



**CASSILTOUN
HOUSING ASSOCIATION**

**OPERATIONS SERVICE PLAN
2016/17**

1. INTRODUCTION AND CONTEXT

The Operations Service Plan covers the period April 2016 – March 2017. It has been prepared as part of the suite of plans that link together to form the planning and performance management of Cassiltoun Housing Association.

The Operations Service Plan provides the key priorities for the Operations Sub-Committee, Managers and Staff team. The [Internal Management Plan](#) is the comprehensive planning document for Cassiltoun and this service plan aims to:-

- Identify what we are trying to achieve.
- How we set about delivering our priorities
- What we have achieved to date/not achieved to date.
- What we plan to do next.
- What resources do we require
- Does the plan deal with the risks identified within the Risk Register.

2. WHAT WE ARE TRYING TO ACHIEVE

The starting point for the Operations Service Planning for the association is the corporate Mission Statement and Strategic and Operational Objectives for the 2016/17 period. These are as follows: -

MISSION STATEMENT

We aim to enhance the quality of life of our clients and to regenerate and sustain our community through housing-led and resident controlled initiatives.

STRATEGIC OBJECTIVES	OPERATIONAL OBJECTIVES
1. Ensure that our rents remain affordable, maintain a stock base sufficient to achieve economies of scale and deliver cost effective services in a cost efficient way.	1. To continue to recruit new Board Members to assist with the strategic leadership and direction of the Association.
2. Maintain the high quality of our housing and service provision, ensuring the comfort of tenants and the protection of investment.	2. To support our Board of Management's agreed training and learning plan.
3. Contribute to the wellbeing of the local community by working with tenants, residents partners and funders to develop initiatives that promote regeneration and increased levels of inclusion.	3. To maintain performance across the KPI's set out in the Internal Management Plan, Operational Service Plan and Advice Team Service Plan.
4. Ensure that the work of the Cassiltoun Group is supported by good	4. To ensure that we deliver the objectives set in the Asset Management Plan and effectively deliver our 2016/17 major repair improvement plans.
	5. Continue to maintain the effectiveness of our Reactive, Cyclical and Environmental Contracts.

governance, effective financial management and regulatory compliance and robust administrative and HR systems.

5. Ensure we attract and retain highly skilled and knowledgeable staff and Board Members. Develop our staff and Board Members through education, training and coaching.
6. To support our Social Enterprise Subsidiary 'Stables Nursery' business in its fourth year of operation.
7. To ensure that the Association's Welfare Reform mitigation plans are effective and that we remain flexible in our approach to managing the full range of welfare changes.
8. To Support Cassiltoun Trust to achieve its objectives including an options appraisal of the heating system at the Stables.
9. To meet existing funders expectations and continue to seek other opportunities to continue with non-housing regeneration plans.
10. To deliver the Castlemilk Park Events programme in 2016/17 and to progress with ongoing regeneration of the park.
11. To take forward the plans outlined in the housing development feasibility report, (dated January 2016) for the church site Labour Club site and LRT site.
12. To complete a full energy efficiency survey to support the Association's EESSH plans.
13. To achieve "Healthy Working Lives" Gold Award in 2016.
14. To make preparations for the introduction of the Housing (Scotland) Act 2014 once the timetable for implementation is known.
15. To complete a comprehensive stock condition survey by the Autumn of 2016.
16. By October complete the 2016 Tenant Satisfaction Survey.

3. **WHAT WE ARE TRYING TO ACHIEVE**

Operations Service

The Operations Service has both a strategic and operational role in the delivery of Housing and Property Management Services. The focus for the service is to deliver the changes needed to the Cassiltoun area of operation so that we create an environment where people choose to live.

The service will be underpinned by a commitment to The Scottish Social Housing Charter and the Charter outcomes and Standards. .

“every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.” SSHC 1

“tenants get the information that they need on how to obtain support to remain in their home; and ensure suitable support is available including services provided directly by the landlord and by other organisations.” SSHC11

The operations service has a fundamental role to play in delivering improved housing services to our tenants, driving forward efficiency and delivering agreed outcomes whilst ensuring that the needs of our community are recognised.

The operations service is committed to continuous improvement and to play its part in enabling Cassiltoun HA to achieve its aims and objectives. This means that we must meet our performance targets.

To achieve our aims, we must be very clear about what we want to be as an organisation and how we want to get there. We must be customer focused and in recognition of this we have introduced the following: -

- [Cassiltoun Standard](#)
- [Tenants Handbook](#)
- [Customer Care Policy](#)
- [Tenant Participation Policy and Strategy](#)
- [Property Factors Written Statement of Services](#)

We will continue to develop, monitor and review these documents.

4. **What have the Operations Team achieved in the last year?**

The Operations Sub-Committee meet on a quarterly basis to review the Association's Operational performance. The meeting is serviced by The Director of Operations Fiona McGowan with assistance from the two Area Housing Managers John Williams and Clare MacLean.

The Operations Team functions generically with each officer having key tasks and responsibilities to deliver the objectives and targets. In addition the Team now has a

dedicated receptionist and has a full time Technical Officer to provide technical support to the Team. The personnel within the Team are as follows: -

NAME	TITLE	MAIN TASKS
Fiona McGowan	Director of Operations	<p>To monitor the performance of the Team and the contractors. To work with the Area Housing Managers on strategy and objectives. To procure and deliver the cyclical, major, estate and reactive contracts.</p> <p>Manage and plan the workload of Operations Team, with the overall responsibility for all aspects of the management of the associations housing stock. This includes allocation and lettings, tenancy agreement, rent accounting and arrears control, rent registration, factoring, day to day delivery of repairs service, estate management, cyclical and major repairs. Monitor budget for work outwith the gas and reactive contracts.</p> <p>To implement the Scottish Social Housing Charter and ensure compliance with the Charter and ensure that the ARC return is completed accurately and on time. To review policy and procedures and make recommendations to the Operations sub- committee. Report the department's performance to the Operations Sub-Committee.</p>
John Williams	Area Housing Manager	<p>To manage the Operations Team and workload on a Day to Day basis. Contribute to the development of association's policy. Promote tenant involvement in all aspects of Operations. Pre- and post-inspection, reporting and processing of repairs; Waiting list (allocations & lettings) and supervision of arrears control. To effectively monitor the City Building Reactive and Gas Maintenance Contracts and the Estate Maintenance Contracts. To deal with all first stage customer complaints and carry out regular audits of the Operations Team work and performance.</p> <p>To monitor and evaluate the practices in place for data collection for the ARC return.</p>

Clare MacLean	Area Housing Manager	<p>To manage the Operations Team and workload on a Day to Day basis. Contribute to the development of association's policy. Promote tenant involvement in all aspects of Operations. Pre- and post-inspection, reporting and processing of repairs; Waiting list (allocations & lettings) and supervision of arrears control. To effectively monitor the City Building Reactive and Gas Maintenance Contracts and the Estate Maintenance Contracts. To deal with all first stage customer complaints and carry out regular audits of the Operations Team work and performance.</p> <p>To monitor and evaluate the practices in place for data collection for the ARC return.</p>
Neill Ferguson	Technical Officer	<p>To provide Technical support and advice to the Team. To assist the Director of Operations in the management and delivery of the Investment Programme, carrying out quality inspections and march-ins/outs. To monitor and assist with the smooth running of the repairs and maintenance service; pre and post inspections. To ensure compliance with effective data collection for the ARC return.</p>
Grant Kennedy	Housing Officer	<p>Contribute to the development of association's policy. Promote tenant involvement in all aspects of Operations. Pre- and Post inspection, reporting and processing of repairs; Waiting list (allocations and lettings) and supervision of rent collection and arrears control. To effectively monitor the condition of our estate. To ensure compliance with effective data collection for the ARC return.</p>
James Wilson	Housing Officer	<p>Contribute to the development of association's policy. Promote tenant involvement in all aspects of Operations. Pre- and Post inspection, reporting and processing of repairs; Waiting list (allocations and lettings) and supervision of rent collection and arrears control. To effectively monitor the condition of our estate. To ensure compliance with effective data collection for the ARC return.</p>

John Brown	Housing Assistant	To support the work of the Operations Team. This is a generic post covering operational tasks such as void management, allocations, reactive repairs, estate management, rent accounting and arrears. To ensure compliance with effective data collection for the ARC return.
Catherine Reilly	Housing Assistant	To support the work of the Operations Team. This is a generic post covering operational tasks such as void management, allocations, reactive repairs, estate management, rent accounting and arrears. To ensure compliance with effective data collection for the ARC return
Lisa Wilson	Customer Services Assistant	To support the work of the Operations Team. This is a generic post covering operational tasks such as void management, allocations, reactive repairs, estate management, rent accounting and arrears. To ensure compliance with effective data collection for the ARC return.
Ainsleigh Maguire	Customer Services Assistant (Temp)	To support the work of the Operations Team. This is a generic post covering operational tasks such as void management, allocations, reactive repairs, estate management, rent accounting and arrears. To ensure compliance with effective data collection for the ARC return.
Emma Scott	Customer Services Assistant (Temp)	To support the work of the Operations Team concentrating on repairs and maintenance including disabled adaptations. To ensure compliance with effective data collection for the ARC return.
Willie Reynolds	Estate Caretaker	Provision of quick and cost-effective in-house minor repairs, inspection and estate management service to tenants.
Steven Cole	Estate Caretaker Assistant (temp)	To support the Estate Caretaker in the provision of the in-house repairs service providing the ability for 2 man jobs to be carried out.

We have integrated risk in a Risk Register into service planning process and acknowledge that there are cross-cutting risks which need to be identified so that they can be dealt with at the senior management team level.

5. **SUMMARY STATEMENT**

Operations Summary Statement

Nature and Scope

The focus for the service is to deliver the changes needed to improve Cassiltoun's performance and to create an environment where people choose to live. We must close the gap between our most and least successful tenancies.

Major Projects/Tasks 2016/17

- Operational Objective 3 – To ensure that all operational targets are met, whilst continually improving on customer service and tenancy sustainment.
- Operational Objective 4 – To deliver the objectives in the Asset Management Plan and deliver the Major Improvement programme on time and within budget.
- Operational Objective 5 – To monitor the and review the Reactive Repairs, Cyclical and Environmental Contracts to ensure service delivery and customer satisfaction in line with the Tenant's Charter and value for money.
- Operational Objective 7 – To ensure that the Operations Staff Team continue to work effectively in mitigating Welfare Reform and work closely with the Money Advice Team and report trends to the Operations Sub-Committee.
- Operational Objective 11 – To work with the SMT, Development consultant and Architects to take forward the plans contained in the feasibility report for the Church Site, Labour Club and LRT sites..
- Operational Objective 12 – To complete a full energy efficiency survey to support the Association's EESSH plans..
- Operational Objective 13 – To assist the Corporate Services Manager in achieving Healthy Working Lives Gold Award
- Operational Objective 14 – To prepare for the introduction of the Housing (Scotland) Act 2014 once timetable is known and produce a new tenants Handbook in line with the Act.
- Operational Objective 15 – complete the comprehensive stock condition survey by Autumn 2016.
- Operational Objective 16 – by October 16 complete the 2016 Tenant Satisfaction Survey
- Complete a factored owners satisfaction survey in conjunction with the TSS.
- To ensure that the Association Stock remains compliant with the Scottish Housing Quality Standards.
- To ensure that the Association complies with the Factoring Act.
- To review all Operational Policies in line with the timetable agreed by the Board and to ensure that all Cassiltoun's policies are compliant with the Equalities Act.

Over the next 12 months we will be preparing and concentrating on:-

- Ensuring that we achieve our operational targets.
- Continue to manage our properties and improve our void performance, time to let and reduce rent loss.
- To maintain our rent arrears performance in 2016/17 taking into account the impact of Welfare Reform.
- Produce a new Tenant's Hand Book taking into account the new Housing Bill.
- Identify new risks and manage existing risks.
- Thorough inspection and monitoring of contractor performance monitor the effectiveness of all our major contracts.
- Ensure completion of planned and cyclical maintenance programmes.
- Monitor spend on disabled adaptations, and budgets for items outwith the reactive and gas contracts to ensure that there is no overspend.
- Introduce additional tenant satisfaction results in particular for repairs.
- Continue to expand and develop the efficiencies within IT system for key day to day functions.

Resources and Budgets 2016-17

No. employees	13
◆ Staff Costs	£463,632
◆ Tenant Management / Participation	£15,600
◆ Service & Factoring Costs	£47,700
◆ Estate (including van running costs)	£203,500
◆ Cyclical	£256,200
◆ Reactive Maintenance	£314,000
◆ Major Repairs	£918,000
Total	<u>£2,218,632</u>

Performance Targets

1. Arrears –3.34%
2. Voids rent loss – 0.30%
3. Voids no of days – 12 Days
4. Write off target - 0.67%
5. Reactive Repairs target times –
 - Emergency - 6 Hours to make safe
 - Urgent – 3 working days
 - Routine – 10 working day
6. Reactive Expenditure to be contained to within 10% of budget
7. Repairs Right First Time – 95%
8. Average hours for Emergency Repairs – 2 hours
9. Non emergency repairs completed – 5 days
10. Average Non-emergency appointments kept – 80%
11. Gas Servicing
 - 100% of gas properties to have a valid gas certificate
 - 100% of gas services to be carried out within anniversary date
12. 10% audit of Gas services to be carried out.
13. Pre-inspections – 10%
14. Post-inspections – 10%
15. Tenant Satisfaction – 90%
16. Factored Owners Arrears - £65,000
17. Lets to Section 5 referrals – 19
18. Anti-Social Behaviour Cases – 90% concluded within locally agreed timescales.
19. Percentage of Tenancy Offers refused – 50%
20. Tenancies sustained for 1 year of more – 85%

Tenant Satisfaction – Tenant satisfaction results for reactive repairs service are reported monthly to OSC. In addition, results are benchmarked against Peer Group and annual surveys for Estate Maintenance are carried out. The Association will expect a 90% tenant satisfaction return rate for all internal repairs. A full tenant satisfaction survey will be carried out in 2016/17.

The target for arrears has reduced again this year due to Welfare Reform not having the expected negative impact due to successful mitigation work and the hard work of the Operations Team.

The Scottish Social Housing Charter underpins the work that that we do and the areas on which we must report. This year we have been placed on Medium Engagement due to being in the bottom quartile for the following five indicators:

- %age of Tenant's satisfied with the standard of their home when moving in.
- %age of tenancy Offers refused
- %age of lets to homeless people
- Anti-social behaviour cases resolved within locally agreed targets.
- Tenancy sustainment.

However it should be noted that we achieved the 100% target for our gas servicing carried out within the anniversary date for 2015/16.

	Target 2014/15	Performanc e 2014/15	Target 2015/16	Performanc e 2015/16	Notes	Target 2016/17
Arrears	4.70%	3.21%	3.40%	3.21%	Outperformed	3.34%
Void rent Loss	0.35%	0.21%	0.32%	0.16%	Outperformed	0.30%
Void Days	12	10.2	12	10.2	Outperformed	12
Reactive Repairs						
Emergency	100%	99.8%	100%	99.8%	On Target	100%
Urgent	98%	98.8%	98%	98.8%	On Target	98%
Routine	98.8%	99.5%	98.8%	99.5%	On Target	98.8%
Reactive Expenditure	£299,000	£336,010	£279,000	£338,662	Overspend	
Gas Servicing						
Carried out within Anniversary	100%	99.05%	100%	100%	On Target	100%
Gas Servicing Expenditure	£101,819	£101,819	£105,000	£114,500	Overspend	£115,000
Pre Inspection	10%	14%	10%	20%	Outperformed	10%
Post Inspection	10%	14%	10%	13%	Outperformed	10%
Tenant Satisfaction	90%	99.27%	90%	99.80%	Outperformed	90%

6. STORY BOARDS

1. What are we trying to achieve

Our aim is to continually improve our service delivery across all areas of operations.

Specifically this would involve the following: -

- Establish a sustainable community through accessible services.
- Encourage partnership working with contractors and Support Providers.
- Work within set budgets.
- Liaison with other agencies such as Police and GCC Depts.
- Support Wider Role Activity

2. How are we delivering our priorities?

Performance across all KPIs is reported to Senior Management and quarterly to Operations Sub-committee.

This has led to earlier identification of areas of weakness and allowed for speedier corrective action.

Regular meetings of Operations staff and improved internal and external communication.

Regular contractor liaison meetings.

3. What have we achieved and not achieved in 2015/16

Achieved

- Met target for Arrears, Void loss and re-letting times.
- Gas Servicing 100% complete within anniversary date.
- Continued to improve condition of Estate improved through regular estate inspections; work of the Estate Action Group (tenants, GCC Land Services, Clean Glasgow, Police, & Staff); provision of larger van and assistant for Estate Caretaker.
- Monitoring 3 year fixed price reactive Repairs Contract.
- Continuously reviewed Repairs and Contractor Performance and achieved targets.

4. What do we plan to do next?

- Continue to develop the knowledge and experience of the Operations Team this is vital to develop staff in their roles.
- To continue to develop our rent management processes to ensure that rent arrears targets are met including updating our SDM system to better record information.
- Continue to Develop our SDM system with a repairs interface.
- Continue to work towards the mitigation of Welfare Reform.
- Prepare for the Report Card to report to tenants out return on the Scottish Social Housing Charter.
- Expand work with other housing support partners.
- Achieve KPIs.

- Developed Repairs Interface with SDM and City Building
- Operations Team provides whole range of housing and property management services.
- Procured new Environmental and Stair Cleaning contractor .
- Worked to Completed Strategic Asset Management Plan.
- Completed on time and within budget the Major Repairs Programme
- Participated in CJF placements with currently 1 trainees in place.

Not Achieved

- Former Tenant Arrears write off Target.
- Sharing of Benchmarking information with Staff to stimulate better performance.
- Monthly audits

- Better sharing of benchmarking information with staff and committee. Use Benchmarking to motivate and stimulate.
- Review all Operational Policies and procedures according to timescales and introduce guidance notes for staff.
- Ensure compliant with Equalities Act.
- Ensure compliance with Factoring Act.
- Monitor reactive, gas and disabled adaptations budgets.
- Deliver Major Repairs Programme
- Improve tenant satisfaction with the standard of their home when moving in.
- Improve %age of tenancy offers refused.
- Increase lets to homeless people.
- Better tenancy sustainment.
- Improve anti social behaviour cases resolved within locally agreed timescales.

OPERATIONS CHECKLIST

The check list is designed to help services ensure that they have fulfilled all the requirements of the service planning and to help SMT and the Sub-Committee identify any gaps or areas where further work needs to be done.

		YES	NO
1.	Has the Service Plan been completed on time? i.e. before 30 th June 2016		
2.	Has the Service Plan completed story boards addressing the self assessment?		
3.	Has the Service Plan provided performance information? Are we considering local circumstances?		
4.	Has the Service Plan provided information on how they intend to collect data on customer satisfaction?		
5.	Has the Service Plan reported performance data on complaints and indicated what action will arise from analysis of complaints data? "We can refer to policy in our plan. But it's about service charges linked to Performance Standards".		
6.	Has the Service Plan outlined what benchmarking activity they intend to undertake with local and peer group housing associations?		
7.	Has the Service Plan met the requirements of the up to date risk register?		
8.	Has the Service Plan been signed off by the Senior Management Team?		