

## Operations Manager - Factoring

### Grade: 4

Hanover Scotland Housing Association has an important strategic role within the housing sector in Scotland. We are proud to be a market leader and wish to build on this to provide a stronger integrated approach that addresses our customer needs: today and in the future. This will be achieved through adherence to our values, underpinned by our core competencies and the innovative use of technology to provide higher customer satisfaction.

We need to ensure that we have the right people in the right place to respond quickly to our customers and deliver a high quality, cost effective service that meets our strategic objectives. We are seeking senior managers who have strong managerial and leadership skills to help us position the organisation at the forefront the sector.

Can you say yes to the following?

- Are you constantly looking at the customer journey to find smarter ways of meeting customer needs?
- Have you the ability to view and analyse your service through the eyes of the customer?
- Do you demonstrate strong people management skills and can build collaborative working relationships based on honesty, compassion and integrity?
- Can you break down barriers and build bridges through integration of staff and services?
- Are you a high performing manager?
- Have you delivered a service that is strong, affordable, viable and successful?
- Are you creative and innovative in finding sustainable solutions to problems?
- Do you have a critical eye to seek simple solutions?
- Can you contribute and work within a high performing team?
- Have you the ability to lead, manage and develop the capability of a team to respond to changing customer expectations?
- Are you enthusiastic, positive about change and people centred?

**If you have answered yes to the above and are still excited about this post, read on...**

**Job Title: Operations Manager - Factoring**

**Location: Edinburgh or Glasgow**

**Responsible to: Factoring Manager**

### **Key Job Purpose**

You will be a senior member of the Customer Services management team, contributing to the achievement of the Department's objectives through your proven leadership abilities.

You will have accountability to assist with the development and operation of the Strategic Business Unit (SBU) for Factoring. This SBU is comprised of the Owner Occupied, Shared Ownership and Shared Equity developments Hanover manages.

### **Key Accountabilities/Responsibilities**

You will be able to produce outcomes that enable Hanover to achieve its purpose of delivering 'Simple solutions for life: helping older people to feel safe and secure at home and to live fulfilling and independent lives.'

Take the action necessary to fulfil Hanover's six commitments:

1. we will provide well designed, well maintained, affordable, warm, modern housing;
2. we will find simple and practical solutions that make a real difference to the lives of our customers;
3. we will build positive and lasting relationships with our customers and stakeholders;
4. we will aim to exceed our customers' expectations and to provide high quality personalised services that enhance their quality of life;
5. we will be creative and will continually look for new ways of working which add value and develop our people; and
6. we will be passionate about housing and support, which are at the heart of an active, healthy and connected community.

### **Performance Management**

Develop a performance culture which is underpinned by a strong, personal performance motive and belief in continuous improvement.

Deliver business objectives through performance management to improve service delivery.

Deliver robust performance reporting and action plans where improvements are required

Maintain and monitor key performance indicators to allow business objectives to be measured and monitored.

Produce performance reports using critical analysis to a high standard.

Implement systems and tools for performance results to be actively scrutinised and acted upon.

Maintain up to date knowledge of regulatory and statutory requirements pertinent to the Factoring SBU.

### **Business Analysis and Finance**

Have a good understanding of different dimensions of business issues and by analysis, eg options appraisals, manage risks and reach informed decisions.

Formulate, manage effectively and regularly monitor operational budgets within your remit for income and expenditure, taking corrective action at an early date, identifying and acting on significant patterns and trends where necessary and reporting any financial risk to the Factoring Manager

### **Resource Management**

At a local level, ensure that the people resources in the SBU are well coordinated and employees are managed in an effective and consistent manner.

Match resource capability and capacity to SBU need. Assist with monitoring standards and consistency of practice within the SBU providing inherent strength whilst maintaining flexibility.

Use LEAN<sup>1</sup>/simple techniques, including the philosophy of 'first time fix', and other applications to improve the journey for customers and staff.

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<sup>1</sup> LEAN - a management philosophy derived mostly from the Toyota Production System renowned for its focus on reduction of waste

### **People Management**

Lead at a local level by directing, building and managing a strong team to ensure work is carried out in an effective and consistent manner that meets targets and is consistent with Hanover's values and competencies.

Build an effective team and strong interdepartmental links and work effectively within the SBU and with other SBU employees.

Ensure your team follow HR policies and best practice in all aspects and processes of people management including Recruitment, Induction, Employee Performance Review (EPR), Capability and Disciplinary. Follow Absence Management Procedures to ensure effective Case management is managed appropriately and within the set timescales, including chairing Case Review Hearings.

Support and develop your team through the Employee Performance Review process.

Promote strong collaboration in balanced complementary teams from across the SBUs in the organisation.

Provide feedback to staff within the line management of your SBU and proactively recognise and acknowledge excellent work and encourage continuous improvement.

Ensure that the staff you manage are fully consulted and engaged in any change management programme and that their views are considered prior to reaching a conclusion in compliance with legislative requirements.

### **Relationship Management**

Develop and be responsible for promoting strong working relationships with your colleagues in the Factoring SBU and staff in other SBUs to ensure collaborative, cross functional working. To ensure targets and KPI's are achieved.

Lead and encourage engagement and consultation with your team in line with Hanover's values.

Develop professional and collaborative working relationships with peer organisations, regulators, suppliers and other third party organisations where required to further the objectives of the SBU.

Take responsibility for the personal development and training of staff you directly manage and ensure that mandatory and regulatory training is undertaken to timelines and kept up to date.

Take personal responsibility for your own personal development and in consultation with the Factoring Manager, ensure your development plan is appropriate and adequate to help you plan, organise and delegate responsibilities and grow in your job

## **Functional Responsibilities**

### **1. Business Planning and Control**

- 1.1. To contribute to, in accordance with the Factoring Manager, the development of a robust Business Plan for the operation and development of the factoring SBU.
- 1.2. To be accountable for the successful delivery of aspects of the Factoring SBU Business Plan and department KPI's which are within your remit.
- 1.3. As delegated by the Factoring Manager, to prepare reports for the Board and Chief Officer meetings on progress with the delivery of the SBU's Business Plan and any other relevant matter as instructed by the Factoring Manager. Also to attend Board meetings and other strategic events as required in the absence of the Factoring Manager.
- 1.4. To ensure your team operates within all relevant statutory and regulatory frameworks.
- 1.5. To identify any significant risk and change as required, reporting key issues to the Factoring Manager and ensuring that the Manager is properly advised about the impact of all proposed, impending or actual events in any sphere of the SBU which may have an impact on the department and service delivery.

### **2. Factoring services**

- 2.1. To ensure the proper application of duties and obligations set out in management agreements, deeds of conditions and equivalent provisions. To work with staff in Strategic Finance to ensure that the financial arrangements of Hanover's Factored services are well managed at all times and to communicate these arrangements to owners clearly.
- 2.2. To promote, with the Factoring Manager the Factoring services to increase business activity within the Factoring SBU through the acquisition of new factored properties, in coordination with the Business Development Manager,
- 2.3. To attend Property Council meetings as required, acting as Chair if owners so direct, ensuring that the information provided to the owners is accurate and that the meetings are well managed. This responsibility will be shared with the Factoring Manager and Housing Officers for the Factoring SBU.
- 2.4. To ensure that properties and grounds in the SBU are kept in a good condition. This will be achieved via the development of good working relationships with the Asset Management Department.
- 2.5. To ensure that property management services are delivered in accordance with legislation and the Property Factors code of practice,
- 2.6. To develop and maintain good customer relationships with owners, fully engage and consult with them, ensuring that this is embedded by staff as part of their everyday practice.
- 2.7. To work with the Factoring Manager and Performance Manager to actively measure owner/customers satisfaction levels, developing action plans to improve performance. Use benchmarking information to assess and help drive service

quality improvements.

- 2.8. To ensure that any customer complaints or disputes are dealt with comprehensively and promptly and that learning points from them are used to improve service delivery in the SBU.
- 2.9. To draft and update policies relating to the factoring activities Hanover undertakes whilst giving due consultation with staff and customers where appropriate
- 2.10. To ensure that all ICT (information & communications technology) and other systems in the SBU are used appropriately and in line with data protection standards, to support the business.
- 2.11. To ensure that all other areas of activity within your remit achieve satisfactory standards of performance, for example, policies, procedures and practice, and that these are monitored and improvements made to achieve quality assurance when required.

### **3. Financial Viability**

- 3.1. To play a key role in ensuring responsibility for the financial viability of the SBU. This will include assisting with the preparation of budgets, reporting using management accounts and monitoring performance to ensure costs are controlled and all income received.
- 3.2. To present and agree budgets with owners and manage the meetings held with them in conjunction with the Factoring Manager and Housing Officers.

### **4. Technology and Innovation**

- 4.1. As a key member of the Factoring SBU, to assist with ensuring that the systems in place are able to deliver the agreed service and to capture and record and report information (such as customer records) electronically promptly and accurately. To assist to deliver effective reporting by accessing and interrogating database information.
- 4.2. To ensure that staff receive effective training in Information Communication Technology (ICT) (in liaison with the ICT SBU).
- 4.3. To assist with undertaking reviews of new services, assessing how well the technology is delivering the required outcomes.
- 4.4. To work closely with the managers of the Customer Services Centre (CSC) and ICT in any new change programmes affecting service delivery.

### **5. General management**

- 5.1. To contribute to the evaluation and updating of policy, procedure, practice and quality standards and ensure delegated objectives are achieved.
- 5.2. To ensure that within your remit the SBU operates in accordance with relevant legislation, the Association's objectives and the application of key performance standards and indicators.
- 5.3. To report to the Factoring Manager all significant risks to business continuity and

apply remedial measures within own authority and as instructed.

- 5.4. To assist in drafting policies relating to the housing activities Hanover undertakes as and when required.
- 5.5. To contribute to policies and procedure updates and reviews ensuring that they link to other elements of the service eg frontline staff.
- 5.6. To assist in making available to staff within the SBU a best practice manual.
- 5.7. To make recommendations to the Factoring Manager of Best Practice.
- 5.8. Ensure your staff team follow appropriate policies and procedures as part of Best Practice.
- 5.9. To make appropriate policies and procedures available to other staff as part of their best practice manual.
- 5.10. Promote and encourage Equality and Diversity with customers and staff as detailed in the Diversity Strategy.

## **6. Staffing**

- 6.1. To be responsible for all staff reporting directly and indirectly to your post.
- 6.2. To be responsible within your team for the application of staffing arrangements including recruitment, probation, appraisal/supervision and development, absence management, performance, discipline and grievance.
- 6.3. To maintain and develop productive relationships with staff, ensuring that they are satisfactorily supported in their roles.
- 6.4. To ensure clear and effective communication with staff noting particularly the dispersed nature of the workforce.
- 6.5. To develop strong collaborative working with the other managers in all SBU's providing support to them if required. This may include the provision of staff to support the operations of their service in emergency situations.
- 6.6. To ensure that staff receive effective training in coordination with the Learning and Development and ICT training teams and that the employee EPR process is followed to timelines.

## **7. Health Safety and Wellbeing at Work and Environmental**

- 7.1. To discharge all specific duties allocated to the post in the Policy on Health, Safety and Wellbeing at Work and as otherwise instructed.
- 7.2. To ensure that responsibilities for Health Safety and Wellbeing at Work delegated to reporting staff are understood and applied.

## **8. Other Duties**

- 8.1. To participate in Hanover's on call rota and to be available in emergency situations that may arise in relation to SBUs services and staff to ensure continuity of service delivery.
- 8.2. To assist the Factoring Manager in ensuring that robust business continuity



arrangements are in place for the services delivered by the SBU,

This job description is a broad description of the post at this stage of Hanover's reorganisation. It is not an exhaustive list of all possible duties and it is recognised that as the environment changes jobs will also change. The postholder will be required to carry out any other tasks to the same level that is necessary to fulfil the requirements of the role including deputising for the Factoring Manager when required and undertaking other duties as may be required by the Factoring Manager. .

## Person Specification

	<b>Essential</b>	<b>Desirable</b>
<b>Experience</b>	<p>Evidence of a suitable and relevant experience at Senior Management level.</p> <p>Evidence of delivering significant business objectives to meet or exceed performance objectives</p> <p>Management motivation and development of a staff complement</p> <p>Budgetary experience</p> <p>Contract negotiation and management experience</p> <p>An understanding of property law</p> <p>Negotiation, consultation and engagement with customers</p> <p>Dispute resolution</p>	
<b>Education, Qualifications and Training</b>	<p>Degree level or similar qualification or comparable level of experience.</p> <p>Registration with Scottish Social Services Council, or other relevant body, allowing the postholder to work as a Manager of Housing Support Services.</p> <p>Possession of a current, full, (preferably) clean driving licence.</p>	Full membership of a relevant professional body
<b>Skills/ Knowledge</b>	<p>Evidence of leadership of geographically dispersed staff teams and others to achieve objectives.</p> <p>Experience of managing geographically</p>	

	<p>dispersed housing services.</p> <p>Evidence of an ability to plan for and deliver change effectively.</p> <p>Evidence of an ability to represent the Association's interests with other organisations, including contract negotiations and management</p> <p>Influencing, consultation ,negotiation and conflict resolution skills</p> <p>Effective communicator</p> <p>Customer services skills applied to corporate and individual clients</p> <p>Knowledge of housing, care and related services.</p> <p>Maximising quality, efficiencies and effectiveness</p> <p>Knowledge of the management and development of factoring services</p> <p>Understanding the critical differences between rented and owner occupied housing and the key elements relating to owner occupiers</p> <p>Knowledge of Scottish law as it relates to property factoring</p> <p>Evidence of having controlled and managed budgets</p> <p>A good understanding of the technicalities of property maintenance</p> <p>Flexibility to work well in different</p>	
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	<p>challenging environments including critical incident management</p> <p>Advanced use of standard desktop ICT systems (eg MS Office).</p> <p>Ability to use and interpret data, including systems relevant to the role.</p>	
<p><b>Personal Attributes</b></p> <p><b>Ethics based values</b></p>	<p>Take responsibility</p> <p>Assume corporate responsibility</p> <p>Have a keen regard for social responsibility</p> <p>Behave honestly at all times</p> <p>Have a concern for quality</p> <p>Strive for excellence</p> <p>Empathise with the customer along their journey</p> <p>Be professional at all times</p> <p>See continuous self-development as important</p> <p>Be a model of integrity</p> <p>Be emotionally intelligent</p> <p>Be expressive, creative and innovative</p> <p>Lead by example and become a role model</p> <p>Demonstrate courage in making decisions and challenging where appropriate</p> <p>Enable and empower others</p> <p>Adopt transparency in your approach</p> <p>Challenge wrongdoing and enlist appropriate support</p> <p>Increase your knowledge of ethics at work</p> <p>Treat colleagues as you would like to be treated</p>	

	<p>Demonstrate professionalism and mutual respect</p> <p>Exhibit patience and a courteous approach even when faced with challenges</p> <p>Support others to be their best</p> <p>Demonstrate willingness to change</p> <p>Avoid a blame culture and look for win-win solutions</p> <p>Value all members of the team as individuals</p> <p>Seek help and guidance if things are not going to plan</p>
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<b>Core Competencies</b>	
<b>Customer focus</b>	Customer focus is the commitment to putting customers first and deliver a consistently high quality service.
<b>Working effectively with others</b>	Work co-operatively with colleagues, internal and external customers to deliver services and outcomes. Treat others with respect. Share ideas, knowledge, skills and resources.
<b>Communicating Clearly</b>	Effectively communicate appropriate information and knowledge appropriate to the customer needs.
<b>Dealing with Change</b>	Continue to work effectively despite changes to tasks, roles, customers and the environment. Be positive, adaptable and flexible to change and support others through the process.
<b>Taking Personal and Corporate Responsibility</b>	Demonstrate understanding of and commitment to the organisation and its vision and values. Take responsibility for own behaviour within Hanover's values.
<b>Delivering Results</b>	Deliver the required high quality services and results within the agreed timescale. Be creative and practical in developing new ways of working to achieve outcomes.
<b>Management Competencies</b>	
<b>Managing Performance</b>	Managers build and sustain high performance teams to deliver quality services. Are creative and practical in developing new ways

	of working and staff are adaptable and flexible.
<b>Leading a Team</b>	<p>Leadership is the clear setting of goals and objectives linked to the organisation's vision and the ability to communicate these.</p> <p>It is about motivating, encouraging, supporting and inspiring others to meet the goals. Leaders develop confidence and capability in others and assist them to realise their full potential.</p>
<b>Developing Others</b>	Managers develop confidence and capability in others and assist staff to realise their full potential. It includes coaching and other activities designed to further individual development to meet an organisational need.
<p>These are key competencies, personal attributes and responsibilities used for recruitment to this post. Once in the role, the Senior Manager will be assessed against all the competencies and performance standards used in the Employee Performance Review process.</p>	