

**Company and Role Information Pack**

**Regional Manager**

**mytimeactive**

**November 2017**

## 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 golf operator in the UK and into public health, with a world leading child weight management programme, MEND.

Now in 2017 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 senior management 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,



Marg Mayne

**Chief Executive**

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## 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:

- **Midlands Regional Manager:** £50,000 - £55,000 basic + £3,400 car allowance
  - Stakeholder pension
  - 25 days annual leave plus bank holidays
  - Free membership to Mytime Active Group Golf& Leisure for you and one other
  - Exceptional achievement award scheme
  - Discretionary incentive award scheme (up to 5% of basic annual salary).

## How to Apply

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

For an informal and confidential discussion, please contact Carly Bernard, Resourcing Lead on 07469 153 352

**Closing Date:** 9.00am on Sunday 7 January 2018

**First Interview:** Friday, 19 and Monday, 22 January 2018

**Final Interview:** Tuesday 30 January 2018

**Website:** [www.mytimeactive.co.uk](http://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 golf operator in the UK. We also developed a 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 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 we operate.

### **Invest and Grow**

Our plan is for growth. Our aim is to double turnover and our cash generation whilst growing our overall impact within the communities we serve. 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.

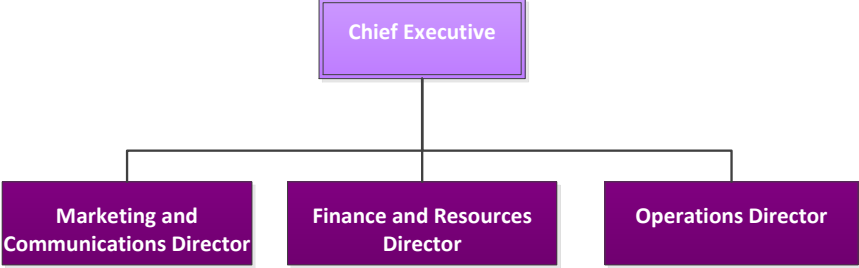
We will also invest in our people and their skills and competencies. We need our people to be a differentiator. Achieving high engagement and high performance is not simply as a "nice to have" but as a focused and realistic response to the competitive people market we are in and our desire to provide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

### **Diversity at Mytime Active**

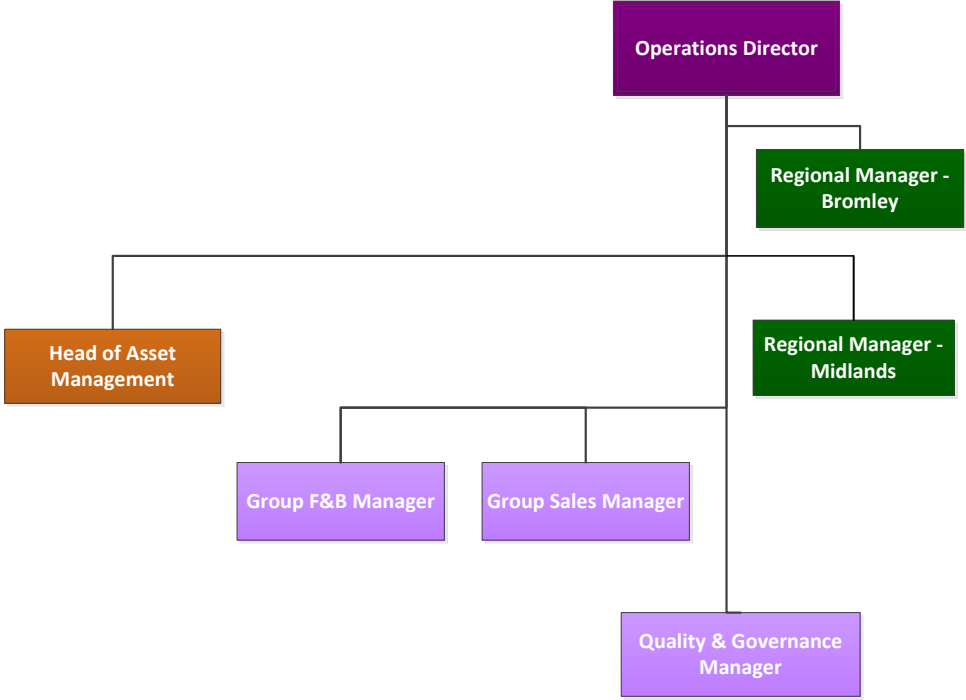
Mytime Active applies its Equal Opportunities Policy at all stages of recruitment and selection. Shortlisting, interviewing and selection is carried out without regard to age, disability, gender, gender reassignment, race (including colour, ethnic origin and nationality), religion or belief, sexual orientation, marriage or civil partnership status, pregnancy or maternity status, trade union membership or some other personal characteristic. 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

## Strategic Leadership Team



## Senior Operations Team





## **Regional Manager – what this role delivers for Mytime Active**

You will be pivotal in delivering the change in operational philosophy, culture and delivery from the current divisional approach to an integrated offering for customers within one of our priority business development Regions.

You will use your breath of experience to split your time in this multi-faceted role between our businesses, currently the split is Golf (30%), Health (30%) and you will spend a significant proportion of the remainder of your time building relationships and developing opportunities, including working with our Business Development team.

Alongside best in class compliance management your strong leadership, people management and exacting standards of customer service and facility management will embed Mytime Active's brand ethos.

Your strong coaching approach to performance management will ensure that customer facing teams deliver a consistent brand experience that makes "Every interaction a positive one that makes each customer want to come back".

Act as the catalyst for a change by delivering a clear strategy for improving staff engagement and staff development, which will provide stronger operational foundations, which in turn will better prepare each region for future growth.

You will use your track record in service and product delivery to ensure commercial and strategic objectives are met across the Region by optimising resourcing and skills mix.

A natural networker you will build strong relationships with key stakeholders in the Region to compliment the national Business Development team in delivering our growth strategies.

The Midlands Region sites you will be responsible for open seven days per week including the evenings and weekends. You need to be willing to cover these sites during those hours on occasion.

## Job Description

### Summary of Responsibilities and Duties

Through strong leadership, people management and relationship building skills, develop, drive and ensure delivery of all Mytime Active businesses within a defined geographical region. Embed Mytime Active's brand ethos, through delivery of products and services, whilst ensuring commercial delivery, in line with strategic aims and objectives.

To achieve these results in the right way, maintaining and improving quality across facilities and services (including customer service and health and safety) enhancing brand and reputation and building employee engagement.

### Relationship Management

- Develop and deliver a regional strategic plan that delivers the company strategic aims driving strategic objectives through improving the balanced score card KPIs
- Develop and sustain relationships with key customers/stakeholders ensuring the highest quality customer relationship management of contracts. Continuously improve the company's image and credibility with all stakeholders
- Act as a community leader and spokesperson within various forums

### People Leadership and Management

- Establish a culture that places customers at the heart of our business decisions and engaged employees as pivotal to excellent customer service
- Lead and direct of our teams, aligning development plans to create structure, accountability, responsibility, focus and high performance
- Be accountable and take a lead role in development of employee engagement, promoting a continuous culture of change and nurturing creativity and innovation for all employees

### Resource Management

- Ensure effective company-wide asset management, including all internal and external facing facilities
- Work closely with the People Services Team to develop and implement the transformation of an effective organisational structure, increasing quality and efficiency of resources and improving overall productivity

### Quality, Standards and Governance

- Ensure that operations are compliant with relevant regulatory frameworks and contract requirements and lead on regional risk management, embedding a positive and proactive culture to identifying and managing risk

- 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
- Take a proactive and leading role to influence the development of our corporate wide Quality Management Systems and associated processes, facilitating the internal audit processes and responsible for implementing the ensuing action plans.
- Lead the drive towards company-wide accreditations, ensuring they are appropriate and add value
- 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

### Commerciality

- Act as a key driver and enabler of service innovation to drive both consumer and membership sales across all Mytime Active businesses
- Initiate and drive a healthy and ambitious capital investment programme, including build and refurbishment of facilities, which in turn delivers our corporate strategy

### Business Development

- Develop and maintain powerful insight into the local community and our customers, as advised and supported by the marketing team
- Take a key role alongside the Head of Business Development in developing external relationships and seeking out opportunities for strategic partnerships across the region, ensuring effective relationship development and management of key stakeholders to secure new business growth for Mytime Active
- Develop and maintain knowledge and understanding of market developments across the Region ensuring the information is shared to inform and innovate future service delivery
- 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
- The Midlands Region sites you will be responsible for open seven days per week including the evenings and weekends. You need to be willing to cover these sites during those hours on occasion.

## Person Specification: Experience, Skills and Qualifications

### Skills and Abilities

- 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 internal and external 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 including via presentations and contract negotiation meetings
- Excellent personal effectiveness skills, including project planning, budget, 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
- Operate effectively as part of a senior team

### 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.
- 3 years experience (minimum) as a senior manager of a 100+ employee team, a multi site and multi disciplined, service focussed, operation.