

# Healthier, happier, more connected lives

## Head of Operations and Estates

Salary £57,028 – £67,831

Recruitment pack



SOUTH LANARKSHIRE  
Leisure & Culture

[www.slleisureandculture.co.uk](http://www.slleisureandculture.co.uk)

# Vision, Mission and Values



An overview

## Vision

**Healthier, happier, more connected lives.**

## Mission

Improve health and wellbeing by offering attractive, affordable activities delivered with warmth, friendliness and individual pride.

## Values

- **Do the right thing** Even when no one's looking.
- **Be a great team** Work together, share ideas, share mistakes, share successes.
- **Own it** Be accountable for outcomes good and bad. Don't pass the buck.
- **Be positive** Be hospitable. Make people feel good.

# About SLIC

**South Lanarkshire Leisure and Culture (SLIC) is currently a charity and a company limited by guarantee. Responsible for the delivery of leisure and cultural activities on behalf of South Lanarkshire Council.**

However it is in the process of converting to a Scottish Charitable Independent Organisation (SCIO). It has a 14 member board and its charitable objectives are to:

- provide, or assist in the provision of facilities for recreation, sport, cultural, social, or other leisure time occupation as are beneficial to the community, and in particular in conjunction with the local authority area of South Lanarkshire as defined in the Local Government (Scotland) Act 1994; and
- provide special facilities for persons who by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances may need special facilities.

The organisation currently employs over 1,600 members of staff and has an operational budget of around £37.5m per annum, delivering services in the following main areas:

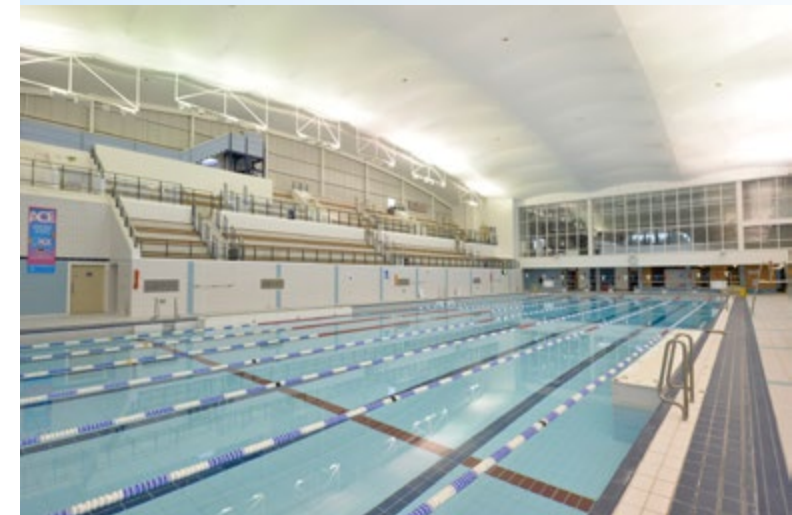
- Leisure, Culture, Museums, Arts, Sport and physical activity;
- Parks and outdoors;
- Libraries.

## Key facts

**14** Member Board

**1,600** Employees

**£37.5m** Annual budget



# About SLIC

## Activities undertaken by SLIC are wide ranging and include the management of:

- 22 indoor leisure facilities including 17 fitness gyms, 9 swimming pools and health suites, sports halls, an ice rink, two athletics tracks and outdoor 5-a-side football pitches.
- Development Services including Active Schools, Health, Sports Development and Play Development.
- Five cultural venues namely; The Town House – Hamilton, Rutherglen Town Hall, East Kilbride Village Theatre, East Kilbride Arts Centre, Lanark Memorial Hall.
- Management and overview of 69 halls and integrated community facilities and the provision of community letting within primary and secondary schools.
- Arts Development section which delivers arts related projects, courses, classes, and festivals.
- 23 public libraries, home delivery and online library service.
- Outdoor facilities including over 120 sports pitches, an indoor synthetic pitch, 12 bowling greens, a water sports centre, an Outdoor Resource Base and activity programme and seasonal activities such as tennis and putting.
- Two country parks and associated attractions including approximately 200 hectares of woodland trails and grazing rights at each park, a children's zoo and an 18th century Georgian hunting lodge.
- Six golf courses and a golf development centre.
- Low Parks Museum, a Visit Scotland 5 star graded museum and Hamilton Mausoleum, along with the management of South Lanarkshire Council's museum collection with over 150,000 objects and two museum stores.

## Key facts

**22** Indoor leisure facilities

**120** Sports pitches

**6** Golf courses

**12** Bowling greens

**9** Swimming pools

**2** Country parks

**2** Outdoor learning facilities

**5** Cultural venues

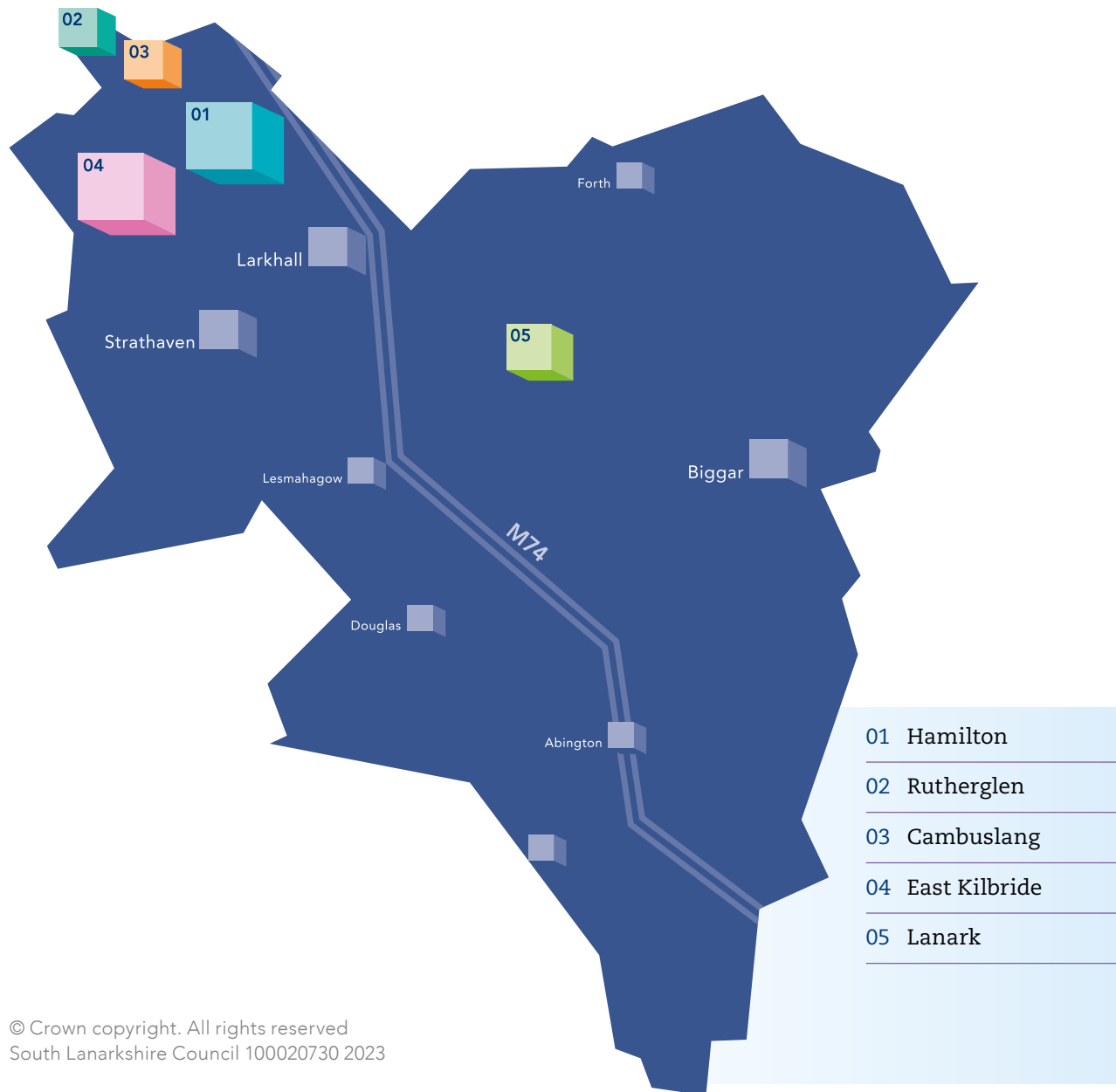
**69** Halls

**23** Public libraries

**150,000** Museum objects



# About the area



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South Lanarkshire Council 100020730 2023

## Key facts

Total population of South Lanarkshire

**320,820**

(2020)

Percentage of population under 16

**17.3%**

(2020)

Percentage of population aged 16 to 64

**62.9%**

(2020)

Unemployment rate

**4.3%**

(annual average for 2021)





# Healthier, happier, more connected lives

## We are looking for a new Head of Operations and Estates.

This is a new and exciting opportunity for someone who has vision, energy and creativity to join our Leadership Team. The role will report directly to the Chief Executive and is part of the Leadership Team responsible for the strategic leadership of the organisation.

You will lead operations across the SLLC estate of c1000 staff on a day-to-day basis, including leisure sites, swimming pools, football pitches, cultural venues, halls, libraries, golf, and country parks. You will oversee the delivery of activities throughout the estate, supported by a management team responsible for ensuring the service achieves its strategic and operational objectives.

You will have a demonstrable track record of success in an operational environment, ideally across a range of relevant activities, delivering within a customer-facing environment.

Educated to degree level or equivalent in a relevant discipline or equivalent experience.

**For an informal discussion or to find out more, please contact Kay Morrison on 01698 454374.**

**Salary: £57,028-£67,831**

(initial placement will reflect experience and competence)

**Please note, the closing date for applications is Sunday 19 March 2023.**

**Reports to:** Chief Executive

**Location:** Hamilton

### Purpose of the job:

- As a key member of the Leadership Team, you will provide strategic direction to the operations function ensuring it meets the ambitions and standards set by SLLC and its stakeholders and consistency of approach.
- The Head of Operations and Estates will support the Chief Executive and the Leadership Team with business planning activities, providing practical and creative input in the development of new business initiatives, the design of current and future strategic and operational plans and will bring discipline to the strategic decision-making process to manage the effective use of business resources. The Head of Operations and Estates will have the ability and experience to motivate and drive resources, teams and colleagues to achieve both the overall company targets and key performance objectives.
- You will lead the long term planning for estates, including maintenance and capital works, in partnership with key stakeholders, as we strive for improved energy efficiency across all assets.
- You will be analytical, creative, and strategic with experience in leading customer facing operations.

### Key tasks and responsibilities:

- Provide strategic direction and leadership to drive the organisation forward maximising all available resources and ensuring long term operational and estate planning. Be responsible for the operations of the organisation ensuring adherence to statutory and regulatory requirements including health and safety.
- You will make recommendations to the Board regarding operations and estates, carrying out risk assessments on potential new or enhanced opportunities to maximise resources and increase efficiency.
- Working as an effective part of the Leadership Team to ensure that operations are safe, and facilities are well maintained. To continually look at best practice and innovative ways to deliver the service and make recommendations to the Leadership Team.
- Lead on strategic and operational plans for locations, including determining resource allocation and ways of working.
- Creating, implementing, auditing, and reviewing policies, procedures, and key business processes.
- Managing performance to ensure that all targets are achieved.
- Ensuring that the organisation's policies, procedures, and guidance are followed at all times.
- Providing clear direction and support to staff to ensure they are fully equipped to deliver excellent customer service.
- Developing and maintaining key relationships with relevant partner.
- Lead and facilitate transformational change to enhance organisational effectiveness.

**All applications for this post are online via [myjobscotland](#)**

Please note all correspondence will be sent to your email address.

# Behaviours framework

## Be a great team:

### What you can do:

- Inspire a 'one team' culture.
- Role model inclusive leadership; respecting colleagues, partners and customers and treating people according to their needs.
- Visible and accessible to employees within your area of responsibility.
- Champion collaborative and partnership working across the organisation.
- Spend time building relationships with partners.
- Builds networks, locally regionally and nationally to help provide support and expertise and maximise resources.
- Understand the importance of communication, evaluate its effectiveness, and take steps to improve, leading and encouraging open communication at all levels in the organisation.
- Understands respectful challenge and makes own case whilst recognising the concerns of others.
- Builds commitment and engagement to improve team cohesion and outputs.

## Do the right thing:

### What you can do:

- Lead by example, maintaining a positive attitude and demonstrating energy and enthusiasm in your approach to work. You are a role model for the organisation.
- Understands the power and authority that comes with the Leadership Team role and adapts behaviour to ensure interactions with others are positive and empowering.
- Demonstrates sensitivity and good judgement in decision making and relationships.
- Is able to take difficult decisions in complex and challenging situations for the best interests of the service and the organisation.

- Evaluates resources, options and consequences in decision making.
- Consults with representative groups when formulating strategies.
- Engages with communities, internal and external partners ensuring the full range of views are considered.

## Be positive:

### What you can do:

- You work with enthusiasm to deliver a high-quality service to meet personal, organisational and customer expectations. Be hospitable and make people feel good.
- Understand how your team learn and develop and use this knowledge to lead performance improvements.
- Lead by example, influencing and inspiring confidence in others.
- Communicate positive messages about the organisation, acting in its best interests and being an ambassador for SLLC.
- Role model for inspirational leadership.
- Coaches and mentors' others and have continuous learning and development as a key priority for the service.

## Own it:

### What you can do:

- Ownership is at the heart of our approach. Be accountable for outcomes good and bad in the application of your strategic and managerial responsibilities.
- You work to deliver a high-quality service to meet organisation and stakeholder expectations.
- Gives teams defined structures and clear direction enabling a strong sense of ownership and personal responsibility for the delivery of outcomes and objectives.
- Plan and anticipate changes in the sector and wider landscape and effectively manage the transition to introduce new ways of working.
- Logically identify trends and implement the best approach, outlining clear objectives.
- Focus on longer-term outcomes rather than short-sighted initiatives.

## Position requirements

### Qualifications

Educated to degree level or equivalent in a relevant discipline or equivalent relevant experience.

### Recruitment checks

As part of our approach to good practice and safer recruitment we carry out a number of pre-employment checks for example, Identity, Asylum and Immigration and employment history etc.

**Additional Information:** This post has been politically restricted in terms of the Local Government Housing Act 1989.

# Further information

You can find more detailed information about South Lanarkshire and SLLC by following these links:

[South Lanarkshire Leisure and Culture](#)

[South Lanarkshire Council website](#)

[South Lanarkshire View](#)

[South Lanarkshire Health and Social Care Partnership](#)

[South Lanarkshire Community Planning Partnership](#)



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If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

Phone: 01698 476262 Text phone: 18001 01698 476262  
Email: [customer.services@southlanarkshireleisure.co.uk](mailto:customer.services@southlanarkshireleisure.co.uk)



Produced for South Lanarkshire Leisure and Culture by  
South Lanarkshire Council Communications and Strategy. 064090/Feb23  
South Lanarkshire Leisure and Culture is a recognised Scottish charity no. SC032549