**JOB DESCRIPTION: OPERATIONS MANAGER**

This job description outlines the overall purpose, key responsibilities, expected standards and main requirements of the role. It is intended to provide clarity about what the role involves, how it contributes to the organisation's objectives, and the behaviours and ways of working expected. It should be read alongside relevant organisational policies, procedures, values and any supporting frameworks.

## OUR VALUES

We work to inspire everyone across Edinburgh to be active to improve their health and wellbeing. We role model the following values and encourage the same from others:

We are **INCLUSIVE**, we welcome and include everyone.

We are **KIND**, we respect and care for everyone.

We are **WORKING TOGETHER**, to realise the power of physical activity.

We are **CREATIVE**, we test new ideas and develop solutions to continuously improve.

We are **HELPFUL**, we are knowledgeable and empowered to enhance customer's experience and promote wellbeing.

## JOB PURPOSE AND IMPACT

The Operations Manager provides visible, values-led leadership and oversees safe, consistent, high-quality day-to-day services for customers, staff and partners. The role ensures teams understand expected standards, performance measures, compliance requirements and improvement priorities.

Working with, and at the direction of their manager, the Operations Manager delivers the operational plan, coordinates people, facilities, activities and resources, and uses performance data, customer feedback and staff insight to improve quality, participation, efficiency and team effectiveness.

## KEY RESULT AREAS

1. **Leadership and Day-to-Day Operational Delivery**

Lead, support and develop Supervisors and operational teams to deliver excellent day-to-day services through clear expectations, coaching, feedback and performance management.

Key outcomes:

- Teams demonstrate high levels of engagement, capability, accountability and performance.
- Teams understand the service priorities, delivery standards and expectations relevant to their areas.
- Supervisors are supported to manage day-to-day performance, attendance, conduct, development and service standards consistently.
- Teams are supported to deliver safe, customer-focused and reliable services in line with Edinburgh Leisure values, policies and essential behaviours.
- Day-to-day decisions are made at the appropriate level, with staff confident to act within agreed procedures and escalate when required.
- Workforce plans reflect current service needs and emerging succession priorities.
- Supervisors receive regular feedback, coaching and performance support aligned to role expectations and organisational values.

2. **Team Performance and Development:**

Manage team performance by building an engaged, accountable and values-led leadership culture where people are developed and empowered to deliver strong outcomes for customers, communities and Edinburgh Leisure.

**Key outcomes:**

- Teams demonstrate high levels of engagement, capability, accountability and performance.
- Managers are developed to lead confidently, effectively and in line with organisational values.
- Performance expectations are understood and consistently achieved.
- Workforce planning supports service delivery, succession and future organisational needs.
- Employee wellbeing, attendance and retention measures are actively supported and improved.
- Managers receive regular feedback and coaching that supports consistent leadership, service delivery and organisational values.

3. **Business Performance, Compliance and Continuous Improvement**

Manage day-to-day business performance, compliance and improvement activity across usage, staffing, customer satisfaction, health and safety and operational standards. Use performance information, customer feedback and staff insight to identify issues and take timely corrective action.

**Key outcomes:**

- Performance measures, operational standards and service outcomes are delivered.
- Performance risks, service issues and improvement actions are identified and addressed promptly.
- Governance, risk management, health and safety, safeguarding and compliance requirements are maintained to the expected standard.
- Clear and timely updates, reports and recommendations are provided to your Line Manager.
- Staff, budgets, facilities, equipment and other resources are used effectively and in line with policies and delegated authority.
- Business cases and investment proposals are developed and supported where appropriate.

4. **Participation, Resource Deployment and Local Engagement**

Work with partners and internal product owners to improve participation, customer outcomes and Edinburgh Leisure's local influence. Contribute to discussions with governing bodies, community organisations, contractors and strategic partners, escalating complex or sensitive matters where they fall outside delegated authority.

**Key outcomes:**

- Effective working relationships with, partners, contractors and community stakeholders are maintained, with feedback and local issues responded to and escalated where required.
- Opportunities to improve participation, access and customer outcomes are identified through partner and community engagement and progressed within agreed authority.
- Communication with partners and stakeholders is clear, consistent and aligned with Edinburgh Leisure's values, standards and agreed messages.
- Maximise usage and effective use of resources through well planned staffing, activity delivery, space utilisation through collaboration with programme, product and support teams.
- Customer feedback and community insight are used to make practical improvements to service delivery and support increased participation.
- Operational delivery supports local needs and Edinburgh Leisure's wider objectives.

5. **Customer Experience and Culture**

Build an engaged, values-led operational culture by listening to staff, supporting supervisors and addressing performance promptly. Deliver the customer experience framework so teams understand expected standards, use feedback constructively, resolve complaints effectively and improve service quality.

**Key outcomes:**

- A welcoming, values-led culture is actively promoted and maintained.
- Customer experience standards are understood, delivered and improved by supervisors and teams.
- Compliance obligations are understood, monitored and acted on as part of everyday operational practice.
- Risks are proactively identified, managed and mitigated.
- Operational practice remains aligned with Edinburgh Leisure's values, governance requirements and strategic objectives.

6. **Strategic Delivery and Organisational Contribution**

Act as the operational lead for assigned service areas, providing professional advice to colleagues, partners and stakeholders. Translate Edinburgh Leisure's strategic priorities into local outcomes by aligning resources, services and people to deliver improvement, innovation and measurable organisational impact.

**Key outcomes:**

- Strategic priorities are embedded with your teams.
- Service improvements and innovations deliver measurable benefits.
- Portfolio performance contributes positively to organisational objectives.
- Opportunities to improve efficiency, participation and customer experience are identified and realised.
- Teams understand how their work contributes to Edinburgh Leisure's purpose and long-term goals.
- Contribute to the development of organisational policies, procedures and standards.
- Represent Edinburgh Leisure on cross-organisational projects, working groups and improvement programmes.

## RESPONSIBILITY FOR RESOURCES – STAFF

Manages supervisors, coordinators and operational teams across services, including frontline, activity, customer-facing and support teams as applicable. May hold authority to make or contribute to formal decisions relating to staffing, performance, attendance, conduct and local operational change, in line with policy, delegated authority and appropriate governance.

## RESPONSIBILITY FOR RESOURCES – FINANCE & LEVEL OF FINANCIAL CONTROL

Delivers site operations within agreed budgets, managing established hours, staffing, supplies and other controllable expenditure. Contributes to financial planning by translating agreed priorities into practical operational plans, staffing models and resource actions, taking corrective action where delivery, cost control or service standards fall below expectation.

## RESPONSIBILITY FOR RESOURCES – PHYSICAL & PROCUREMENT

Responsible for the effective local use of facilities, equipment, systems, operational resources and standard office equipment, ensuring resources are coordinated, maintained and used safely and efficiently in line with agreed procedures.

## RESPONSIBILITY FOR RESOURCES – DATA & INFORMATION

Responsible for performance reporting, customer experience feedback, operational compliance records, incident information, staffing information, rota management, pool plant data where relevant, and local improvement plans. The role has access to confidential and sensitive staff, customer, financial and operational information, which must be handled appropriately and in line with Edinburgh Leisure policies and data protection requirements.

## GUIDELINES AND EXPECTATIONS - COMMUNICATION & REPRESENTING THE ORGANISATION

Communicate clearly and effectively with staff, supervisors, frontline teams, partners and external stakeholders, using the most appropriate channel for the situation.

Share corporate messages in line with Edinburgh Leisure's values and behavioural standards, creating space for feedback and helping teams understand priorities and expectations.

Work collaboratively, engaging people at the right level to support delivery, shared ownership and complex discussions with partners, community groups, governing bodies and contractors where priorities may conflict.

Provide clear, consistent and values-led messaging on people matters within agreed policies and frameworks.

Support sensitive or emotional situations by helping teams consider different perspectives, maintain professionalism and work towards appropriate solutions, balancing empathy with clear accountability and fair, respectful explanation of decisions.

## GUIDELINES AND EXPECTATIONS - AUTHORITIES & LIMITATIONS

Make timely operational decisions within agreed frameworks, budgets and delegated authority, ensuring they support safe service delivery, customer experience, effective resource use and organisational priorities.

Escalate complex, high-risk or sensitive matters appropriately, including those with significant financial, legal, reputational, safeguarding, health and safety, employee relations or strategic implications, or where they fall outside delegated authority.

Use initiative and business judgement to prioritise workload based on impact and urgency.

Plan day-to-day priorities, supervisor activity, staffing deployment and improvement actions, balancing workload, service demand, customer impact, compliance and available resources.

Work independently on routine matters, with access to support when required.

## GUIDELINES AND EXPECTATIONS - SAFEGUARDING OUR CUSTOMERS

Take an active role in the safety of yourself, colleagues and customers.

Don't interfere with any equipment designed to preserve life. Take prompt action to fix or report any potential hazard including equipment faults and record any accidents or incidents correctly.

- You are expected to understand and fulfil your role (following training) in:
    - Edinburgh Leisure's Health and Safety policy
    - Edinburgh Leisure's Safeguarding policy
- Ensure that your area of work is clean, tidy and presentable.

Adhere to safe working practices, including use of tools, working at height, lone working, manual handling, COSHH, and PPE where appropriate. Ensure a safe working environment is always maintained.

## GUIDELINES AND EXPECTATIONS - PROBLEM SOLVING

Investigate problems, assess available information and identify practical solutions using sound judgement and professional knowledge. Evaluate operational, customer, commercial and people-related information to manage risk and improve performance.

Exercise judgement when managing complex employee, customer or stakeholder issues, ensuring outcomes align with organisational values, policies and objectives. Respond to emerging operational challenges, incidents or service disruptions and make timely decisions to minimise impact and maintain service continuity.

Analyse information from multiple sources, prioritise competing demands and choose safe, timely actions that balance operational impact, customer disruption and policy or compliance requirements.

When working independently on routine issues, recognise when specialist input or support from others is required, and escalate complex, high-risk or service-critical matters appropriately to ensure effective resolution.

## JOB DEMANDS

### JOB DEMANDS – PHYSICAL

The post may be single site, multi-site or city wide based and will require regular visibility across operational areas, especially during periods of peak usage. This includes active supervision of service delivery, staff support and customer-facing activity. The postholder is expected to work shifts as agreed with their manager, including evenings and weekends.

### JOB DEMANDS – MENTAL

The role requires strong prioritisation, problem solving and decision making in a busy operational environment. The postholder balances service pressures, staffing issues, customer concerns, incidents and compliance requirements while making safe, timely decisions.

### JOB DEMANDS – EMOTIONAL

Emotional resilience and professional maturity are required, including the ability to support teams, manage difficult conversations, respond to customer concerns and maintain effective working relationships in challenging or sensitive circumstances.

### JOB DEMANDS - ENVIRONMENTAL

The post is based in a busy public-facing venues with varied customer activity. There may be a requirement to work flexibly, attend meetings, support events and respond to operational issues outside normal patterns as agreed with the line Manager.

## PERSON SPECIFICATION - QUALIFICATIONS & ATTAINMENTS

**Essential:**

Relevant management qualification, degree level qualification or equivalent professional experience, with experience in leisure, sport, hospitality, events, customer service or a similar operational environment.

Evidence of continuing professional development relevant to operational leadership, people management, customer experience, health and safety or leisure operations.

Relevant industry qualifications such as CIMSPA, IOSH, health and safety or supervisory management.

**Desirable:**

Leadership, coaching, project delivery or Occasional Trainer, Pool Plant, first aid, food safety, relevant to leisure operations role.

## PERSON SPECIFICATION - KNOWLEDGE AND EXPERIENCE

**Essential:**

- Proven ability to lead operational teams, improve standards and deliver change in a customer-facing environment.
- Experience of day-to-day venue, facility or service operations, including rota planning, resource deployment, performance monitoring and issue resolution.
- Strong communication, influencing and relationship management skills, with the ability to engage staff, customers and partners professionally.
- Values-led leadership approach aligned to a public-facing charitable organisation.
- Experience managing supervisors or frontline teams, including performance, development, attendance, conduct and staff engagement.
- Good understanding of health and safety, safeguarding, operational compliance and customer service standards.
- Ability to interpret multiple sources of data to analyse performance trends, identify risks, inform decisions and drive performance improvements.
- Use customer feedback and staff insight to make practical improvements, and experience dealing with customer concerns, operational incidents and competing priorities calmly and professionally.

**Desirable:**

- Experience working in a regulated leisure environment, such as pools, gyms, climbing, family entertainment, outdoor recreation or events.

## PERSON SPECIFICATION - ADDITIONAL REQUIREMENTS

You are expected to adhere to Edinburgh Leisure's Behavioural Standards Framework for Everyone and Managers.

ESSENTIALS Behaviour Standards: Leadership by managers

### DISCLOSURE / PVG REQUIREMENTS

**Level 1 Disclosure**

## EVALUATION HISTORY

**Date** 19/08/2026 **Grade** 7

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