

Evaluation Date	9.5.16
Grade	3

JOB DESCRIPTION

Job Title:	Head of Operations (Development)	Reports to:	Director of Operations
Department:	Operations	Location:	VP
Work Pattern:	Typically, Mon-Fri, with occasional evenings & weekends	Contract Status:	Permanent

OUR VALUES

We want enthusiastic and energetic people who will create a great experience for our customers and share the following values. Edinburgh Leisure **makes a positive difference** by:

welcoming all,
each one of us **caring** about what we do,
being **passionate** about how we do it,
and feeling **proud** of what we achieve

JOB PURPOSE

You will lead a team of development specialists within Operations, taking responsibility for continuously developing Edinburgh Leisure's products and services with the aim of encouraging more people to be more active across Edinburgh.

You will lead, and be a member of, various project groups to develop and improve the Edinburgh Leisure customer journey and experience.; implementing initiatives across the company to deliver agreed outputs and support the venues to deliver on their key performance indicators.

KEY RESULT AREAS

Key Responsibility	Expected time spent (%)
1. Lead, manage and develop your team to ensure that they manage and develop their areas of specialism and teams to agreed standards and meet their key performance indicators. Ensure that best practice is shared and synergies are put in place.	50%

<p>2. Lead on effective ways of working between Heads of Operations, facility managers and development specialists to ensure that there is:</p> <ul style="list-style-type: none"> • Clarity of roles, responsibilities and accountability • Clarity on outputs • Consistency in delivery and deployment of product development • Agreement of city-wide priorities 	10%
<p>3. Facilitate and agree plans for each development area to:</p> <ul style="list-style-type: none"> • Inform priorities • Ensure that the whole organisation is clear on what will be done and when • Ensure that our plans are aligned to external partners where appropriate (e.g. aquatics) • Ensure our development is innovative and matches customer needs and expectations. 	10%
<p>4. Lead on all areas of product development, including all relevant stakeholders to ensure that we are making best use of our resources to increase usage, income and reduce barriers to participation.</p>	10%
<p>5. Use your expertise, industry knowledge and insight to evolve our operational ways of working to ensure that we successfully achieve our Purpose, Vision and Values.</p>	10%
<p>6. Create and maintain relationships with sports governing bodies and relevant external stakeholders to ensure that:</p> <ul style="list-style-type: none"> • you can identify and implement best practice into the organisation • there are good pathways for participation & progression in sports • you are able to respond to funding and other opportunities • you are aware of external trends and innovations 	10%

RESPONSIBILITY FOR RESOURCES	
Responsibility for staff:	Development Team
Salary bill for all staff reporting:	£375K (approx.)
Responsibility for finance and level of financial control:	(estimate £200K)
Responsibility for Physical Resource:	Usual office equipment
Responsibility for Data and Information:	All sensitive business critical data (Board reports, business plans, competitor analysis etc.).

GUIDELINES AND EXPECTATIONS

Authorities & Limitations

You will apply your knowledge and expertise to help inform and influence the corporate strategic planning process. You will work as part of the Operations Leadership Team within the agreed standards, targets and ways of working in operations.

You will work with the other Heads of Operations, the Director of Operations and other relevant stakeholders to ensure optimum use of our facilities so that our usage and financial targets can be achieved.

You will work with each development specialist in your team, ensuring development areas have longer-term plans and are aligned to EL strategic priorities. You will ensure that our product development meets customer expectations and is innovative, with the aim of ensuring that more customers will use Edinburgh Leisure and that barriers to participation are removed and income opportunities are maximised.

You will work with the Director of Operations to keep the service promise up-to-date and to ensure that service is embedded in all parts of Operations.

You will lead and manage significant corporate projects, working with people across the whole of Edinburgh Leisure to deliver these projects on time and on budget.

Communication & Representing The Organisation

You are an ambassador and role model for the delivery of great customer service. You represent Operations and Edinburgh Leisure throughout all your work.

You will use a broad range of communication skills and approaches to engage colleagues in the purpose, vision and values of Edinburgh Leisure. You will share messages in ways that are appropriate to the audience, ensuring that messages are clear and understood.

You will provide clear and constructive feedback to your direct reports to ensure that they understand what is expected of them.

You need to be able to win hearts and minds and use your knowledge and experience to explain the principles of product development, operations and service delivery to effectively influence strategic decisions and corporate projects. You will work collaboratively with colleagues within Edinburgh Leisure to ensure that Edinburgh Leisure plans meet the needs of our customers and are achievable.

You will create and maintain partnerships with agreed external stakeholders, such as NGBs, to influence and persuade on issues that impact on our product development. You represent Edinburgh Leisure with partners and develop that relationship to the benefit of Edinburgh Leisure.

You will have to be able to influence and negotiate at the highest level to ensure the effective delivery of complex projects.

Facilitate and chair meetings in a variety of settings, such as project meetings, team meetings and meetings with individuals.

Safeguarding Our Customers

You have a key role for ensuring that our services and products are safe and fit for purpose, for example within our Health & Safety policy and procedures.

You are accountable to your Director for implementing Edinburgh Leisure's Health and Safety Policy, encouraging and assisting in developing safety procedures and ensuring that established rules and safe working practices are adhered to. You must also ensure that persons with supervisory responsibilities are properly trained and receive the support needed to meet their duties. You should ensure that necessary consideration is given to the requirements of the Health and Safety Policy.

Problem Solving

In this post you will determine product and service development and contribute to corporate strategy. You are expected to solve complex problems through thorough analysis of various sources of information and data sets. There will often be a number of options and 'answers' and you will need to use your professional judgement and expertise to resolve issues and make appropriate decisions and recommendations.

There are occasions when judgement will need to be based on a best fit of the available information, where you will have to refer to your own knowledge, expertise and experience.

In this post you are responsible for the long-term planning and development of the services within your remit.

Impact On Organization

This post operates at a corporate level and is responsible for the development of new and existing 'products' (e.g. coaching, aquatics, fitness and commercial services) within operations. This is about developing our business through increasing participation and income. This role is responsible for city-wide programming – ensuring that we make the best and most efficient use of our facilities to increase activity.

You play a key part in raising the standards of customer service and continuously developing our operations, in line with the Purpose, Vision and Values of Edinburgh Leisure.

You will make sure that your teams and services meet their performance targets, overseeing the successful delivery of our agreed Key Performance Indicators.

JOB DEMANDS

Physical	Office based role, with meetings throughout Edinburgh
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Mental	This is a complex and demanding role, with a broad remit and competing priorities to balance
Emotional	You will be expected to deal with difficult emotional situations such as conflict resolution and making decisions that result in dismissal. There is a need to balance the needs and expectations of our customers with making the right decisions for the long term viability of the business. A high level of emotional understanding and resilience is required.
Environmental	Works in an office environment.

PERSON SPECIFICATION

Factor	Essential	Desirable
Qualifications and Attainments:	Degree level education or equivalent in experience Plus, significant experience of working in the sport and leisure environment	Evidence of continuing professional development within the sports and leisure environment
Knowledge and Experience:	Extensive evidence of an in depth knowledge and understanding of Customer service, Operations and, Health & Safety Extensive experience of management in a customer-facing business Extensive evidence of taking tough key decisions and of keeping colleagues on-side, leading them to successfully deliver the outcome. Extensive evidence of delivering successful operational outcomes through effective leadership of a large team. Understanding of the function and goals of sports and physical activity development Extensive evidence of building good working relationships, internally and externally, to facilitate business success. Extensive evidence of leading on and delivering projects with a corporate impact.	Full knowledge and understanding of EL and how we operate and the environment that we operate in. Ability to work with our political partners Experience of business development Experience of managing and developing secondary income streams, i.e. catering, retail etc. Experience of sports development pathways and progression.

	<p>Good understanding of how to operate in a political and not for profit environment.</p> <p>Must know and be able to use a wide variety of communication tools.</p> <p>Experience of developing business cases/costed development proposals.</p>	
Additional Requirements (e.g. competencies):	The Everyone and Manager behaviours in Essentials	

DISCLOSURE/PVG REQUIREMENTS
Basic

I have read and understand this job description and I am clear about what is expected of me in this job.

Signed

Date