

Company and Role Information Pack

Head of Business Improvement

The logo for mytimeactive, featuring the word "mytime" in a dark purple font and "active" in a light blue font, both in a lowercase, sans-serif typeface.

January 2018

Introduction

I am delighted that you are interested in finding out more about Mytime Active and the exciting future we have ahead of us.

At Mytime Active we want more people to **Get More Out Of Life**, by getting more active and eating better. We want to do this not just for an individual, or for a family, but also for an entire community, ensuring our services are accessible to as wide a population as possible, so that it becomes the "norm" to live in this way. We do all of this in a way that is financially sustainable, investing any surpluses we make back into the business.

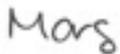
We were established in 2004, born out of the creation of a social enterprise to operate the leisure services for the London Borough of Bromley. As part of a network of similar organisations, we are a Leisure Trust with a difference - expanding into golf, where we are now the second largest pay and play golf operator in the UK and into public health, with a world leading child weight management programme, MEND.

Now in 2018 we are poised to grow. Building on our three strong businesses, with hundreds of thousands of customers, and backed by our sound financial position, we are ambitious to further develop our community approach to wellbeing.

We are looking for exceptional people to join our operations team who will play a leading role in delivering our strategy and realising our ambitions.

Thank you for the interest you have shown in our organisation.

Best Wishes,

A handwritten signature in blue ink that reads "Marg".

Marg Mayne

Chief Executive

Contents

Remuneration & How to Apply	4
Ethos, Strategy and Background History	5
Goals and Business Plan	6-7
Structure Governance and Management	8
Job Description	9-12

Remuneration

Join us and you get to work for a great company and an ambitious, diverse and future focused wellbeing team. We offer a competitive salary and benefits package including:

Head of Business Improvement: £60,000 - £65,000 (dependent upon skills and experience)

- Car allowance - up to £3,400
- Stakeholder pension
- 25 days annual leave plus bank holidays
- Free membership to Mytime Active Golf & Leisure for you and one other
- Exceptional achievement award scheme
- Discretionary incentive award scheme
- Employee discount & salary sacrifice scheme including childcare vouchers.

How to Apply

Please send CV, covering letter and details of current remuneration to
HR.Recruit@mytimeactive.co.uk

Closing Date: 11.59pm - Monday 29th January 2018

First Interview: Thursday, 8th and Friday, 9th February 2018

Final Interview: Friday 16th February 2018

Website: www.mytimeactive.co.uk

Please note: *Priority consideration will be given to Mytime Active employees who are at risk in line with our Management of Change Policy.*

Our Ethos and Strategy

Our brand is all about ‘Getting More from Life’ through eating well, moving more, making new friends and learning new skills. Our accessible facilities, programmes and services keep healthy living simple and fun, and take down the obstacles that prevent people getting involved and coming back for more.

It is important to us that our services should be accessible for everyone, so our philosophy is to be tuned into the local community, and to offer an integrated approach to golf, health and leisure services.

Our strategy is focused on building on our existing business, improving the integration of our services, investing in new contracts, capital assets and product development, and strengthening our infrastructure to maintain efficient and effective performance.

Finally, as a company, we are here for the long term - we charge affordable prices, and we reinvest all the money we make back into our services and facilities in the communities where we operate.

Background History

Mytime Active was founded in 2004. Originally running leisure services in the London Borough of Bromley, we expanded into golf, where we now run 16 courses, making us the second largest pay and play golf operator in the UK. We also developed in the area of public health work, running contracts for Local Authorities and CCGs, as well as owning MEND, the world leading child weight management programme. Our business has also expanded geographically, and we now concentrate our work in Bromley, Central London, Midlands and the South Coast.

Mytime Active now has a turnover of £32m, with a strong balance sheet of £13m net assets, and positive cash flow. We have over 4 million visits to our services every year, and we employ over 1,300 employees across all our business areas and in full time and part time positions.

Our Goals and our Business Plan

In our strategy, we have set ourselves three goals:

1. To improve the wellbeing of our communities
2. To grow so we double our turnover and our cash flow
3. To increase our employee engagement score to 80%.

And to achieve these goals, our business plan is built around the following main themes.

Building on Strengths

We will build on the strengths of our existing businesses and expertise: A decade of high performance in running a large group of leisure centres, a leading position as the second largest pay and play golf operator in the UK, an early entrant into the public health market, and owner of a child weight management product that is arguably the market leader in its field.

We will also build on the existing social mission of Mytime Active, by clarifying why we exist, naming the measures by which we define success, and committing to evidence our outcomes. It is explicit that everything we do has to demonstrate positive social impact as well as commercial value.

Integrated Offer to Customers

We will remove the internal obstacles that have prevented integration happening in the past and to make a step change in creating an integrated offer for the customer. We treat customers as members, and take them on a journey through a range of Mytime Active offerings. There is also value in an integrated approach for the public authorities that are our clients, and it chimes with our ambition to improve the overall health and wellbeing across the communities in which operate.

Invest and Grow

Our plan is for growth. Our aim is to double turnover and cash generation and grow our impact. This growth is possible because we already have a solid business with strong cash flows, healthy reserves and substantial borrowing capacity. We believe it would be a waste of the company assets if we did not invest. This strategy provides a framework that prioritises investment across services and geography, as well as establishing clear commercial returns that need to be achieved. We are fortunate in being able to take the long-term perspective, and see this investment corresponding with growth going forward.

Strengthen and Consolidate

Our plan is grounded in realism. We will invest in putting the right systems, infrastructure and people behind us. We have recognised that some of this is currently under pressure, and not robust enough to support future growth.

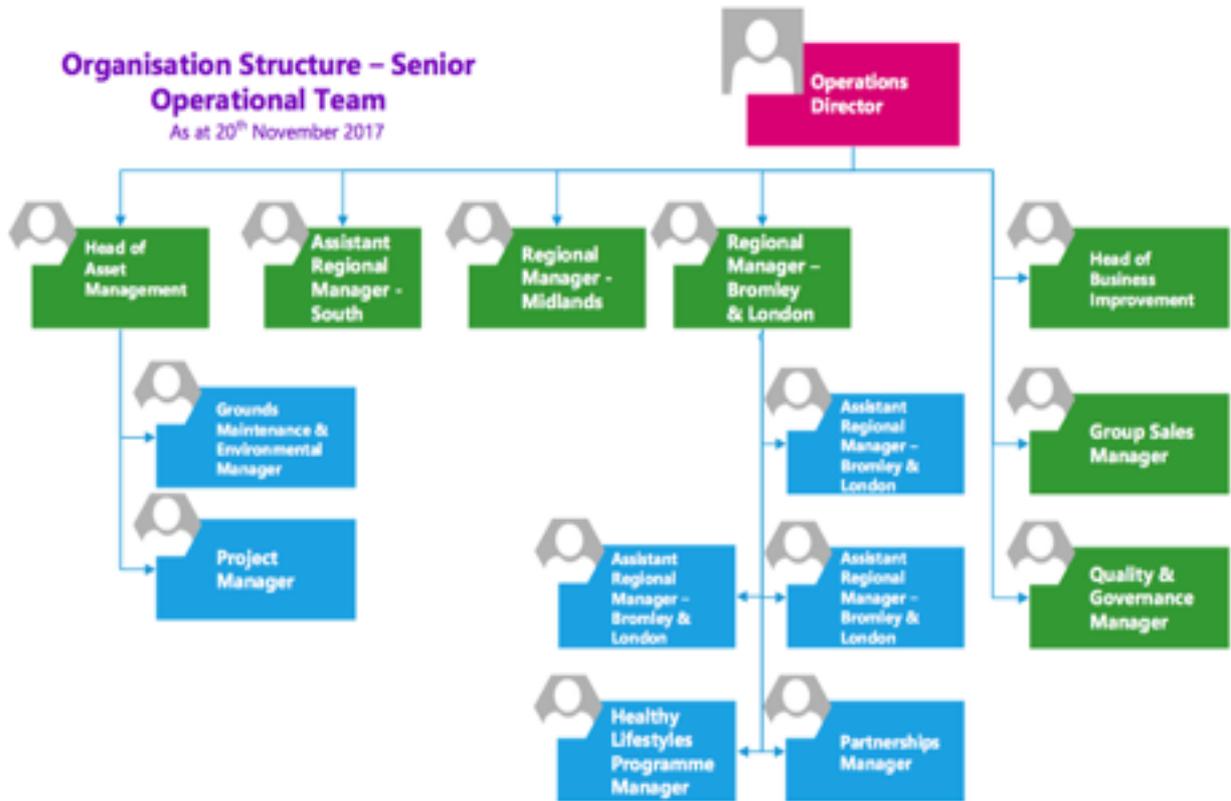
We will also invest in our people and their skills and competencies. We need our people to be a differentiator. Achieving high engagement and high performance is not simply a "nice to have" but is a focused and realistic response to the competitive people market we are in and our desire to provide exceptional and positive customer experience.

Diversity at Mytime Active

Mytime Active applies its Equal Opportunities Policy at all stages of recruitment and selection. Shortlisting, interviewing and selection is carried out without regard to age, disability, gender, gender reassignment, race (including colour, ethnic origin and nationality), religion or belief, sexual orientation, marriage or civil partnership status, pregnancy or maternity status, trade union membership or other protected characteristics. Those with disabilities meeting the minimum requirements for the post will be shortlisted and reasonable adjustments will be made to ensure they are not disadvantaged during the interview process. Mytime Active embraces flexible working and a positive work life balance and wherever possible seeks to ensure our workforce reflects local demographics.

Structure Governance and Management

Organisation Structure – Senior Operational Team
As at 20th November 2017



Job Description

Main Purpose

To be accountable to lead, develop, drive and deliver Mytime Active business improvement agenda, which delivers a service that significantly contributes to the strategic aims and objectives of Mytime Active by:

- Identifying, measuring, evaluating and implementing strategies which will maximise business performance or address non-compliance
- Leading the project management of mobilisation for major product development initiatives in collaboration with the Head of Product Development
- Evaluating and improving our customer journey
- Supporting the diversification and integration of Mytime Active as our core products and services grow, extend and innovate
- Initiating, developing and maintaining effective external facing relationships to enhance the Mytime Active profile and brand, gaining opportunities to have a positive social impact on people lives as well as growing the business
- Championing and be a role model for the values, beliefs and strategy of Mytime Active.

Summary of Responsibilities and Duties

1. Lead key business projects in line with the company direction and strategic aims of increasing wellbeing, doubling finances and achieving high employee engagement
2. Design and implement initiatives to improve the commerciality of our products, programmes and services
3. Continually evaluate the commercial performance of our product portfolio with a view for improved performance
4. Optimise pricing and occupancy models to increase both participation and commercial return
5. Analyse and evaluate our current customer journey and identify opportunities to increase customer satisfaction
6. Define and drive a culture of excellence in service delivery raising quality standards throughout the business and delivering excellent customer experience metrics
7. Support the Product Development Team in ensuring that new products are successfully launched and upscaled
8. Lead specific project work streams in relation to transformation and capital investment projects

9. Lead the development of our corporate wide Quality Management Systems and associated processes
10. Work in partnership with the Regional Managers to identify key performance opportunities and implement action plans to improve performance
11. Identify and maximise the opportunities from exemplar performance opportunities within the business
12. Develop and deliver a strategic plan, with the core goal of driving the strategic objectives through improving the balanced score card KPIs
13. Establish a culture that places customers at the heart of our business decisions
14. Develop and maintain powerful insight into the local community and our customers, as advised and supported by the marketing team
15. Act as a key driver and enabler of service innovation to drive both consumer and membership sales across all Mytime Active businesses
16. Ensure that operations are compliant with relevant regulatory frameworks and contract requirements
17. Develop and maintain knowledge and understanding of market developments, ensuring the information is shared to inform and innovate future service delivery
18. Continuously improve the operational delivery, quality of service and products to the consumer, including implementing and embedding new and existing processes and systems from finance, people, product, well-being or business development
19. Development and sustaining of relationships with key customers/stakeholders ensuring the highest quality customer relationship management of the contracts, continuously improving the company's image and credibility with all stakeholders.
20. Take responsibility and accountability for health and safety for your self and others and actively participate in the maintenance and improvement of the overall Company Health and Safety culture
21. Undertake any other such duties considered to be commensurate with the experience of the post holder and the requirements of the post as requested by the Operations Director.

Person Specification: Experience, Skills and Qualifications

Skills and Abilities

- A true and genuine passion for wellbeing and a desire for making a difference

- A proven leader of people with a measurable track record of creating successful teams in service delivery with tangible achievements in improvement, change management, driving strategic operational priorities
- Commercially astute, with a proven track record of delivering profitable and growing operations, and of making complex contracts work in operational terms
- Extensive management experience including relevant multi-site experience relevant to Leisure, Health, Golf and / or wider wellbeing
- Experience of leading delivery of risk and compliance frameworks
- Ability to commission and act as a client for large specialist projects e.g. capital investments, procurement, and business development
- Experienced in managing stakeholder relationships at a senior level and politically aware
- Excellent communication skills, able to develop rapport, influence at all levels, and communicate effectively in a wide range of ways.
- Excellent personal effectiveness skills, including project planning, financial, change and time management capabilities
- Experience of developing individuals and fostering their performance and career, including coaching and mentoring abilities
- An effective collaborative team player - concerned with the team success as well as individual performance
- Resilience and determination to see things through, strong self-motivation and ability to motivate others
- Highly motivated self-starter with resilience and determination and the ability to see jobs through to completion.

Qualifications

- The post holder will be educated to degree level or equivalent in a relevant discipline. An additional business qualification would be advantageous
- The post holder will be able to provide evidence of continuing professional development.

Conditions of Employment

- Conditional upon health clearance, employment/education references and is exempt from the Rehabilitation of Offenders Act.

Other requirements

- Must be able to attend evening and weekend meetings/events when required and travel nationally between Mytime Active sites and new business opportunities.