



Operations Manager Candidate Pack

Upkeep Shettleston Community Enterprise Ltd



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Operations Manager

£40,000 - £43,500

Upkeep is a successful and ambitious social enterprise that provides high quality, value for money property maintenance and estates services to its parent company Shettleston Housing Association and other local social landlords. The enterprise is committed to community development and creates employment, training and development opportunities within the communities it serves.

Upkeep was established in 2005 and has since grown substantially, the enterprise now has a turnover of £2.4million and a staff team of 50 people. Most of Upkeep's business comes from Shettleston Housing Association, the team provides high-quality repairs, maintenance and void services alongside landscaping and estates services to the association and its tenants. Upkeep also has contracts with several local RSL's and has ambitions to continue its growth, winning more contracts and offering greater VFM within the housing sector. The organisation has developed a culture of professionalism and strives for excellence in all business activities.

We now seek a technically competent leader with a passion for developing people to join the senior team as the new Operations Manager.

This post will be key to the continued success of Upkeep, its people and the quality services it offers. The post is responsible for the operational direction of the trades team, coordination of resources and programming of all works. The new Operations Manager will also plan and deliver key projects of work, support the Head of Operations in maintaining and developing partnerships and ensure effective mentoring and development of Upkeep's trades team. This is an excellent opportunity to deliver social impact in the form of employment and development whilst delivering VFM through effective property and estates services.

The candidate we seek will have a track record of leading people within a property services setting and possess an appreciation for social enterprise and social housing. The ideal candidate will have experience of working with a direct labour team and able to evidence commercial acumen.

For a confidential discussion please contact Mike Orr at Aspen People on 0141 212 7555.

Closing date for applications: Friday 12th November 2021

Job Description

Job Title	Operations Manager
Reporting To	Head of Operations
Grade	EVH Grade 8
Key Objective	
To co-ordinate all resources and programme management for Upkeep and to provide a high quality standard of void management, reactive maintenance and cyclical project service to Shettleston Housing Association and all other customers.	
Job Overview	
To be an effective, highly motivated manager who will oversee the operational direction of the Upkeep trades team and deliver excellent performance in their operational delivery areas. To co-ordinate all resources and programme management for Upkeep and to be a role model and ambassador for the Trades Team and assist the Head of Operations to ensure the highest quality standards of voids management, reactive maintenance and cyclical project service is delivered to Shettleston Housing Association.	
Key Responsibilities	
Operational and management responsibility for Upkeep's Trade Teams.	
To ensure that Upkeep's Trade Teams deliver a value for money service to its customers, including Shettleston Housing Association.	
Actively support the Head of Operations in developing and maintaining partnership working with Shettleston Housing Association.	
Deputising for the Head of Operations in all areas of Upkeep's business.	
Direct Reports	
This post has fifteen direct reports at present, including; four Joiners, two Joiners Apprentices, two Electricians, one Electrician Apprentice, three Painters, one Roofer, one Roofers mate and one Plumber/Heating Engineer.	
Key Outcomes	
<ol style="list-style-type: none"> 1. To maintain an overview of the resourcing and programming of all works undertaken by Upkeep and co-ordinate scheduling of resources across the organisation. 2. To prepare detailed costs and programmes for specific projects where required. 3. To plan and deliver projects, ensuring that they are scheduled and resourced to the level necessary for Upkeep's Trade team to deliver in line with the Association's set KPIs. 4. To ensure the Trade teams are given support, mentoring and, where necessary, training to carry out their duties to the highest standards. 5. To develop and motivate the team to ensure a positive culture of teamwork and co-operation underpinned by Upkeep's values. 	

6. To ensure all trade apprentices are given the appropriate mentoring, support and encouragement to ensure they have the opportunity to develop into skilled trade people.
7. To adapt to and pro-actively support and develop a workforce with a diverse range of development needs.
8. To maximise productivity, promoting high team morale whilst ensuring that good working practices are adopted across the range of Upkeep's work activities
9. To provide support to the Corporate Services Manager and Estates Manager in ensuring the day to day running of Upkeep's business in line with relevant policies and procedures
10. To provide support to the Head of Operations and in consultation with the Group HR and organisational development manager to ensure that Upkeep's policies and procedures are upheld at all times
11. To ensure that all functions of the Upkeep business continue to be delivered and staff teams are appropriately managed and adequately supported in the absence of the Head of Operations.
12. To be a role model by setting the highest standards of leadership, including, but not limited to, the promotion of H&S procedures and best practice, ensuring compliance with company procedures and legal obligations.
13. To develop and deliver weekly toolbox talks & chair monthly trade team meetings to discuss best practice, industry standards and Health & Safety to ensure all operatives have a good knowledge of health and safety procedures.
14. To provide support to the Head of operations and the Health & Safety Officer in developing, implementing and managing Upkeep's Operational safety Manual and its inherent integral policies, procedures and guidance remain in line with industry standards and best practice
15. To support and assist the Head of Operations to monitor income and expenditure for all contracted works ensuring that they remain within set budgets.
16. To support and assist the Head of Operations to ensure that all trade work is appropriately priced and that all works completed are profitable to Upkeep and cost effective to the Association.
17. Actively maintain an up to date knowledge and awareness of technical, statutory and regulatory requirements and best practice in relation to trade services.
18. Provide input into the development of Upkeep's policies and procedures.
19. Develop strong working relationships with colleagues and customers.
20. To attend and, where appropriate, deputise for the Head of Operations at meetings of the Upkeep Board of Directors, project planning sessions with senior staff within the Association and other such engagements as may be necessary.
21. To ensure Upkeep achieves its KPI's in relation to pre & post inspections ensuring all works are completed to a high standard and within an acceptable timeframe.
22. Carry out any reasonable tasks that may be required in line with the Upkeep's business needs and objectives.

Key Contacts

External

Industry bodies
Suppliers
Sub-Contractors
Quantity Surveyors
Architects (Where Appropriate)

Internal

Upkeep Board
Upkeep Management Team
SHA Executive Team
SHA Management Team
SHA staff

External Clients

Customers

Tenants
Home Owners

PERSON SPECIFICATION

Job Title: Operations Manager

Date: February 2020

Requirement	Value	
	Essential	Desirable
1. Education and Qualifications		
• SVQ Level 3 in Site Supervision (Construction): Building and Civil Engineering		✓
• Current Site Managers Safety Training Scheme accredited	✓	
2. Skills and Abilities		
• Excellent people management and leadership skills	✓	
• Excellent written and verbal communication skills	✓	
• Team player with a positive attitude, and the ability to promote and nurture a culture of positive and cohesive team dynamics.	✓	
• A proven ability to manage, motivate and mentor staff and, where necessary, manage unacceptable performance and behaviours.	✓	
• Excellent decision making and problem solving skills	✓	
• A proven ability to influence and provide inspirational leadership to others.	✓	
• Passionate about delivering and cultivating excellent customer service.	✓	
• Able to think and operate strategically.	✓	
• Good ICT skills		✓
• An ability to deal with the complex and fluctuating issues faced in a customer focussed Social Housing environment and the challenges encountered whilst delivering such services as a socially responsible employer	✓	
3. Experience & Knowledge		
• A track record of service excellence delivery and demonstrable experience within a maintenance and/or projects environment.	✓	
• Experience of Void Property Management within the social housing sector.		✓

• A proven track record of meeting performance targets	✓	
• A proven track record of excellent Project Management skills within a complex multi-trade organisation.	✓	
• Experience of pricing jobs ensuring adequate time and resources are allocated to ensure jobs are completed on time, to an exacting standard and are profitable for the business	✓	
• Experience of managing, motivating and developing staff	✓	
• Experience of relationship building with external stakeholders.		✓
• Knowledge of health and safety and compliance requirements.	✓	
• Experience of partnership working.		✓
4. Other Requirements		
• A commitment to customer service and to the ethos, values and business objectives of Upkeep.	✓	
• A Full Driving License	✓	
• Flexibility to work out-with office hours		✓
• Ability to attend evening Upkeep Board meetings.		✓



Business Plan 2021 Summary

1. Introduction

Upkeep Shettleston Community Enterprises Ltd (“Upkeep”) is a successful social enterprise, established in 2005.

We are a wholly-owned subsidiary of Shettleston Housing Association (SHA) and a company limited by shares. ‘Upkeep’ is a commercial trading company with a turnover of £2.4 million and employs 50 full and part-time staff.

We have our own Board which operates in accordance with an Independence Agreement and a Service Sharing Agreement with SHA.

We provide SHA with a range of services including:

- Day to day and cyclical maintenance
- Void works and Major Repairs
- Stair cleaning and back court maintenance
- Landscape gardening

In addition to Shettleston, Upkeep also provides services on a much more limited scale to a range of other RSL’s and private clients.

From its inception in 2005, as an estate services provider, Upkeep grew rapidly in the ensuing years and built up an external customer base in addition to a fast growing role in the delivery of SHA’s repairs and maintenance programme.

We have always had a focus on community benefit, particularly through the contribution we can make to local employment opportunities, although that has not been clearly defined in recent years as the Company developed.

A value for money review of Upkeep was carried out in 2019 and its conclusions have contributed to the development of this Plan which sets out the future focus and direction of the Company.

2. What we are about..

a) Our Purpose

We are a social enterprise, providing high quality, value for money property maintenance and estate management services to Shettleston Housing Association and its tenants. We contribute to the local community and economy through the creation of employment, training and development opportunities in the area.

b) Our Vision

Our vision, which we share with our parent, is of:

Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life chances.

c) Our Values

Our values, and the behaviours that we believe are required to underpin these (also shared with SHA) are:

- **Customer service:** *commitment, service excellence, professionalism, engagement, respect*
- **Making a difference for the community:** *achievement, social conscience, environmental impact, social & economic Impact, innovation*
- **Teamwork:** *partnership working, creative problem solving, communication, accountability, social Inclusion*
- **Fairness:** *equal treatment for all, honesty, trust, integrity, openness*

3. Strategic analysis: 2020

At a Planning event in the lead up to the 2020 Business Plan we reviewed our operating environment and considered the company's strengths, weaknesses, opportunities and threats.

a) Our Operating environment

PESTLE analysis

Key issues identified were as follows:

Political:	<ul style="list-style-type: none">▪ Political uncertainty (Brexit, Scottish Independence) potentially leading to increasing cost of materials and/ or lack of availability of workforce▪ Welfare reform – potential reduction in cashflow if SHA repairs budget reduces due to fall in rental income▪ Reducing income for Glasgow City Council may further impact on scope /quality reduce quality of its waste management /environmental services with potential knock-on effects for delivery of Upkeep services.▪ Increasing requirements for high standards of governance for RSLs will cascade down to subsidiaries to some extent.
Environmental:	<ul style="list-style-type: none">▪ Climate change – potential for increased incidents of flooding in local area.▪ Waste collection & back court services – aim to encourage tenants on improved waste management
Social:	<ul style="list-style-type: none">▪ Operating in an area of high social deprivation adds to the importance of Upkeep's role in providing good, secure employment opportunities at a living wage▪ Potentially opens up public funding opportunities▪ But potential also for higher crime/security and health and safety risks.

Technical:	<ul style="list-style-type: none"> ▪ Anticipated improvements in scheduler system following server upgrades will help improve productivity ▪ Seeking new equipment to improve safe access for roof works, etc
Legal:	<ul style="list-style-type: none"> ▪ Extension of Freedom of Information legislation to Upkeep from November 2019. ▪ A continuing need to meet other important legal responsibilities in relation to Health and safety, GDPR etc
Economic:	<ul style="list-style-type: none"> ▪ SHA's overall financial position and its objective of ensuring value for money may impact on contract prices/hourly rates and volume of works to be awarded. ▪ The impending SHA rent and service charge restructure likely to generate focus on/discussion around services that are currently provided by Upkeep. Could increase potential for tenants to seek to "opt out" or provide opportunity to improve level of service (eg close cleaning) if service charges can be increased. ▪ Exploring potential savings on purchase of materials and plant through use of national procurement frameworks ▪ Potential future opportunity to offer handyman service – income generator

b) Challenges and risks

SWOT analysis

Strengths	<ul style="list-style-type: none"> ▪ Long established company with track record and experienced staff team ▪ We benefit from the support of our parent, Shettleston Housing Association ▪ Recent conclusion of value for money review by SHA, reaffirming commitment to continue to work with Upkeep.
Weaknesses	<ul style="list-style-type: none"> ▪ VFM review identified a significant number of action points for improvement around quality of service. ▪ Capacity / experience in supervisory and programming roles ▪ Invoicing procedures <ul style="list-style-type: none"> ▪ Sickness absence high in some areas ▪ Cash-flow and potential future viability challenges.
Opportunities	<ul style="list-style-type: none"> ▪ Opportunity to secure longer term commitments to current works from SHA. ▪ Incentives for performance / productivity improvement to drive up vfm and quality ▪ Potential for future expansion into more planned / major works <ul style="list-style-type: none"> ▪ Potential to tender for external work (Partnership for Procurement assist with tendering), although main focus to be on SHA going forward
Threats	<ul style="list-style-type: none"> ▪ Changes in legislation & impact on processes and costs (H&S, Fol, etc)

	<ul style="list-style-type: none"> ▪ Ongoing need to demonstrate overall financial value for money to SHA
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4. Progress in 2020/21

The past year has seen real challenges with the pandemic, unanticipated in January 2020 when the Plan was first adopted. This restricted planned progress in a number of areas. Despite that it has still been possible to make substantial progress against last year's Delivery Plan:

Objective 1 : Improve customer service and value for money to SHA

- The implementation by Upkeep of SHA's new two hour appointment arrangement with latest available figures indicating that appointment times were being kept to in 97% of cases.
- Upkeep's contribution to ensuring that SHA's other ARC- related performance targets are being at least broadly complied with including:
 - Repair response times
 - Jobs being done "right first time"
- Upkeep successfully taking on responsibility from SHA for preparing its own invoices.

Upkeep also played a key role in ensuring that the Association has been able to maintain services throughout Covid restrictions. The normal services were enhanced to include covid-related cleansing of door handles, bannisters and other touch points. In addition Upkeep was able to provide SHA with a new bulk removal service when the Council withdrew its own service and to date this has involved the removal of over 200 tonnes of bulk from back-courts to Council disposal facilities. Without this service there would have been serious implications for the cleanliness and hygiene of SHA tenement properties.

Objective 2 : Develop our staffing and working arrangements to ensure a high performing culture

The planned staff restructure was taken forward and substantially completed before Covid took full hold, leaving the key new Operations Manager post the only one still to be permanently filled but with significant benefits accruing from the other changes to the complement and job roles.

Upkeep's contribution throughout the Covid period has also helped to engender a greater sense of shared objectives within the Group and there has been evidence of improved joint working in various areas. There have also been IT systems improvements

Objective 3 : Strengthen our financial position to ensure ongoing business viability

Again there has been good progress made. In particular, Upkeep's financial position looks healthier than in previous years, and when the 2020 Plan was adopted.

This in part reflects the fact that new rates and contract sums were successfully negotiated with SHA prior to the start of the 2020/21 financial year. Also that work volumes were largely maintained during Covid or compensated for through uptake of the furlough scheme.

Other new business was also generated in the year (the new bulk removal service for SHA and new service provision to neighbouring RSLs).

It has recently been agreed by SHA that Upkeep should continue to provide all services as at present in 2021/22.

There has also been good progress in the adoption of more cost effective procurement of vehicles for the Upkeep fleet. The position regarding use of sub-contractors by Upkeep has been clarified and the approach discussed at the last meeting now ratified by SHA's Committee.

Objective 4 : Evaluate our social impact and review the role that we can play going forward

Upkeep participated in the Wider Role Working Group (WRWG) set up by SHA in spring 2021 and through this employability was identified as a key wider role priority for the Group as a whole and Upkeep's role in delivering on this was endorsed. Specific proposals were developed in relation to recruiting additional apprentices in 2021/22.

It was also agreed that Upkeep should continue to explore the possibility of becoming an accredited training centre for construction skills.

The recent decision by SHA to create a new position of Community Regeneration Officer should ensure that there is greater resource available to support the ongoing development of Upkeep's own Wider Role.

Objective 5 : Ensure that Upkeep is achieving high standards of governance and compliance throughout the business

Despite Covid the Board was able to continue to function effectively during the course of the year, through the use of video-conferencing for Board meetings.

There was good progress with the implementation of necessary compliance arrangements in relation to Freedom of Information provisions and the ground work has been undertaken in respect of the adoption of a new Upkeep Health and safety Policy, to accord with the revised approach to H&S within the Group determined by the parent during the year.

5. Our Strategic Objectives

Despite the progress made the key challenges facing Upkeep remain the same and the Board has agreed to largely maintain the same Strategic Objectives for the coming plan period.

- 1. Improve customer service and value for money to SHA**
- 2. Develop our staffing and working arrangements to ensure a high performing culture**
- 3. Strengthen our financial position to ensure ongoing business viability**
- 4. Deliver employability support and opportunities and continue to evaluate and review our social impact and role in the community going forward.**
- 5. Ensure that Upkeep is achieving high standards of governance and compliance throughout the business**

An updated **Delivery Plan** has been approved for the achievement of these Objectives (see **Appendix 1**).

6. Resources and financial projections

Our updated financial projections show that modest surpluses will arise in each of the next five financial years. With this ongoing strengthening of the financial position the net assets and cash position are also projected to remain positive.

Upkeep Business Plan:
Delivery Plan 2021/22 (Summary)

Risk of non-achievement

- Low (Lost opportunity to improve but without significant financial, strategic or governance implications)
- Medium (Significant performance, financial, strategic or governance implications)
- High (Severe risk and potentially business critical)

	Key priorities/tasks/projects/targets	Target	Risk if not achieved
	1. Improve customer service and value for money to SHA		
1.1	Implement sample Schedule of Rates and monitor impact on VFM in services delivered.	APR 2021	●
1.2	Review and improve format/content of invoices so that information required by SHA always included.	April 2021	●
1.3	Develop arrangements for ongoing benchmarking against costs of other providers/competitors.	June 2021	●
1.4	Work with SHA to ensure that internal recording/data processes are adequate to enable an updated independent VFM Review during 2022	March 2022	●
1.5	Ensure advance detailed programmes of works are provided for larger repairs/cyclical works and deliver against these timescales.	By end March 2021 & on -going	●
1.6	Improve joint working on the programming and delivery of works for voids to drive improvement in timescales and value for money	June 2021	●
1.7	Improve pre and post inspection processes/ %s to improve delivery against “right first time” criteria, ensure appropriate trade team is allocated and ensure that information consistently recorded in relation to labour time and materials.	Apr 2021	●
1.8	Ensure a common understanding with SHA of Upkeep’s performance through the agreement of clearer monitoring/measurement criteria, the setting of clear targets and the regular sharing of results for all services delivered to SHA.	April 2021	●

1.8	Ensure continuing improvements in performance against SHA's ARC-based and other performance indicators (repair response times; void re-let times etc).	On-going	●
1.9	Liaise with SHA to continue to review service delivery, with close cleaning, back court maintenance and landscaping services to improve tenant satisfaction, within the context of the forthcoming review of SHA Rents & Service charges.	Sept 2021 and ongoing	●
1.10	Ensure ongoing understanding of the needs of the customer (i.e. the Association) and good communication and working relationships with SHA staff, through continuing regular strategic and operational meetings between SHA and Upkeep .	On-going	●
	2. Develop our staffing and working arrangements to ensure a high performing culture		
2.1	Ensure that staff are kept regularly updated about business plan objectives and performance against these, particularly in relation to customer service and VFM.	April 2021 & on-going	●
2.2	Work to develop a shared culture/ethos and common objectives between Upkeep and SHA, and in particular:		
	2.2.1: Once Covid permits, commence Quarterly full meetings of Upkeep personnel to be attended by senior SHA staff.	June 2021	●
	2.2.2: Continue to look to establish joint SHA and Upkeep staff working groups to look at issues of common interest/concern	On-going	●
	2.2.3: Continue to look at potential benefits of integration of some processes/policies throughout the organisation, including through the adoption and implementation of some "group policies"	On-going	●
	2.2.4: Develop an Upkeep staff handbook	June 2021	●
2.3	Improve management/ supervisory capacity within Upkeep, and in particular:		
	2.3.1: Complete the re-structure of Upkeep's management and office -based staff and recruitment into all posts.	April 2021	●
	2.3.2 Ensure proper induction into new role for Operations Manager and bed in new responsibilities within Upkeep's top positions.	June 2021	●
	3. Strengthen our financial position to ensure ongoing business viability		
3.1	Annually review whether Upkeep should continue to offer to deliver all services to SHA as at present or focus on areas of relative strength in terms of vfm and profitability.	Mar 2022	●
3.2	Ensure that the Head of Operations and Operations Manager have the capacity to monitor actual spend against budget on a monthly basis.	June 2021	●

3.3	Review approach to stock purchases and procurement of all trade and environmental team materials	April 2021	●
3.4	Develop a plan for improving business capacity & performance to be in a position to start winning contracts for more profitable business from SHA (e.g. kitchen replacements & gas servicing) in future years.	Mar 2022	●
	4. Deliver employability support and opportunities and continue to evaluate and review our social impact and role in the community going forward.		
4.1	Deliver additional apprenticeships and training opportunities	Sept 2021	●
4.2	Explore potential to become approved training centre for construction skills	Sept 2021	●
4.3	Measure sustainment of employment and evaluate impact on local employment market	Sept 2021	●
4.4	Explore potential opportunities to provide career development opportunities	ONGOING	●
4.5	Seek investment from social investment organisations	March 2022	●
4.6	Explore potential for assistance from Community Benefits to be gained from larger, external contracts	March 2022	●
4.7	Continue to review the “wider role” that Upkeep can play in the community	March 2022	●
	5.Ensure that Upkeep is achieving high standards of governance and compliance throughout the business.		
5.1	Develop updated Standing Orders/delegated authorities for Board and senior staff within the Group	Sept 2021	●
5.2	Further develop the Board: Seek to recruit an additional co-optee(s) in accordance with targeted specialist skills / experience gaps	Sept 2021	●
5.3	Review health and safety arrangements		
	5.3.1 Adopt finalised Upkeep H&S Policy and review roles, responsibilities and training requirements.	June 2021	●
	5.3.2 Undertake a follow-up to 2018 independent audit of H&S	Sept 2021	●
5.4	Review general approach to procurement having regard to the principles of openness, accountability and fairness contained within SHA’s new Procurement Strategy and ensuring compliance with all procurement regulations/legislation directly applicable to Upkeep.	Dec 2021	●
5.5	Annually review Independence Agreement and Service Sharing Agreement.	June 2021	●

Upkeep Structure 2021

