

## Role Profile

<b>Role Details</b>			
<b>Role Title</b>	<b>Head of Operations</b>	<b>Section</b>	<b>Operations</b>
<b>Division</b>	<b>Operations</b>	<b>Report To</b>	<b>Divisional Director - Director</b>
<b>Grade/Salary</b>	<b>SCP64-66</b>	<b>Date Completed</b>	<b>22 January 2026</b>

### Company Overview

City Building provides a range of repairs and maintenance, manufacturing, construction and refurbishment activities for Glasgow City Council and Wheatley Housing Group's citizens and customers as well as other public, private and third sector organisations.

City Building operates both the largest construction craft apprenticeship programme in Scotland, and Royal Strathclyde Blindcraft Industries (RSBi), one of the largest supported manufacturing businesses in Europe, around 200 people, more than 50% of whom have a disability.

Our accreditations include, ISO45001, ISO 14001 and ISO 9001:2015. We are current recipients of a Queen's Award for Enterprise Promoting Opportunity and Investors in Young People Platinum award. Both these accolades recognise our focus on investing in and growing a skilled staff base.

### Our Values

**Excellence:** to deliver quality in everything we do.

**Honesty:** to be open, honest and transparent with all stakeholders, promoting partnerships and sustainability.

**Trust:** to be trusted by our employees, clients and partners.

**Inclusion:** we are a welcoming, diverse and supportive organisation, that supports all to reach their full potential by building trust.

**Community:** to play an important role in the communities of Glasgow we serve. Providing first class services together with jobs and training opportunities for local people.

**Ambition:** to build a culture of excellence, through continuous improvement to deliver outstanding services for all of our customers. All whilst being an employer of choice within the city providing high quality and skilled jobs

### Our Vision

Our residents, customers and partners will recognise us as delivering outstanding levels of customer focus, quality and value. We will play a key role in supporting our members to address our common priorities through our unwavering focus on resident/customer resident satisfaction, resident/customer value and resident/customer trust. In doing so we will be recognised by our residents, customers and partners as playing a significant role in making Glasgow a great place to live.

## Role Summary

The Head of Operations reports to the Divisional Director – Operations and is a key member of the Extended Executive Leadership Team. The role provides strategic and operational leadership across repairs, maintenance, compliance and investment programmes, ensuring services are delivered efficiently and in line with client priorities.

As a senior leader, you will be responsible for the strategic management of our 5-year business plan objectives, which define the service delivery priorities for our clients services. This includes analysing productivity data and optimising staffing levels and production capacity. You will provide strategic leadership and effective governance across key financial and service-delivery performance areas, workforce planning, and efficiency savings, while maintaining a strong understanding of emerging challenges and opportunities within the sector.

Your leadership will ensure the services provided to our clients and subsidiaries meet their specific needs and those of their customers in an effective and efficient way, embracing the principles of customer service excellence initiatives. This will be achieved through innovation on an agreed programme of annual projects, aligning spend on improvement, jointly planning IT changes and fostering a customer focused culture and service ethos.

You will lead and develop teams to maintain high performance within the business areas under your remit. You will ensure that the business areas are resourced and equipped to respond to changing priorities. You will balance the needs of the business and prioritise these to ensure continued excellent relationships with our clients based on their individual needs, and through collaborative working drive service improvement and efficiencies through innovation.

A key requirement of the role is to ensure compliance with legislation, provide strategic leadership and oversee the development of effective policies and procedures. You will deputise for the Divisional Director – Operations when required and represent City Building at stakeholder forums, reporting on progress against business plan objectives.

You will have oversight of all aspects of the services provided and will develop and mentor your team to successfully deliver and will be expected to contribute across all spheres of the business as appropriate supporting the wider organisational priorities by embedding new technologies, driving efficiencies, enhancing environmental compliance.

The post holder will engage with and work closely with the wider Glasgow City Council and Wheatley families.

## Role Outputs

Role Output:	Includes the Requirement to:
Strategic Thinking	<ul style="list-style-type: none"><li>– Balance operational demands with long term strategic goals.</li><li>– Ensure decision making is based on data, experience, and stakeholder input.</li></ul>
Decisions & Judgement	<ul style="list-style-type: none"><li>– Sound decision maker able to work independently.</li><li>– Responsible for planning and achieving objectives, requiring a high level of expertise, drive and initiative.</li></ul>
Communication & Working Relationships	<ul style="list-style-type: none"><li>– Reporting direct to the Executive Leadership Team, building and maintaining relationships with a wide range of stakeholders.</li><li>– Excellent negotiation and influencing skills, leading and navigating the change programme to a modern culture and environment.</li><li>– Communicating directly with leaders, clients, and internal &amp; external stakeholders – both in writing and presenting to large groups.</li></ul>
Client & Stakeholder Orientation	<ul style="list-style-type: none"><li>– Focus on customer satisfaction and project outcomes.</li><li>– Maintain strong relationships with key clients.</li><li>– Represent the business professionally.</li></ul>
Health and Safety	<ul style="list-style-type: none"><li>– To carry out work in accordance with the Health and Safety at Work Act 1974</li><li>– To ensure that all Health and Safety requirements are adhered.</li><li>– Report all Incidents and Accidents at the earliest opportunity.</li><li>– Ensure a safe working site at all times.</li><li>– Ensure wellbeing is a priority.</li></ul>

Compliance with professional, regulatory, statutory, and corporate requirements.	<ul style="list-style-type: none"> <li>Comply with and implement all City Building Policies and Procedures.</li> <li>Compliance with all relevant employment legislation</li> <li>Act ethically and with integrity.</li> </ul>
General	<ul style="list-style-type: none"> <li>Attend all Training, Meetings, Reviews, and Toolbox Talks assigned to your role.</li> <li>Complete all compulsory GOLD and Safety Media training for your role.</li> <li>Establish, develop, and maintain effective working relationships with all work colleagues, clients, and stakeholders.</li> </ul>

### Key Behaviours and Competencies

#### Demonstrate the following behaviours and competencies:

Behaviours and Competencies:	Includes the Requirement to:
Leadership & Team Management	<ul style="list-style-type: none"> <li>Motivate and guide teams to achieve high performance and operational excellence.</li> <li>Understand and manage business dynamics with sensitivity and fairness.</li> <li>Demonstrate integrity, professionalism and resilience under pressure.</li> <li>Coaches and mentors heads of departments and senior management, building success.</li> </ul>
Commercial & Financial	<ul style="list-style-type: none"> <li>Understand cost control, budgeting, and profit margin drivers within the business.</li> <li>Makes decisions based on cost-benefit analysis and operational impact.</li> <li>Aligns operational activity with commercial targets and contractual obligations.</li> </ul>
Problem Solving & Decision Making	<ul style="list-style-type: none"> <li>Promptly identify root causes and resolves operational issues under pressure.</li> <li>Balance short-term fixes with long-term solutions.</li> <li>Makes tough decisions confidently, using data and sound judgment.</li> </ul>
Ethical and Professional Integrity	<ul style="list-style-type: none"> <li>Able to demonstrate honesty and transparency in all professional dealings.</li> <li>Adhering to high ethical standards, maintaining the reputation of the organisation, and ensuring the confidentiality of sensitive information.</li> </ul>

### Person Specification

As Head of Operations, you will lead high-performing teams to deliver excellent services across City Building, ensuring client satisfaction and compliance with external standards. You will be responsible for managing emerging and existing projects.

You will play a key role in strategic planning, with specific responsibility for securing and programming workloads, maximising resource utilisation, and ensuring services including major projects, investment works, repairs, maintenance, and compliance are delivered on time, on budget, and to a high standard.

You will be fully conversant with up-to-date legislative developments and will bring an innovative approach to new developments. You will have extensive management experience within a complex organisation and a commitment to development both on a personal basis and for your team, with particular focus on succession planning. You will act as a role model to lead, motivate, and inspire your team to improve performance and customer service excellence and will ensure the team has the key skills required and a blend of complimentary specialisms.

A key part of the role is strategic management, ensuring full compliance with legislation, and leading the development and implementation of relevant policies, procedures, and monitoring systems. You will

ensure that all areas of the business demonstrate continuous improvement and maintain the LLP's reputation as a leader in the sector.

A flexible and professional approach is essential, along with the ability to navigate complex political and business environments with integrity and resilience.

### **Qualifications/Professional Membership Requirements**

#### **Essential**

- Extensive, demonstrable experience in a lead operational role in a relevant environment.
- Degree / MBA in relevant discipline or equivalent experience.
- Strong knowledge of repairs, maintenance and investment issues and demonstrable evidence delivery solutions being achieved

#### **Interdependencies**

- Executive Leadership Team
- Senior Management
- Trade Union
- All personnel within City Building, Glasgow City Council, and Wheatley Housing Group

#### **Conditions**

Your normal place of work will be 350 Darnick Street, Glasgow G21 4BA, but City Building has the discretion to place you in any establishment within their control.

Your contracted hours of work will be 35 hours per week to be worked to suit the needs of the business.

You will operate at all times within the framework of the LLP terms and conditions and with due regard to all Health and Safety and welfare legislation.