



BECOME A GLL MANAGER OF THE FUTURE

GLL TRAINEE MANAGER SCHEME

More than a job. Develop your leisure career with the UK's largest charitable social enterprise.

GLL

WELCOME

Welcome to our Trainee Manager Scheme brochure, where you'll find all you need to know about starting your leisure management career with GLL.

GLL was established in 1993. Since that time our philosophy and values as a charitable social enterprise have remained. Our values are what makes us different.

Learning and development remains at the heart of what we do. We like to 'home grow' our people and promote from within wherever possible. The Trainee Manager (TM) Scheme represents just one of our many development programmes. We provide trainee managers with high-quality, well-rounded training, and the pathway for them to become our leaders of the future. The scheme is available to external Leisure Graduates across the UK and existing GLL staff (with or without a degree). There's no other scheme like it in the industry.

The programme is based on the simple principle that in order to be a great leisure centre manager, you need to know, understand and be competent in key front line and supervisory roles. As a result our Trainee Managers complete key front line (concierge, fitness instructor, lifeguard) and supervisory placements (Duty Manager) as part of their 2 year programme. There are also 2 strategic placements to support business projects, gain experience in HR and strengthen networks with senior managers. Essential qualifications for the various roles will be completed along with participation in GLL's Management Development Scheme. Formal Leisure management qualifications will be available for internal candidates without a degree. All Trainee Managers are assigned a senior mentor, line manager and 'TM buddy'.

In summary, we are able to offer a multitude of career and development opportunities to bright and forward thinking people. We begin our selection process in the winter for candidates to start the scheme in September. If you feel you can contribute to GLL's future success and share our passion for the leisure industry (whilst receiving great training and an even better career), we would be very keen to hear from you. We are an inclusive employer that seeks and values diversity within our team.

Best wishes,
Lorraine Patrinos


Learning & Organisation
Development Director





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ABOUT GLL

About GLL

GLL was formed in July 1993. We're not just another leisure company; we're a people-led charitable social enterprise managing over 400 diverse leisure centres and numerous libraries, children's centres and community and events spaces throughout the UK. GLL's core philosophy is built around our Four Pillar values: Better Service, Better Communities, Better Business and Better People, which aim to continuously promote and encourage a healthy and active lifestyle for everyone.

GLL was the very first example of its kind: a not-for-profit organisation which operates for the benefit of the community within a democratic, employee-owned structure. Since then, we've developed a national reputation for excellence in leisure provision and help many local authority partners interested in delivering modern management options for community services. A leader within the leisure industry, we were the first leisure operator in the UK to be awarded the prestigious Social Enterprise Mark.

About Better Health

Better is the customer-facing brand for GLL. Better gives focus to what we do, where we're going, and what we offer our customers. Through Better, we promote healthy and active lifestyles, giving communities access to affordable facilities that help improve their health and happiness. It could be gyms, libraries, playgrounds, ice rinks, even huge, world-class sporting venues; we have a great variety of facilities and services.

A Better Future

In January 2012, the London Legacy Development Corporation (LLDC) awarded GLL the contract to manage the London Aquatics Centre and Copper Box Arena following the London 2012 Olympic and Paralympic Games. We're delighted to be managing these iconic sporting venues, which hosted some of the finest athletes in the world during the London 2012 Olympic & Paralympic games. We also operate facilities in Lee Valley. These are legacy venues for the whole community as well as for high-performance athletes to use for many years to come. Many of our trainee managers enjoy placements at these, and other, iconic venues across the UK.

WHERE WE ARE



GLL FACTS AND FIGURES

- GLL was established as an Industrial and Provident Society in 1993. In the beginning we managed just seven leisure centres in the Royal Borough of Greenwich.
- We employ over 10,000 people.
- We work in partnership with over 45 councils throughout the UK and many other associated partners. Our divisions are: Leisure, Libraries and Children's Centres.
- As well as having the Social Enterprise Mark, we are an Investors In People (Silver Standard) organisation and gained the Prime Minister's 'Big Society' Award in 2011.

TURNOVER BY YEAR:

2006: £50+ million	2012: £125+ million	2017: £280 million
2008: £70+ million	2014: £160 million	2019: £300 million
2010: £83 million	2016: £265 million	2022: £260 million



GLL: A BETTER CAREER CHOICE

Is the Trainee Manager Scheme right for you?

First and foremost you must be clear about your ambitions. Our scheme is aimed at leisure graduates who seek to develop a management career in leisure centre operations.

The objective of our programme is to produce the GLL leisure centre managers of the future. To achieve this, we ensure you gain all the necessary qualifications, skills and attributes required to undertake managerial duties within any GLL leisure centre and the leisure industry in general. Note that the scheme is available to external leisure graduate and internal GLL candidates with or without a degree.

You must be:

- Articulate and numerate
- Hard-working
- Organised
- Flexible
- Customer focussed
- A team player
- A competent swimmer
- Willing to work in any of our regional hub locations for the scheme including Belfast, London & Manchester. (We can provide assistance with re-location and will work with you to find suitable accommodation.)

- As well as our regional hub locations there will be opportunities to work in our other partnerships throughout the two year scheme, and we will work with you on where best to place you if not in your hub location.
- Able to travel to placements across your region as well as to conferences in London as needed.
- Educated to degree level or equivalent education, in sports and leisure or a business qualification (external candidates only).

It's recognised within the industry that the best managers have a full working knowledge of all aspects of leisure centre operations and this is the fundamental principle of our scheme. It's a career platform which will leave you feeling confident in your ability to manage any leisure centre.

Flexibility and commitment

You must be willing to be flexible to meet the needs of our business. Typical working hours are 8.5 hours a day; 40 hours a week in total (including early mornings, evenings and weekends). You must be committed to the role that you are assigned to in order to gain a full understanding and the best possible experience. During placements you may be given tasks, projects or assignments, so you should be organised, able to work to deadlines and under pressure.



People with purpose

As a charitable social enterprise, we are different. Our purpose is to improve the physical, mental and social well being of local communities. We want people with purpose who are aligned to our values:

- **Better Service;** We are inclusive. We are for everyone. Our community service and spaces provide the solution to social challenge, by benefitting the whole community, no matter their background. Everyone deserves a place to belong.
- **Better People;** Our people make us what we are. We are a staff owned organisation, where everyone has the right to stand for, and elect our board. Our people are from the communities we serve and they believe in our social ethos.
- **Better Communities;** We return social value which benefits our communities and everyone within them. When people use our services, they are directly giving back to their own communities.
- **Better Business;** We put purpose over profits. That's why we reinvest every penny back into the business to support our social purpose, to develop our people and make our services and spaces better for everyone.

Our rewards package

We offer a structured annual salary package, dependent on working location, ranging from £21,950 - £27,787 and increasing in the second year (subject to appraisal). Upon successful completion of the programme and subject to interview, your salary will increase to circa £24,042 - £30,436 as you progress to the GLL Assistant Manager grade. Salaries will vary according to working location.

You'll be employed on a permanent basis (subject to references, medical and police checks). Upon successful completion of the scheme, you're guaranteed a management position up to the level of Assistant Manager post interview.

Benefits

- Pension scheme
- 31 days' holiday (including bank holidays)
- Subsidised gym and leisure membership
- Gain broad and practical experience of leisure management
- Significant management career development opportunities
- Completion of statutory and industry-related qualifications
- Uniform
- Society membership

If you feel you have the qualities to fulfil the expectations of this role, please apply via glljobs.org

QUALIFICATIONS AND TRAINING

The achievement of national qualifications forms a major part of the two year programme. Qualifications offered include:

Year One:

- Gym Instructors Level 2 Course
- RLSS National Pool Lifeguard Qualification
- STA Award in Teaching Swimming

Year Two:

You will be part of GLL's Management Development Programme which includes in house modules associated with customers, service, people, business, communities and partners. For those internal candidates without a degree, you will also have the opportunity to complete a Level 5 Operational Management Apprenticeship or degree.

You will also receive in-house training on the following:

- Industry awareness
- Operational training
- Customer experience
- Sales and marketing
- Equality, diversity and Inclusion
- General data protection regulation (GDPR) training
- Health and safety
- Safeguarding children and vulnerable adults
- People management
- Business and financial management

Kathryn Abraham, Trainee Manager intake 2019, Engagement Manager, Customer Service Centre, Northern Ireland.

"As a Trainee Manager, I have gained accredited qualifications and the opportunity to get involved in various aspects of the business. This enjoyable and rewarding scheme has presented me with the opportunity to experience various job roles and network with different teams across the facilities in Belfast. The TM Scheme has also opened up career development opportunities, enabling me to progress as a leader in GLL. My current role as Engagement Manager with the Customer Service Centre is giving me the opportunity to reach out and get involved across the wider business."



PLACEMENTS

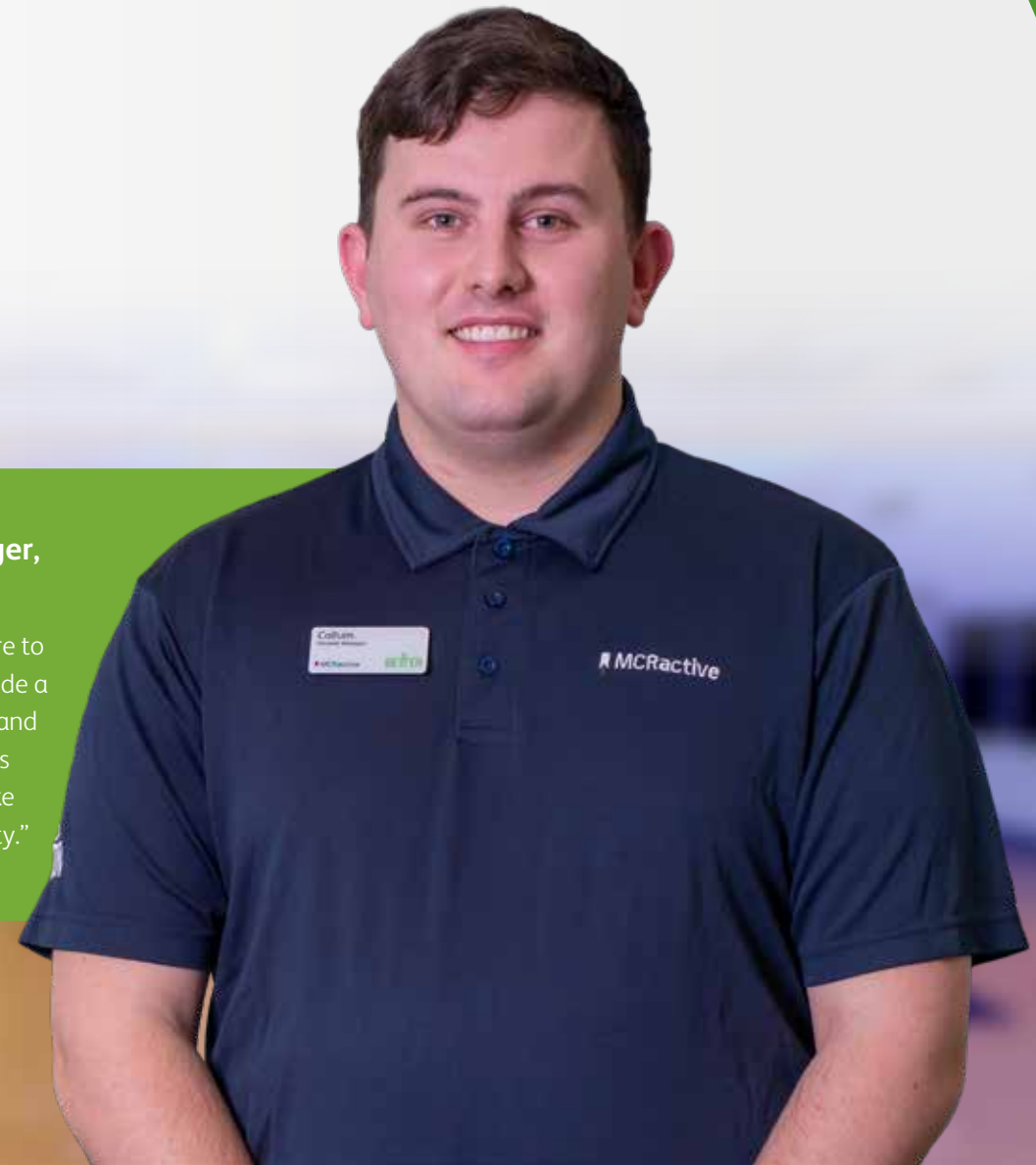
The two-year training programme includes hands-on experience of a wide range of operational duties to give you understanding and experience of the different types of responsibilities and job roles within a leisure centre.

It includes the following:

- Eight months in frontline jobs: Lifeguarding, fitness instructing, concierge and front of house. Plus 4 months in a business support environment
- Twelve months' supervisory experience: Supervisor and Duty Manager placements.

Callum Tongue, Trainee Manager intake 2018, General Manager, North City Family & Fitness Centre, Manchester.

“I am very thankful for my time on the trainee manager scheme and the exposure to all the different areas within the business. As well as the training, working alongside a diverse range of people and managers means that you pick up skills, experience and learn every day. It was great to experience the variety of roles and responsibilities involved in centre management, which is especially important in a partnership like Manchester, which has such a wide services and activities offer for the community.”



YEAR ONE - FRONTLINE PLACEMENTS



Concierge - 2 x 8 weeks

You'll be responsible for delivering excellent customer experience by undertaking concierge duties, providing information, understanding customer needs, signposting to activities, ensuring a smooth customer journey and responding to sales and customer queries.



Recreation Assistant Duties (wet and dry) - 8 weeks

You'll be in charge of the cleaning, preparation and safety within a sport and leisure environment. 'Wet-side' – your key responsibility is lifeguarding for customer safety in the swimming pool and surrounding areas. 'Dry-side', is the setting up, taking down and storage of equipment in the gym and group exercise areas.



Fitness Instructor - 8 weeks

This role includes planning, instructing and evaluating gym-based inductions, classes and ongoing member programmes. You should use ethical motivational strategies to encourage potential members to join and stick to regular exercise programmes. You will also gain an understanding of equipment cleaning and maintenance and will lead exercise classes in the gym.



Business Support - 2 x 8 weeks

You'll work alongside the regional support team on a business-critical project. Placements may include a focus on libraries or another area such as preparing bids for new partners, extreme sports, and facilities such as our café brand or even the opening of a new leisure centre. You will also join the People Team (HR) as one of the central placements

YEAR TWO - SUPERVISORY PLACEMENTS



Duty Manager (core) - 26 weeks

Here, you'll be supervising teams on duty and all activities, ensuring the effective operation and safety of the centre whilst undertaking the Duty Manager role. You'll be responsible to the General/Assistant Manager for the development, operation, programming and promotion of allocated aspects of the centre, such as administration, sales and brands, marketing, operations, staffing or technical matters.



Supervisor - 26 weeks

Responsible to the Assistant Manager for the day-to-day operation and supervision of an area of the business including: sales, service quality, brand delivery, cleanliness, staffing, health & safety and customer care. At the same time, ensuring that key performance indicators such as financial, sales and audits are met.

MENTORING AND SUPPORT THROUGHOUT THE SCHEME

You'll be part of a Trainee Manager learning community and have plenty of support throughout the scheme from a variety of people:

- A senior mentor will help you with networking and exposure to our culture and strategic business agenda, as well as your personal development.
- A line manager (normally a general manager), will ensure you are up to speed with business practices in your allocated region and help you develop strong working relationships in selected partnerships.
- A 'Buddy', who is a previous or current trainee manager, will also support you.
- The scheme is coordinated by the Director of Learning & Organisational Development who will guide and encourage you with regular progress and development meetings.

THE SUCCESS STORIES

TESTIMONIALS

The Scheme is a successful and award winning programme that has been running for 28 years. Many of our graduates have fast-tracked their way through GLL thanks to the programme.

Here are just a few testimonials from previous trainee managers, who have progressed within GLL after completing the scheme.

Gareth Kirk, 2002, Senior Regional Director, North & Northern Ireland and Chair of GLL.

“The Trainee Manager Scheme gives a great foundation for anyone looking to launch their career in leisure. In the early years of the scheme you had daily and direct exposure to the senior management team, which helps you to understand what a social enterprise stands for and ensures you can adopt the philosophies of GLL. The modern day scheme still gives great access to this senior group through formal coaching and mentoring.

Since graduating from the scheme I have been involved in wider governance of GLL, holding the roles of Treasurer, Vice Chair and Chair, with over eight years’ experience as a Worker Board Director. Playing a key part in the strategic direction of the organisation is an exciting role and ensures we continue to grow and diversify. I have also had the opportunity to work with a number of partners throughout my career in GLL including many London councils as well as a work placement in Sydney working with the delivery team at the Sydney Olympic and Paralympic facilities.

Some of our best TMs are leading important agendas and developing leisure centres nationwide today.”



**Jamie Coleshill, 2004, Regional Director,
West & Wales Region.**

“I believe the Trainee Manager Scheme gave me the insight and a wide range of opportunities to learn in different leisure environments. Working within the diverse environment of leisure and with GLL’s approach to people development, I have had the chance to succeed and the opportunities for learning and development are fantastic.”

**Ella Gosden, 2007, Learning & Development
Manager, GLL**

“The Graduate Trainee Manager Scheme allowed me to experience a wide range of aspects of the business. I was able to use the skills I learnt in my front-line placements and apply them during my supervisory roles. It helped me to develop a skill set and business knowledge that led to me achieving my first General Manager position. I still use the skills, knowledge and experience in my current role as GLL Learning & Development Manager.”

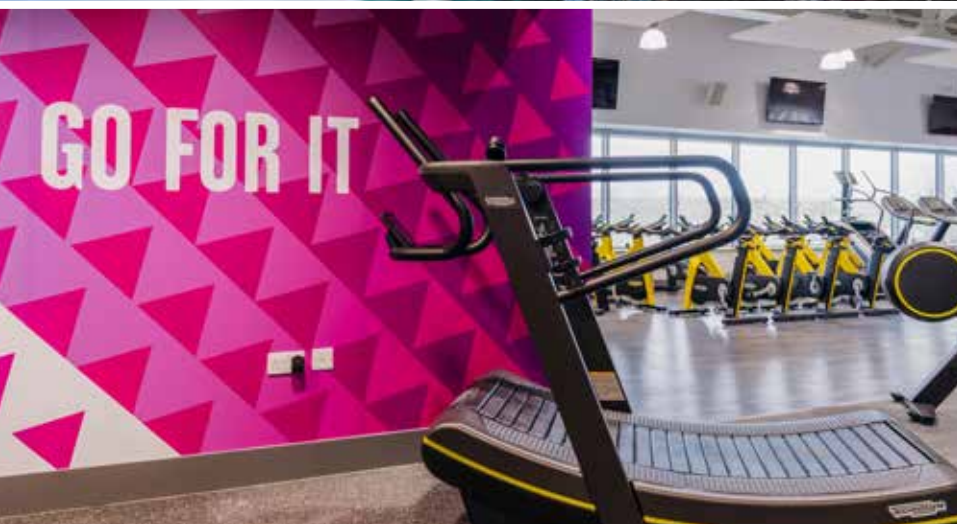
Alex Harrison, 2013, Partnership Manager, Camden.

“GLL’s Trainee Manager Scheme is an excellent fast-track development programme for a career in leisure management. I was able to master a range of roles within leisure centre operations whilst building an extensive network of support at all levels within the organisation and really getting involved with the GLL culture and ethos. As an internal candidate I completed my GLL sponsored degree after the trainee manager scheme.”

**Meghna Perren, Trainee Manager Intake 2009
General Manager, Oasis Sports Centre.**

“The Trainee Manager Scheme offers many benefits and has allowed me to grow and progress as an individual within the company. The two years of the TM Scheme is not easy and can be stressful; however if you work hard and keep going, it will pay off. Applying for the TM Scheme has been the best career decision I have made to date and I would highly recommend the scheme to anyone considering a career in the leisure industry.”





HOW TO APPLY

Please go to glljobs.org for full details on how to apply for the scheme. You can complete an application online and monitor your application through our website.

Before applying, we suggest that you take some time to complete the small tasks shown below, as they should give you a better understanding and feel for GLL.

- 1 Contact your local leisure centre, meet with the general manager and tour the facility.
- 2 Call or, better still, have a look round your local centre and ask about what's on offer to give yourself an idea of how our leisure centres are run and observe the different roles and responsibilities.
- 3 Research GLL and our leisure centres via our website: better.org.uk

Internal candidates

It's desirable, but not essential, for internal candidates to have a degree. If you're an experienced member of the GLL team, go to the CoreHR portal for full details of how to apply.

If you require further information, please email: learninganddevelopment@gll.org

Assessment days will be held in January in our regional hub locations for the scheme including Belfast, London & Manchester.

Successful candidates will need to attend a pre-scheme induction to understand and prepare for their training schedule and placement programmes, as well as meet their peers and colleagues.

CONTACT US

Here are contact details for some of our previous trainee managers who have kindly volunteered to answer any questions you may have or to help you to find out more about the TM Scheme before applying.



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GOOD LUCK!

We look forward to hearing from you.



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BETTER



GLL

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