

# CREATING OUR FUTURE



SUMMARY OF  
**GLL's CORPORATE PLAN 2023–2027**

-  STRONGER VALUES DRIVEN RESULTS
-  STRONGER, HEALTHIER COMMUNITIES
-  INCREASED SOCIAL IMPACT
-  STRONGER REVENUES & BUSINESS PERFORMANCE

# GLL



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# OUR PURPOSE

TO IMPROVE THE PHYSICAL, MENTAL AND SOCIAL WELLBEING OF LOCAL COMMUNITIES

Established in 1993, GLL is a charitable social enterprise and workers cooperative. Over the last 30 years we've grown from a small leisure trust operating eight centres in Greenwich to the UK's largest leisure and cultural trust.

Under our customer facing brand Better, we operate 240 leisure centres, 120 libraries,

and 15 children's centres in partnership with over 60 local councils, public agencies and sporting organisations.

We welcome over 50 million visitors a year, generating over £390m in social value as we strive to help as many people as possible lead healthier, happier and longer lives.





# WELCOME

This summer marks our 30th birthday and it is a timely opportunity to set our strategic ambitions for the next five years through our new corporate plan – *Creating our Future*. This programme is a landmark business and social action plan for our organisation.

## UPDATED VALUES

Our customer facing brand, Better, operates leisure, libraries and cultural services which will always be the core of what we do – but as we look forward, we’ll be pushing the boundaries of our ambition and influence. The importance of sustainability as well as health and wellbeing is now integrated into our updated six core values and reflects our focus. We are taking steps to reduce our impact on the environment, including our first solar powered gym. Health and wellbeing developments include co-location with the NHS, and supporting cancer rehabilitation, pain management, weight management, and mental wellbeing. We are part of Family Hub pilots and believe that strong families make for stable and happy communities. These are strong foundations that we intend to build on.

## DRIVING OUR PLAN

As a charitable social enterprise and a staff owned organisation, our values have always been important, and they are the driver for our new plan.

This not only brings greater social cohesion to our ambitions, but it differentiates us from others. We know that being a successful business and a business for good are not mutually exclusive – they are mutually reinforcing! All our revenues go back into improving services and generating significant social value.

## BE PART OF OUR JOURNEY

We aim to provide you with a captivating and informative summary. It begins by introducing the background of GLL and our values, and then proceeds to outline the actions, developments, and innovations we are committed to delivering. These updates will be of great interest to our main stakeholders, including partners, customers, and staff, as well as potential stakeholders who share our passion for enhancing the physical, mental, and social wellbeing of local communities, thus making the UK a better place for all.

*Thank You.*

**Peter Bunday**  
Chief Executive

*“I am immensely proud of the strides we have taken to embrace the benefits of diversity in shaping company culture, decision making and effective governance, and therefore ensure that GLL stays innovative and forward thinking.”*

2022 TOTAL SOCIAL VALUE  
**£390,000,000**

**Kulvinder Gainda**  
Company Secretary



# THE GROWTH OF A SOCIAL ENTERPRISE

GLL has grown to become the UK's largest service provider in the leisure, sport and library sectors.

GLL has continued to innovate and adapt to the changing needs to modernise and invest in public services. Today, we operate 375 venues that are high-standard, inclusive, accessible and resilient.

We have actively played our part in the emergence and success of the leisure and cultural trust operating model, as well as adding weight to a burgeoning social enterprise and cooperative sectors.

Providing employment opportunity, fair pay, sector-leading career development and apprenticeships – including within some of the UK's most deprived communities – is something we and our partners can take pride in.

For 30 years we have sought to challenge 'the norm' and to show how values-driven, social entrepreneurship can work effectively with government, health professionals, sport and library leaders.

240   
Sports & Leisure Facilities



“Throughout our growth, we've always kept our social purpose at the heart of our business. In this way, we stay true to our values and many different customers.”

Mark Sesnan OBE  
GLL Founder & Strategic Advisor



*“Our 30th year sees us celebrate with our diverse and talented staff the difference we make. I am personally delighted to be a part of the supportive corporate culture that sees strong levels of staff engagement across all levels and backgrounds.”*

Seya Charles  
Staff Society Engagement Manager

**11,000**  
Staff

**50,000,000**  
Visits Per Annum





120

Libraries



15

Children's Centres

*“As a charitable social enterprise we focus on investment in our people and offer the best learning and development opportunities in our sectors. We provide an inclusive and supportive environment, that nurtures personal growth and teamwork, and gives people the opportunity to thrive and develop their careers.”*

Lorraine Patrinos  
People Director



# OUR VALUES

...AND WHAT WE STAND FOR!



## PARTNER OF CHOICE

We recognise that great performance must be a 'given' in all our partnerships, but it is the quality of our relationships where our difference really comes through, and our capability and willingness to support our partners' broader agendas.



## CUSTOMERS AND COMMUNITIES AT OUR HEART

We are a strong business because we listen and act on customer feedback, engage our communities, and use insight and foresight to improve all we do.



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## TACKLING HEALTH INEQUALITIES

We can play a key role in improving the health and wellbeing of all in our communities, including those facing economic, health and social inequality.



## RESPECTING THE PLANET

We are reducing our impact on the environment through actions such as less reliance on fossil fuels and minimising waste; and working closely on joint actions with our local authority partners.



## MORE THAN A JOB

We want to be the best staff owned organisation in the UK, where people feel valued and want to be actively involved in an organisation that is different.



## THE BETTER WAY OF DOING BUSINESS

We are a business for good and embrace the notion that we are a catalyst for change, and for improving the lives and opportunities for people in our communities.

CREATING OUR FUTURE



# OUR PARTNERS

You will find GLL in much of the UK, we work in partnership with local councils, public agencies and sporting organisations – from Belfast to Bromley, Carlisle to Cornwall, and Cardiff to Croydon. And we don't just run leisure centres, swimming pools, lidos and gyms – we provide for the whole community, running stadiums, libraries, theatres, children's centres, playgrounds, nurseries and so much more. We believe in partnership working and the benefits this brings, particularly when our values so closely align with those of our partners and their strategic priorities. We are proud to work with all of the Council, Local Authority, University and Government Agency partners listed below. Visit [better.org.uk](http://better.org.uk) to explore further.

- Basingstoke and Deane Borough Council
- Bath & North East Somerset Council
- Belfast City Council
- Bridgend County Borough Council
- Buckinghamshire Council
- Cambridge City Council
- Cardiff Council
- City of York Council
- Cornwall Council
- Cumberland Council
- Dudley Metropolitan Borough Council
- East Cambridgeshire District Council
- Epsom & Ewell Borough Council
- Greater London Authority
- Guildford Borough Council
- Lee Valley Regional Park Authority
- Lincolnshire County Council
- London Borough of Barking & Dagenham
- London Borough of Barnet
- London Borough of Brent
- London Borough of Bromley
- London Borough of Camden
- London Borough of Croydon
- London Borough of Ealing
- London Borough of Enfield
- London Borough of Hackney
- London Borough of Hammersmith & Fulham
- London Borough of Hillingdon
- London Borough of Hounslow
- London Borough of Islington
- London Borough of Lambeth
- London Borough of Lewisham
- London Borough of Merton
- London Borough of Sutton
- London Borough of Tower Hamlets
- London Borough of Waltham Forest
- London Borough of Wandsworth
- London Legacy Development Corporation
- London Playing Fields Foundation
- Manchester City Council
- Manchester Metropolitan University
- Mole Valley District Council
- Newcastle City Council
- North Kesteven District Council
- Preston City Council
- Reading Borough Council
- Reigate & Banstead Borough Council
- Royal Borough of Greenwich
- Royal Borough of Kensington & Chelsea
- Rugby Borough Council
- South Oxfordshire District Council
- Swindon Borough Council
- University of Manchester
- Vale of White Horse District Council
- Welwyn Hatfield Borough Council
- West Berkshire Council
- West Oxfordshire District Council
- Westmorland & Furness Council
- Woking Borough Council



# INCREASED SOCIAL IMPACT

We know that not everyone has the same access to our facilities, products and services. We're focused on increasing our social impact and tackling health inequality by making sure we improve access, support diversity, remove barriers to participation, and provide choice for disadvantaged groups.

Measuring and learning what makes a difference is key to us and our partners and why we pioneered the development of social value measurement in both leisure and library services.

Social value is calculated by analysis of participation, frequency and socio-demographic data. This is evidenced across seven community measures and our results for 2022 are shown on this page.

Later in this document you will see we have set ambitious targets to grow our social value by delivering *Creating Our Future*.



Health Impact  
£47,681,123



Quality of Life  
£5,806,561



Subjective Wellbeing  
£256,165,414



Individual Development  
£2,503,938



Increased Educational  
Attainment  
£136,498



Reduced Medical  
Service Usage  
£621,394



Social & Community Development  
£78,837,294

## 2022 TOTAL SOCIAL VALUE

Total:

# £390,000,000

Leisure & Sport Facilities £300m

Libraries £90m

## GLL SOCIAL VALUE =



£1 : £2

(For every £1 spent  
GLL generates £2  
in Social Value)



# £123

GLL SOCIAL VALUE  
PER CUSTOMER\*

\* Customers using 4x or  
more per month

# THE GLL SPORT FOUNDATION

LEADS THE WAY FOR FURTHER FOUNDATIONS WE INTEND TO CREATE

We will create two new foundations.

The GLL Literary Foundation, which will support writers who align with our values and also aims to improve levels of literacy and promote reading. We will also launch the GLL Futures Foundation, which will aim to transform lives through supporting national and community projects and campaigns that align with our purpose and values.

So we wanted to share a sense of the achievements of the GLL Sport Foundation, and the experience and expertise we will bring to our new foundations.



*“Sport is such an important part of all our lives and has the power to inspire young people to excel and harness their talent towards their future. From my own experience starting out as a young athlete and progressing through my sport, I understand how important the recognition and support from organisations like the GLL Sport Foundation can be to a young athlete. It can make the difference in achieving sporting ambitions.”*

Sally Gunnell OBE  
GLL Sport Foundation Patron



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Operating for  
15 YEARS



25,000+  
Athlete Awards



Athletes Receive No  
Other Funding



Olympic & Paralympic  
Medals Won

£14,000,000

TOTAL SUPPORT VALUE



# CORPORATE STRATEGY — CREATING OUR FUTURE

The last few years have seen an existential challenge for our business – firstly from Covid and then from the energy crisis and rapid inflation driven by geopolitical forces – all of which are beyond our control. Notwithstanding this, our business has emerged smarter, leaner and with a renewed focus on our core mission, our partners and our customers.

Our new plan showcases our values, ambition and future innovations. Partnering with cross-industry organisations and thought leaders, we aim to shape a progressive, resilient and inclusive future for leisure, libraries, culture, sport, health and public services.

We will maintain our position as a leader in the affordable leisure market, whilst growing customer numbers and loyalty across all our services. With enhancements to programmes and digital accessibility we will reposition our health and wellbeing offer by reducing barriers to participation and making values-driven changes across the business. A key focus will be promoting active lifestyles and health with specific new programmes focused on the themes of starting well – living well – ageing well.

As a charitable social enterprise, and a major business, we are committed to acting responsibly and pursuing opportunities to solve societal and

environmental challenges through enterprise, innovation and collaboration. So, over the course of the plan, we are building on the success of the GLL Sport Foundation (see page 11 for more details) and intend to launch two new foundations – the GLL Literary Foundation and the GLL Futures Foundation. We will also support existing and new social businesses through our new Accelerator and Incubator programmes. These developments will give us a further focus on the impact that our business makes in improving lives and the how we are contributing to broader economic, education, health, sustainability and societal challenges.

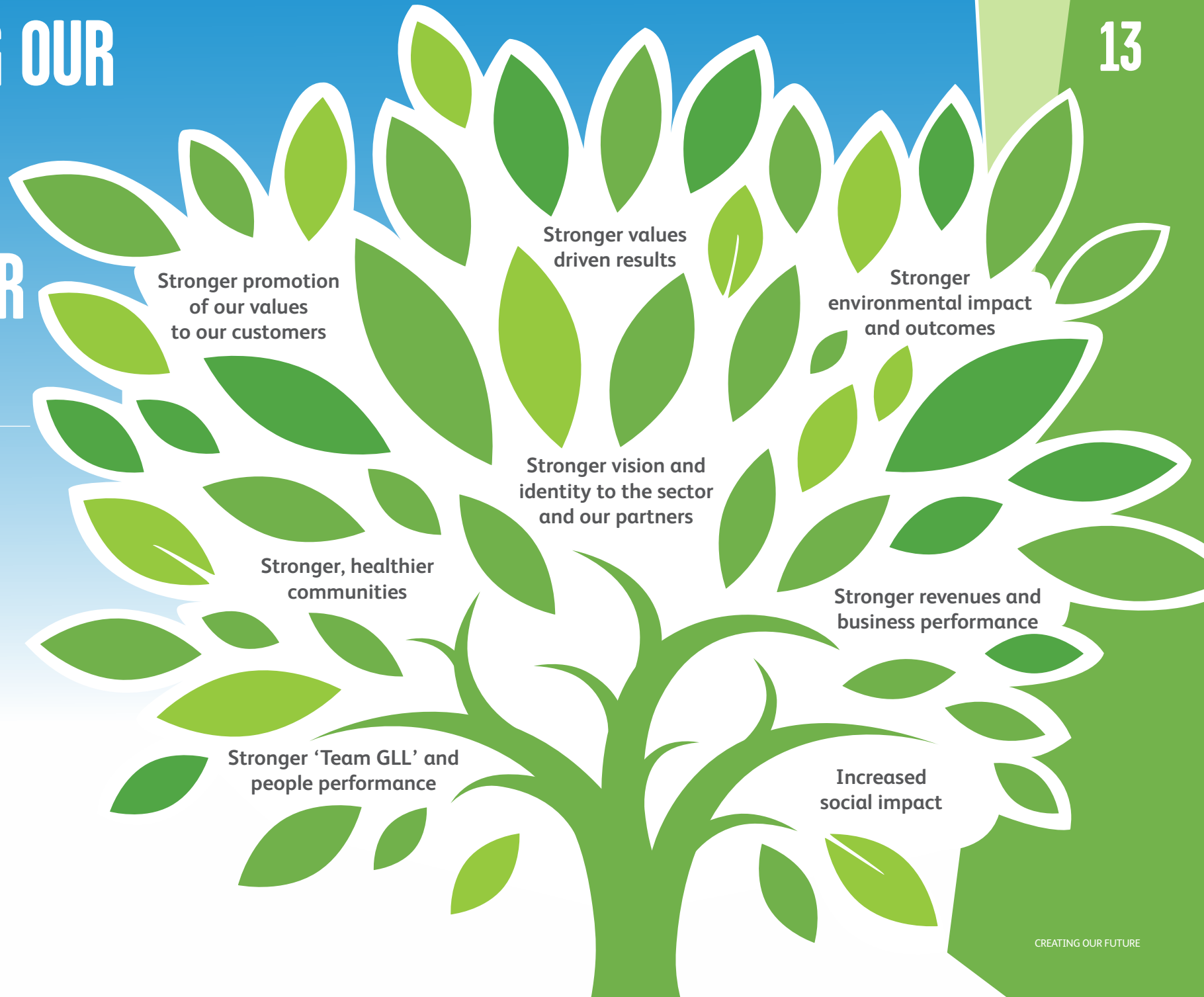
Building on our rich heritage and using our six values as our strategic framework, we have set stretching ambitions to be achieved by 2027 – all through our customer brand Better. In creating our plan we have also been mindful of the contribution we can make with our partners towards achieving the United Nations Sustainable Development Goals – a global initiative to make the world a better place by 2030.

The next pages give a high level summary of what we intend to do by when, and what we aim to achieve.



# CREATING OUR FUTURE MEANS A STRONGER FUTURE!

Our plan is not just about the next 5 years; it will see us grow and extend our reach, and become a strong and sustainable company that will continue to be successful and relevant in the 21st century.



Stronger promotion  
of our values  
to our customers

Stronger values  
driven results

Stronger  
environmental impact  
and outcomes

Stronger vision and  
identity to the sector  
and our partners

Stronger, healthier  
communities

Stronger revenues and  
business performance

Stronger 'Team GLL' and  
people performance

Increased  
social impact

# OUR ROUTE TO SUCCESS

Our high level ambitions are shown over the 5 years of the plan, and include innovations that are driven by and reinforce our values.

## 2023

- Network of Health & Wellbeing Pilots
- Product Innovation Campus
- Business Start-Up Hubs
- Real Living Wage Employer
- 'Green Generation' Facilities

## 2024

- New Health & Wellbeing Strategy and Products
- 'Give It A Go' Activity Programme
- New Library Strategy & GLL Literary Foundation
- Health & Wellbeing 'Trailblazer' Centres & Libraries

## 2025

- 'Better in the Community' Digital Health & Wellbeing Offer
- Green Power Agreements
- Social Enterprise Accelerator Programme
- 'Career Promise' Launched
- GLL Futures Foundation

## 2026

- Re-energise 'Give It A Go' Network of Volunteer Community Health & Wellbeing Activators
- Social Enterprise Education Partnerships
- Social Business Incubators

## 2027

- Roadmap to Carbon-Zero
- 'Better Together' Partnership Programme on UN Sustainable Development Goals
- Blended Digital, Immersive and Physical Activity Programmes
- The 'Big Talk' Colleague Conversation
- GLL Places

# CREATING OUR FUTURE WILL DELIVER:

## EXPECTED RESULTS OVER THE COURSE OF THE PLAN

£2bn of social value

275m customer visits

1m people more active

Supporting 50% of our customers with subsidised pricing

500,000 children taught to swim

Digital options for all members and users

Energy use down 20%

Minimum 50% waste to recycling

GLL Society membership at 80%+

Social enterprise and social business support in all partnerships

GLL Foundations active in all partnerships

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*“As a staff owned organisation, our governance arrangements benefit from having elected worker directors from all areas of our business. With our trustees and other board members, they have not only scrutinised this plan to ensure it is robust and fit for purpose, they have been actively involved in its development. Our Board fully supports the ambitious scale and scope of this plan and believe it sets our path to success in the years ahead.”*

Matt Perren  
GLL Chair



# KEY TAKEAWAYS

CREATING OUR FUTURE IS MORE THAN A 5 YEAR BUSINESS PLAN – IT SETS OUT THE FUTURE WE WANT TO CREATE FOR GLL



Leisure, libraries and cultural services will still be at our core, and we strive to be the best operator in the UK



We are using our updated 6 Values to drive our ambitious change agenda



Partners, customers and communities, people and business are still there...





...But there is more focus on health and the planet, and these bring greater social cohesion to our plan

We will be a trusted partner in leading improvements in accessibility, quality, value, and sustainability in public services



We are extending our reach and influence with new foundations and support for other social businesses

**BY 2027, WE WANT TO BE THE UK'S MOST SUCCESSFUL AND INFLUENTIAL CHARITABLE SOCIAL ENTERPRISE**



# BETTER GLL 2027

CREATING OUR FUTURE

[better.org.uk](http://better.org.uk) / [gll.org](http://gll.org)

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