100%
	Works Completed	1813
	Nr. Of incidents	0
	Target	100%
PP04 - Percentage of properties passing QA checks Repairs and voids	Performance	98%
	Target	98%
PP05 - Percentage of properties passing QA checks Planned works	Performance	100%
	Properties Checked	67
	Properties Passed	67
	Target	98%
PP10 - Percentage of emergency repairs attended within 4 hours	Performance	99%
	Works Completed	81
	Completed In Target	80
	Target	99%
PP11 - Average Time taken to complete non urgent repairs	Performance	31.0
	Jobs Completed	1667
	Total Days Taken	52734
	Target	14
PP12 - Percentage of non-urgent repairs completed within target	Performance	70%
	Works Completed	1667
	Completed In Target	1168
	Target	98%
PP13a - Percentage of responsive repairs completed within target	Performance	71%
	Works Completed	1750
	Completed In Target	1250
	Target	98%
PP13b - Percentage of responsive repairs completed right first time	Performance	84.5%
	Works Completed	1731
	Completed First Time	1462
	Target	86%
PP14 - Appointments kept as a percentage of appointments made	Performance	95.2%
	Appointments Made	2432
	Appointments Kept	2316
	Target	98%
PP15 - Percentage of tenants satisfied with the service planned and responsive works	Performance	90.0%
	Target	98%
Small Works In Target	Performance	100%
	Works Completed	6
	Completed In Target	6
	Target	98%
Minor Aids & Adaptations In Target	Performance	100%
	Works Completed	24
	Completed In Target	24
	Target	98%
Major Aids & Adaptations In Target	Performance	100%
	Works Completed	0
	Completed In Target	0
	Target	98%
Empty Homes - CAT 1	Performance	1.5
	Works Completed	9
	Target	4
Empty Homes - CAT 2	Performance	27.5
	Works Completed	11
	Target	7
Empty Homes - CAT 3	Performance	44
	Works Completed	8
	Target	17
Empty Homes - CAT 4	Performance	53
	Works Completed	5
	Target	TBC



Customer Service Delivery Statement & Engagement

Customer Service Delivery Statement

Together we have and continue to face a truly unprecedented situation. There have been several challenges impacting our people, our communities, and businesses. This has regrettably impacted our service delivery, resulting in some customers experiencing a delay in their repairs being completed, and for this we sincerely apologise.

Our priority continues to be your safety. The agility and commitment of our people to adapt to the new normal has been incredible, with many additional processes implemented to keep you and our communities as safe as possible.

Within the last 18 months we have experienced a lack of labour resource and increasing skills gap within the UK work force. Additionally, the continuous pandemic has led to further self-isolations reducing the number of people we would normally have to routinely serve our customers.

In our response and efforts to support our people deliver services and in our commitment in providing the best possible service, we are continuing to take steps to ensure that you, our customer, experience minimal disruption. We continue to work closely in partnership with Dacorum Borough Council, as we are continuously looking at ways to improve our lead times. This is being achieved through upskilling, enhancing IT technology, ensuring materials are in the right place at the right time, as well as expanding supply chain partners.

We appreciate your patience and thank you for your understanding as we continue to work through this period. At Osborne, we pride ourselves on our service delivery and will work closely in partnership to achieve this.

Osborne Property Services Ltd.

Impacts effecting our services



Labour Shortage
Brexit and labour shortages due to Europeans returning to nation-states as well as deferred and concentrated leave across the sector as staff visited their home states, families following lockdown travel restrictions.



Material Shortage
Increase in regeneration and new building projects across the UK and abroad. This has led to material shortages and delays in arrival times. Such as timber items, plaster/cement goods, ceramics, and sanitaryware.



Work Restrictions
When restrictions were put in place, and only emergency and essential work could take place, we had to delay many jobs. This has caused a backlog of repairs that need to be addressed.



Covid Related Issues
Covid related people issues, such as staffing shortages due to the need to isolate and issues accessing homes in time if residents also need to isolate.

What Osborne are doing to put things right



Working with local and national suppliers
This is to ensure that the needed and available materials are in the right place to allow us to serve our customers.



Increasing capacity with supply chain
To get added materials where possible.



Additional measures taken to increase work force
We are offering extended and alternative working patterns for staff as well as recruiting staff to respond to work.



Repair scheduling management
This is to make sure that repairs are happening where materials are available are performed effectively.





Compliments and Complaints

Compliments Process

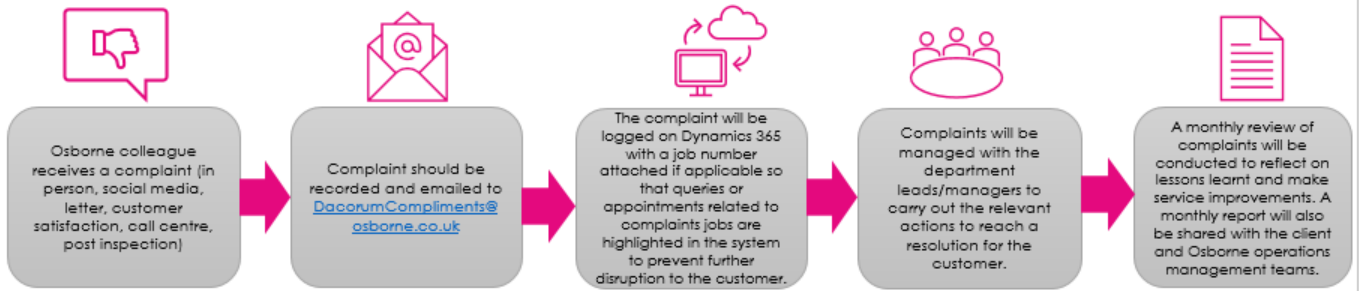
- Osborne colleagues receive compliments daily for the great service we provide to our customers.
- Compliments can be given in many different ways which include feedback given at a job, via the call centre, customer satisfaction, letter, social media, email and in person.
- Its important that we capture these compliments so we can learn from them, and celebrate those individuals for providing great customer experience.
- All compliments must be sent to DacorumCompliments@osborne.co.uk





Complaints Process

- Osborne sometimes receives complaints from customers who are dissatisfied with our service.
- Complaints can be given in many different ways which include feedback given at a job, via the call centre, through the client, customer satisfaction, letter, social media, email and in person.
- It's important that we capture all complaints so we can learn from them, and make service improvements to meet our customers needs.
- All complaints must be sent to DacorumComplaints@osborne.co.uk





Dacorum Borough Council – Improvement Summary

Customer Service – January 2022 Trends

Received Date

01/01/2022 31/01/2022

Customer Service Dashboard

Client	Complaint	Compliment	Enquiry	Total
Dacorum	29	9	3	41
Total	29	9	3	41

Case Origin	Count of Cases
	9
Email	28
Phone	4
Total	41

Case Team	Count of
Contact Centre	
Direct Labour	
OOH Contact Centre	
Planning/Admin	
Subcontractor	
Supervisor/Management	
Total	

Outcome	Count of Cases
	28
Not Upheld	3
Partially Upheld	3
Upheld	7
Total	41

Case Type	Count of Cases
Compliment	9
MP Enquiry	4
Service Enquiry	17
Stage 1 Complaint	8
Unofficial Client Enquiry	3
Total	41

Nature of Complaint	Count of Cases
Compliment	9
Damage to Property	1
Delay in Completing Works	14
Failed to Provide Service	3
Missed Appointment	1
No/Poor Communication	7
Poor Quality	1
Staff Conduct	2
Total	41

Department	Count of Cases
	9
Planned Works	1
Repairs	31
Total	41

Root Cause	Count of Cases
Resource	1
Process / Procedure Not Followed	3
Process / Procedure Incorrect	3
Material / Part Supply	1
Diagnosis / Order Generation	2
Competency	1
Total	41

Compensation	Count of Cases
No	41
Total	41



Partnership Workshop

  **Our Partnership Workshop**
10am - 12pm, 9th March 2022
Dacorum Borough Council, The Forum, Conference Room

As a partnership we want to be clear of our shared purpose, customer commitments and how we can work smarter together. As part of Our Partnership programme, we want to hear from you to understand how we can all drive positive change. To support this we are hosting an interactive two hour workshop where your contributions will be valued and carried forward in Our Partnership Programme.



Our Partnership



Desired Outcomes:-

- To build a stronger and more resilient workforce
- To ensure Our Partnership Charter is brought to life
- To ensure behaviours are inclusive and shared
- To drive efficiency in service delivery
- To improve how we communicate
- To build trust and best ways of working



Service Standards

Page 46

Our Service Standards

Guide to our Service Standards
December 2021





Our Service Standards

Underpinned by our Values and Behaviours

Our Values

While we value many things as a business, we have five **Core Values** that guide our behaviours, and do not change.

They describe what's important to us at Osborne – they are **'Who'** we are.



Quality
Be professional and do a job of which everyone is proud.



Integrity
Being honest, straightforward and treat others as you would expect to be treated.



Openness
Be prepared to listen and give constructive feedback and be open to new ideas and different points of view



Caring
Encourage support, understand and respect each other.



Progressive
Continually adapt and improve to be the best

Our Behaviours

Our Learning Organisation culture is the foundation of driving continuous improvement and innovation, openly sharing our learning from mistakes and successes, continually improving operating procedures, behaviours, personal feedback and best practice.

Our Behaviours describe **'How'** we can all be successful in enabling our learning organisation; as well as how we approach the technical skills to do our jobs and really deliver for our customers and our business.

We have four **Core Behaviours**.



Customer



Collaboration



Accountability



Learning



Customer Service



Providing excellent customer service and clear communication

We will.....

Recognise that our customers include **colleagues, supply chain, community partners, clients and residents**

Make it **easy for our customers to reach us**, including phone, email, social media, website, letter, in person or via our customer portal

Respect our customers homes as if they were our own, being considerate to parking, presenting our ID on arrival, wear clean uniform and wear shoe coverings (where necessary).

Share our name to our customer so they feel connected

Always **respond** to the customer within three working days when they contact us via email or letter.

Try to deal with the customer enquiry as **efficiently** as we can and be the point of contact. If we need to follow up with the customer, we keep them up-to-date regularly, so they don't have to chase us.

Be **empathetic when things do go wrong**. Providing customers with an easy process to document a complaint. We will acknowledge the complaints within one day and share our solution within seven working days.

Work with our customers to look at initiatives to help **improve local areas**

Make sure that we keep **clear records** on Dynamics of the customers touchpoints so they don't have to repeat their query/needs

Provide **translation or interpretation** to support our customers that may require this service. Providing a service that is fair and inclusive.



Working Together

Involving our customers, understanding feedback and keeping them up-to-date



We will.....

Work as part of a vibrant and diverse team **creating inclusion** to include race, colour, gender, age, religion

Develop **meaningful partnerships** with our supply chain, community partners and customers

Create opportunities to gain **feedback** from our customer groups so their voice is heard and acknowledged

Provide feedback methods that are **accessible for all** our customers to include online, phone feedback, focus groups, 1:1's, in person

Look at all feedback that is shared so that we can adopt new ways **of improving our service** delivery to customers

Share the outcomes from our feedback and improvements so the feedback loop is closed out



Accountability

Looking after ourselves, our teams and our communities



We will.....

Take **personal responsibility** for our decisions, actions and failures – always acting with a sense of ownership

Know the **processes** linked to our job role and to adhere to it

Check what we are doing against the process and always **look for service improvements**

Always ask our customer '**is there anything else that I can help with**' before leaving the property, ending the call, closing the meeting – remembering that customers are extended to colleagues, supply chain, community partners, clients and residents

Show consistency between **what we say** and the doing so we follow through

Take **ownership of a problem** and see it through keeping our customer informed

Have a high regard for **health & safety and safeguarding**

Support the business through **sharing your experiences**

Always aim to complete our tasks **right first time**. Where this may not be possible we will commit to keeping our customers up-to-date with the progress



Learning

Support my working through ongoing learning and development so I am best equipped to do my job.



We will.....

Be an **active player** in a business that is continuously improving and driving quality

Openly **share learning** from mistakes and success

Be **active in our Employee Engagement** Programme

Be open to **new ideas** and different points of view

Encourage **diverse** and wider thinking to promote innovation

Manage our own training needs through **Your Learning** ensuring that my certificates/qualifications for mandatory training are up-to-date

Always looking at opportunities for us to be **a sustainable business** through learning



Creating an environment where you can thrive and be successful





Supporting Customers - Information Example

OSBORNE

Condensation and Damp: Information for residents

Did you know that four people living in a three-bedroom property create 112 pints of moisture a week, just from breathing, cooking, showering and boiling the kettle?

Moisture levels in our home can cause condensation and damp, leading to issues from peeling wallpaper to damp walls and windows.

Keeping your home warm and well ventilated is key to reducing moisture.

PTO

Condensation control

Please follow these tips to minimise the chance of damp and mould developing in your home.

Heating and ventilation

- Keep all rooms warm and well ventilated.
- Keep the heating on at a low level for long periods, especially in cold weather. Constant heat on a low setting is better than bursts of heat on a high setting, which can cause more condensation as the air surfaces cool down.
- Keep window ventilators (trickle vents) or other room ventilators fully open.
- Never block ventilators in rooms with combustion appliances installed.

Cooking

- Keep the kitchen doors closed and the cooker hood or kitchen extractor operating when cooking. If windows show signs of misting, open them slightly.
- Leave the extractor running after cooking until the misting has cleared.

Furniture

- Keep all rooms warm and well ventilated.

Washing and bathing

- Keep the bathroom door closed and extractor operating when bathing or showering. If windows show signs of misting, open them slightly. Leave the extractor running after using the bathroom/en-suite until misting has cleared.

Drying clothes

- Where possible, do not dry clothes indoors. If this is unavoidable, only use a room with an extractor fan or system.
- Never dry clothes in unventilated rooms, especially those kept at low temperatures.
- Tumble dryers must be ventilated to the outside or be of the condensing type.

Curtains and blinds

- Do not place wardrobes, fitted cupboards or other large items of furniture directly against external walls, as resulting pockets of trapped air can lead to serious surface condensation and mould growth on the wall, the furniture and its contents.



For more information visit:
www.nhs.uk/common-health-questions/lifestyle/how-do-i-get-rid-of-damp-and-mould/



Dacorum Borough Council – Improvement Summary

Customer Strategy Improvement Plan

Customer Strategy Improvement Plan, Milestones and Measures			StarT Survey Sept 21 correlation	Status
What are we doing about it now?				
CARE	A 1.1	Review STAR Survey results and performance, generate lessons learnt and service improvements	Quality of work Operatives Behaviours Right First Time Kept informed Easy to Deal with Last Repair	In Progress & On Target
	A 1.2	Launch Customer Strategy in OPSL	Quality of work Operatives Behaviours Right First Time Kept informed Easy to Deal with Last Repair	Completed
	A 1.3	Review Customer Strategy quarterly, making improvements where necessary. Consulting with client and residents.	Quality of work Operatives Behaviours Right First Time Kept informed Easy to Deal with Last Repair Recommend	In Progress & On Target
	A 1.4	Induction Programme (Onboarding) . Partnership specific induction given to every new recruit to introduce them to DBC. This includes Team Charter, introduction to key stakeholders, the contact and service we provide.	Operatives Behaviours	Completed
	A 1.5	Design Customer Service Standards (Being Osborne). This includes the 4 behaviours that should be driven by Osborne colleagues.	Operatives Behaviours Quality of work Right First time	In Progress & On Target
	A 1.6	Design and implement customer experience training for existing and new team members. Training whereby all Osborne colleagues will be trained on the customer journey.	Operatives Behaviours	In Progress & On Target
	A 1.7	Planning Academy: Our planning academy will offer teams teams who manage calls and planning with a comprehensive way to manage the softer and technical skills involved to deliver great customer experience	Easy to Deal with Right First time Operatives Behaviours	In Progress & On Target
	A 1.8	New 1:1 process for all staff.	Quality of Work	Completed
	A 1.10	Compliments board	Quality of Work Operatives Behaviours	Completed
	A 1.11	Customer Experience Champions Job role and purpose	Operatives Behaviours	In Progress & Overdue OPSL
	A 1.12	Implement pulse Surveys every 6 weeks to DBC to measure satisfaction between client and contractor (MS Forms to be used).	Quality of Work Right First Time Kept informed	Not Started



Customer Strategy Improvement Plan, Milestones and Measures			Start Survey Sept 21 correlation	Status
What are we doing about it now?				
Obsess	B 1.1	Trend Analysis: Creation of a Customer Experience Dashboard using Power BI to enable trend Analysis.	Quality of Work Right First Time Kept informed Operatives Behaviours	Completed
	B 1.2	Implement Complaints and Compliments Process	Quality of Work Right First Time Kept informed Operatives Behaviours Easy to deal with	Completed
	B 1.3	OPSL Complaints Training	Right First time Operatives Behaviours	Completed
	B 1.4	Complaints and Compliments Trend analysis and Lessons Learnt	Quality of Work Right First Time Kept informed Operatives Behaviours Easy to deal with	In Progress & On Target
	B 1.6	Customer Satisfaction: Review of methods of capturing customer satisfaction looking at digitilised methods.	Kept informed	Not Started
	B 1.7	Customer Satisfaction: Lessons learnt for Repairs (see repairs improvement plan tab)	Last Repair Quality of work Operatives Behaviours Right First Time	In Progress & On Target
	B 1.8	Customer Satisfaction: Lessons learnt for Planned Works (see planned works improvement plan tab)	Last Repair Quality of work Operatives Behaviours Right First Time	In Progress & On Target
	B 1.9	Customer Satisfaction: Lessons learnt for Aids and Adaptations (see Aids and Adaptations improvement plan tab)	Last Repair Quality of work Operatives Behaviours Right First Time	In Progress & On Target
	B 1.10	Communications	kept informed	In Progress & On Target
	B 1.11	Bi-monthly sessions (floor walks) in DBC to review the end-end customer journey	Quality of work Operatives Behaviours Right First Time Kept informed Recommend Easy to Deal with	Not Started



Dacorum Borough Council – Improvement Summary

Customer Strategy Improvement Plan, Milestones and Measures			StarT Survey Sept 21 correlation	Status
What are we doing about it now?				
Design	C 1.1	Attend Customer Forums e.g. Scrutiny and TLC Meetings	Quality of work Kept informed	In Progress & On Target
	C 1.2	Call monitoring/Scoring (see call centre improvement plan tab)	Quality of work Operatives Behaviours Right First Time Kept informed Recommend Easy to Deal with	In Progress & On Target
	C 1.3	DBC & OPSL are working to reenergise there community engagement activity/strategy as the year progresses. (see SV tab for targets and activities)	Quality of work Operatives Behaviours Kept informed Recommend Easy to Deal with	Completed



Customer Strategy Improvement Plan, Milestones and Measures			StarT Survey Sept 21 correlation	Status
What are we doing about it now?				
Celebrate	D 1.1	Mystery Shopping	Quality of work Operatives Behaviours Right First Time Kept informed Easy to Deal with	In Progress & On Target
	D 1.2	Design a partnership communications plan where we can highlight and celebrate successes	Kept informed	In Progress & On Target
	D 1.4	Use CSAT Feedback across various workstreams to review the processes	Quality of work Operatives Behaviours Right First Time Kept informed Easy to Deal with Last Repair Recommend	In Progress & On Target
	D 1.5	Colleague Awards: Celebrate partnership and agree awards we would like to work on together	Operatives Behaviours Right First Time Recommend	Not Started
	D 1.6	rLO Audits (to be moved to planned works)	Quality of work Operatives Behaviours Right First Time Kept informed Easy to Deal with Last Repair Recommend	In Progress & On Target
	D 1.7	Launch customer Charter in OPSL (DBC)	Quality of work Operatives Behaviours Right First Time Kept informed Easy to Deal with Last Repair Recommend	Completed

Dacorum Borough Council – Improvement Summary

Customer Strategy Improvement Plan – Social Value

		Customer Strategy Improvement Plan, Milestones and Measures	Description	Status
Equal Opportunities	A 1.1	Work experience/ Work placements offered at the Dacorum office	work with education establishments and community partners to offer their client base structured work placement opportunities. This also includes support through the kick start scheme. (1 warehouse, 1 office)	In Progress & Overdue OPSL
	A 1.2	mock interviews, CV writing, careers advice workshops delivered	careers workshops	In Progress & On Target
	A 1.3	Number of people hours of informal learning interventions delivered not listed elsewhere	DIY workshops? Online creative webinars	Not Started
	A 1.4	Events attended and contributed to, influencing communities to support employment and skills opportunities in high growth sectors	job fairs, careers days, employment workshops with other partners.	In Progress & On Target
Fighting Climate Change	B 1.1	Green spaces created or improved in Dacorum Borough	clearance of rubbish/waste, communal allotment or community garden projects, clearance of vegetation to improve biodiversity	In Progress & On Target
	B 1.2	Waste diverted from landfill	Fridges, aids and adaptations at voids, donations from contractors for green projects. Work with DBC to collect white goods from void properties and gift to Dacorum Community trust who will pass on to vulnerable families. DBC Tenancy sustainment will also be in contact for white goods if any new residents need them.	In Progress & On Target
	B 1.3	Carbon zero awareness campaigns/ workshops delivered to multiple stakeholder groups	Carbon zero awareness sessions delivered to staff, education establishments, community events, residents. All Climate change initiatives should be linked to DBC CAN (Climate Action Network).	In Progress & On Target
Tackling Economic Recovery	C 1.1	Community / public facilities improved by Osborne	improve local facilities in the wider community - not including DBC property. (major refurbishment)	In Progress & On Target
	C 1.2	Donations or equipment/facilities provided by Osborne	donations of equipment and materials provided to community organisations by Osborne and their suppliers.	In Progress & On Target

Dacorum Borough Council – Improvement Summary

		Customer Strategy Improvement Plan, Milestones and Measures	Description	Status
Wellbeing	D 1.1	Number of community engagement activities carried out where we have planned works major projects	Planned works can be disruptive to residents. If we can identify activities to put in place linked to the benefits of the planned works, this will: -Show residents we are committed to improving their lives, or the local environment depending on the activity. Etc: bird box installations, litter picks, sports activities during holidays, DIY workshops, awareness campaigns. -Local school/college site visits and sessions on works (provided these will be significantly big works e.g. asbestos removal) -Promote the partnership and strengthen the relationship between DBC, Osborne and supply chain. Customers who are satisfied raise less complaints -Ensure we are always visible on estates meaning customers are able to reach us in different ways, potentially decreasing complaints.	In Progress & On Target
	D 1.2	Support DBC Community Action days	Osborne to attend community action days offering a range of activities for residents. This can be DIY, Climate change awareness sessions, providing skips for waste,	Not Started
	D 1.3	Outreach Activities for residents	There is an opportunity to work with community partners on DBC estates during holiday/ term time. These activities can range from: sports and physical activity with Active Dacorum hub, litter picks with local businesses and residents, supporting local residents associations with already existing activities Holiday hunger clubs in areas with the highest child poverty (Highfield, Grovfield and Hemel Hempstead town)	Not Started
	D 1.4	Improve DBC owned communal/ community areas	Creating safer a safer environment for Dacorum residents through projects which decrease ABS, vandalism, crime. These can include creating murals, installing lighting, improving paths, cutting back hedges for more visibility. involve DBC residents in selecting some of the initiatives that generate social value in the communities they live in this will get buy in, but more importantly the value will come from direct resident involvement. Osborne working with Dacorum can commit to a quarterly project nominated by residents to improve their living environment. This can be creating raised beds, allotments, refurbishing a community space or general improvements to community spaces.	In Progress & On Target
	D 1.5	Community networking events attended	attend community networking events to build Osbornes profile in the local area and seek opportunity for partnerships.	In Progress & On Target
	D 1.6	Support local community groups in the area with their activities	Distribute information for local events for staff to participate in Community Investment Manager to support local events	In Progress & On Target
	D 1.7	Fundraising and volunteering for local causes.	raise money and volunteer for a local cause. Can be linked with the objective of supporting a national charity locally .	In Progress & On Target



Dacorum Borough Council – Improvement Summary

		Customer Strategy Improvement Plan, Milestones and Measures	Description	Status
Covid19 Recovery	E 1.1	Create activity packs to use with the local community and residents	Osborne can create activity packs for various groups of residents including children, residents in schemes and families. These can be themed to address a key issue/ priority e.g. environmental, health and wellbeing. Activity packs can then be distributed at key events, of which some events can be conducted online providing the knowledge, technology and support is available.	Not Started
	E 1.2	Webinars for climate change and careers sessions	Osborne can provide webinars for employability sessions, and carbon zero agenda using available technology. Many high schools and colleges have the means to connect online therefore we have the opportunity to engage with more students via a variety of platforms. We will also be able to future proof webinars through recording them, making sure they can be used continuously.	Not Started
	E 1.3	Buddy club- for people in isolation	Osborne and DBC can run a buddy club whereby vulnerable residents are paired with a colleague for a wellbeing call once a week/bi-weekly. Calls will be informal and put in place as well-being tools. Buddies will be asked to refer any serious matters to the relevant contacts. Buddies cannot give any money/debt advice, medical advice or get involved in family matters. These will strictly be limited to hobbies, activities and general wellbeing. The Buddy club will work strictly on a referral basis through DBC. The buddy club will be limited to DBC residents. Benefits: resident engagement, well-being for people living in isolation, ability to deal with issues regarding our contractual services before they become a complaint or a serious well-being issue.	Not Started

APPENDIX B

The initial term of the contract was five years with the potential for Osborne to earn a further 5 years on a rolling basis, on the basis that they successfully delivered the five strategic indications outlined in the table 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, and 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 Council's 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.