



Director of Finance and Corporate Services

Information for Applicants

Shettleston is a community based housing association, formed in 1976 by local people who were concerned at the deterioration of their community and who wanted to save the traditional sandstone tenements that embodied that community.

Shettleston in the mid 70s was losing people, losing jobs and in danger of losing its sense of community. Tenements were being demolished or were falling into disrepair and the future looked bleak.

The area was dominated by run down, blackened tenements, built in the 1890s and 1900s which had seen little external improvement and maintenance since before the First World War. Tenement backcourts were little more than derelict land. However much pride householders took in their own homes, they seemed to be fighting a losing battle against dereliction and decay.

But events were to prove that whilst this was Shettleston's low point, it was also its turning point.

Changes in government policy and greater emphasis on the rehabilitation of housing rather than its demolition coincided with community activists and local people calling for a way forward for Shettleston. The result was the Association and a new partnership between Government at all levels and the local community.

While the early focus was on tenement improvement the Association gradually developed, first through building new houses and then by developing wider role projects. The organisation grew through a series of stock transfers, starting in the 1990's and culminating in second stage transfer from GHA in 2009. An increasing emphasis on major repair and component replacement has seen the existing stock improve in line with the requirements of the Scottish Housing Quality Standard.

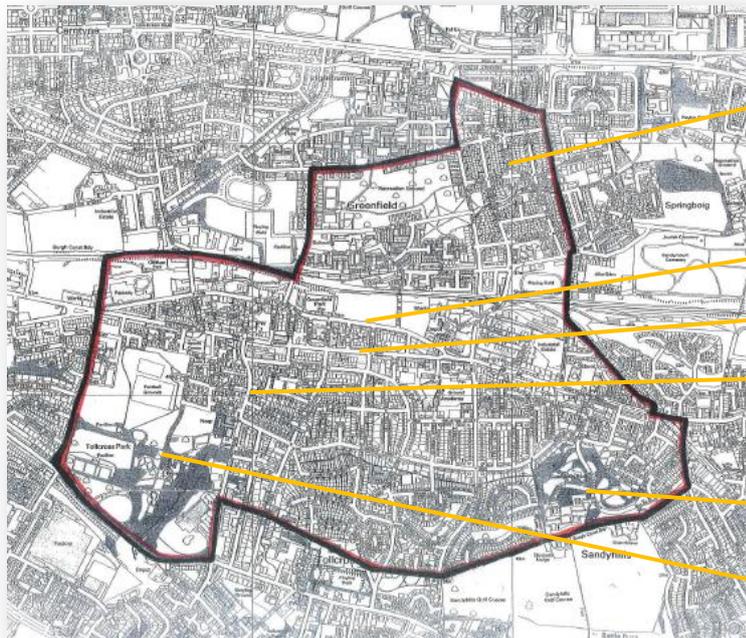
The Association celebrated its 40th Anniversary in 2016 and operates within the Shettleston, Sandyhills, Greenfield, Budhill and Springboig areas of the city. It is a Scottish Charity and is also registered with the Care Inspectorate.

Area of Operation

The Association's area of operations is set out in its Rules. In broad terms it takes in the area from the Westmuir St/Shettleston Rd junction in the west to the Baillieston Rd/Sandyhills Rd junction in the east. It includes Tollcross Park and the Sandyhills area to the south and the South Greenfield and Springboig areas to the north.

Membership of the Association is only open to residents living within these areas.

The traditional centre of the area is bounded by Shettleston Rd and Old Shettleston Rd.



Springboig

Old Shettleston Rd
Shettleston Rd
Wellshot Rd

Sandyhills High Flats
Tollcross Park

Association Structure

The Association has a Group structure and operates three subsidiary organisations.

**Upkeep Shettleston Community
Enterprises:**

'Upkeep' is a commercial trading company with a turnover of around £2.5 million. It is the Association's principal subsidiary, employing 42 FTE staff and providing the Association 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

It was established in 2005 as a 'social firm' whereby at least 25% of its employees have experienced physical or social disadvantage.

In addition to Shettleston, Upkeep provides services to a range of other RSL's and private clients.

Upkeep has issued one share which is owned by the Association. Its Board is appointed by the Association's Management Committee.

Upkeep Recycling:

Upkeep Recycling is a charitable subsidiary, established in 2014 and responsible for all recycling activities previously dealt with by Upkeep. In particular it manages a chain of second hand furniture shops in a range of locations across Glasgow. It is a company limited by membership and the

Committee

The Management Committee of the Association consists of up to 18 members, 15 of whom are elected and must be Association members who live in the Association's area. Membership is only open to those living within the area. Three of the Committee may be co-opted by the Management Committee as they think appropriate. Those three co-opted members do not require to be share-holding members or resident within the area.

The Association's current Chair is Gillian Johnston. Where they are required by virtue of the number of candidates standing compared to the places available, Association elections involve a postal ballot of all tenants as well as members, conducted by an independent

Association is its sole 'member'. As with Upkeep, the Association's Management Committee appoints its Board.

East End Housing Development Co:

'East End Housing' is a commercial trading company set up in 2007 to engage in both the private rented market and home ownership. To date it has acquired a number of tenement flats which are let at market rents. It also manages the Association's portfolio of mid-market rent properties.

As with Upkeep, it has issued one share which is owned by the Association. Its Board is appointed by the Association's Management Committee.

agent and subject to ratification by the Annual General Meeting.

The Association operates with three sub-committees:

Operations: This Committee deals with both Housing Management and Maintenance, including planned maintenance

Development and Wider Role: As the name suggests this Committee deals with all new build and major rehabilitation projects and oversees the Association's wider role programme.

Corporate Services: The Association's finances, staffing and audit functions are dealt with by this Committee.

The post

Our long-serving Finance Manager, Jim Hempsey, is due to retire in the summer. We have recently completed a review of the Association's senior staff structure and the position of *Director of Finance and Corporate Services* (FCSD) is a newly created post arising from this.

The post will form part of a new *Executive Management Team* of four, including our new Chief Executive, Tony Teasdale, and the two other Director posts: *Director of Customer and Community Services* and *Director of Property Services*.

The Executive Management Team will provide strategic direction and leadership to a team of Operational Managers. Three of these will report directly to the FCSD: *Finance Manager*, *Organisational Development Manager* and *Senior IT Officer*.

The chart **below** shows the new structure that is currently in the process of being

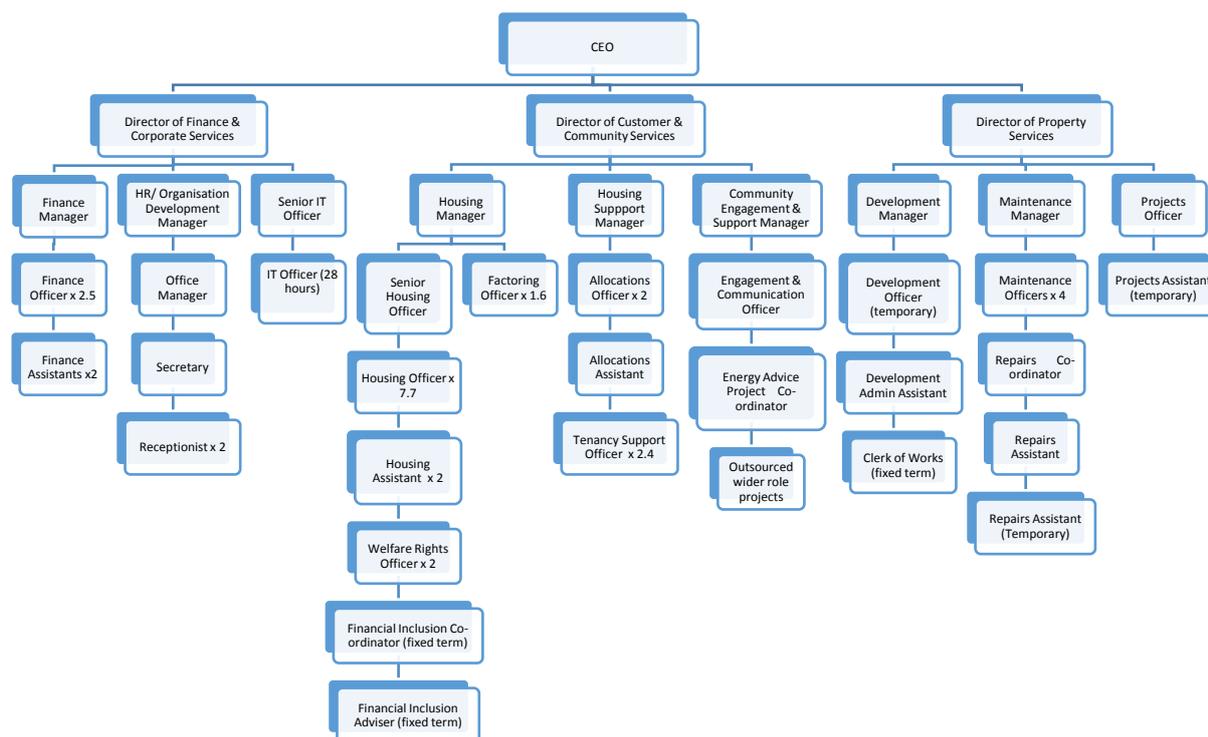
implemented. We anticipate that most of the other senior posts will be filled through internal matching in the coming month and for the new structure to be fully operational by the end of the summer.

It will replace the current structure which involves 7 senior staff members, plus the Upkeep Operations Manager, reporting

directly to the CEO and each heading up a distinct staff team. The aim of the restructure has been to ensure that, going forward, our arrangements are:

- Fit for purpose and best placed to help us deliver on the Association's plans into the future
- Cost effective and value for money
- Conducive to cohesive leadership, with strategic capacity and capability
- Able to build upon, and where possible retain, existing talent and experience.

New Staff Structure



Key Statistics and Other Information

The following is a summary of the key facts about the Association:

- 2,289 units in ownership
- 1,241 factored
- 53 FTE staff
- Loan portfolio:
 - £45 million facility from Royal Bank of Scotland
 - £34.6m drawn down at March 2017
- Over the coming three years (18/19 – 20/21) we have plans to invest a further £16.3 Million in new affordable homes (138 units) and £4.7 million in the existing stock.

For more information see our website, and in particular:

<http://www.shettleston.co.uk/documents/view.php?documentID=1966&categoryID=67>

2016/17 Landlord Report:

<http://www.shettleston.co.uk/documents/view.php?documentID=2144&categoryID=67>

2016/17 Accounts:

<http://www.shettleston.co.uk/documents/view.php?documentID=2145&categoryID=5>

Recent

<http://www.shettleston.co.uk/documents/index.php?categoryID=7>

Newsletters

Key Statistical Information:
<http://www.shettleston.co.uk/documents/index.php?categoryID=33>

<http://www.shettleston.co.uk/documents/index.php?categoryID=32>

For a further insight into the work of the Association please see the film '**A Place of Your Own**', produced for the Association's 40th Anniversary celebrations:

<http://www.shettleston.co.uk/about-us/-40th-anniversary-film/>