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Social Enterprise at it's Best

'The GLL Experience'

**GLL
2011**





An Introduction to GLL

- Manage sport and leisure facilities
- Operating in London & South East
- Public 'inclusive' facilities only
- Social entrepreneurs with 'value based' business ethics
- Non Profit distributing – Leisure Trust
- Industry pioneers



Our (7) Centres in 1993

London Borough of Greenwich

- Waterfront Leisure Centre
- Arches Leisure Centre
- Thamesmere Leisure Centre
- Eltham Health & Fitness Centre
- Eltham Pools
- Meadowside Leisure Centre
- Plumstead Leisure Centre

At least two of these centres faced closure before GLL was established



Our Business in 2011

- Operating 100 public leisure centres with 25 partners
- Largest public leisure centre operator in London
- Employing 1700 full-time staff and 4000 part-time and other contracted staff
- Turnover will exceed £100 million in 2011
- GLL has brought more than £25m direct capital investment to public sports and leisure facilities



Map Of GLL's London Operations



GLL - Epithets

- Social Enterprise
- Industrial and Provident Society
- Society for the Benefit of the Community
- Non profit distributing -surplus reinvested
- Owned by the staff (co-operative structure)
- Governed by a Stakeholder Board
(Majority of which are staff)



Benefits of our 'Social Enterprise Organisation'

- Single focus on Sport & Leisure Services
- Employee empowerment
- Non profit distributing
- Fiscal benefits of Rates & VAT
- Exempt Charity
- Free to diversify
- Community Empowerment & engagement



The Roots of our success

- Public sector values / Private sector freedoms
- No profit taker
- Investment in key service areas
- Close to our customers
- Commitment to excellence
- Ownership & enthusiasm



GLL the Result

- Initially
 - Closures Avoided
 - Services Expanded
 - Jobs & Conditions Protected & Enhanced
 - Democracy Introduced
- Now
 - A new delivery sector established (over 100 similar trusts in our association SpoRTA)
 - GLL the largest single provider of sport and leisure in London
 - Helping Social Enterprises demonstrate that they can be successful and large enterprises competing with the private sector BUT delivering genuine community values



The Concept

Some words to sum up!!

- EXCITING
- IMAGINATIVE
- INNOVATIVE
- ENTREPRENEURIAL
- EMPOWERING & *SUCCESSFUL*!