

Dear Applicant,

Thank you for taking an interest in working for GLL, the UK's largest Leisure Trust.

GLL now employs approximately 4000 staff, having started with about 90 in 1993. We are looking for talented and flexible people who are committed to providing excellent customer service.

Our 'people vision' recognises the importance of our staff and we are committed to maintaining and enhancing our position as one of the best employers in the leisure industry. Opportunities for progression and career development in GLL are second to none and, as a staff owned organisation, our staff have a real say in how we are run and help shape the future.

If you feel you can help us develop, then we would like to hear from you. Please find enclosed an information pack that will support your application for the post you have expressed an interest in with GLL. If you have any further queries regarding the position, please do not hesitate to contact the Human Resources department on the following telephone number 020 8317 5000 extension numbers 4020/4023.

We would like to thank you once again for your interest in GLL.

Yours sincerely

G. Kendrick

Gerry Kendrick
Recruitment Manager - GLL



Dear Applicant

Thank you for your interest in present vacancies.

This pack contains the following: -

1. **Application Form Guidance Notes**
2. **'Society for the benefit of the community' - An Intro to GLL**
3. **Employment Policy**
4. **Terms and Conditions of employment**
5. **Equal Opportunities Statement**
6. **Anti Racist Statement of Intent**
7. **Ex-offenders Statement**
8. **Child Protection Policy**

Yours sincerely,

G. Kendrick

Gerry Kendrick
Recruitment Manager - GLL



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GUIDANCE NOTES ON COMPLETING YOUR APPLICATION FORM

PLEASE READ THESE NOTES CAREFULLY BEFORE COMPLETING YOUR APPLICATION FORM

The leisure industry needs to employ people with positive and enthusiastic attitude, which they can maintain over long and often unsociable hours. As a customer focused business, we also require people with a friendly and caring attitude who enjoy meeting all types of people.

We need proactive individuals who are committed to the provision of active, stimulating leisure lifestyle experiences. We want people who are committed to customer services and quality, who can contribute to the development of the services and are flexible to change.

Remember: Your application form is all we have to go on for short listing so please take care when completing it and ensure that you complete each section of the form and provide all the relevant details. For your own reference you may find it useful to keep a copy of your completed form.

STEP 1: Read the role information carefully on the website, noting any experience, skills and abilities required. Then tell us about those skills, abilities and experience which you possess that you feel are relevant for the post.

Any relevant experience gained outside of paid employment may also be of value, so it is worth giving thought to this too.

STEP 2: Include the above information on your Application Form. Set facts out concisely, addressing the skills of the role, spacing them well and underlining headings where necessary. When outlining your skills and abilities, try to substantiate your statement with positive examples and evidence.

STEP 3: Check that the information is in a logical order and that it says all that you want to say.

STEP 4: Please ensure that your Application Form is returned by the closing date shown in the job advertisement. Applications received after that date will not normally be considered.



GLL
SOCIETY FOR THE BENEFIT OF THE COMMUNITY (IPS)

1. INTRODUCTION

GLL is different from most employers in the Leisure Industry in that we are "Employee Owned". We are an independent "not for profit" Society (set up in July 1993) to manage leisure centres and related activities within London. We currently manage 60+ diverse centres across London Areas with new developments on the horizon.

GLL is managed by a team of professional managers and its policy is overseen by a worker-controlled board. It is the nature of our Society that Customer Service Advisors and Recreation Assistants sit next to Senior Managers and Councillors at Board meetings and take strategic decisions affecting our multi million pound business.

Each Leisure Centre varies in size and customer profile, ranging from the Waterfront, which is one of the largest and busiest centres in the South East of England with over two million customers a year, to Balaam Leisure Centre, which has a smaller, but loyal customer base, mainly from the surrounding area. We have a robust membership scheme of 240,000 + members, which is the largest membership scheme of its kind in the country.

We pride ourselves on having award winning standards in our customer services. Our business is customer driven, our role is to ensure that expectations are exceeded and our customers come back time and time again.

The Society has grown and developed its span of activities since being formed. It employs up to 1000+ contracted staff and approximately 3000 casual staff depending on the seasonal variations.

This is an exciting opportunity for anyone who can bring enthusiasm and commitment to the job and who will welcome the challenge of helping to develop GLL with its radical ethics and ideology and to enable it to grow into the 21st Century.

2. MISSION STATEMENT

"We are committed to the provision of leisure and fitness facilities at affordable prices. It is our aim to ensure the financial viability of GLL, meeting our Charitable objectives, increasing employee participation, maintaining and expanding our existing services. We endeavour to continually exceed our customers expectations".

We will, therefore, aim to:

- Meet the requirements of our customers in a professional and dedicated manner,
- Sustain and improve the quality of our service for and on behalf of the members of the Society and the community,
- Make a fitting contribution to the community in which we conduct our business,
- Continue to regard our employees terms and conditions,
- Work within our framework of Society for the Benefit of the Community with Charitable Objectives



3. OVERVIEW – THE SOCIETY

GLL took over the management of the seven leisure facilities owned by the London Borough of Greenwich in July 1993. At the time this was a groundbreaking move within the leisure market. The transfer away from Local Government to a staff owned Industrial and Provident Society (IPS) was a unique solution to the threats that faced the staff and the service at the time. Since taking on the management of the original leisure centres in Greenwich GLL has grown significantly and now operates 60+ leisure centres across London.

GLL is different from most employers in the Leisure industry in that it is staff owned and controlled with the board of directors being made up of staff, customers and Councillors.

GLL neither operates in the private nor public sectors, and broadly sits in the 'third' or trust sector and because of its social aims and ongoing success the organisation is proud to be London's most successful social enterprise.

Unlike private companies or Councils GLL is a 'not for profit' organisation, which reinvests all surpluses back into the service thus enabling the organisation to operate some of the best public sector leisure centres in the UK.

GLL has a national reputation for quality management and is now the largest leisure centre operator in London.

4. PUTTING THE CUSTOMER / COMMUNITY FIRST

GLL is determined to put its customers first. As an organisation in the service industry we must strive towards meeting the specific requirements of the customers and the community, with a quality value for money service and a wide ranging programme that is accessible to all. GLL operates to a customer contract in which we guarantee minimum levels of service to our customers. Our systems are backed up by a comprehensive training regime. GLL has been awarded the **Charter Mark Award** for its excellence in customer care: **Investors in People** for its excellence in staff training and development, **ISO9002** at the Arches for excellent systems and procedures and **"Quest"** at numerous centres for excellent systems and procedures and customer service. In addition to these, the Arches Leisure Centre was voted "Best Centre of the Year 2000" by the FIA and GLL was awarded best operator 2000 by the Leisure Property Forum. GLL also achieved a National Business Award in 2004 for being the 'Social Enterprise of the Year'

5. GLL - SERVICE AND FACILITIES

GLL manages:

- Six leisure centres within the London Borough of Barnet
- Three leisure centres within the London Borough of Camden
- One leisure centre within the District of Epsom and Ewell
- Eleven leisure centres within the London Borough of Greenwich
- Six leisure centres within the London Borough of Hackney
- Two leisure centres within the London Borough of Hammersmith & Fulham
- One leisure centre within the London Borough of Lewisham
- Three leisure centres within the London Borough of Merton
- Four leisure centres within the London Borough of Newham
- Six leisure centres within the London Borough of Tower Hamlets
- Six leisure centres within the London Borough of Waltham Forest
- Four leisure centres within the London Borough of Ealing
- Five leisure centres within the London Borough of Sutton & Reading Borough Council
- Five leisure centres within the London Borough of Lambeth
- Crystal Palace National Sports Centre
- Rivermead Leisure complex in Reading



Our facilities within the above boroughs range from state of the art regional leisure centres to small community based centres.

To match our commitment to quality service we continue to back it up with investment and customer service initiatives. In conjunction with the Council in Greenwich, our joint membership scheme now stands at over 240,000, one of the biggest membership databases in the country. Similar schemes are also in place in the other boroughs in which GLL operates.

6. MODERNISATION

Modernisation and investment programmes to improve the efficiency and quality of our service for customers and working conditions for our staff are continually being implemented. Some examples of this type of work include:

- The introduction of Wellness Fitness Centres into many of the leisure centres operated by GLL;
- Upgraded Planned Preventative Maintenance budgets and programmes in many of the centres;
- Achieving successful lottery and external funding bids across a number of GLL's partnerships;
- Operation of the London Leisure College;
- Refurbishment of many of the leisure centres operated by GLL.

7. FINANCIAL PROFILE

GLL's turnover for:

1997 -	£5.9 million
1998 -	£6.8 million
1999 -	£9.5 million
2000 -	£13 million
2001 -	£18.5 million
2002 -	£21.9 million
2003 -	£28.8 million
2004 -	£35 million
2005 -	£40 million
2006 -	£50 million
2007 -	££60 - £70 million

GLL receives grant payments from many of the boroughs it works within. These help to subsidise the operation of the service but are far lower than the costs that used to be incurred when the authorities were operating the leisure facilities themselves.

8. THE BOARD

GLL is governed by a Management Board which consists of 18/21 members, 11 of which are elected from staff members. The Managing Director is an Ex-Officio member of the Board. In addition, the Company Secretary is elected at the AGM. Up to 8 members of the Board are co-opted to the Society, 3 of which are Councillors from the London Borough of Greenwich. 3 places are allocated by LBG, but cannot consist of Councillors and the remaining 2 seats are available to GLL. Co-optees are not members of the Society, but do have full voting rights on the Board.

All fixed hours contracted staff are eligible to become a member of the society subject to the GLL's relevant rules and conditions.

The Board Elections – Elections take place annually. Voting takes place on a one member one-vote principle. Elected members of the Board must be a staff member of the Society.



9. GLL AND ITS EMPLOYEES

GLL believes that its most important asset is the workforce and is, therefore, committed to investing in the appropriate training and development that is essential to the Society's success. GLL will continue to act as an Equal Opportunities employer, and is concerned with the health and welfare of its staff.

By definition GLL as a democratically controlled Society needs to rely on the teamwork of its staff. As we all have a say in the running of the Society, something that is new to many of us, we all have an incentive to work together to see it succeed.



GLL

OUTLINE OF TERMS AND CONDITIONS OF EMPLOYMENT

A statement of the main terms and conditions of employment will be supplied upon offer of employment.

The information given below is intended as a guideline for candidates.

SALARY:	As shown in the advert Paid on 22 nd of the month
HOURS:	Average of 39 hours per week, working on a shift system, which includes a mix of early, late and weekend shifts for operational staff. From time to time it may be necessary to work additional hours to complete your duties
LOCATION:	Staff are contracted to work at any one of the Society's facilities as required.
ANNUAL LEAVE:	The annual leave year is from 1 st January until 31 st December. The entitlement is 30 days, which includes all public holidays except Christmas day
PROBATION:	Confirmation of appointment is subject to the successful completion of a six-month probationary period
ATTENDANCE RELATED BONUS	Subject to satisfactory completion of the six-month probationary period, permanent staff are eligible to join the Society's Attendance Bonus Scheme subject to the rules of the scheme. The value of the bonus currently equates to 8% of your salary and is paid quarterly in arrears.
QUALIFICATIONS:	Staff are required to hold or be working to the set qualifications required for their post. Leisure Assistants are required to attend for a minimum of two hours Pool Training every month. Fitness instructors are required to hold a valid REPs card.
PENSIONS:	GLL operate a contributory pension scheme to which employees contribute 6% of their annual salary, entrance to the scheme follows completion of one years permanent service.
RETIREMENT:	The age of current retirement is 65 for all staff.
SICKNESS:	A comprehensive sick pay scheme is provided rising from one months full pay and two months half pay during the first year up to six months full pay and six months half pay after five years service.
SOCIETY MEMBERSHIP:	Eligible to join after successful completion of probationary period.
UNIFORM:	All staff are provided with a uniform and name badge.



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- H.S.A:** All staff are entitled to join the HSA healthcare scheme.
- CAR LOAN:** Subject to approval, loans are available for permanent staff with over 2 years service of up to £10,000.
- STAFF MEMBERSHIP:** £10.00 per annum; free swimming, use of saunas and some of the fitness rooms.
£11.00 per month for access to all London Fitness Network facilities including swimming, sauna, fitness rooms.
- SEASON TICKET LOAN:** Interest free season ticket loans are available to all permanent staff with over 12 months service. Maximum loan is £2,500.
- CHILDCARE VOUCHERS:** Childcare vouchers are provided through Accor Services. Vouchers can be used as full or part payment for a range of registered or approved childcare providers ie. childminders, day nurseries, nannies, nursery providers etc. saving tax and national insurance up to £20 per week. Available to permanent employees only.
- RIDE2WORK SCHEME:** GLL's Ride2Work Scheme is provided through Evans Cycles. Employees can lease a new bicycle and safety equipment from GLL in exchange for a gross salary sacrifice (between £250 - £1,000) and save up to 50% off the latest bicycles. Available to permanent employees who have successfully passed their probation period.
- TRAINING:** GLL is committed to training and developing its staff and there is a range of in-house and external opportunities.
GLL is accredited centre for NVQ and the ISRM.
- EQUAL OPPORTUNITIES:** The Society has an Equal Opportunities Policy and all employees are expected employees are expected to develop an understanding of an commitment to equal opportunities.
- SMOKING:** The Society operates a no smoking policy.
- CONDUCT:** Staff are required to ensure that all duties are conducted to the highest professional standard and comply with the Society's policies and procedures. To promote these standards and lead by example
- WHOLE TIME:** Should you have any existing commitments, which affects devoting your whole time service to work of the Society, you will be required to declare them if successful.
- APPOINTMENT:** Any offer of employment will be made subject to receipt of satisfactory medical checks, CRB checks, work permit/visa and references, all being satisfactory to the Society.



EQUAL EMPLOYMENT – THE POLICY

As an organisation we believe that our workforce should reflect the Community and that all groups within that Community should have an equal share of the Society's employment opportunities.

Many groups of people face special difficulties in the employment field and we have so far identified four groups for priority action. These are ethnic minorities, women, gay men and lesbians and disabled people.

We will pursue a programme of Positive Action to assist these people to overcome their disadvantaged position and compete more fairly for the limited opportunities, which exist for employment, training and promotion. This assistance will particularly benefit the low paid because of the concentration of women in these areas.

Many of the problems they experience will be relevant to other groups of employees and changes in Society policy and practice resulting from special attention to the priority groups will be of general benefit to the Society's workforce as a whole.

WHAT DOES THIS MEAN?

The programme of Positive Action includes the following:

RECRUITMENT: We recognise that it is not enough just to say, "we do not discriminate" in our job advertisements. It is reviewing recruitment procedures to ensure that qualifications and previous experience are called for, only where it is really necessary to do the job. It is making sure that staff who employ others understand and apply the equal opportunities policy. It is also advertising jobs in a way, which encourages under represented groups to apply.

TRAINING: Special courses are available to assist managers understand and apply the policy. Other courses are planned to help people from disadvantaged groups to acquire skills that will enable them to compete equally for jobs in all areas of the Society's work. Special training will be given for re-entry into work for people who have had a break from their chosen career. This can include women who left work to care for families or relatives, those forced to leave work because of accident or disability and people in unsuitable jobs because of unemployment and discrimination.

ACCESS: We are examining all work places to see how they can be made accessible to disabled people. Every assistance will be given to encourage disabled people to work for the Society, including use of adapted equipment and changes to working methods to meet their special needs. All disabled applicants who meet the minimum requirements for a job will be called for interviews.

JOB DESIGN: We are reviewing working arrangements and methods in order to make a wider variety of work available to people who find full time or some types of physical work difficult to manage, this particularly concerns women. It is removing the barriers to career advancement, particularly between traditionally blue and white-collar areas of work. It is also reviewing the job evaluation scheme.

HARASSMENT: We are taking action to eliminate sexual and racial harassment at work; this can include physical and verbal abuse and persistent unwanted sexual advances. Employees can report complaints under the grievance and disciplinary procedures; full account will be taken of the intensions of



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the parties and the circumstances of the incidents. Steps are also being taken to remove sexist and racist language in all the Society literature and to end the display of sexist material on Society premises.

MONITORING PROGRESS: We will be watching our pattern of recruitment, training and promotions over the forthcoming years to make sure that the equal opportunities policy is having effect. This will involve keeping more detailed staff records, including asking people to identify their ethnic origin and all employees will have the right to inspect their personal file.

WHAT DO THE UNIONS SAY?

Our main employee Trade Unions are being consulted at every stage of the policy development and their agreement is sought before changes are made. Their representatives are involved in discussing ways in which the Society can promote equal opportunities.

Action taken under the Positive Action Programme has their full support.



GLL

ANTI – RACIST STATEMENT OF INTENT

GLL condemns all forms of racial discrimination.

It is committed to providing responsive services, which are relevant to the needs of all sections of the local community.

GLL will ensure that no one in the local community who applies for employment, or receives any of its services, will receive less favourable treatment on the grounds of race, nationality/ citizenship, ethnic or national origins, sexual orientation and age.

Any forms of racist behaviour or discriminatory acts by staff and members of the public in receipt of services will not be tolerated and appropriate action will be taken.

GLL is committed to act upon any complaint of racist behaviour by staff and users of all our facilities.

GLL staff have a duty to treat members of the public and colleagues in a fair and equitable way in line with the Equal Opportunities Policy.

If you have any complaints or knowledge of any racist behaviour, or you feel that you have been treated unfairly, please contact:-

The Managing Director
GLL
1 Seymour Street
Middlegate House
The Royal Arsenal
Woolwich
London SE18 6SX

GLL is committed to this statement and therefore, all members of staff are expected to adhere to it. Failure to do so is considered a serious offence and will be dealt with through disciplinary action and possible dismissal, depending on the nature of the offence.

This statement is clearly displayed in all Centres.



GLL Child & Vulnerable People Protection Policy

May 2004

Sport and Leisure activities are a means of providing young and vulnerable people with a sense of enjoyment and achievement. These positive effects can be achieved via employees who place the welfare of these people first.

GLL takes its' moral and legal responsibilities to provide a duty of care for young and vulnerable people very seriously.

It is the Policy of GLL:

- **to respect, protect and promote the rights, wishes and feelings of young & vulnerable people regardless of age, culture, disability, gender or religious beliefs**

This is achieved by ensuring that public decency and professional behaviour from staff are maintained at all times, that all concerns with regard to young or vulnerable person are referred immediately to the Centre Manager and that all incidents of poor practice or suspicions of abuse are responded to swiftly.

- **to recruit, train and supervise employees to adopt best practice procedures**

It is recognised that some abusers actively seek out employment within leisure centres. GLL procedures aim to prevent the employment of unsuitable people through strict advertising, application form and interview procedures. ALL employees have their qualifications verified, complete criminal record checks and provide 2 employment references. ALL employees receive Induction Training and Core Training on their responsibilities with regard to Child Protection. Sports club organisations/ coaches using GLL facilities (not directly employed by GLL), must also comply with GLL policy and procedures on Child Protection. GLL will endeavour to increase awareness and compliance amongst local sports clubs.

- **to safeguard young & vulnerable people via the adoption of best practice procedures**

GLL train employees in best practice procedures which include general procedures, such as maintaining qualifications and professionalism and working in an open environment to the specific, such as procedures for first aid care for young and vulnerable people, teaching/coaching children, checking changing rooms and physical contact and photography rules. All employees are expected to work within these procedures.

- **to ensure that all concerns of poor practice or suspicions of abuse are dealt with professionally, swiftly and appropriately**

It is **not** the responsibility of employees to decide whether or not a child is being abused. However, it **is** their responsibility to refer their concerns of poor practice or suspicions of abuse to the Centre Manager immediately. The Designated Officer, Lorraine Patrinos, Head of Skills Development, will work with the Centre Manager to put in place internal / external investigations as required.

For further information, write to :

Lorraine Patrinos
Head of Skills Development
GLL
Middlegate House
The Royal Arsenal
Woolwich, SE18 6SX



GLL

POLICY STATEMENT ON THE RECRUITMENT OF EX-OFFENDERS

As an organisation using the Criminal Records Bureau (CRB) disclosure service to assess applicants' suitability for positions of trust, GLL complies fully with the CRB Code of Practice and undertakes to treat all applicants for position fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.

GLL is committed to the fair treatment of its staff, potential staff or users of its service regardless of race, gender, religion, sexual orientation, responsibilities for dependants, age, physical/mental disability or offending background.

We have a written policy on the recruitment of ex-offenders which is made available to all Disclosure applicants at the outset of the recruitment process.

We actively promote equality of opportunity in order to achieve the right mix of talent, skills and potential and welcome applications from a wide range of candidates for interview based on their skills, qualification and experience.

A Disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a Disclosure is required, all applications forms, job adverts and recruitment briefs will contain a statement that a Disclosure will be requested in the event of the individual being offered the position.

Where a Disclosure is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process. We request that this information is sent under separate confidential cover to the designated Human Resources Officer within GLL and we guarantee that this information is only seen by those who need to see it as part of the recruitment process.

Unless the nature of the position allows GLL to ask questions about your entire criminal record, we only ask about "unspent" convictions as defined in the Rehabilitation of Offenders Act 1974.

We ensure that all those in GLL who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation that is directly relevant to the position being sought. Falsification of disclosure information could lead to withdrawal of an offer of employment.

We make every subject of a CRB Disclosure aware of the existence of the CRB Code of Practice and make a copy available on request.

We undertake to discuss any matter revealed in a Disclosure with the person seeking the position before a conditional offer of employment.

Having a criminal record will not necessarily bar you from working with us. This will depend on the nature of the position and the circumstances and background of your offences.



GLL POLICY DOCUMENT Employment

This Policy sets out the principles which shall govern GLL's relationship with our staff from recruitment through to end of service. Through these principles, we intend to attract and retain high quality, motivated people, equipped to provide an excellent service to our customers and achieve our aims and objectives. This Policy statement will be supported by a suite of Employment Standards, Procedures and Guidance to ensure it is effectively implemented

GLL recognises that our continued success and growth can only be achieved through our people. To achieve this we are developing a range of measures to attract, develop, motivate and reward staff and become the 'Employer of Choice' in the leisure industry. We are an equal opportunities employer and will actively pursue our aim to ensure that we represent the communities in which we operate at all levels of the organisation.

Successful and strong partnerships - with our Clients and staff – are at the heart of GLL's success. As a staff owned and controlled 'not for profit Society' we encourage all our staff to take an interest in the running of the business and influence policy decisions at Board level.

Many of the general standards we require from our staff are set out in our Staff Manual, Standard Operating Procedures and operational rules. However, we shall set detailed employment standards to ensure the following statements of intent are achieved:

- We employ the best people through ensuring effective, fair, transparent and efficient recruitment and selection activities;
- New staff are effectively inducted and understand GLL's ambitions and objectives and how their role impacts on our customers' leisure experience and team performance;
- Training, development and career opportunities are in place to ensure our staff have the skills, knowledge, experience and behaviours to carry out their jobs effectively and realise their full potential;
- Our staffs' contribution and commitment to meeting our ambitions and objectives is recognised through sound salary structures, employment terms, conditions and benefits that are upper quartile for the industry and reflect best practice;
- Excellent performance is recognised and rewarded and unacceptable performance is improved;
- Our staff are aware of the standards of attendance, performance, conduct and behaviour expected of them and the consequences of failure to meet them. Where disciplinary action is unavoidable, it will generally be corrective in the first place, other than for gross misconduct or gross negligence;
- Our staff are always presentable on duty – on time, in full uniform, fit for duty, and courteous and polite to customers and colleagues;
- Equality of opportunity for all our staff, in an environment where people are treated with respect and where unfair discrimination and harassment is not tolerated;
- Wherever possible, staff are retained in a suitable job when they are unable to continue in their current job for medical or capability reasons or have been displaced through organisational change.