



**CASSILTOUN  
HOUSING ASSOCIATION**

**OPERATIONS SERVICE PLAN  
2019/20**

## 1. INTRODUCTION AND CONTEXT

The Operations Service Plan covers the period April 2019 – March 2020. 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 2019/20 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
<ol style="list-style-type: none"><li>1. Ensure that our rents remain affordable, maintain a stock base sufficient to achieve economies of scale and deliver effective services in a cost efficient way.</li><li>2. Maintain the high quality of our housing and service provision, ensuring the comfort of tenants and the protection of investment.</li><li>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.</li><li>4. Ensure that the work of the Cassiltoun Group is supported by good</li></ol>	<ol style="list-style-type: none"><li>1. <b>Governance</b><ol style="list-style-type: none"><li>A. To continue to recruit new Board Members to assist with the strategic leadership and direction of the Association.</li><li>B. To support our Board of Management's agreed training and learning plan.</li><li>C. Continue to support our subsidiary companies with effective management and Governance support.</li><li>D. To continue to meet Regulatory Standards and prepare for the introduction of new Assurance Statement.</li></ol></li><li>2. <b>Operational Performance</b><ol style="list-style-type: none"><li>A. To maintain performance across the KPI's and SMART plans set out in the Internal Management Plan.</li></ol></li></ol>

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.

- B. To ensure that we deliver the objectives set in the Asset Management Plan and deliver our 2019/20 major repair improvement plans.
- C. Continue to maintain the effectiveness of our Reactive, Cyclical and Environmental contracts.
- D. Ensure that the Association's preparations for Universal Credit continues to be effective.
- E. Complete necessary energy efficiency works to comply with EESSH before 2020 deadline.
- F. Complete necessary work to ensure that we are compliant with new fire and smoke detector regulations by 2021.

### **3. Progress with our Development Plans**

- A. Achieve a completion for Barlia 3 by Q3.
  - B. Achieve a site start for Castlemilk Drive by end of Q3/early Q4.
  - C. Progress with plans for the Nursery Site.
- a. To meet existing funders expectations and continue to seek other opportunities to continue with non-housing regeneration plans.
  - b. To deliver the Castlemilk Park Events programme in 2019/20 and to progress with the ongoing regeneration of the Park.
  - c. In 2019/20 continue with compliance of the Investors in People review of platinum standard.
  - d. Progress with the plans to create Cassiltoun Environmental Services (new social enterprise) to achieve start date by Q2.
  - e. Prepare for the extension of Freedom of Information Act to Social Landlords.
  - f. Introduce a 3 year internal audit programme
  - g. Complete a Tenant Satisfaction Survey by beginning of Q3.

### **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 and Money Advice. 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 and can afford to live.

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

#### **1: Equalities**

Social Landlords perform all aspects of their housing services so that:-

- 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.

#### **2: Communication**

Social landlords manage their businesses so that:

- Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

#### **3: Participation**

Social landlords manage their businesses so that:

- Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

#### **7,8 & 9: Housing Options**

Social landlords work together to ensure that:

- People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them.
- Tenants and people on housing lists can review their housing options.

Social landlords ensure that:

- People at risk of losing their homes get advice on preventing homelessness.

#### **10: Access to social housing**

Social landlords ensure that:

- People looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and on their prospects of being housed.

#### **h. Tenancy sustainment**

Social landlords ensure that:

- 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.

#### **12: Value for money**

Social Landlords manage all aspects of their businesses so that:

- tenants' owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

### **Financial Conduct Authority**

The Operations Team now incorporates the Advice Team and therefore complies with the following principles:-

***Integrity*** - A firm must conduct its business with integrity.

***Skill, care and diligence*** - A firm must conduct its business with due skill, care and diligence.

***Management and control*** - A firm must take reasonable care to organise and control its affairs responsibly and effectively, with adequate risk management systems.

***Customers' interests*** - A firm must pay due regard to the interests of its customers and treat them fairly.

***Communications with clients*** - A firm must pay due regard to the information needs of its clients, and communicate information to them in a way which is clear, fair and not misleading.

***Conflicts of interest*** - A firm must manage conflicts of interest fairly, both between itself and its customers and between a customer and another client.

***Customers: relationships of trust*** - A firm must take reasonable care to ensure the suitability of its advice and discretionary decisions for any customer who is entitled to rely upon its judgment.

***Relations with regulators*** - A firm must deal with its regulators in an open and cooperative way, and must disclose to the appropriate regulator appropriately anything relating to the firm of which that regulator would reasonably expect notice.

The Operations Team will ensure that they uphold the vision and values of the Association.

### **Cassiltoun Values**

- Having Integrity
- Be a good leader
- Adapt and commit to change
- Quality Customer Service
- Inspiration & Innovation

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 Team 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 regularly review and update 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 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 exception to this is the Advice Team who offer specialised services. The personnel within the Team are as follows: -

<b>NAME</b>	<b>TITLE</b>	<b>MAIN TASKS</b>
Fiona McGowan	Director of Operations	<p>To monitor the performance of the Team, contracts and the contractors. To work with the Housing Managers on strategy and objectives. To procure and deliver the cyclical, major, estate and reactive contracts and to procure and monitor the SCS and TSS at the correct intervals ensuring Value for Money for the Association.</p> <p>To work alongside the development consultant for the Association's new build programme and to ensure that a letting plan and a void management plan is in place to ensure service once the properties come offsite. 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</p>

and arrears control, rent registration, factoring, day to day delivery of repairs service, estate management, cyclical and major repairs and the work of the Advice Team. Monitor budget for work outwith the gas and reactive contracts. Ensure compliance with SHQS and prepare and ensure that stock meets 2020 ESSH.

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.

John Williams      Area Housing Manager (Property)

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 policies and procedures. 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 assist in the procurement of all reactive and major repairs contracts ensuring Value for Money and to effectively monitor the Reactive and Gas Maintenance Contracts, the Estate Maintenance Contracts and the major repairs contracts ensuring that these are delivered on time and within budget. 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. Assist with the preparation for ESSH2. Assist with the preparation for SE4.

Clare MacLean      Area Housing Manager (Services)

To manage the Operations Team housing services and advice team's workload on a Day to Day basis. Contribute to the development of association's policies and procedures. 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.

To assist in all relevant procurement exercises for example Tenant Satisfaction Survey ensuring Value for Money is met.

To assist in the development of a letting and void plan to deal with the newbuild properties coming off site.

Jim Docherty	Clerk of Works/Technical Officer	<p>To provide Clerk of Works services for the Association's newbuild development programme. Ensuring quality is maintained and value for money provided.</p> <p>To provide Technical support and advice to the Team.</p> <p>To assist the Area Housing Manager (Property) in the management and delivery of the major repairs and reactive repairs programmes, 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>
James Wilson	Senior Housing Officer	<p>To support the Housing Manager (Services) in the management and delivery of an effective, efficient and responsive housing management, repairs and neighbourhood management service.</p> <p>Contribute to the development of the Association's Policy and procedures.</p> <p>To ensure compliance with effective data collection for the ARC return.</p> <p>To carry out regular audits of the Team's work.</p> <p>To support the DoO and HM (Services) in the procurement of contracts within their remit ensuring Value for money is achieved.</p>
Anne Millar	Advice Team Co-Ordinator	<p>To manage a small team who will offer a financial inclusion and welfare rights service to tenants, including financial health checks and support to deal with wider issues e.g. fuel poverty</p> <p>To provide money and debt advice in order to maximise service users and the Association</p>



income. To provide information and education to service users to enable them to become more financially included.

To access other grants/charities and programmes that will improve people's lives.

To assist the Housing Manager (Services) with the Association's preparation for Welfare Reform and with other regeneration programmes

Ann Fraser 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.

Donna Fullerton Welfare Rights Officer (P/T)

To maximise service users' and Association income through advice and representation to tenants on entitlement to welfare benefits.

To access other grants/charities and programmes that will improve people's lives.

To assist the Advice Team Co-ordinator with the Association's preparation for Welfare Reform and with other regeneration programmes.

Lisa McCaig Welfare Rights Officer (P/T)

To maximise service users' and Association income through advice and representation to tenants on entitlement to welfare benefits.

To access other grants/charities and programmes that will improve people's lives.

To assist the Advice Team Co-ordinator with the Association's preparation for Welfare Reform and with other regeneration programmes.

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
Connor McLean	Advice Assistant	<p>To support the work of the Advice Team including client facing work and completing application forms for benefits.</p> <p>To access other grants/charities and programmes that will improve people's lives.</p> <p>To assist the Advice Team Co-ordinator with the Association's preparation for Welfare Reform and with other regeneration programmes.</p> <p>To deliver a digital drop in service for Cassiltoun tenants to improve people digital knowledge and skills.</p>
Emma Scott	Customer Services Assistant (Technical)	<p>To support the Clerk of Works/Technical Officer in providing a high quality repairs and maintenance service including major repairs, gas maintenance, void maintenance and disabled adaptations. Ensuring Value for Money on all contracts.</p> <p>Carrying out pre and post inspections of void and tenanted properties.</p> <p>To ensure compliance with effective data collection for the ARC return.</p>
Lisa Tomlinson	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 Butters	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.

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 the 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 2019/20

##### 1. Operational Objective 2 - Operational Performance

- A. To maintain performance across the KPI's and SMART plans set out in the Internal Management Plan, whilst continually improving on customer service and tenancy sustainment.
- B. To ensure that we deliver the objectives set out in the Asset Management Plan and deliver our 2019/20 major repair improvement plans.
- C. Continue to maintain effectiveness of our Reactive, Cyclical and Environmental contracts.
- D. Ensure that the Associations preparations for Universal Credit continues to be effective.
- E. Complete necessary energy efficiency works to comply with EESH before 2020 deadline.
- F. Complete necessary work to ensure that we are compliant with new fire and smoke detector regulations by 2021.

##### 2. Operational Objective 3 – Progress with our Development Plans

- A. Achieve a completion for Barlia 3 by Q3
  - B. Achieve a site start for Castlemilk Drive by end of Q3/early Q4
  - C. Progress with plans for the Nursery Site.
3. Progress with plans to create Cassiltoun Environmental Services (new social enterprise) to achieve start date by Q2.
  4. Prepare for the extension of Freedom of Information Act to social landlords
  5. Complete a Tenant Satisfaction Survey by beginning of Q3
  6. To ensure that the Association complies with the Factoring Act.

7. 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:-

- Recruit a new housing officer
- 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 2019/20 taking into account the impact of Welfare Reform.
- 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 on time and within budget.
- Monitor spend on disabled adaptations, and budgets for items out with the reactive and gas contracts to ensure that there is no overspend.
- Continue to monitor 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.
- Review Allocation Policy in light of Housing (Scotland) Act 2014 and role out training to all staff team
- Monitor performance and progress of New build programme to ensure quality and delivered on time and within budget.
- Prepare letting and void plan for Newbuild programme
- Prepare for implementation of SE4 by Q2
- Maintain FCA regulatory requirements
- Manage and deliver the Furniture Package/Home start programme
- Complete internal and external audits

#### Resources and Budgets 2017-18

No. employees	17
◆ Staff Costs	£674,822
◆ Tenant Management / Participation	£22,300
◆ Service & Factoring Costs	£48,000
◆ Estate (including van running costs)	£259,000
◆ Cyclical	£320,000
◆ Reactive Maintenance	£487,000
◆ Major Repairs	£899,000
◆ Furniture Initiative & homestart grant	£10,000
◆ Tenant Satisfaction Survey	£8,500
<b>◆ Total</b>	<b>£2,728,622</b>

## Performance Targets

1. Arrears –2.77%
2. Voids rent loss – 0.37%
3. Voids no of days – 12 Days
4. Write off target - 0.60%
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 - £40,000
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 or more – 85%
21. Overpayments dealt with within 14 days
22. Advice Team - 95% Audit pass mark with no major improvements – 3 cases per advisor per month
23. Advice Team – 95% Customer Satisfaction
24. 90% of Home Start Project applications completed in 10 working days
25. 20 Service users accessing Digital programme

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 2019/20 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.

It should also be noted that we again achieved the 100% target for our gas servicing carried out within the anniversary date for 2018/19.

	<b>Target 2017/18</b>	<b>Performance 2017/18</b>	<b>Target 2018/19</b>	<b>Performance 2018/19</b>	<b>Notes</b>	<b>Target 2019/20</b>
<b>Arrears</b>	<b>2.83%</b>	<b>2.63%</b>	<b>2.92%</b>	<b>2.57%</b>	<b>Outperformed</b>	<b>2.77%</b>
<b>Void rent Loss</b>	<b>0.25%</b>	<b>0.27%</b>	<b>0.27%</b>	<b>0.15%</b>	<b>Outperformed</b>	<b>0.37%</b>
<b>Void Days</b>	<b>12</b>	<b>8.82</b>	<b>12</b>	<b>7.9</b>	<b>Outperformed</b>	<b>12</b>
<b>Reactive Repairs</b>						
<b>Emergency</b>	<b>100%</b>	<b>99.6%</b>	<b>100%</b>	<b>100%</b>	<b>On Target</b>	<b>100%</b>
<b>Urgent</b>	<b>98%</b>	<b>100%</b>	<b>98%</b>	<b>100%</b>	<b>On Target</b>	<b>98%</b>
<b>Routine</b>	<b>98.8%</b>	<b>100%</b>	<b>98.8%</b>	<b>100%</b>	<b>On Target</b>	<b>98.8%</b>
<b>Reactive Expenditure</b>	<b>£361,000</b>	<b>£355,000</b>	<b>£371,000</b>	<b>£401,000</b>	<b>Overspend</b>	<b>£487,000</b>
<b>Gas Servicing</b>						
<b>Carried out within Anniversary</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>On Target</b>	<b>100%</b>
<b>Gas Servicing Expenditure</b>	<b>£115,000</b>	<b>£113,000</b>	<b>£115,000</b>	<b>£112,000</b>	<b>On target</b>	<b>£118,00</b>
<b>Pre Inspection</b>	<b>10%</b>	<b>15.89%</b>	<b>10%</b>	<b>16.85%</b>	<b>Outperformed</b>	<b>10%</b>
<b>Post Inspection</b>	<b>10%</b>	<b>15.87%</b>	<b>10%</b>	<b>20.04%</b>	<b>Outperformed</b>	<b>10%</b>
<b>Tenant Satisfaction</b>	<b>90%</b>	<b>98.2%</b>	<b>90%</b>	<b>98.6%</b>	<b>Outperformed</b>	<b>90%</b>
<b>Service users demonstrate an improved understanding of the benefits system</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>18</b>	<b>Not met target</b>	<b>New KPI's for 2019/20</b>
<b>Service users report feeling more confident about</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>18</b>	<b>Not met target</b>	<b>New KPI's for 2019/20</b>

<b>engaging with the benefits system</b>						
<b>Service users are confident to make benefit claims online</b>	<b>40</b>	<b>68</b>	<b>40</b>	<b>11</b>	<b>Not met target</b>	<b>New KPI's for 2019/20</b>
<b>Service users (first time issues) achieve collective benefits gain each year</b>	<b>£130,000</b>	<b>£429,500</b>	<b>£130,000</b>	<b>£261,581</b>	<b>Outperformed</b>	<b>New KPI's for 2019/20</b>
<b>Service users demonstrate an understanding of the value of bank accounts and house contents insurance</b>	<b>30</b>	<b>50</b>	<b>30</b>	<b>18</b>	<b>Not met target</b>	<b>New KPI's for 2019/20</b>
<b>Service users set up a bank account or appropriate banking service</b>	<b>20</b>	<b>3</b>	<b>20</b>	<b>1</b>	<b>Not met Target</b>	<b>New KPI's for 2019/20</b>
<b>Service users set up home contents insurance</b>	<b>7</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>Not met Target</b>	<b>New KPI's for 2019/20</b>
<b>Service users are confident and competent to draw up a household budget and make adjustments as necessary</b>	<b>70</b>	<b>98</b>	<b>70</b>	<b>23</b>	<b>Not met Target</b>	<b>New KPI's for 2019/20</b>
<b>Service users are confident to use the internet to access information about financial products and services</b>	<b>30</b>	<b>98</b>	<b>30</b>	<b>24</b>	<b>Not met Target</b>	<b>New KPI's for 2019/20</b>
<b>Service users draw up and maintain for 6 months a</b>	<b>30</b>	<b>12</b>	<b>30</b>	<b>15</b>	<b>Not met Target</b>	<b>New KPI's for 2019/20</b>

<b>repayment plan for any outstanding debt</b>						
<b>User satisfaction</b>	<b>90%</b>	<b>100%</b>	<b>90%</b>	<b>100%</b>	<b>Out performed</b>	<b>95%</b>



## 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 affordable and 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
- Support tenants through Welfare Reform and empowering them to be financially included.

### 2. How are we delivering our priorities?

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

This leads to early identification of any areas of weakness and allows 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 2018/19

#### 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);
- Improved the void standard and cleanliness utilising the larger van and assistant for Estate Caretaker.
- Monitoring 3 year fixed price reactive Repairs Contract.

### 4. What do we plan to do next?

- Continue to develop the knowledge and experience of the Operations Team incorporating the Advice Team. This is vital to develop staff in their roles.
- Work on bedding in the new staff structure and recruit a new housing officer.
- To continue to develop our rent management processes to ensure that rent arrears targets are met including updating our SDM system and introducing Dash Boards to better record information.
- Continue to Develop our SDM system with a repairs interface.

- Continuously reviewed Repairs and Contractor Performance and achieved targets.
- Continued to develop Repairs Interface with SDM and City Building
- Operations Team provides whole range of housing and property management services.
- Monitored Environmental and Stair Cleaning contractor.
- Completed on time and within budget the Major Repairs Programme
- Former Tenant Arrears Write Off Target.
- 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

- Continue to work towards the mitigation of Welfare Reform and increase financial inclusion.
- Continue to develop digital services for tenants.
- 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.
- 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.
- Procure Reactive Repairs Contract.
- Prepare for the extension of FOI to RSL's
- Review next 5 years major repairs programme
- 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.
- Set up and monitor SE4.
- Continue to learn from 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 <sup>th</sup> April 2019		
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?		