



AGENDA ITEM:

SUMMARY

Report for:	Housing & Community Overview & Scrutiny Committee
Date of meeting:	11th October 2017
PART:	I
If Part II, reason:	

Title of report:	Performance Review – Total Asset Management Contract & Gas installation and servicing contract
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Responsible Officer – Mark Gaynor, Corporate Director (Housing & Regeneration). Author - Fiona Williamson, Group Manager Property & Place
Purpose of report:	To provide the annual update upon the performance of the Total Asset Management Contract and Gas Servicing and installation Contract.
Recommendations	For members of the Overview and Scrutiny Committee to provide observations and comments on the performance of the two contracts.
Corporate objectives:	To ensure investment in the maintenance and improvement of the housing portfolio is delivered in line with the performance requirements of the contract and provides a high quality, customer focused service that provides value for money. To promote tenant involvement in the management and delivery of the contracts.
Implications:	<u>Financial</u> The tenders were awarded on the basis of the most economically advantageous tender. The volumes of responsive repairs and voids are variable and can impact upon the ability to work within budget. This is monitored on a monthly basis and where viable planned works reduced to limit any overspend.
'Value For Money Implications'	<u>Value for Money</u> The assessment to determine the optimal way to deliver the work strands, by reducing duplication, efficient management of work in progress and improved planning is designed to reduce waste and ensure that value for money is demonstrated and realised over the term of the contract. This is subject to an ongoing review through the Open Book audits which provide all elements of cost relating to the contract.

Risk Implications	<p>The Total Asset Management Contract combines a large number of planned work programmes, the management of the call centre and the day to day repairs and empty homes repairs.</p> <p>Performance and financial management is essential, as poor performance on this contract would have serious detrimental effects on the tenants and leaseholders and on the reputation of both the Council and the service Provider, Osborne.</p> <p>Gas Servicing and Installation is a high risk area in terms of safety and failure to remain compliant in respect of gas safety is both a risk in terms of statutory compliance and risks to the tenants and adjoining residents.</p>
Equalities Implications	Community Impact Assessments have been undertaken for both of these contracts to ensure they are accessible to all.
Health And Safety Implications	Failure to adequately maintain the properties in a good state of repair and compliant with statutory requirements has health and safety implications.
Consultees:	<p>Councillor Margaret Griffiths, Portfolio Holder Housing Elliott Brooks, Assistant Director Housing Landlord Layna Warden, Group Manager Tenants and Leaseholders Natasha Brathwaite, Group Manager Strategic Housing</p>
Background papers:	<p>Housing and Community Overview and Scrutiny Committee report 14th October 2015 Housing and Community Overview and Scrutiny Committee report 20th July 2016</p>
Historical background (<i>please give a brief background to this report to enable it to be considered in the right context</i>).	<p>The Gas Servicing and Installation contract, delivered by Sun Realm, concluded the 4th year in 2016-17 and includes the servicing of existing and installation of new boilers.</p> <p>The Total Asset Management contract, delivered by Osborne Property Services Limited, concluded the 3rd full year in 2016-17. The contract includes the provision of repairs, voids, improvement work and services including stock surveys and management of the call centre.</p> <p>Both contracts are ACA TPC Partnering contracts and operated using open book accounting and incorporate performance linked profit elements. The contracts both have an initial duration of 5 years with the potential to earn annual extensions based upon satisfactory performance measured by a range of key performance and strategic indicators.</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>HRA - Housing Revenue Account TAM - Total Asset Management (CP12) LGSR Certificate – Landlords Gas Safety Record MEAT – Most Economically Advantageous Tender HMEC – Housing Maintenance and Environment Committee JRP – John Rowan and Partners FFT – Faithorn, Farrell, Timms – Partnering Advisor on the TAM contract. TPC – Term Partnering Contract ACA – Association of Consultant Architects KPI's – Key Performance Indicators OPSL – Osborne Property Services Limited CAT 1 – A breakdown category for boilers that require immediate replacement as they are beyond repair</p>

1.0 BACKGROUND

- 1.1 The Total Asset Management (TAM) Contract with Osborne and the Gas Servicing and installation Contract, with Sun Realm, are two of the most important contracts which the Council deliver to the 10,232 social housing properties. Sun Realm commenced delivery of the contract for work to domestic gas installations, in October 2013 and Osborne commenced the delivery of the Total Asset Management Contract in July 2014, both following robust procurement processes.
- 1.2 Both contracts are being delivered under the ACA TPC 2005, a form of Partnering Contract, amended in 2008 and are based upon a target cost model, whereby the contract and valuations are based upon target costs for various types of work and these are then audited and the actual cost for the delivering the work identified. Open Book Audits are undertaken quarterly to ascertain the actual costs borne by the Service Provider. Any savings (gain) from the Target Cost is shared by the Council and the Service Provider on equal basis. If the total expenditure on the contract exceeds the target costs then the additional costs above target, the pain element, is the responsibility of the Service Provider.
- 1.3 The initial contract duration was 5.5 years, with the option to extend for a further 5 years. Additional 1 year extensions can be earned subject to ongoing annual review of the Service Provider's key strategic indicators, which include compliance, tenant and community engagement, IT development and financial transparency.

2.0 GAS SERVICING AND INSTALLATION CONTRACT UPDATE

- 2.1 The Gas Servicing and installation contract, delivered by Sun Realm covers both gas and solid fuel boilers and the primary functions are;
- a) Servicing of existing installations and issue of Gas Safety Certificates in compliance with the Gas Safety (Installation and Use) Regulations 1998.
 - b) Domestic boiler replacements of both gas and solid fuel.
 - c) CAT -1. Break down Service – including a 24hour emergency make safe provision
 - d) Miscellaneous Work
 - Power Flushing
 - Additional Radiators
 - Flue Replacement/Upgrade
 - Review of new build installations

3.0 FINANCIAL PERFORMANCE

- 3.1 The financial model for the contract is administered using target costs for the replacement of boilers and full central heating systems and on a fixed price per service, which includes for any repairs that are required throughout the year.
- 3.2 Target costs were used to provide cost comparisons at tender stage and to process the monthly valuations, but under the contract financial mechanism using Open Book, there are quarterly audits undertaken of Sun Realm's accounts, to identify the actual cost of the boiler installations. If the actual costs exceed the target this is paid by Sun Realm and any saving that is derived from the actual costs being lower than target is shared between the Council and Sun Realm.

- 3.3 The table below provides details of the audit outturn position from each of quarterly audits undertaken in the financial year 2016-17, which despite some fluctuations in materials costs throughout the period, resulted in £315,802 of savings for the Council to reinvest in additional boiler installations.

Audit Period	Quarter	Total Gain	50% DBC share to reinvest
April – July 2016	Q1 – 2016/17	210,712.01	105,356.00
July – January 2017	Q2&3 – 2016/17	306,543.58	153,271.79
January – April 2017	Q4 – 2016/17	114,349.06	57,174.53
Total Saving		£631,604.65	£315,802.32

- 3.4 In all of the audits undertaken to date there have been savings against the target costs. The contract is structured to incentivise the Service Provider to make efficiency savings against the target costs as this is shared equally 50:50 and the savings realised equate to 14.27% of the contract value in 2015-16 and 15% of the contract value in 2016-17.
- 3.5 The Council will need to work closely with Sun Realm to establish any fluctuations in the actual cost of work and materials, to determine what impact this will have on the level of shared savings in future.

4.0 KEY PERFORMANCE INDICATORS

- 4.1 Sun Realm have constantly maintained a high degree performance, especially in the critical area of boiler servicing compliance, by working closely with the Council's technical and tenancy teams to undertaking a very pro-active approach in obtaining access to properties. In agreement with the Council, Sun Realm removed the incentive of £100 to tenants who allow access on the first appointment. This has not had a detrimental impact on the percentage of first appointments being kept and has resulted in a saving of £1200 which has been reinvested in boiler installations.

The following table, contains the KPI figures and the percentage of the performance related profit that has been achieved for the year is the full 2%.

Item	Description	Target %	% PRP	Achieved %
Compliance Check	Boiler services either completed or in the process.	100	20%	100
Quality	Proportion of QC checks passed	>95	10%	100
Resident Satisfaction with Quality & Service	Proportion of jobs completed to satisfaction of the resident.	>90	20%	100
Appointment kept	Proportion of appointment kept by the service provider	>98	20%	100
Formal Complaints	Projects completed without any complaints from residents	>99	10%	100
Time	Jobs completed with target time scales	>98	5%	99.9
Health & Safety	Number of jobs with no reportable accidents	1	10%	100
Reducing waste	Amount of waste recycle or diverted from landfill	>75	5%	85

- 4.2 The engineers continued to use concern cards to report social and welfare concerns to the Council, who can then carry out further investigations to determine if there is hoarding or potential safeguarding issues within the household. Whilst these have been limited in number, the referrals to the Council have enabled the tenancy sustainment team to proactively support a number of tenants. In 2016-17 the following cases were identified:
- Very elderly tenant who was finding it difficult to get out of house due to steps.
 - Tenant found bed ridden and vulnerable and engineers unable to service boiler as no credit on meter and in debt.
 - One property found with unreported repairs including leaking plumbing, resulting in damage to ceiling and windows.
 - One property with severe hoarding and decaying food throughout property.
 - One property found in unsanitary condition throughout.

5.0 VOLUME OF WORK COMPLETED

- 5.1 The volume of work Completed, during the Financial Year 2016-17, is summarised below:

SERVICING	10,956
TOTAL NUMBER OF PLANNED SYSTEM INSTALLATIONS	919
of which CAT - 1 EMERGENCY BOILER REPLACEMENTS	164

- 5.2 The number of CAT – 1 boiler replacements, continued to reduce from 172 in 2015-16 to 164 in 2016-17, due to the continuing higher levels of investment in the replacement programme and the partnering approach that enables Sun Realm to identify boilers that are nearing the end of their life through the servicing and repairs history.
- 5.3 The replacement programme also had an increase in the number of installations with a further 130 installs being completed in 2016-17, compared to the prior year. The planning and identification of those boilers, due to be replaced, has improved because Sun Realm develop the programmes from the information that is generated through the servicing feedback. This is evidenced by the reduction in the CAT 1 breakdowns.

6.0 TECHNICAL PERFORMANCE

- 6.1 The servicing and installation work continued to be scrutinised by an independent auditor, Sterling Consultants, who undertake sample inspections of the completed work and the findings are reported back to the Council for review and Sun Realm.

The tables below provide details of the central heating and boiler installations that were included in the audit summarised in the three categories.

- 6.2 There has been an improvement in the audit process with 39 additional audits being undertaken in 2016-17. Of those installations that were classed as poor, these have been reviewed and the majority were as a result of incomplete information being provided on the completion certificates. This has been an ongoing problem and Sun Realm have provided further training and are exploring the use of tablets, so mandatory fields have to be completed.

Heating Installations	Good	Satisfactory	Poor
April	17	6	2
May	12	2	2
June	11	4	1
July	8	6	1
August	7	11	0
September	13	3	0
October	15	5	3
November	11	4	1
December	6	4	1
January	14	5	0
February	10	3	3
March	15	6	5
TOTAL	139	59	19

7.0 CONCLUSION

- 7.1 Sun Realm, continued to provide a consistently high level of service, both in the servicing and installation elements of the contract and this is supported by strong performance against the measured indicators. Additionally there has been a continued willingness to work with the Council to support our more vulnerable tenants and to provide employment opportunities by supporting six apprentices during the year.
- 7.2 The audit programme has been undertaken with good levels of cooperation and transparency from Sun Realm, which has enabled the work to be concluded in a timely manner. Sun Realm has invested in upgrading the software it uses to produce the open book accounts and continued to demonstrate a good understanding of the required detail and format of information necessary to complete the Open Book audits. Sun Realm has also adhered to the Council's timescales for submission and review.
- 7.3 The planned works supervisor, for the installation programmes, has enabled better targeting of investment, which is reflected in the reduction in CAT 1 breakdowns and the increased numbers of installations delivered in the year.
- 7.4 In summary, the overall performance on the contract has remained strong and derived some positive outcomes both in terms of financial savings and excellent levels of customer satisfaction. Sun Realm has assisted in engendering a good working relationship with the Council and both organisations have been keen to identify and manage any waste in the process and this has led to some good results and tangible savings.

8.0 TOTAL ASSET MANAGEMENT CONTRACT - PERFORMANCE UPDATE

- 8.1 The Total Asset Management Contract has been provided by Osborne Property Services since the 1st July 2014 and has just completed the third full year of delivery.
- 8.2 The Council officers continued to work very closely with Osborne's team, by co-locating at the Osborne depot on the Maylands industrial estate, and undertaking site inspections jointly.

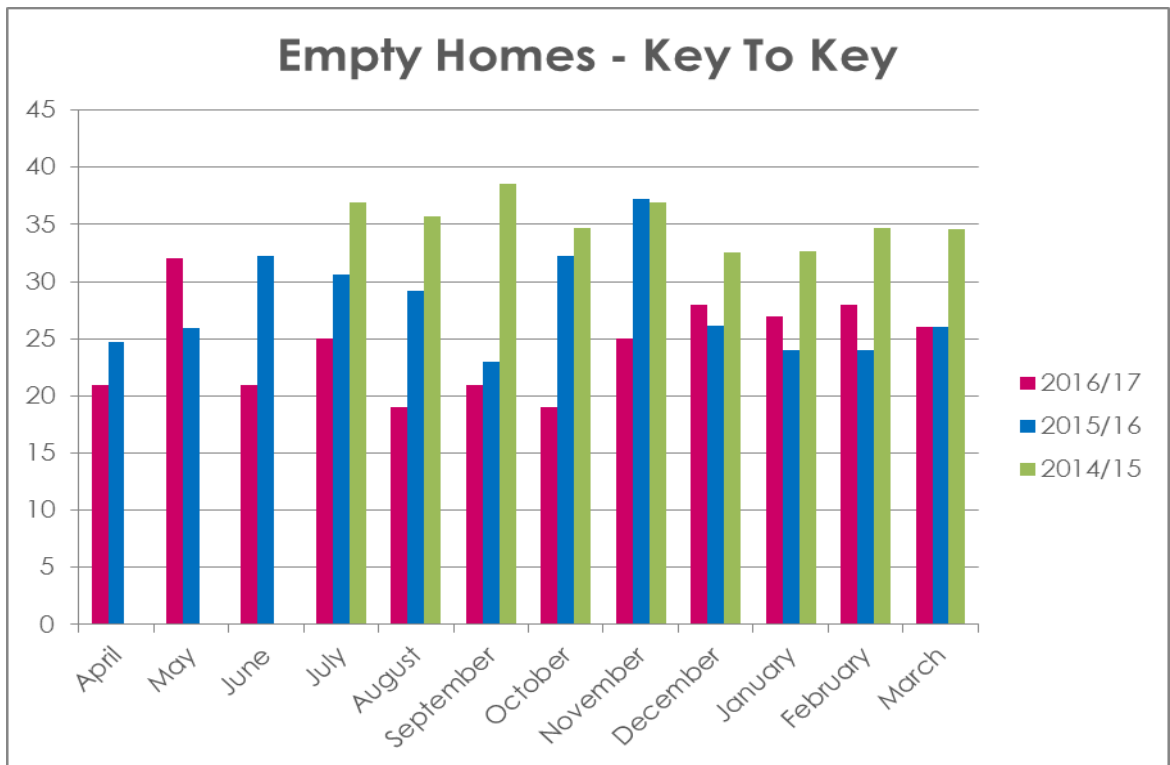
- 8.3 The contract continues to utilise a range of Key Performance Indicators that are linked to a percentage of the Service Providers profit (3%). The performance is reviewed on a monthly basis and determines the percentage of the profit due on the monthly invoice. Where any reductions in performance are identified appropriate interventions are put in place to address issues as the link to profit is designed to incentivise positive behaviours.

9.0 Local Employment and Site Office

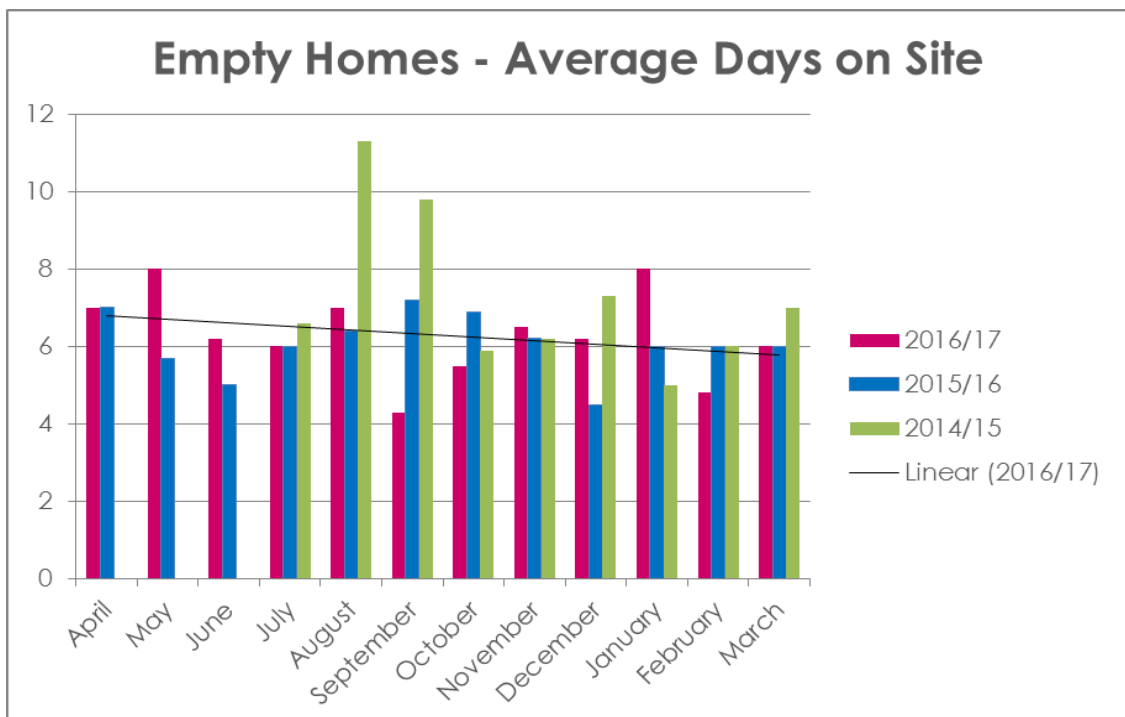
- 9.1 The Council continued to monitor the employment of the sub-contractors that are employed by Osborne, to ensure the local supply chain contractors continued to have the opportunity to work within the Borough. Osborne currently employs 44% of sub-contractor firms that are based in and around Dacorum and continued to explore opportunities to work with local suppliers and contractors. As many of the local supply chain are smaller companies than their national competitors, some of the larger projects do challenge their capacity.
- 9.2 The out of hours call centre operation was monitored throughout the year to determine the number of calls received between 22.00hrs and 08.00hrs. It was established that the low volume of calls received during these times did not equate to the running costs of the operation and alternatives were provided to the Council for consideration. As a result the out of hours calls are now diverted to a central call handling centre in Manchester between the hours of 22.00 and 08.00. There has been a slight cost reduction in overheads that relate to the call centre but it has reduced the number of directly employed staff, which is disappointing as the call centre had provided 17 new jobs at the commencement of the contract.
- 9.3 Osborne have maintained the number of directly employed operatives and employed a drainage operative to deal with routine blockages, so that these can be responded to quickly and to reduce the call out charge to drainage sub-contractors. The percentage of site based staff that are from within Dacorum is much higher than sub-contractor and at the end of 2016-17 was 97%.
- 9.4 Osborne also employed 16 apprentices in a variety of trade and office based roles to provide workplace skills training.

10.0 Empty Homes

- 10.1 The Empty Homes delivery and reduced key to key times continued to deliver very positive performance results. The performance in 2016-17 averaged around 26 days which was 2 days lower than the prior year and significantly better than the 42 days in the year prior to the contract award to Osborne.



10.2 There has also been a reduction in the average time to complete void work on site in 2016-17 and the teams from the Council and Osborne's continued to work closely to reduce duplication and streamline a number of areas in the process. The work continued to be carried out to an increased scope of works than prior to the contract, and with higher volumes following the use of HRA properties as temporary accommodation.



10.3 The empty homes approach is designed to carry out more works prior to the property being re-let to provide the following benefits:

- Less disruption for tenant during tenancy
- Reduction in repair costs / disruption during tenancy
- Better targeting of Aids & Adaptations works for not only immediate incoming tenant but future tenancies
- Property to higher standard is easier to let

10.4 Osborne has completed 215 zero day jobs since the start of the contract. These are jobs when the key is given to them, works carried out, and the key returned on same day. The aim is to identify the work required during a pre-void inspection, which is carried out in the notice to quit period and enables the team to also reinforce the tenant responsibilities in respect of the condition which they are expected to leave their home. The volumes achieved in each of the three years are detailed below:

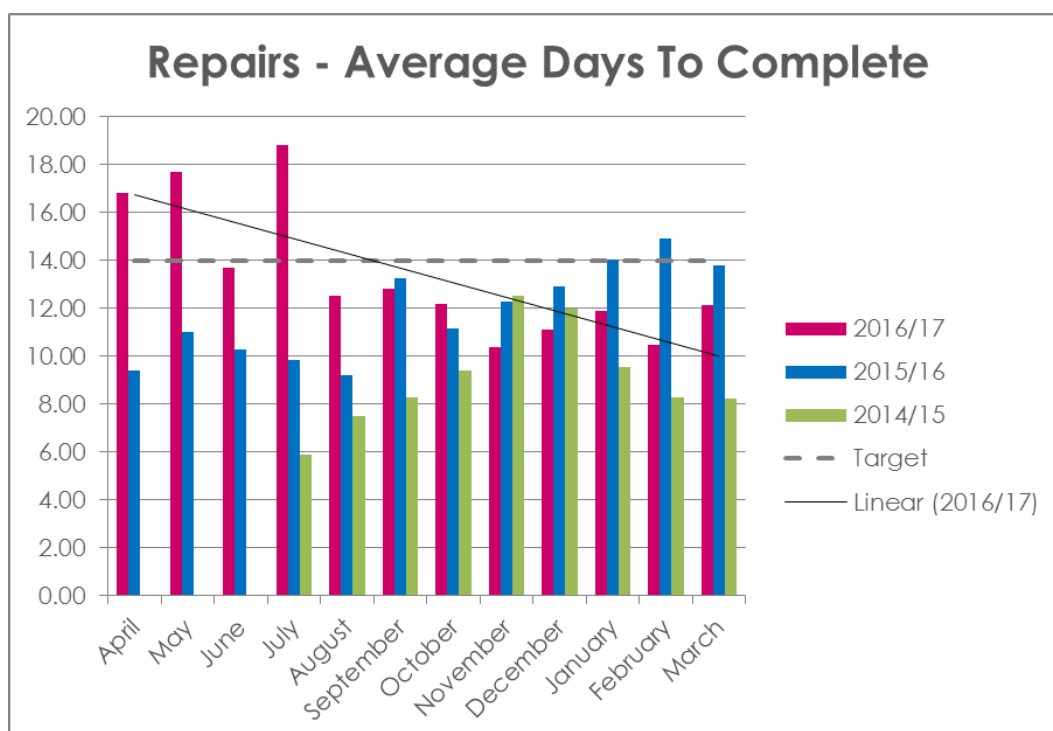
Year	Number of Zero days
14/15	38
15/16	69
16/17	108

10.5 The Osborne Empty Homes Team continued to provide a service that is in the upper quartile of peer organisations for performance in the country.

11.0 Repairs & Maintenance

11.1 During 2016-17 the overall performance in responsive repairs has been variable. The table below shows the average number of days to complete a repair which in the first quarter exceeded the target for two of the three months. This was in part due to a number of complex jobs in the system, but also as a result in changes in process that took time to introduce and resulted in some problems with ensuring the correct trades attended. There was a change in the senior management team to ensure appropriate, experienced resource was invested in this important area of the service and there were notable improvements, with a reduction in the average days from 19 in July to 13 in August.

11.2 There have been a number of changes in personnel and the re-introduction of a productivity based incentive scheme. There is a direct correlation with these changes and an increase in complaints and above target completion times for some of the responsive repairs. Osborne's management teams are working through an action plan to address the root causes of the jobs that were completed above target to ensure there is improvement in performance this year, which will be closely monitored by the Council.



12.0 Planned Works

- 12.1 The programmes in 2016-17 were generated using the stock condition information from the Council's asset database, supplemented by information obtained from the surveys undertaken by surveyors at Osborne and the repairs data.
- 12.2 The planned programme was completed within the financial year, but the external wall insulation project was subject to delays due to the prolonged periods of rainfall. The table below outlines the volumetric completed in 2016-17 by work stream.

Planned Works Work Stream	April 16 to March 17
Kitchens and Bathrooms	456
Full Rewires	14
Re-Wire upgrades	198
Aids and Adaptations	675
External Doors (907 doors to 764 properties)	764
Window replacement	285
External redecoration	32
Roof renewal	50
Tarmac projects	1
Garage Block refurbishment	13
2 room internal redecoration	139
Total	2627

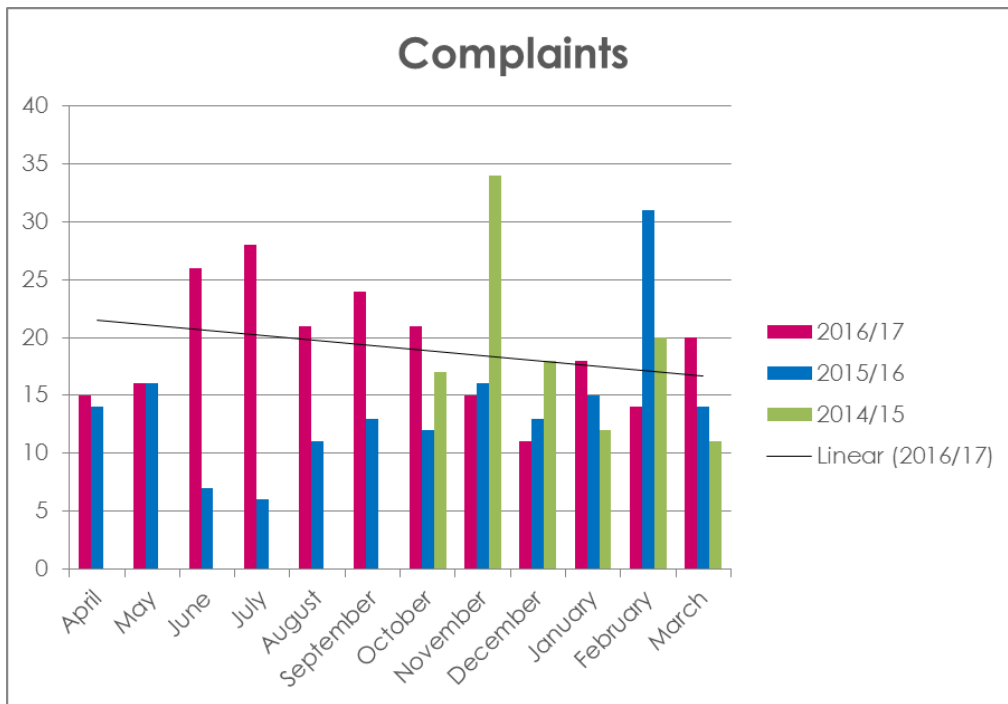
13.0 Customer Satisfaction, Complaints and Compliments

13.1 The customer satisfaction levels, in the graph below, show a consistently high level of satisfaction with planned work throughout the year. The repairs satisfaction was variable with some initial problems with customer satisfaction in the first half of the year. The repairs satisfaction coincided with the initial poor performance in the completion of repairs and the high average days to complete repairs indicate that a number were completed out of target.

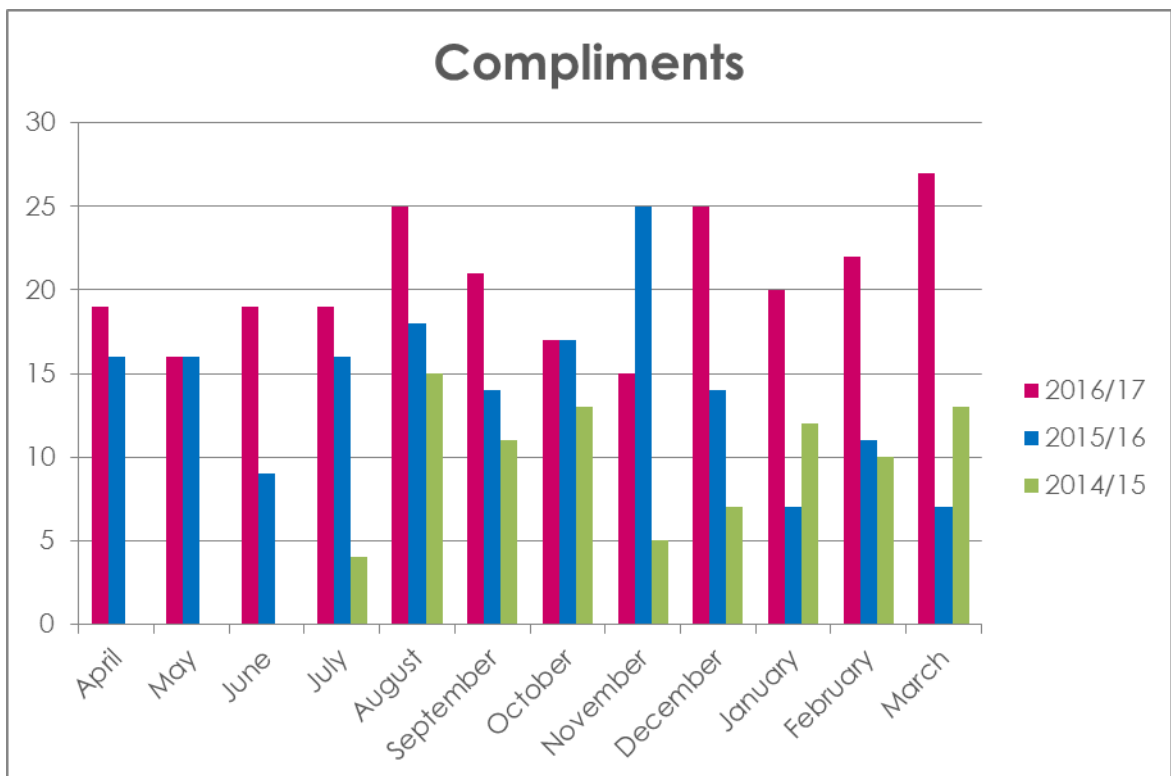


13.2 To provide an additional understanding and assessment of customer satisfaction, analysis of the complaints received, also mirrored the increased timescales for the delivery of responsive repairs and continued to identify a need for improvements in the level and frequency of communication with tenants.

13.4 The number of complaints received remained well below the 1% of all works undertaken, although there was an increase in June and July, which coincided with the increased average time to complete repairs. A number of these complaints centred upon the issues with delays and follow on works, which have been addressed by changes to the planning of follow on work and the strengthening of jeopardy reporting on any jobs at risk of going over target. The volume of complaints reduced in the second half of the year and the figures do include all stage 1 and the Member of Parliament enquiries.



13.5 Compliments are also recorded and this is one area that has recorded a strong improvement. The majority of these relate to planned programmed work, and often as a result of the support that the Customer Liaison Officers provide throughout the process. The increase in compliments provides further assurances to the Council regarding the performance of Osborne to create positive customer experiences.



14.0 Community Investment

- 14.1 Osborne has continued to build on and create new community partnerships with the aim to compliment and not compete against existing services and initiatives. Osborne has been proactively working closely with the Council, the voluntary sector, schools and community groups.
- 14.2 During 2016-17 Osborne has supported or delivered 57 initiatives, which resulted in engagement with over 2360 local people. The staff team at Osborne's helped improve 9 community facilities and gave over 330 hours back to the community through staff volunteering, which does not include their Community Investment Manager's contracted hours.
- 14.3 Employability and Skills remained a priority for Osborne's Community Investment and during the year hosted 7 work experience placements for local people, delivering employability skills workshops to schools, colleges and local job clubs, supporting the Connect Dacorum Dragons Apprentice Challenge and at the end of the period opening our new Training Facility at Maxted Court.

15.0 Financial Performance

- 15.1 The Open Book audits have been undertaken by the cost consultants JRP in conjunction with the Council's staff and reviewed the actual costs against the contractual target costs.
- 15.2 The audit includes all elements of cost and through the Open Book methodology all documents are available for review, including sub-contractors invoices, materials invoices, salaries and all overhead costs. Osborne provided their periodic statement and complete download from their costing system "COINS", which is interrogated to extract the relevant information to identify the target and actual costs.
- 15.3 The auditors, JRP, noted that Osborne have been co-operative throughout the audit and provided the necessary substantiations. The auditors have identified a number of recommendations to enable the future audits to be undertaken without the need to reference prior periods, which Osborne have committed to implement.
- 15.4 The financial outcome of our audit is detailed below with the gain share achieved in each of the various quarters. Overall there was a gain share of £689,358.78, which equates to 3% of the turnover. The 50% of the gain share was credited back to the Council for investment in works programmes.

Audit Period	Quarter	Total Gain	50% DBC Share
April 16-July 17	Q1	£73,571.24	£36,785.62
July 16-Sept 17	Q2	£95,949.74	£47,974.87
Sept 17- Jan 17	Q3	£340,042.64	£170,021.32
Jan 17 – March17	Q4	£179,795.16	£89,897.58
TOTAL		£689,358.78	£344,679.39

- 15.3 The use of improved forecasting has enabled better control of the overall budget in 2016-17, however in the closing months of the year the repairs expenditure increased as a result of storm Doris and the continued use of HRA properties as temporary accommodation. Non-essential capital works were reduced to offset the increased revenue expenditure.

- 15.4 The volume of voids remained high with 745 completed in the period. The average cost of voids did show some variance in the year and as additional one room units were introduced as temporary accommodation this assisted in reducing the average cost as the scope of works is considerably lower in these properties.

Voids 14-15 - 713 completed

Voids 15-16 - 766 completed

Voids 16-17 - 745 completed

16.0 Contract Extension

- 16.1 The contract mechanism enables the Service Provider to earn additional years, up to a maximum of ten, during the initial five year contract period, by the achievement of a number of Key Strategic Indicators, which are detailed 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, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Minimum of two tenants involved at operational meetings at least 4 times annually and demonstrable involvement of tenants in other service shaping activities at least 4 times annually.
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	The Service Provider is to deliver a range of community initiatives in line with an agreed annual project plan that can achieve tangible benefits to the community.
5	Delivery of integrated Information Technology solutions to ensure that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy	The Service provider is to provide a fully operational IT solution that interfaces with the Council's asset management and/or Housing Management systems to provide real time data regarding the progress of orders from the commencement of the service delivery and develop and agree a protocol for the range and scope of management information that has defined milestones throughout the contract.

- 16.2 Currently two additional years have been achieved and the review of the third year's performance has been concluded. The five strategic indicators have been achieved in 2016-17, however due to the high level nature of the indicators a range of deliverables that set out the priority areas for investment were developed for KSI2 and KSI5. The

contract review will be discussed at the next contract Strategic Core Group Meeting, which is scheduled for the 13th October.

17.0 Conclusion

- 17.1 It is essential that The Total Asset Management Contract is delivered to the required quality standard, within the prescribed timescales and available budget. Overall the performance throughout the period, has been satisfactory, but there have been a number of elements of work that have been subject to delays, primarily in the delivery of more complex pieces of work or some of the aids and adaptations. Osborne has made a number of changes to the management of these areas, so these areas are being monitored. In addition the Council and Osborne are currently are working with the Partnering Advisors for the contract Faithorn, Farrell, Timms, to undertake a series of workshops to map some of the processes and establish improved approaches to the areas that are not performing effectively.
- 17.2 The monthly performance summary for the year is contained in Appendix A. The majority of the indicators met or exceeded target throughout the period and for the purpose of passing the KSI, which states that performance should be met for a minimum of 9 out of the 12 month period, all have passed. The overall performance was positive, but the issues with the management of the repairs at the beginning of the year did impact the indicator for repairs and voids completed in target and appointments kept. In addition there were two months were the volume of defects on repairs and voids exceeded the target tolerance and this was addressed with the relevant sub-contractors and operatives to ensure the quality levels are maintained.
- 17.3 Various interventions and changes to the structure of the team at Osborne have been implemented to address the areas of failed performance and these will be closely monitored in the current financial year.
- 17.4 Osborne has demonstrated a commitment to the strategic objectives of the Total Asset Management Contract the TAM manager has been undertaking the analysis of the repairs trends and providing the information on asbestos for migration to the Council's new asset management system, Promaster. The implementation of Promaster will enable the Council to undertake some improved scenario planning to supplement any repairs data that Osborne produces.
- 17.5 There are a number of areas that were subject to an action plan during the year, which have provided a focus to develop some of the value added services that formed the final solutions that Osborne provided during the tendering process. There has been concern that the timescales for delivery of some of the solutions has taken longer than indicated at tender stage and this is subject to ongoing review and scrutiny by the Council's contract team.
- 17.6 The approach being undertaken to the contract continues to be in the spirit of Partnering and the Council and Osborne work very closely together to overcome any issues that arise, to ensure the properties remain in good condition, whilst maintaining high levels of customer satisfaction. There is an acknowledgement that some of the ambitious objectives set out at tender stage require review to determine if they are still a priority, but the Council expect further improvements and efficiencies to be delivered in the current financial year.