



## 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

R & M Continuous Improvement Moving Forward & Improving 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

# 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	



# 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

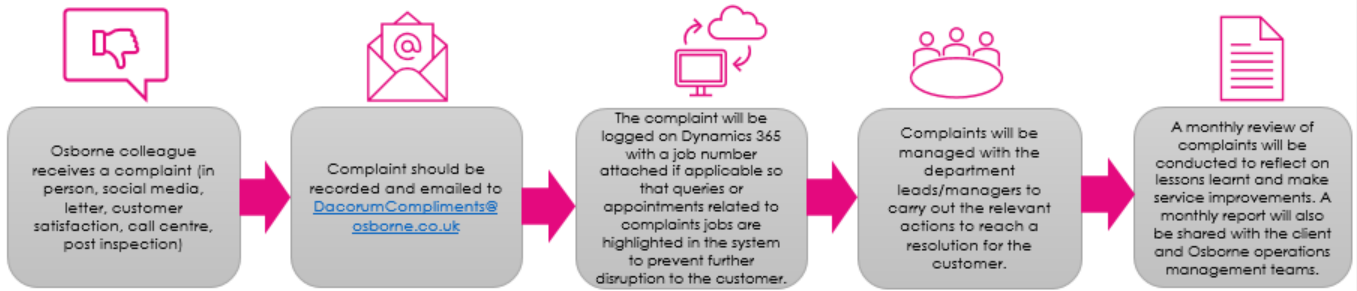
- Osborne colleagues receive compliments daily for the great service we provide to our customers.
- Compliments can be given in many different ways which include feedback given at a job, via the call centre, customer satisfaction, letter, social media, email and in person.
- Its important that we capture 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](mailto: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](mailto: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
<b>Total</b>	29	9	3	41

Case Origin	Count of Cases
	9
Email	28
Phone	4
<b>Total</b>	<b>41</b>

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

Outcome	Count of Cases
	28
Not Upheld	3
Partially Upheld	3
Upheld	7
<b>Total</b>	<b>41</b>

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

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
<b>Total</b>	<b>41</b>

Department	Count of Cases
	9
Planned Works	1
Repairs	31
<b>Total</b>	<b>41</b>

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
<b>Total</b>	<b>41</b>

Compensation	Count of Cases
No	41
<b>Total</b>	<b>41</b>



Partnership Workshop

The banner features a dark grey background on the left and a white background on the right. On the left, there is a small crest for Dacorum Borough Council and a pink circle with the Osborne logo. The main text is in white and pink. On the right, there is a graphic of five stylized human figures in pink and green holding hands, with the text "Our Partnership" above them and three green arrows pointing right below them.

# 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**

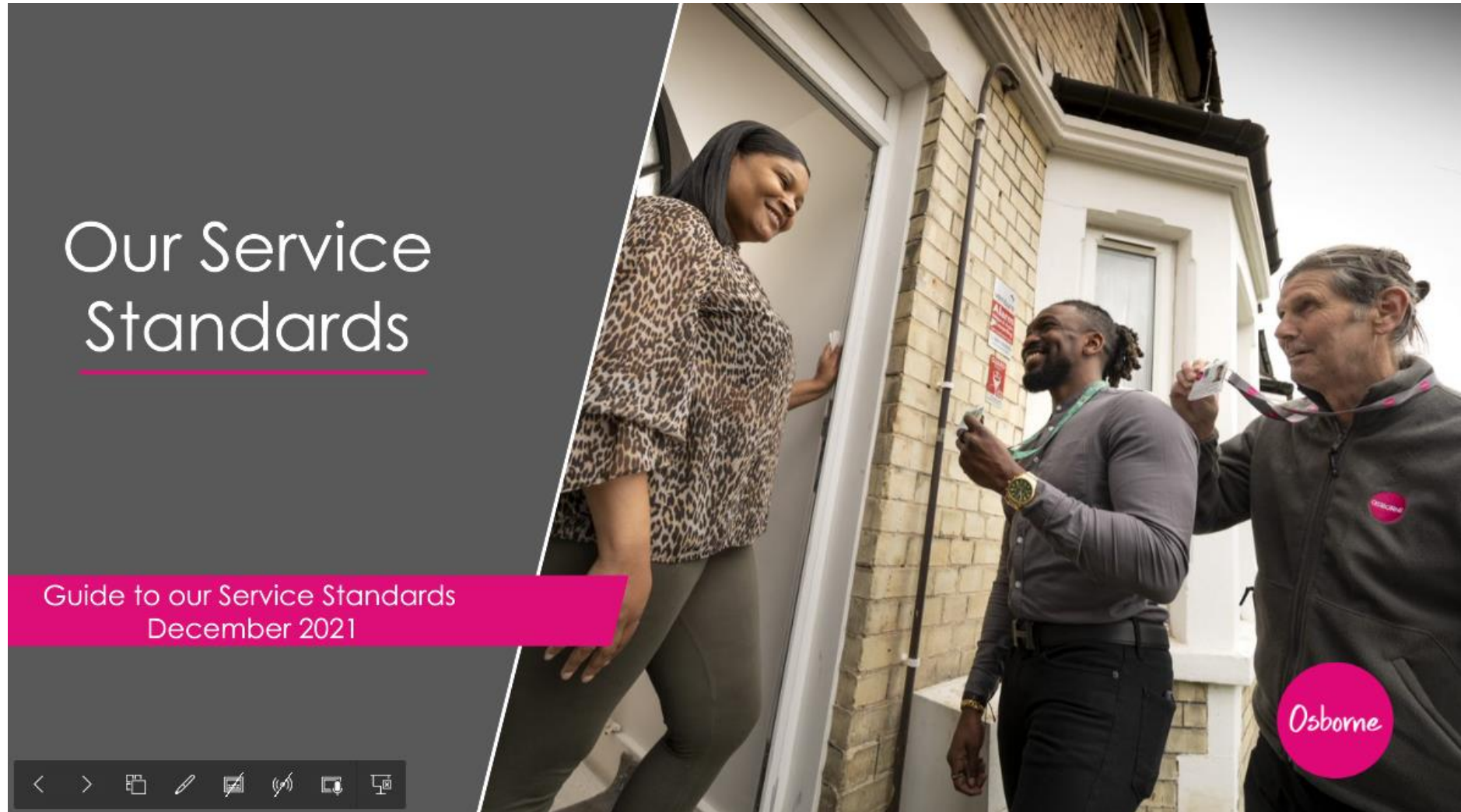
**Desired Outcomes:-**

- 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

A photograph showing three people in a workshop setting. A woman in the foreground is smiling and looking towards the camera. Two men are standing behind her, one pointing at a whiteboard.



Service Standards





# 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



Customer



Collaboration



Accountability



Learning

### 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 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



# Dacorum Borough Council – Improvement Summary

## 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/](http://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



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