

LEISURE DUTY MANAGER APPRENTICESHIP STANDARD

Standard Code ST0301
Course Level 3
Work Based
Funding Level £5000
Duration 21mths including EPA

Course Description

The role of a Leisure Duty Manager is to manage the effective day to day 'front line' operation of a leisure facility. These facilities will vary in size and the services available such as swimming pools, multi-functional sports hall, fitness suites, crèche, children's soft play, health suites, climbing walls and outdoor sports tracks. It is the responsibility of the Leisure Duty Manager to ensure the facility is prepared for use in accordance with the planned activity programme and that all areas are maintained to the highest possible standards of safety, cleanliness, security and operational effectiveness. Typically, the Leisure Duty Manager will provide visible leadership to a diverse range of staff such as lifeguards, receptionists, sports coaches, fitness teams and crèche workers. Their responsibility is to manage staff performance and on-going development to ensure staff are motivated, efficient and operate at a high standard.

The Leisure Duty Manager will promote customer well-being, and, through the services on offer encourage customers to adopt and maintain an active healthy lifestyle. The Leisure Duty Manager will drive improvements to the customer experience and ensure members of staff are fully aware of how to support diverse customers such as ethnic groups, disabled participants, adults, and young children, understanding how this will contribute to overall customer loyalty and retention in support of the business goals and brand. The Leisure Duty Manager will typically report to a Leisure Centre/General Manager and assist in implementing management systems, maintaining operational standards, records, and financial procedures in accordance with regulations and industry guidance whilst ensuring compliance with all organisational policies and procedures. Leisure Duty Managers' typically cover a seven day week resulting in shifts that include weekends, early mornings, evenings and public holidays.

This occupation exists within a sector that plays an important role in improving the health of the nation, creating opportunities that get more people, more active, more often.

Off the Job Training

A key requirement of an Apprenticeship is Off-the-job training. This must make up an average of 6 hours per week of the apprentice's working hours, over the total duration of the apprentice's planned training period. Off-the-job training must be directly relevant to the apprenticeship standard and must take place within the apprentice's normal working hours. The new learning must be documented and reflected on through the Learner Journal on their e-portfolio.

Entry Requirements

Employers will set their own entry requirements; typically, applicants should have acquired relevant, active experience in the leisure sector prior to enrolment.

The Apprentice will need to be in a relevant role and show a willingness to undertake the knowledge, skills and behaviours required. They will also need to have Level 2 Maths and English (GCSE at Grade 4/C or above or equivalent) or be prepared to attend a block study period for Maths and English if this is required.

Apprentices may be required to attend an interview and undertake relevant skills assessments.

Once they have been accepted on to the programme all apprentices will be required to attend a Lincoln College Induction. Apprentices will require access to a tablet/computer to access their e-portfolio.

Knowledge, Skills and Behaviours

Leisure Facility Management

Knowledge:

- How to open, prepare and close a multi-functional leisure facility including specific areas such as reception, swimming pools, fitness suite, sports halls, changing rooms and spectator zones.
- Delivery and effective management of typical programmed activities such as women only sessions, ethnic minority pool activity, children's parties and community sport club bookings.
- Preparation of sports halls, the swimming pool environment and associated equipment such as trampolines and electronic disabled swimming pool hoists.
- How to prepare for ad-hoc bookings throughout the shift such as badminton courts and five a side football games.
- How to provide a 'front line' shop floor management presence with a high level of interaction with staff, customers, and visitors such as contractors and clients.

Skills:

- Lead and be accountable for the safe day to day running of a multi-functional leisure facility.
- Ensure the leisure facility is fully operational and staff and equipment are resourced and ready for customer use performing duties such as managing the setting up and take down of complicated equipment (trampolines and electronic swimming pool hoists) and maintaining the swimming pool (PH and chlorine levels).
- Solve day to day problems to ensure the leisure facilities service standards are met and maintained.

Front Line People Management

Knowledge:

- How to effectively manage a multi-functional leisure operations team such as lifeguards, sports and fitness coaches, receptionists and cleaners for the smooth day to day running of a leisure facility.
- The importance of performance managing staff and wider teams using regular SMART principles to support the personal achievement and development using methods such as one to one chats, appraisals and formal training.
- The importance of effective team working in busy environments (spectator events) or in difficult situations such as emergency lifesaving resuscitation and first aid of minor injuries.
- How to undertake staff inductions, training, recruitment and shortlisting processes.

Skills:

- Plan, organise and manage the allocation and rotation of staff into specialist roles such as sports coaching, lifeguarding and reception duties to meet the daily programmed activities.
- Build effective team and individual relationships by supporting, motivating and developing.
- Provide staff with open, honest and clear feedback and through decisive leadership during difficult/emergency situations ensure all staff adhere to agreed processes and procedures.
- Apply and adapt own leadership style to different situations and people to achieve desired outcome.

Customer Service

Knowledge:

- How to recognise customer profiles and cater for specific needs such as women only sessions, disabilities and religious beliefs.
- The importance of meeting and exceeding the customer expectations in line with service standards and values.
- When and how to communicate and share information effectively at all levels, and to a diverse audience in a clear and open manner, on performance measures such as publicity and outreach, membership applications and signage.

- The importance of receiving and dealing with customer service queries and feedback to support the improvement of the customer experience.

Skills

- Be accountable for the customer experience during shifts including the management of complaints and feedback.
- Ensure own and teams communications are delivered in a style and manner that is relevant to various customers such as adults, disabled, ethnic and minority groups.
- Manage all customer comments and complaints quickly and effectively, with a clear resolution. Ensuring these are recorded and analysed and put forward suggested recommendations for improvements where necessary to prevent any reoccurrence of problems.

Legal and compliance

Knowledge

- How to manage Health and Safety in accordance with legal and employer requirements for the safe running of a leisure facility for all customers and staff such as pool plant operations, chemicals and hazardous substances, risk assessments, equipment manual handling, and first aid.
- The environmental impacts of day to day leisure operations in areas of energy conservation and reduction, minimising waste and recyclable controls.
- Implementing quality assurance systems and procedures to deliver a high-quality functioning facility.

Skills:

- Perform regular audits and evaluations to monitor and review facility compliance with legislation and industry guidance such as fire exit checks, changing room cleanliness and pool water.
- Produce clear, informative reports on any incidents, accidents and occurrences in line with policies and procedures.
- Ensure resources (materials and equipment) are used efficiently by ensuring correct use in accordance with manufacturer's instructions.

Business Support

Knowledge:

- The business brand and values of the organisation alongside upholding its reputation to support business goals and service targets through its operations, products and services on offer.
- The importance of being part of the management team and providing support in tasks such as programming of activities, procurement of contractors and suppliers, staff recruitment and induction, business development and marketing of the leisure facility.
- How to use information technology to identify opportunities to enhance operations and improve the customer experience such as the use of digital display screens and innovative marketing promotions (January fitness boom and children's holiday camps).

- The administration of the central management system and its components such as customer database, sports activity bookings, staff IT rota systems and daily and weekly management reports.

Skills:

- Lead the team to ensure the promotion of the business brand by effective use of materials and communication.
- Produce regular reports for the Leisure Centre/General Manager on measures such as staff issues, customer complaints, events, and incidents and provide suggestions on how to improve the business.
- Manage and support budgets, sales targets and financial key performance indicators in own area of responsibility.
- Manage internal IT systems to support the effectiveness of the organisation and facility.

Financial Responsibility

Knowledge:

- Revenue and protection during shifts including all cash handling procedures such as till reconciliation, vending machines and catering outlets.
- Management of effective stock control means such as saleable goods, membership vouchers, cleaning and pool chemicals and event tickets.
- How to raise purchase orders, set targets, budgets and monitor expenditure.

Skills:

- Analyse and interpret financial reports, determining actions where appropriate.
- Monitor and audit stock control systems.
- Produce financial reports in area of responsibility and identify ways to reduce losses and turn around into a profit.

Behaviours

- **Curious:** Displays an eagerness to learn and understand why / how things work and might be improved.
- **Decisive Thinker:** Not afraid to make decisions, explaining them and standing by them when needed.
- **Skilled Influence:** Able to positively influence and convince customers and colleagues in positive ways.
- **Driven to Deliver:** To achieving agreed standards every day.
- **Collaborative:** Shows willingness to work with and co-operate with a diverse workforce, customer base and assist the team.
- **Personally Credible:** Truthful with customers and colleagues and treats others fairly and equally.
- **Role Model:** Leads & Inspires through great communication and being a team player – always projects a positive happy, inspiring role model.

Assessment

Assessment is done through a combination of practical tasks, written assignments, oral discussions and online tests throughout the programme. To ensure that we can support you

to meet these, we will complete an in-depth initial skills analysis to ensure that we can tailor our delivery to meet these unique requirements. We will then use the most relevant delivery methods to support your learners which include:

- One to one coaching from a dedicated, professional assessor/instructor allocated to the learner for the duration of the programme.
- Work based assignments and projects to be completed in an e-portfolio. Case studies and in College course days as and when required for each learner.
- Job shadowing and mentoring.
- Formal review of progress every 12 weeks.
- Employer led in house training.
- Independent learning and research as directed by the assessor/instructor.

End Point Assessment

There will be an End Point Assessment (EPA) as the final stage of an Apprenticeship. The Apprentice must demonstrate their learning to an independent end point assessor and the overall grade available is distinction, merit, pass or fail.

End-Point Assessment includes:

Project: The project, should be work based, and designed to give the apprentice the opportunity to demonstrate the knowledge and skills areas of the standard through their wider understanding of the leisure facility they are working in. They will identify and propose how an improvement could be made to the way it operates. As part of the assessment the apprentices will not be expected to implement the changes. Summary of assessment:

- Should be between 2,000 - 3,000 words.
- Should be produced as a report and word processed.
- Completed in or away from the workplace.

Presentation: The presentation is designed to give the apprentice the opportunity to demonstrate the skills that they have developed against the skills and behaviour sections of the standard. The presentation will be based on the apprentices' personal development. Summary of assessment:

- Delivered to the independent end-point assessor and the apprentices line manager.
- Should not exceed 30 minutes in duration.
- Should demonstrate the use of IT when presenting.
- Conclude with additional questions if required from the independent assessor which should not exceed 10 minutes in duration.

Professional discussion: The professional discussion is a structured discussion between the apprentice and the independent end-point assessor. If the employer wishes to be present may attend but cannot actively participate in the discussions. Only the independent end-point assessor is permitted to grade the apprentice's performance and it should be the

same independent end-point assessor who assessed the project and presentation. This allows the independent end-point assessor to ask the apprentice questions in relation to:

- The period of learning, development and continuous assessment
- Coverage of the Standard
- Assess KSBs not assessed in the project or presentation
- Personal development and reflection

Qualifications

As part of the apprenticeship the apprentice will achieve the following qualifications:

- First Aid at Work and Pool Plant Operator

Progression

Completion of this apprenticeship will enable progression in the leisure industry to a more senior management role such as Centre Manager. The Leisure Duty Manager will be eligible to become a Member of the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA).

Fees

As an Apprentice, you will pay no course fees. However, your employer may have to pay towards your training as well as providing you with a wage. All Apprentices are entitled to the national minimum apprentice wage within their first year of training from their employer, although they can, and often do, pay more. In the second and subsequent years of an Apprenticeship programme, if you are aged 19 or over, the national minimum wage for your age would apply [<https://www.gov.uk/national-minimum-wage-rates>]

If you are an employer and want to find out more information regarding employer contributions and any further costs related to the Apprenticeship programme, please contact our dedicated Apprenticeship team at employers@lincolncollege.ac.uk

Business Benefits

Employers have designed the Apprenticeship Standards to meet the needs of the sector and industry. Ensuring they include:

- Relevant Knowledge, skills and behaviours ensure that the Standard is relevant to the occupation.
- Widening participation Apprenticeship standards provide opportunities to employees that may not previously have been available.
- Development tools A cost effective way to train your employees to undertake specific roles in your business.
- Return on Investment On average, an apprentice who has completed their course will increase business productivity by £214 per week (CEBR, 2015).