

1993	1994	1995	1996	1997	1998	1999
2000	2001	2002	2003	2004	2005	2006
2007	2008	2009	2010	2011	2012	2013
2014	2015	2016	2017	2018		



GLL: OUR STORY 25 YEARS OF SOCIAL ENTERPRISE



GLL
better for everyone

FOREWORD

/04

BETTER
www.better.org.uk

It is with great pride that we present this commemorative book marking 25 fantastic years of the roller coaster ride that is GLL.

It's a great business, with great people, and it has been my privilege to lead GLL from its inception in 1993, to now being the foremost leisure and culture charitable social enterprise in the UK.

In setting up GLL, we were clear that this needed to be a new type of organisation that would be able to release the energy of public sector employees by enabling them to use the toolbox of private enterprise to make great things happen for customers, communities and colleagues.

It has been a wonderful journey for us all, and, crucially, we have all stuck to our values and principles throughout. GLL may now have a £300m turnover and around 14,000 staff, but we are still staff-owned and led – just as we were on 1st July 1993 – and everything we do is for the benefit of the community.



MARK SESNAN, MD

Reflecting on our amazing journey makes us proud of your commitment to the diverse communities we serve and the lives you have helped and shaped in towns and cities across the UK.

As authors of the next chapter of GLL, the Board is focusing on the future that we want to create, ensuring business sustainability and delivery of our social enterprise commitments. Going forward, we will set new goals which align with our Four Pillar values.

With a strong focus on quality, we will continue to build on our relationships with local authorities, trusts, charities and national governing bodies to put health and wellbeing at the very top of the national agenda.

Our people are GLL. Through their robust training and development and embracing digital technology we are putting the customer at the heart of the business to help us thrive in an increasingly competitive marketplace.

We recognise the wider economic, political and environmental challenges that lie ahead, but are confident our innovative and agile approach will continue to lead the sector and prove that being part of GLL really is Better.



GARETH KIRK, CHAIR

WHERE IT ALL BEGAN

/06

If you can remember Britain in the 1990s, you will have grown up in a country with little cause for sporting celebration. Poor national investment in sport and lacklustre performances at elite level weighed heavily on the national psyche, leading to ambivalent attitudes across the UK regarding health and fitness. The celebrations of 1966 seemed a very long time ago.

In 1993, cuts to public services forced local authorities to look for new ways to deliver leisure facilities for their residents – ones that put the responsibility into the hands of experts. A new model was needed: accountable, with measurable objectives and contained budgets – a third way that was neither private sector nor public sector.

And so Greenwich Leisure Limited was born. A new not-for-profit organisation with charitable status, focused exclusively on providing accessible and affordable leisure services for local communities.

GLL brought together a passionate and innovative team of experts who would strive tirelessly to ensure the success of this worker-owned social enterprise.

It all began when we took over the Waterfront Leisure Centre in Woolwich.

Over time, GLL would carve out a niche as the Godparent of Leisure Social Enterprise, helping to transform national attitudes to personal fitness and become guardians of community wellbeing. And in the process, we would support a remarkable rebirth in Britain's sporting performance on the world stage. But our story had only just begun.

Saving money and jobs, GLL takes on Waterfront Leisure Centre, a trust formed from a Greenwich Council spin-out.

1993

1994

1995

1996

GLL wins the Social Enterprise of the Year Award 1994.

GLL receives a Charter Mark for Outstanding Customer Care.

GLL expands beyond Greenwich, adding Cathall Leisure Centre in the London Borough of Waltham Forest to its roster.

Back in 1991, Liam Gallagher suggested to the band he'd just joined that they should change their name to Oasis. He was inspired by a venue name he'd seen on an Inspiral Carpets tour poster – Swindon's Oasis Leisure Centre. This popular facility, which came under GLL's management in 2012, has mirrored the success of the mega group, becoming one of the busiest leisure pools in the country.

WHAT IS A SOCIAL ENTERPRISE?

It's a type of business that exists solely to benefit and improve society. The money it makes through commercial activities is all reinvested to support and promote its social purpose.

GLL is an exciting and unique organisation. A 'spin-out' before spin-outs were invented, a social enterprise before the concept was christened. Structured as a Society for the Benefit of the Community, we are owned by our staff and governed by a board of staff and stakeholders. The unique features of our company include:

- We are charitable
- We cannot be bought out
- All our staff have the right to stand for and elect our board.



Answering an urgent public need meant that success came fast for GLL, with a rapidly growing portfolio across South East London. And, crucially, our not-for-profit model meant that the more business we took on, the more we could reinvest. But we knew that if we were to succeed in transforming perceptions of health and wellbeing on a nationwide platform, we needed a clear and simple strategy. And so we devised The Four Pillars – our simple guiding principles that would inform our vision, wherever the future would take us:

BETTER PEOPLE BETTER BUSINESS BETTER COMMUNITIES BETTER SERVICE

Better People

Our people believe in our social ethos, act with integrity and engage with our business.

Better Business

We strive to be innovative, stable, ambitious and performing at the top of our game.

We seek to be trustworthy, sustainable and affordable.

Better Communities

We're all about community engagement, accessibility, creating sustainable environments and working in partnership to get things done.

We not only want to create a sporting legacy, and improve the health and wellbeing of local communities, but also to establish a healthy lifestyle for future generations.

Better Service

We want to be known for being reputable, personable and engaging with our customers.

Always exceeding expectations.





A TIME OF CHANGE

/10

Just as the internet entered our lives, so came a new confidence – with profound shifts in power, technology, sport and popular culture, that would come to reinvigorate society's sense of national identity.

For GLL, the nineties was also a time of evolution and opportunity. We spread our wings, expanding beyond Greenwich for the first time. In 1996, we took on Cathall Leisure Centre, in the London Borough of Waltham Forest. We then secured the borough-wide partnership a year later, adding more leisure centres to the GLL family.



GLL operate leisure centres throughout Waltham Forest.

1997

GLL celebrates its five-year anniversary at Woolwich Barracks.

1998

1999

Middlegate House becomes GLL's headquarters, the first new business as part of the large regeneration of the Royal Arsenal and Woolwich. GLL enters into new partnerships with Merton and Newham Councils.

The Millennium Gym Membership Brand, GLL's first product extension, is launched.

2000

2001

2002

Turnover exceeds £15m for the first time.

The London Leisure College opens.



© Alamy/2002



© Will Friesch

Inspired by the likes of Oasis and Blur, Britpop music culture emerges, just as the Spice Girls herald an era of female empowerment with 'Wannabe'.

OLYMPIC BID WIN

/12



CANDIDATE CITY

Rainbow Leisure Centre in Surrey is built – part of a long-term partnership with Epsom & Ewell Borough Council.

2003

2004

2005

2006

Take on partnership to run Crystal Palace National Sports Centre – a place of sporting triumphs.

Spa London, the UK's first public day spa, is launched at York Hall.

Responding to an opportunity to link in with public health agendas – our 'exercise on prescription' service, Healthwise, was introduced.

Seven years of hard work by the British Olympic Association paid off, when on July 6th 2005, it was announced that the 2012 Olympic Games would be held in London. From that point onwards, the UK's long-held Olympic dream became reality – and our sporting landscape changed forever.

At GLL, we were deeply involved at every step of the way, from the early days of backing the bid, through operational support and consultancy, to finally securing the contract to run two of the Olympic venues once the Games had finished.

From day one, we were fervent believers, that the Games would enable us to expand our mission to boost physical activity and sporting participation at a grass-roots level, nationwide.

GLL SPORT FOUNDATION

/14

Once the Olympic bid was secured, it was only natural that we would commit to supporting London 2012 in every way possible. For us, that began with asking ourselves how we could best support and enable Britain's young athletes. As a result, we became actively involved in a number of proactive initiatives.

Employment for any young person is a challenge, but for elite athletes, trying to juggle work with rigorous training schedules, it can be a real issue. So, backing the British Olympic and Paralympic Associations' OPEN scheme, we offered employment opportunities to athletes who needed to work flexibly during their training.

It can also be hard for disabled people to have their sporting potential recognised. Hosting Paralympic talent identification days at our centres was our way of getting involved, helping these athletes to get noticed and enjoy the chance to fulfil their dreams. We also signed up to the British Olympic Association's Passport Scheme. This gave elite athletes the opportunity to train for free at any one of the 100 sports venues that we were managing back then.

Having witnessed the struggles faced by young athletes, especially those who didn't receive lottery funding, we launched the **GLL Sport Foundation (GSF)** in 2008. Pledging to support the next generation of emerging sporting talent, we developed a comprehensive athlete support programme, which includes financial backing, training memberships and sport science, to maximise performance. We have made 16,200 athletes awards in 10 years.

With Olympic gold medallist Sally Gunnell, OBE as its patron, the GSF has become what's now the largest independent scheme of its type in the UK. And it's a team effort – thanks to partnerships with local authorities, sponsors and SportsAid.



GLL Sport Foundation (GSF) is unveiled by its patron, Sally Gunnell, at the House of Commons.

Committing to our pledge to reduce our environmental impact, GLL Green is launched.

2007

2008

"The GLL Sport Foundation has stuck by me throughout my injuries and the support has been vital to help me with my rehab (particularly that pool, I don't miss those aqua jogging sessions!) and get me back to full fitness. I'm grateful to all my support networks and look forward to even more future success!"

PERRI SHAKES-DRAYTON



GLL SPORT FOUNDATION
SUPPORT DEVELOP ACHIEVE

GAME FACE

/16

At GLL, we were more than just supporters of the London 2012 Games – we were pivotal in many of the behind-the-scenes preparations. Our teams were the unsung heroes, immersed in practicalities and technicalities and digging deep to deliver monumental feats of organisation.

Called on to provide technical and staff support for a range of test events, we were very busy indeed. From the modern pentathlon in the striking Copper Box Arena to diving, swimming and water polo at the magnificent London Aquatics Centre, we were there helping to make the games a success. Our own experts were seconded – offering their expertise in pool plant support, and managing and training the 120 volunteer lifeguards who were poolside throughout the Games.

BETTER

the feel good place

As we continued to grow as an organisation, we made the decision in 2011 to launch our consumer-facing brand, Better. Our proposition was simple – to make day-to-day lives better for everyone.

Whether it's through a chance to wind down, a place to socialise, or a new interest to pursue, we provide communities with great facilities, helpful and friendly staff and affordable prices, making wellbeing accessible to all.



As well as winning the Prime Minister's Big Society Award, GLL receives a Social Enterprise Mark Award.

Westminster and Kensington & Chelsea partnerships start.

2009

2010

2011

GLL free swims are enjoyed by over 500,000 visitors.

GLL launches the Better brand.

THE DREAM REALISED: 2012

/18

Our journey in support of this exceptional global event was tremendously rewarding. It also validated our vision – that wellbeing for all could create sporting legends, in turn reinvigorating our society's attitude to personal fitness. And the successes chalked up by our Sport Foundation athletes – 14 of whom medalled at the Games – filled us with enormous pride.

Right: Ben Quilter
(Judo)



Bottom: Martine Wright
(Volleyball)



Right: Aaron McKibbin
& Ross Wilson
(Table tennis)



Bottom: Alexandra Rickham
(Sailing)



Left: Sue Rodgers
(Swimming)

2012

GLL opens its first wholly-owned facility, Charlton Lido.

Right: Anthony Joshua
(Boxing)



HOME-GROWN TRIUMPH

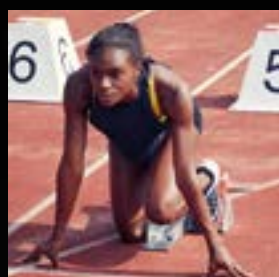
/20

It wasn't just the iconic Olympic venues that attracted the attention of the world's athletes. Olympic funding empowered us to enhance a number of our own centres, which were then used as training facilities by elite athletes.

Hosting Team Brazil at our Crystal Palace National Sports Centre boosted both community life and our long-term legacy. The visitors contributed to the upgrading of facilities at the centre, offering a series of outreach programmes, even allowing access for locals to watch them train, bringing world-class sport to the local community.

GLL rescued Barking Sporthouse, a 2012 legacy venue, from receivership. We now run this as a community leisure centre, containing our first trampoline park.

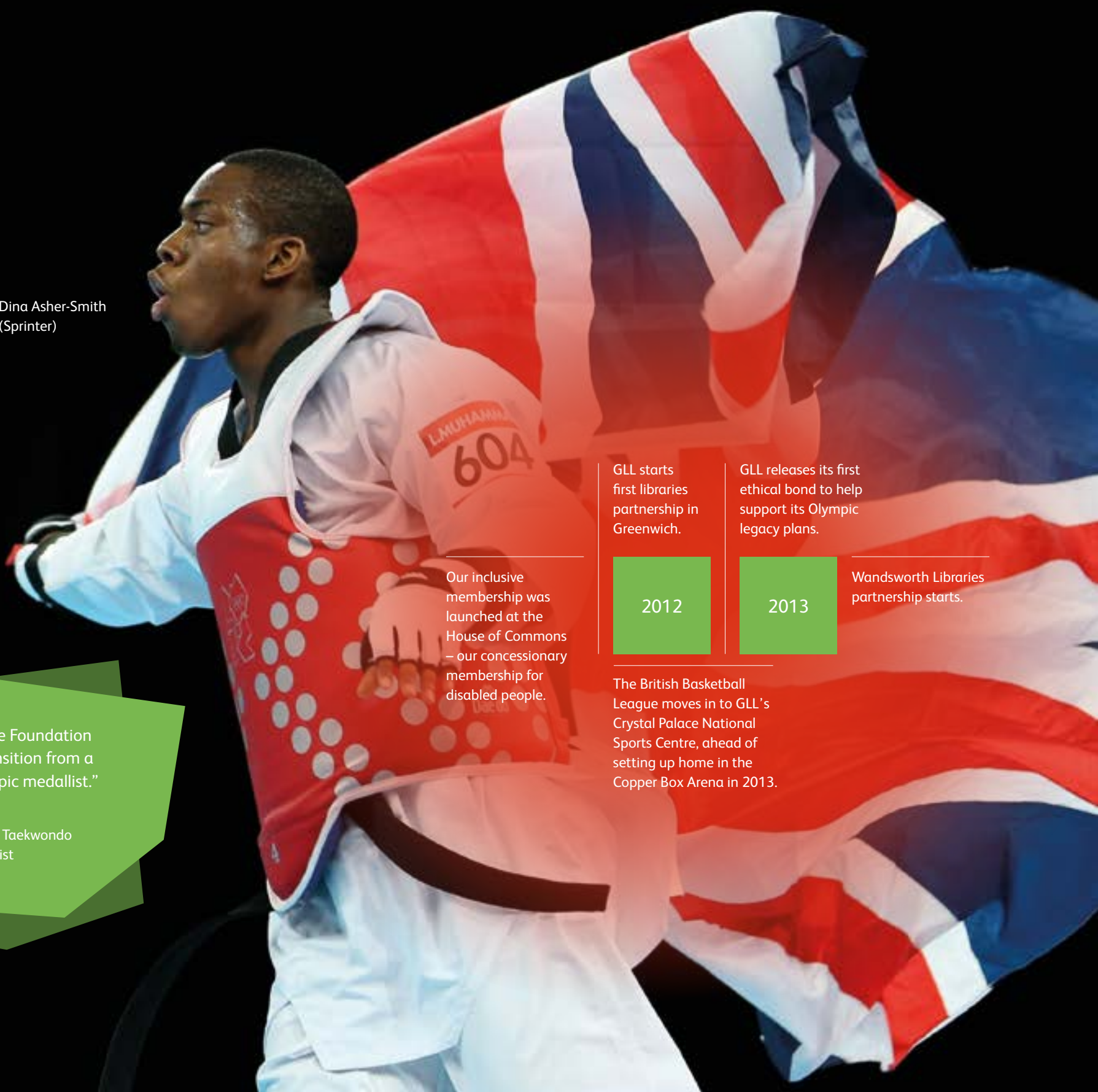
Zac Purchase
(Rowing)



Dina Asher-Smith
(Sprinter)

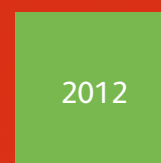


Ross Wilson
(Table Tennis)



Our inclusive membership was launched at the House of Commons – our concessionary membership for disabled people.

GLL starts first libraries partnership in Greenwich.



The British Basketball League moves in to GLL's Crystal Palace National Sports Centre, ahead of setting up home in the Copper Box Arena in 2013.

GLL releases its first ethical bond to help support its Olympic legacy plans.



Wandsworth Libraries partnership starts.

“With the support of the Foundation I have been able to transition from a skinny kid into an Olympic medallist.”

LUTALO MUHAMMAD

Supported ambassador, GB Taekwondo and double Olympic medallist

CHARITY BEGINS AT HOME

/22

At GLL, we partner with carefully-chosen charities which are close to our collective hearts. By organising fundraising through our centres, staff and customers, we are a powerful force for good.

In 2016 we became the first not-for-profit organisation to partner with **Sport Relief**, and in 2018, we partnered with **Cancer Research UK (CRUK)** for the first time – raising over £100,000 through sponsorship and events. In the same year, Swimathon raised £278,000 for **Marie Curie Cancer Care** and **CRUK**, from customers doing their sponsored swims in our pools.

In 2019, we will continue to work with **CRUK** and forge closer links with the **Alzheimer's Society** to help make a difference to the lives of many of our staff and customers, who have been affected by these diseases. Our aspiration is to make our leisure centres 'dementia friendly', through staff training and clear signage – ensuring that everyone in the community can still remain active, whatever their circumstances.



Our partnership with **Sport Relief** in 2016 was groundbreaking for a not-for-profit organisation, and the first time a public leisure provider had partnered with the country's largest fundraiser. On reaching out to communities, our staff and customers rallied to the cause, raising a massive £340,000 in just six months to help support projects around the world and in the UK.

"As the UK's largest leisure charitable social enterprise, we share Sport Relief's mission to use sport to change lives for the better."

MARK SESNAN, MD

HONOURING OUR LEGACY

/24

As a social enterprise, the legacy aspect of the Games was always of the utmost importance to us. Being awarded the contracts to run both QEOP's London Aquatics Centre and the Copper Box Arena is an immense responsibility – but one that we relish.

Our determination to ensure a lasting legacy for the Games is unwavering – and we are dedicated to making sure that everything we do benefits the local community for the long-term. In pursuit of this aim, we launched our first ethical bond in 2013 – one of the first Social Bonds that raised £5m for capital investment to extend the Olympic legacy.

The Tom Daley Diving Academy was also launched in 2014, in association with our Better brand, with the aim of building a community of aspiring divers, regardless of age and ability.

But it's not just the London 2012 legacy that we uphold. We're also custodians of other important venues, which are part of the fabric of the UK's sporting history: from the Manchester Aquatics Centre, purpose built for the 2002 Commonwealth Games, to Cardiff's Maindy Velodrome, where a young Geraint Thomas honed his skills.

We have also been investing in our owned venues: Barking Sporthouse is home to our first ever trampoline park and the purchase of 17 Better Gyms introduces convenient neighbourhood and high street facilities to help meet the leisure needs of local communities.

Funds from our Social Bond were earmarked for investments that would help us continue our social mission. The proceeds enabled us to restore the Royal Greenwich Lido, transform our Olympic venues and develop Sidcup and Romford health and fitness facilities – all to the long-term benefit of local communities.

The Tom Daley Diving Academy is launched at the London Aquatics Centre.

2014

2015

GLL's Belfast leisure centres partnership starts – the first expansion outside England.

Tour de France champion Geraint Thomas meets cycling stars of tomorrow at Maindy Velodrome.

Prince Harry tries his hand at wheelchair rugby at the first Invictus Games, held at Copper Box Arena in 2014.



Charlton Lido



OUR LIBRARIES

/26

From our first library partnership in Greenwich in 2012, we've rapidly expanded into Wandsworth, Lincolnshire, Dudley and Bromley. We now run over 140 libraries, including nine prison libraries, making us the UK's largest public libraries provider.

Our business model allows for reinvestment into facilities, stock and staff, providing a professional and welcoming environment and free Wi-Fi. Our model is yielding great results, too. Unlike in some parts of the country where public libraries are closing, GLL libraries stay open and record year-on-year increases in stock issues and visitors.

Our libraries have become valuable social hubs, acting as support networks, advice and information resources and social centres, and helping to combat isolation in the community. With some of the

country's best-used libraries to our name, we're working hard to engage new audiences. From meet-the-author events and competitions to animal attractions, we're drawing new faces to our libraries all the time.

One popular activity has been Reading Dogs, the brainchild of Sharman Morriss and Karen Waring, two of our local librarians – where assistance dogs are brought in to cuddle up to shy readers and help them to relax and gain confidence in reading aloud.

In the 2018 rankings for London, library lending in Wandsworth and Bromley libraries came first and third respectively for book loan totals. And in Dudley, our libraries issued the most books per 1,000 population of all 36 metropolitan districts.



Little ones at Eltham Centre are exploring their imaginations and creating their own stories through a 3D literary world called Story Book Play. **The Enchanted Story Garden** opened in December 2018 and is inspired by local author E. Nesbit.

The library service in Greenwich has proved, over some years, to be one of the most successful in sustaining and increasing use:

**1.49 MILLION VISITS
IN 2009/10, RISING TO
2.7 MILLION IN
2017/18**

**656,000 BOOK ISSUES
IN 2009/10, RISING TO
827,138 IN 2017/18**

Woolwich Centre Library has been consistently amongst the top five visited libraries in the country, exceeding one million visitors annually.

2017/18 saw Wandsworth become the top issuing authority in London with 1,432,873 items loaned.



As part of our goal to change lives for the better, we're also focused on unlocking the huge potential in our 14,000 employees. A pioneering resource for staffing and training for over 20 years, GLL College (formerly London Leisure College) is indisputably best in class. As well as offering apprenticeships for anyone looking to start a career with GLL, we also conduct a wide range of industry-standard training courses, plus continuing professional development (CPD) opportunities for businesses who want to ensure their staff are ahead of the game.

Staying true to our charitable social enterprise ethos, everything we do is for the benefit of our communities. We run the largest 'earn while you learn' apprentice programme in the UK.

In 2018 alone, 2474 students took a place at GLL College, enrolling in 72 different courses at 30 of our locations across the UK. This was also the year we expanded into apprenticeships, making us the first leisure operator to offer our employees the chance to develop their careers through an accredited training programme.

Taking on Olympic venues after 2012 wasn't just about keeping sport alive. It also gave us the chance to create jobs for people living nearby. GLL College (formerly London Leisure College), along with other employment partners, was instrumental in helping us to upskill locals so they could become part of our team and help us uphold the legacy. In fact, 90% of the original 52 jobs created at the Copper Box Arena were filled by people living in one of the six Olympic host boroughs.



David Hall, 75, is a lifeguard at our Windrush Leisure Centre in Witney, Oxfordshire.



Keri-anne Payne, GLL's Swim Doctor Ambassador, is a two time 10km Open Water World Champion and Olympic silver medallist.



2016

GLL's Lincolnshire libraries partnership begins.

"The tutor and learning aspect was just great. The course structure was set out in a logical order which made it easy to follow."

RYAN,
FITNESS INSTRUCTOR, LONDON



BETTER WELLBEING

/30

At all of our facilities, everyone's welcome – and this is reflected in our dedication to inclusivity. So our offering is tailored to ensure we're a bridge to all communities: you'll find women-only sessions, youth-focused activities in challenged urban areas and bespoke provision for the elderly. With a growing awareness of the importance of mental wellbeing, we've also worked hard to devise activities that bring people together, tackling loneliness and isolation and working towards becoming a dementia-friendly organisation.



Nothing demonstrates our passion for improving health and wellbeing through activity more than our Healthwise initiative which has benefited many thousands of customers.

Like Phil Hanrahan (Queen's Diamond Jubilee Centre employee), who has impacted the lives of over 200 people with his Mind, Asthma and Walking programmes.

And Ian Hick, one of our employees from Cornwall, who helped one of his terminally ill Healthwise customers realise his dream of climbing the Six Peaks of England, clocking up 1,300 miles and raising £8,000 along the way.

2016

GLL becomes Sport Relief's Official Leisure Partner for 2016.



SPA EXPERIENCE

BY BETTER

When it comes to raising the profile of wellbeing, in all levels of the community, we're exceptionally proud of our **Spa Experience** brand. Our take on the 'day spa', this award-winning concept has the ethos of 'affordable luxury' at its very heart, ensuring the spa experience is accessible to the whole of the community. We offer over 50 health, beauty and relaxation treatments, to suit all needs and pockets, and women-only and men-only appointments. We have also created our own branded products, from candles to creams.

Spa Experience by Better is an award-winning concept based on making day spas accessible and affordable for the whole community.

We operate in some of the UK's most iconic listed buildings, including York Hall and Ironmonger Row Baths in London.

We are also winners of The Professional Beauty Awards 2018 Employer of the Year.

MAKING A SPLASH /32

In 2009 we launched free swimming for the over 60s and under 16s, across all our centres – just one of our innovations, demonstrating our commitment to encouraging healthier lifestyles and our belief in swimming as a vital life skill.

Now, as the UK's largest provider of public swimming, we operate 145 pools across England, Wales and Northern Ireland – including the iconic London Aquatics Centre, popular lidos, like London Fields and Jesus Green, and one of the busiest leisure pools in the UK, Swindon Oasis.

One person who truly has embraced the opportunity that swimming can bring is Syrian refugee Eid Aljazairli. He's aiming to realise his Olympic dream through daily training sessions at our Waltham Forest Feel Good Centre.



Eid Aljazairli, Olympic hopeful and Syrian refugee now based in Waltham Forest.



GLL Community Foundation is launched.

2017

Starting his career with a GLL lifeguard apprenticeship, swim teacher Harley Hicks (based at the London Aquatics Centre) was rewarded for outstanding service to his local community with ukactive's Spirit of Flame award in 2017. This celebrated his dedication to encouraging people to become more active through swimming. From those who were terrified of water right through to coaching the next generation of elite talent, Harley played a big part in the Swim London scheme and is a perfect advocate of our vision to get more people more active more often.



SAVING LIVES

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With leisure centres from Carlisle to Cornwall, it's to be expected that our thousands of staff are interwoven with the complexities of real life on a daily basis. And that can mean being first on the scene in challenging medical situations. So, naturally, we've made sure that all our teams undertake vital life-saving training and that we've installed defibrillators across all of our centres.

As the UK's largest provider of public swimming – hosting 18 million visitors to our pools annually – we also take water safety very seriously. In fact, GLL College has been responsible for putting new lifeguards through the National Pool Lifeguard

Qualification for a number of years. Our oldest, Brian Reid (Lifeguard), is 81 years young and recently passed his Royal Life Saving Society UK qualification with flying colours.

Kensington Leisure Centre's team found itself at the heart of 2017's most harrowing news story when the adjacent Grenfell Tower caught fire. First on the scene was General Manager Oliver Stacey, who immediately opened his centre as a relief station for exhausted London Fire Brigade crews.

He then set about co-ordinating the centre's response to the local community – some of whom lived in the tower – making safe spaces and

providing free activities to engage local people. GLL helped local residents rebuild their shattered lives and restore the leisure centre as the beating heart of the local community.

The team's professional reaction to extraordinary circumstances won them **Team of the Year** at the UK Business Awards 2018.



GLL topped the Organisation category at the 2013 London Ambulance Service Voluntary Responder 'Saving Lives' awards, and was recognised for its commitment to having defibrillators in its leisure facilities. GLL was the first UK leisure operator to install defibrillators in 2011 as part of a joint initiative with the London Ambulance Service and the British Heart Foundation. With specialist support from the London Ambulance Service, we have been able to train hundreds of staff members to use the defibrillators to try to restart a patient's heart should they suffer a cardiac arrest. The award was presented by Dame Helen Mirren.



2017

Kensington Leisure Centre lends its support through the Grenfell disaster, serving as Command and Control centre for all emergency services.

We know that our values are lived by our people, every day. In fact, over the last three years, our staff have administered CPR on 35 occasions – and not just when they're on duty. Lucy Offer from Oasis Leisure Centre, Swindon, is a great example of this. Having witnessed a car accident, she successfully resuscitated the driver, and then carried on to work.



Grenfell Tower resident Karim El-Ansari's life was changed forever after the fire when he lost his home, possessions and friends. But after careful intervention and support, he is now saving lives as a valued lifeguard at Kensington Leisure Centre.

AT THE HEART OF COMMUNITIES

/36

Branching out to support and influence our wider communities has been a natural development for GLL. From family services and childcare to libraries and local causes, our teams are on hand to offer friendly, expert help to the people around them.

In 2014, we took over the management of children's centres in Greenwich, determined to help provide better access to the support that local parents and carers so badly needed. Families are now able to reach out for help with child development, parenting skills, family health and life matters, supported by an empathetic team. Dovetailing with the services offered by GLL College, our centres also give parents and carers further opportunities through apprenticeships and training.

Affordable childcare is also a real concern for parents of young children, especially in urban areas, which is why we moved on to offer Ofsted-rated, expert childcare at a growing number of centres. The philosophy behind the new day care offering was to help develop maturity through physical activity, and promote early learning through the development of fine and gross motor skills, to increase children's capabilities across all walks of life.

We're determined to involve people of all ages in our quest to boost participation in active living. Like our Better Club Games, for example. This annual day of competitive sport and activity is aimed at anyone aged over 55 who uses our leisure facilities. Launched in 2005 at Crystal Palace National Sports

Centre, it now attracts thousands of participants across the Copper Box Arena, Swindon and Belfast. Attracting 21 teams from across the country, the Better Club Games aims to promote physical activity as well intergenerational and community cohesion. And, as 90-year-old Helen from Hackney proves, you're never too old to get involved!



GREEN & CLEAN

GLL's commitment to the environment started with the launch of GLL Green in 2007 and has since seen us achieve the Carbon Trust Standard in 2017 for reducing emissions intensity by 12%.

We are investing to save, replacing old lighting and heating systems with modern, energy efficient ones.

All our cafés serve Rainforest Alliance Certified tea and coffee and our cups are biodegradable. Where possible we purchase food from local sources. We are aiming to send zero waste to landfill.

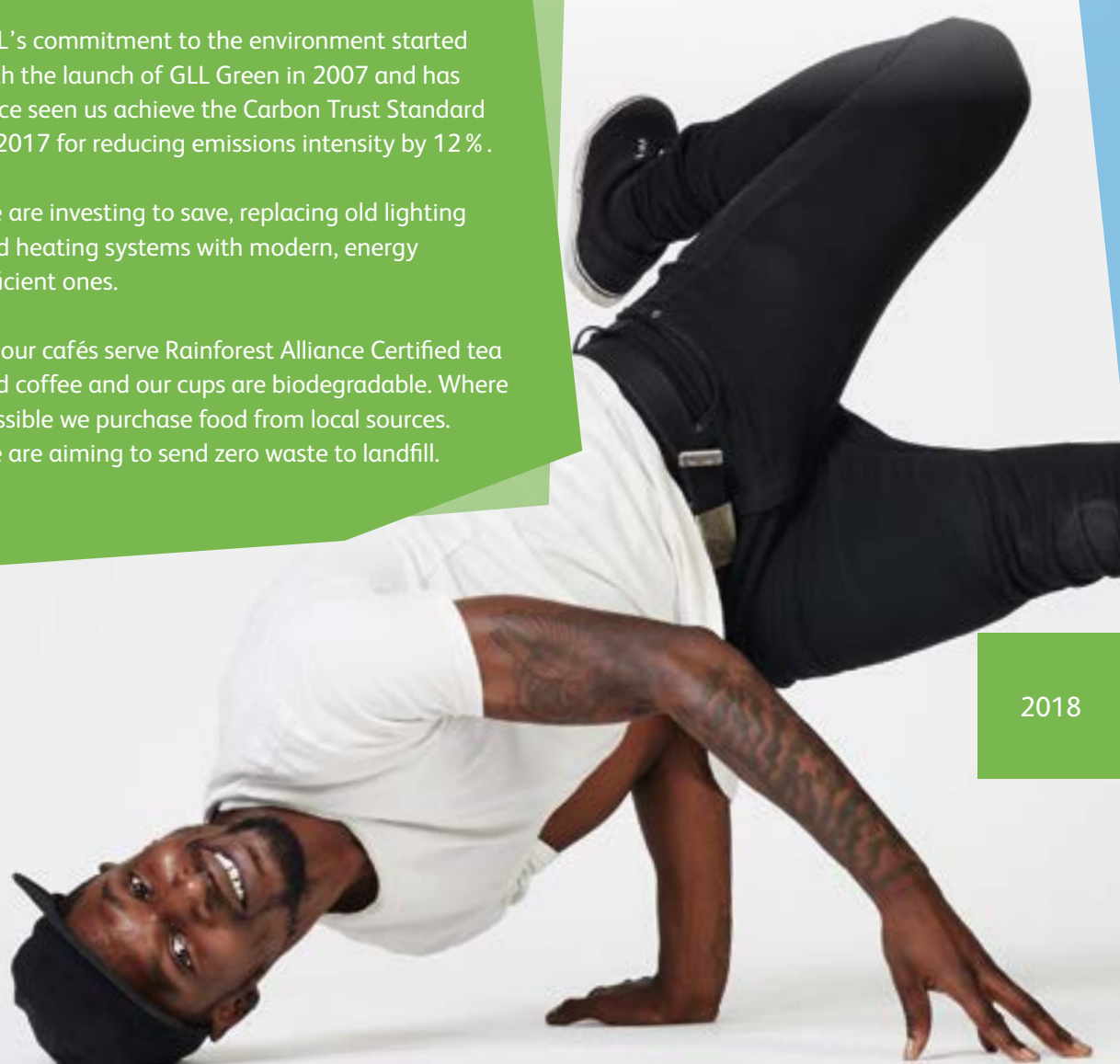
TALENT IN THE SPOTLIGHT

It's not all sport at GLL. For over 15 years, we've been actively involved in providing performing arts courses that deliver community arts-based education for everyone, from tiny tots and teens to professionals.

Our Academy Performing Arts dance, drama and music classes have received wide acclaim. We have had students move on from our Academy to some of the country's most esteemed schools and colleges, from The Brit School to Miskin Theatre. Our students have also performed in high-profile productions, under the expert eye of organisations like the English Youth Ballet.

2018

Prince Harry and Meghan Markle visit our Star Hub Leisure Centre, Cardiff, as part of their first official visit to Wales.



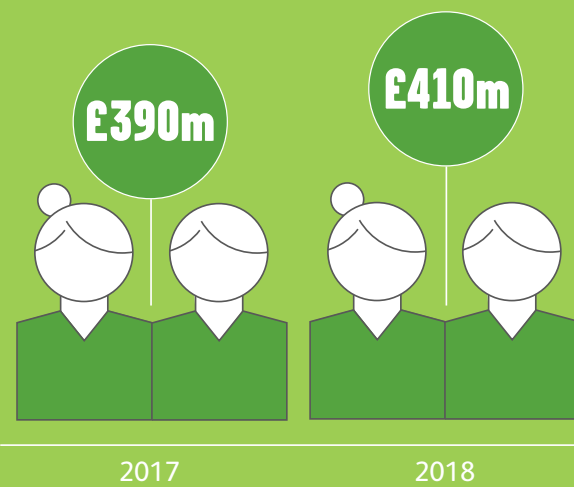
CREATING SOCIAL VALUE

/38

GLL creates £400m in social value each year. This is measured by improvements to health, wellbeing and education, and reduction in crime. In 2017, GLL won Social Enterprise of the Year at the UK Business Awards in recognition of our contribution to the sector.

We were nominated for our pioneering use of the Social Value Calculator – created in conjunction with Sheffield Hallam University – to accurately demonstrate the improvements to health, wellbeing, education and community safety, which our social enterprise delivers at neighbourhood level.

GLL SOCIAL VALUE



SPEND: GLL SOCIAL VALUE =

£1:£2



For every £1 spent, GLL generates £2 in social value.



“These awards are recognition of the ‘value added’ our social enterprise brings to communities up and down the country. We exist to get more people more active, more often, and in doing so, transform lives.”

MARK SESNAN, MD

OUR LOCATIONS

/40

We've come a long way since our early days in Greenwich. Our leisure centres and public facilities are now spread throughout the UK, in England, Northern Ireland and Wales, and there are plans in place for us to expand even further, both geographically and in terms of the range of services we provide.



WE OPERATE OVER 270 PUBLIC SPORT AND LEISURE CENTRES AND 140 LIBRARIES IN PARTNERSHIP WITH 50 LOCAL COUNCILS, PUBLIC AGENCIES AND SPORTING ORGANISATIONS. OUR LEISURE FACILITIES ENJOY MORE THAN 54 MILLION VISITORS A YEAR WITH OVER 850,000 MEMBERS.

NORTHERN IRELAND

Belfast

SOUTH WEST & WALES

Bath & North East Somerset
Cardiff
Cornwall
North Somerset
Taunton Deane

WEST

Bournemouth
Chiltern
Portsmouth
Reading
South Bucks
South Oxfordshire
Swindon
Vale of White Horse
West Oxfordshire

NORTH & CENTRAL REGION

Allerdale
Birmingham
Bradford
Cambridge
Cannock Chase
Carlisle
Copeland
Dudley (libraries)
East Cambridgeshire
Eden
Lincolnshire
Ipswich
Manchester
Newcastle
North Kesteven
Preston
Rugby
Sheffield
South Lakeland
Telford
Walsall
Welwyn Hatfield
York

LONDON EAST

Barking & Dagenham
Basildon
Bromley (libraries)
Crystal Palace
Greenwich
Hackney
Islington
Tower Hamlets
Waltham Forest

LONDON WEST

Barnet
Camden
Croydon
Ealing
Epsom & Ewell
Hammersmith & Fulham
Harrow
Hillingdon
Kensington & Chelsea
Lambeth
Merton
Reigate & Banstead
Richmond
Sutton
Wandsworth (libraries)
Wembley



RICH REWARDS

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Our commitment to investing in sport – through our network of leisure centres, the GLL Sport Foundation and various facets of the Olympic legacy – has already helped countless athletes to succeed at the highest level.

This success has created a feel-good factor that's permeated throughout society: invigorating grass-roots attitudes to health and fitness, boosting participation in a whole host of sporting activities, entrenching a positive mentality towards wellbeing and inspiring the next generation of Olympic heroes. It's a virtuous circle that keeps on giving.



Anna Hursey, Welsh table tennis sensation and youngest athlete at the 2018 Commonwealth Games



"GLL understands how 'The Golden Thread' of physical exercise has the power to change people's lives."

BARONESS TANNI GREY-THOMPSON



2018

25 Years – House of Lords event; and 10 years of the GLL Sport Foundation, event at the BT Tower

BETTER
the feel good place

THE NEXT 25 YEARS

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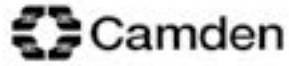
Attitudes to public health have changed significantly over the last 25 years. There are positive trends in the reduction of smoking and more awareness of the risks of alcohol. At GLL, we are keen to continue making beneficial interventions in tackling obesity and reducing the stigma of mental health illness – and showing how increasing physical activity can improve both conditions.

We've expanded from having one leisure centre to being the proud operators of hundreds of facilities nationwide. We are the nation's largest public libraries provider and also offer childcare and spa facilities. We have an ambitious programme of digital investment to assist the customer's journey. We're so proud to be playing our part in helping the nation to be healthier and happier.

GLL looks forward to new challenges and opportunities to protect vital public services through our unique business model. Here's to our next 25 years.



WITH SPECIAL THANKS TO OUR CLIENT PARTNERS





GLL
better for everyone