

Public Sector meets  
Third Sector

21st January 2009



**Mark Sesnan**  
Managing Director,  
GLL (Greenwich Leisure Ltd)



**GLL**

Leisure's Most Successful Social Enterprise



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# (GLL) Greenwich Leisure Ltd

Delivering 'added value' Community Leisure  
Centres in Partnership across the Capital



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# Our Business in 1993

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- Operating 7 leisure centres in Greenwich
- All staff working for the local authority
- Staff demotivated
- Facing cuts and closures
- Poor standards of customer service
- Lack of investment in facilities
- Private sector threatening to take over our market



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# Our Business in 2008

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- Operating public leisure centres (58) in twelve London & SE Boroughs
- Employing 1300 full-time staff and 2500 part-time and other contracted staff
- Turnover will exceed £75 million in 2009
- New and better leisure centres
- Strong Partnership with London Boroughs
- 'Inclusion' high on our agenda
- Emerging Olympic Agenda



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# ‘Added Value’ for our LA Partners

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- Lower costs
- All surpluses reinvested
- Focus on local staff and LLC training
- All Centres independently benchmarked
- High focus on ‘BAME’ and ‘D/E’ usage
- Cross Cutting and thematic working
- New and innovative Partnerships
- Ability to ‘join up’ between Boroughs



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# Our Market

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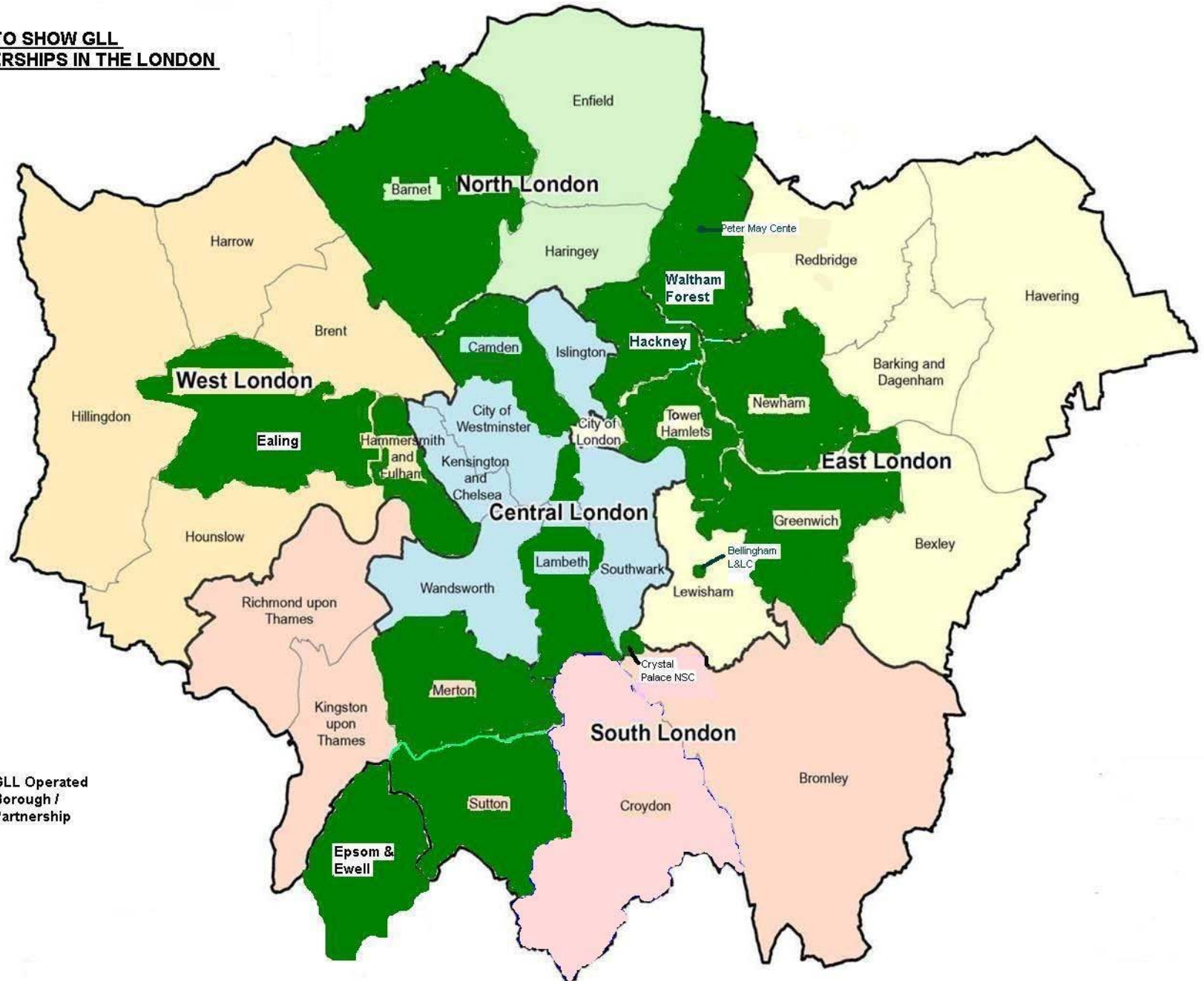
## Some Market Facts

- Catchment population of 2.5 million
- Our business area has over  $\frac{1}{3}$  of the nation's 10% most deprived wards
- 63% of GLL business areas are in the top 20% of the nation's deprived wards
- 10 + million annual centre visits
- Aging building stock
- Leisure is discretionary spend
- Sport often requires subsidy
- Private sector competition – cherry-picking profitable activities

## Our Leisure Centres

- LB Greenwich
- LB Newham
- LB Tower Hamlets
- LB Waltham Forest
- LB Hackney
- LB Barnet
- LB Merton
- LB Hammersmith & Fulham
- LB Camden
- LB Ealing
- Epsom & Ewell
- Bellingham, Lewisham
- Crystal Palace NSC

**A MAP TO SHOW GLL PARTNERSHIPS IN THE LONDON AREA**



**KEY**

 GLL Operated Borough / Partnership



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# Type of Organisation

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- Social Enterprise
- Industrial and Provident Society
- Society for the benefit of the Community
- Owned by the staff
- Governed by a Stakeholder partnership
- All surpluses reinvested
- Significant taxation advantages



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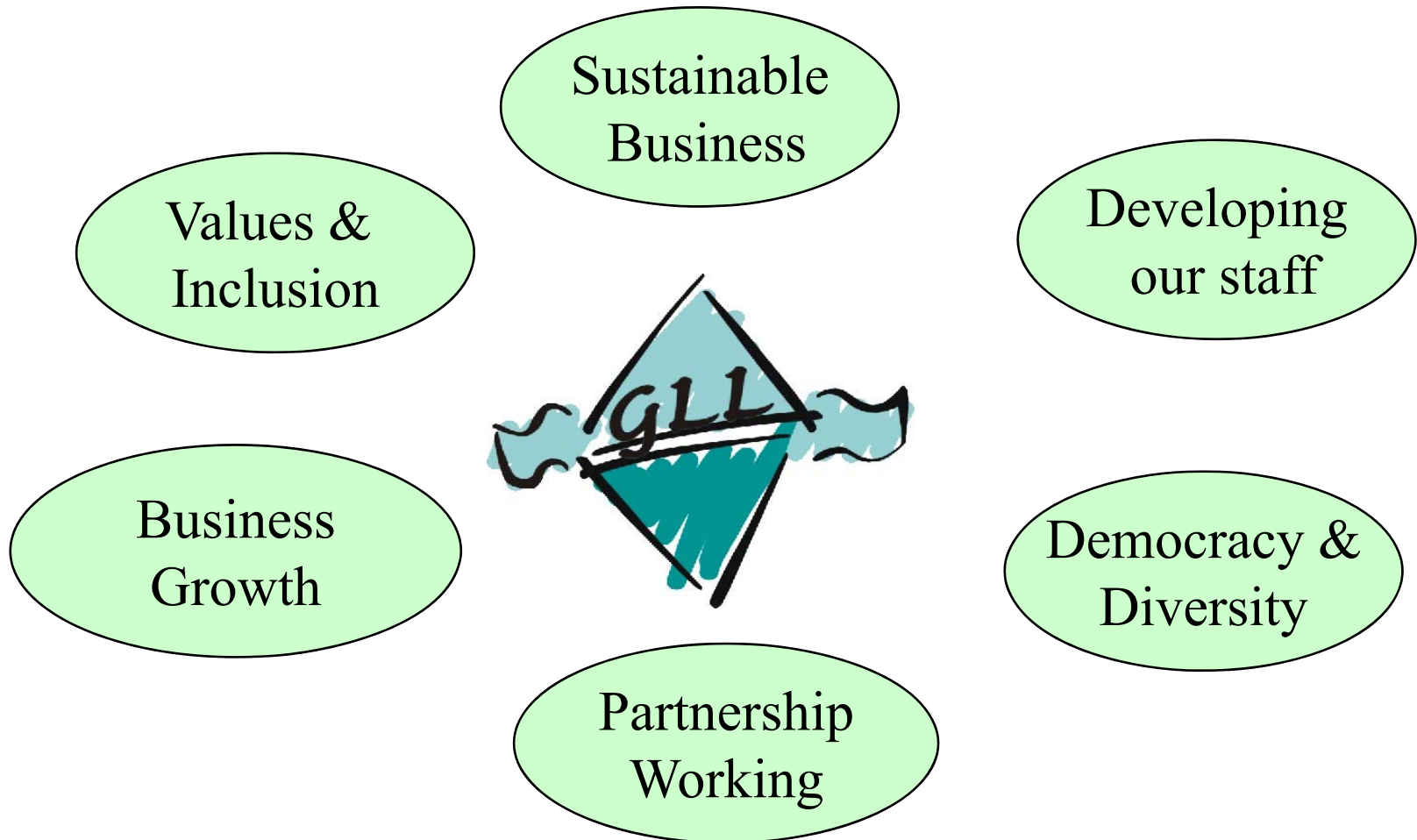
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[www.gll.org](http://www.gll.org)

# Harnessing Opportunities

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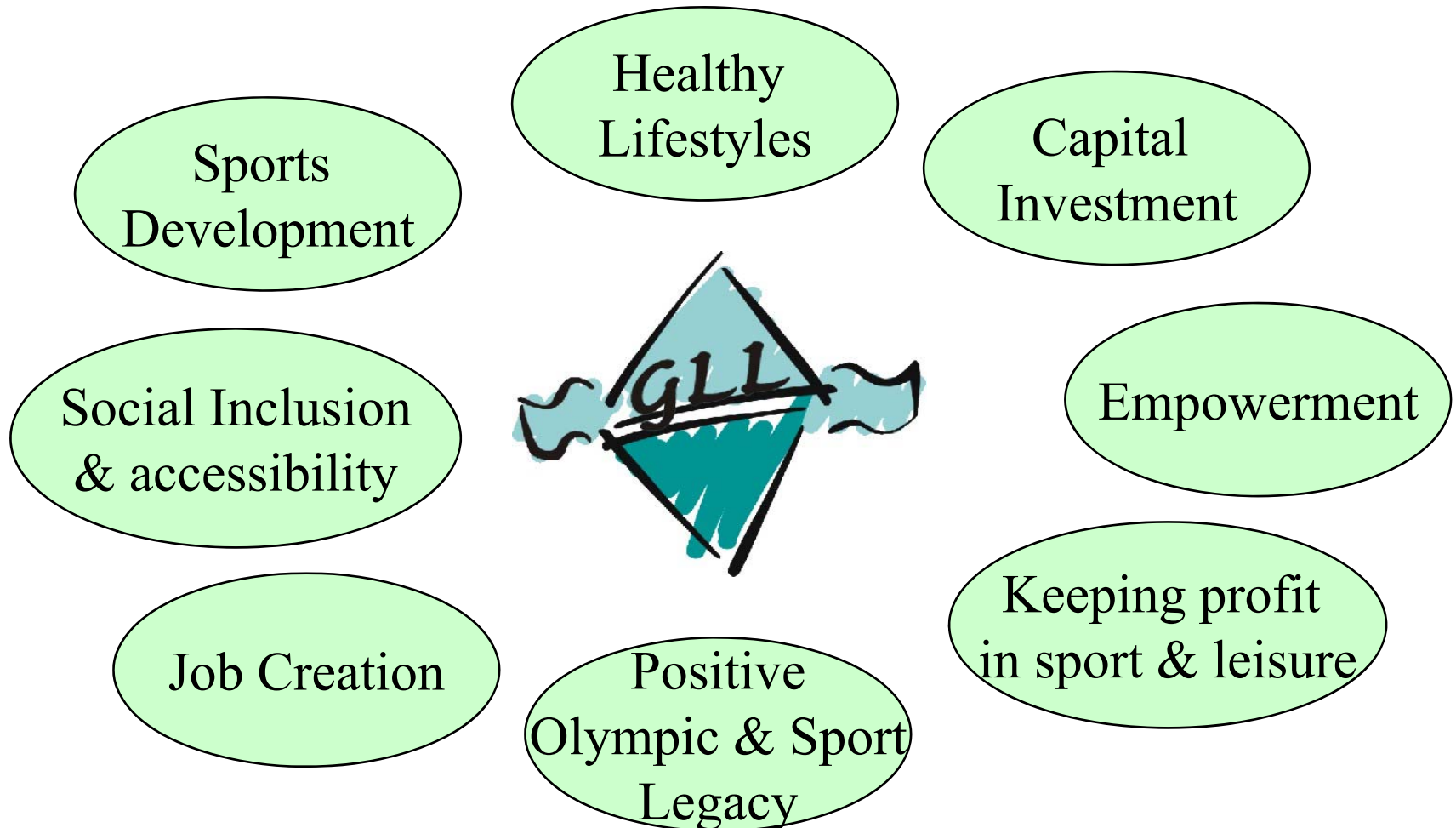
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# Making a difference to communities

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# GLLs' Olympic Agenda

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- Management of Legacy facilities to ensure real community access and connectivity
- ‘Inspiration to Participation’  
Using the Olympics and Paralympics to increase grassroots participation
- Talent Identification and Support  
Working to ensure Young Londoner's who can compete in 2012 are identified and supported



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# Our Balanced Scorecard

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The multiple 'bottom line' for GLL:

- Financial growth & security
- Social wealth & values
- Service Standards
- Environmental Sustainability
- Democracy, staff & stakeholder engagement

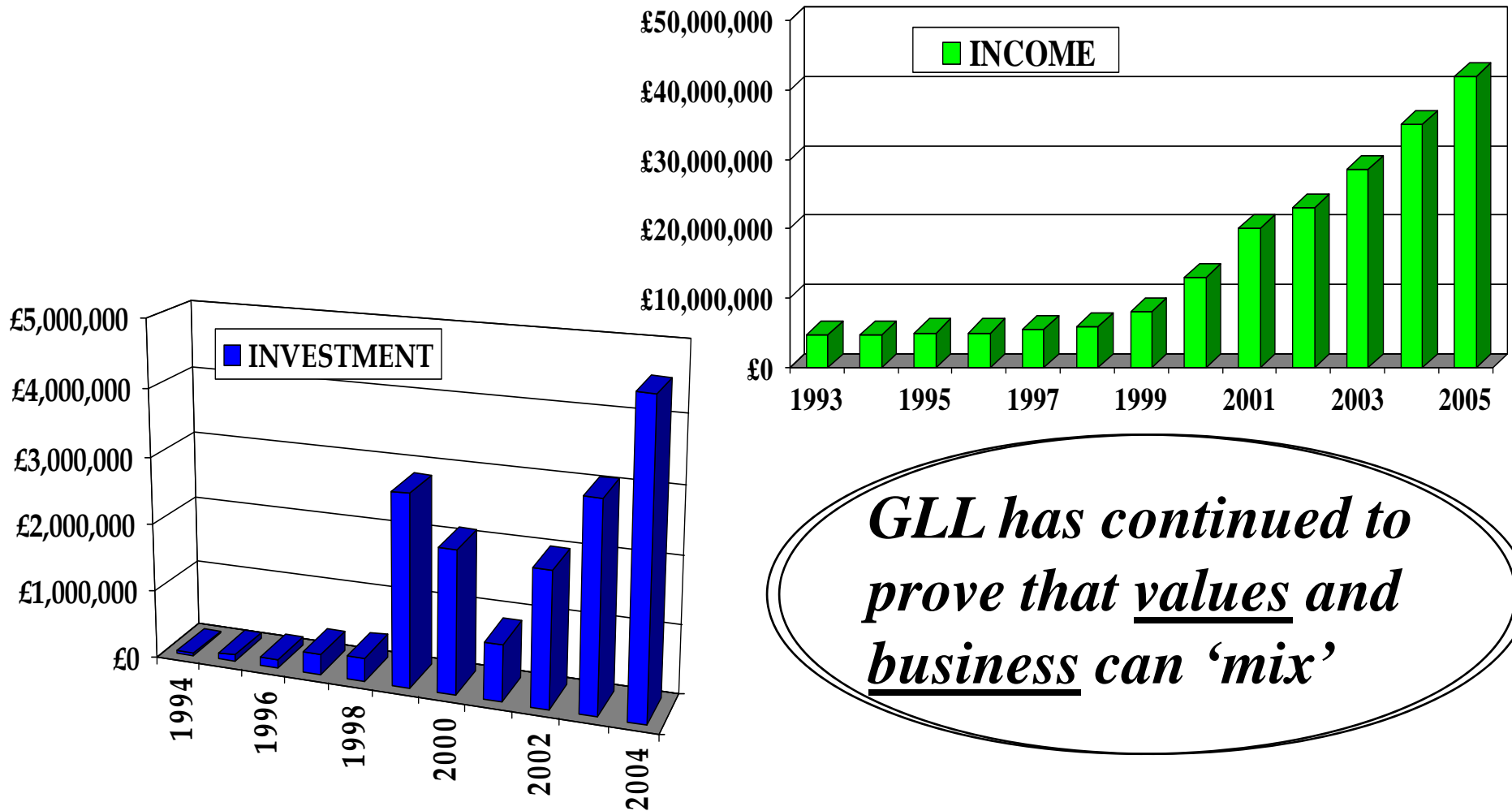


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# Our business is growing stronger !



*GLL has continued to prove that values and business can 'mix'*



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# Success through Enterprise !

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- GLL is now the largest public leisure centre operator in London
- Turnover has grown from £5m (1993) to an estimated £70m (2008)
- GLL has brought more than £17m capital investment to sports facilities and local communities
- Total employee numbers have risen from 340 (1993) to 3800 (2008)
- Our business success comes from combining public sector & voluntary sector values with private sector commercial freedom 'Best of Both!'