



### BRIEF DESCRIPTION

GLL — Greenwich Leisure Ltd — is a non-profit social enterprise managing leisure facilities on behalf of 50 UK local authorities. Its mission is “to make community services and spaces better for everyone and to improve the health and wellbeing of local communities”. It now employs 14,000 people, has 54 million user visits each year, and turns over €360,000 annually.

It was founded in 1993 when the London Borough of Greenwich was facing austerity in public funding and needed to find a new way to run its leisure centres. Together, the staff of the leisure centres and council came up with a ground-breaking social enterprise model for public services and Greenwich Leisure Ltd (GLL) was born. Seven leisure centres were transferred to GLL and success quickly followed.

Over the following years, GLL grew to become the largest UK-based charitable social enterprise delivering leisure, health and cultural services.

Operating under its “Better” brand, GLL manages over 270 public sport and leisure centres, 113 libraries and 10 children’s centres in partnership with 50 local councils, public agencies and sporting organisations. Alongside its core leisure and library divisions, GLL also operates in sport development, health intervention and education, as well as running the GLL Sport Foundation, the UK’s largest independent athlete support programme, focused on helping today’s and tomorrow’s athletes, and the GLL Community Foundation focused on supporting local projects.

GLL provides a successful social enterprise model for the management of public services. The organisation has primarily focused on operating leisure and cultural services on behalf of local government. However in recent years it has also purchased major sport venues, a heritage-listed lido, trampoline parks and other health and fitness facilities, which are all fully accessible to all sections of the community.





## GOVERNANCE MODEL

GLL is a registered community benefit society and is an exempt charity. It operates for the benefit of the community and does not distribute profits, but reinvests them for the continuation and development of its activities.

GLL has 850,000 user-members. Users can become members of GLL by paying a £25 (€29) admission fee followed by a £1 annual subscription. Members elect the board of trustees at the annual general meeting. The trustees scrutinise the decisions of the executive directors and board, and comprise various interests, including local authorities, independent skilled professionals and the workforce. They number between 10 and 20, and include not more than 10 employees and 8 non-employees. In practice the majority of the trustees are employees.

The enterprise's 14,000 employees benefit from significant reinvestment in workforce training and development. GLL runs an award winning Vocational Training College with Academies for all levels of staff and management. It is a key employer partner of relevant professional bodies for leisure and libraries, CIMSPA (Chartered Institute for the Management of Sport and Physical Activity) and CILIP (Chartered Institute of Library and Information Professionals) respectively. GLL is an "Approved Apprenticeship Provider" with 500 apprentices being engaged over 3 years (making it the largest

leisure provider in the UK). It supports all workers through its Employee Assistance Programme and targets underrepresented groups for recruitment. National gender pay monitoring shows that women enjoy a positive gender pay balance. GLL have a staff rewards and recognition scheme which culminates in the Annual Staff Awards each February.

Staff are reminded of GLL's social enterprise unique selling proposition (USP) through on-boarding, internal communications and through GLL's Employer Brand Marketing – so they understand the difference between GLL and the private sector's high street leisure providers.



## SOCIAL IMPACT

Social value is at the heart of GLL's key impact measurements. GLL uses Data Hub's *Social Value Calculator*<sup>1</sup>, developed in partnership with Sheffield Hallam University and Experian, which monetises the value of societal improvements and provides a clear link between physical activity and health. For every euro spent, GLL generates €1.90 in social value measured in improvements to health and wellbeing, educational attainment and reduction in crime. This totalled €485m in 2018.

GLL is active in some of the country's poorest postcode areas, providing a measurable and positive contribution to the local community. GLL was awarded Best Social Enterprise winner at the UK Business Awards 2017 and numerous other awards recognised by its sector peers.

GLL publishes a gender pay gap report on its website.

<sup>1</sup> <https://web.datahubclub.com/social-value-calculator/>



START DATE:  
**1993**



LEGAL FORM:  
**Community benefit society**



N° EMPLOYEES:  
**14,000**

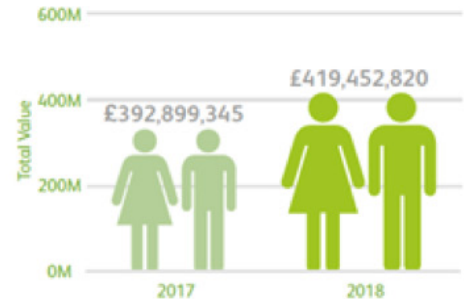
### GLL SOCIAL VALUE BY SECTOR



### GLL SOCIAL VALUE BY REGION



### GLL SOCIAL VALUE IMPACT YEAR ON YEAR



## STRENGTHS

- The largest charitable leisure enterprise in the UK, operating across the country from Belfast to Bromley and from Cardiff to Cumbria.
- A non-profit social enterprise that is managed by workers but accountable to users.
- Provides high-quality and popular leisure, cultural and social facilities under user control.
- Promotes social and sporting inclusion that makes local communities more active, empowered and culturally engaged.
- Provides local employment and apprenticeship opportunities and runs its own vocational training college.
- A replicable model which has been taken up by over 50 local authorities.

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