



**CASSILTOUN
HOUSING ASSOCIATION**

**OPERATIONS SERVICE PLAN
2017/18**

1. INTRODUCTION AND CONTEXT

The Operations Service Plan covers the period April 2017 – March 2018. 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 2017/18 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 2017/18 major repair improvement plans.
	5. Continue to maintain the effectiveness of our Reactive, Cyclical and Environmental Contracts.

<p>governance, effective financial management and regulatory compliance and robust administrative and HR systems.</p> <p>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.</p>	<p>6. To support our Social Enterprise Subsidiary 'Stables Nursery' business in its fifth year of operation.</p> <p>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.</p> <p>8. To Support Cassiltoun Trust to achieve its objectives including establishing a financial solution to the heating system.</p> <p>9. To meet existing funders expectations and continue to seek other opportunities to continue with non-housing regeneration plans.</p> <p>10. To deliver the Castlemilk Park Events programme in 2017/18 and to progress with ongoing regeneration of the park.</p> <p>11. To achieve 60% grant funding approval from Glasgow City Council for our Housing Development sites known as Barlia 3 by December 2017/January 2018.</p> <p>12. To complete the necessary energy efficiency works to comply with EESSH requirements before 2020 deadline.</p> <p>13. To secure the necessary private finance borrowing to support the Associations development plans by October/November 2017.</p> <p>14. By the end of 2017 complete new "Tenants Handbook" which complies with the Housing (Scotland) Act 2014</p> <p>15. In 2017/18 complete and Investors in People review of Gold/Platinum standard</p> <p>16. By June 2017 complete initial business planning assessment for Social Enterprise 4 (stair cleaning & environmental services).</p>
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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 (Property and Service) John Williams and Clare MacLean.

The Operations Team functions generically with each officer having key tasks and responsibilities to deliver the objectives and targets. 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, contracts 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. To prepare for SE4.</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. Ensure compliance with SHQS and prepare and ensure that stock meets 2020 ESSH.</p> <p>To implement the Scottish Social Housing Charter, 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. To service the Operations Sub Committee and provide reports on the team's performance, major repairs and improvement programmes.</p>
John Williams	Area Housing Manager (Property)	<p>To manage the Property Services workload and contracts of the Operations Team on a Day to Day basis. Contribute to the development of association's policy. Promote tenant involvement in all aspects of Operations. Monitor major repairs programmes, disabled adaptations, gas servicing, Pre- and post-inspection, reporting and processing of repairs. 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>

		To monitor and evaluate the practices in place for data collection for the ARC return. Assist with the preparation for EESSH. Assist with the preparation for SE4.
Clare MacLean	Area Housing Manager (Services)	To manage the Operations Team housing services 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 deal with all first stage customer complaints and carry out regular audits of the Operations Team work and performance.
		To monitor and evaluate the practices in place for data collection for the ARC return.
James Docherty	Technical Officer	To provide Technical support and advice to the Team. To assist the Area Housing Manager (Property) 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.
Grant Kennedy	Housing Officer	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.
James Wilson	Housing Officer	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.

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 major repairs, gas maintenance and 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 2017/18

- 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 for Barlia 3 and produce new void standard for existing stock.
- Operational Objective 12 – To complete the necessary energy efficiency works to ensure compliance with EESSH before the 2020 deadline.
- Operational Objective 14 – To complete the new “Tenants Handbook” and ensure compliance with the Housing (Scotland) Act 2014.
- Operational Objective 15 – Support the Corporate Services Manager in IIP review for gold/platinum standard.
- Operational Objective 16 – By June 2017 support the preparation for SE4.
- 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 2017/18 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.
- Develop new staff structure and build on team working.
- Prepare new void standard
- Prepare for Newbuild programme
- Prepare for SE4

Resources and Budgets 2017-18

No. employees	13
◆ Staff Costs	£464,145
◆ Tenant Management / Participation	£19,900
◆ Service & Factoring Costs	£48,000
◆ Estate (including van running costs)	£215,000
◆ Cyclical	£427,000
◆ Reactive Maintenance	£361,000
◆ Major Repairs	£943,000
◆ Total	<u>£2,905,045</u>

Performance Targets

1. Arrears –2.83%
2. Voids rent loss – 0.25%
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 - £60,000
17. Lets to Section 5 referrals – 30%
18. Anti-Social Behaviour Cases – 90% concluded within locally agreed timescales.
19. Percentage of Tenancy Offers refused – 25%
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 was carried out in 2016/17 and reported in the ARC.

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. After being placed on Medium Engagement at the beginning of 2016/17 this has been reverted back to Low Engagement due to the Team's hard work on all indicators but particularly 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.

It should also be noted that we again achieved the 100% target for our gas servicing carried out within the anniversary date for 2016/17.

	Target 2015/16	Performanc e 2015/16	Target 2016/17	Performanc e 2016/17	Notes	Target 2017/18
Arrears	3.40%	3.21%	3.34%	2.13%	Outperformed	2.83%
Void rent Loss	0.32%	0.16%	0.30%	0.13%	Outperformed	0.25%
Void Days	12	10.2	12	6.41	Outperformed	12
Reactive Repairs						
Emergency	100%	99.8%	100%	100%	On Target	100%
Urgent	98%	98.8%	98%	100%	On Target	98%
Routine	98.8%	99.5%	98.8%	100%	On Target	98.8%
Reactive Expenditure	£279,000	£338,662	£314,000	£375,770	Overspend	£361,000
Gas Servicing						
Carried out within Anniversary	100%	100%	100%	100%	On Target	100%
Gas Servicing Expenditure	£105,000	£114,500	£115,000	£113,000	On target	£115,00
Pre Inspection	10%	20%	10%	25.8%	Outperformed	10%
Post Inspection	10%	13%	10%	11.9%	Outperformed	10%
Tenant Satisfaction	90%	99.80%	90%	99.45%	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 2016/17

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); utilising the 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.
- Work on bedding in the new staff structure and recruit a new technical officer.
- 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.

- Continued to develop Repairs Interface with SDM and City Building
- Operations Team provides whole range of housing and property management services.
- Procured new Gas Maintenance Contractor
- Monitored new Environmental and Stair Cleaning contractor .
- Worked to update completed Strategic Asset Management Plan.
- Completed on time and within budget the Major Repairs Programme
- Former Tenant Arrears Write Off Target.
- Completed 3 Year Tenant Satisfaction Survey
- Completed Stock Condition Survey.
- Moved from Medium to Low engagement.
- Improved lets to homeless persons.
- Completed ARC Report Card on time.

Not Achieved

- Customer Satisfaction Reduced from 96% to 90% in TSS.
- Sharing of Benchmarking information with Staff to stimulate better performance.
- Monthly audits – Only arrears audits carried out.

- Expand work with other housing support partners.
- Achieve KPIs.
- 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
- Continue to Improve tenant satisfaction with the standard of their home when moving in.
- To work on our EESSH 2020 strategy.
- Work towards SE4.
- Introduce new void standard.
- Complete Tenants' Handbook
- Training on customer care and sharing lessons from customer complaints to improve customer satisfaction levels.

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 2017		
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?		