

How to keep leisure services viable under extreme cost pressure

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GLL

Confidential

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GLL Introduction

Our purpose: To improve the physical, mental and social wellbeing of local communities

- A Charitable Social Enterprise - All surplus re-invested (no internal or external profit takers)
- Employee-Owned Worker's Co-operative
- Real Living Wage Accredited Employer
- Investors in People (IIP) Gold Standard
- 12,000 people working for the good of the community
- Industry leading innovations – Libraries and Leisure
- Literary Foundation, Sport Foundation, Accelerator Programme
- Largest operator of public libraries and leisure facilities in the UK



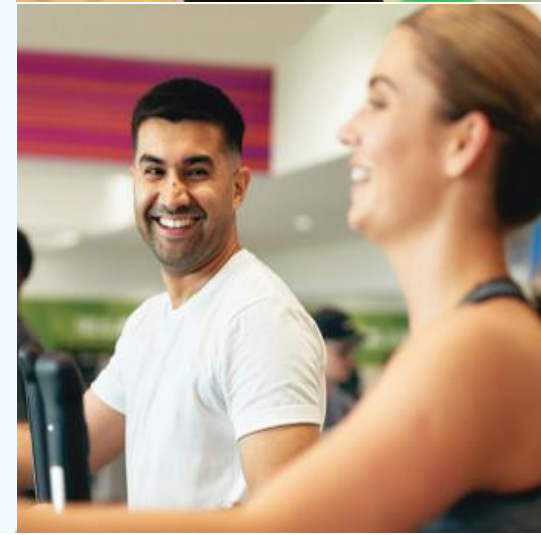
GLL's Partnerships & Values

- Working in partnership with over 60 local Councils, public agencies and sporting bodies
- Operating under Agency, across a number of Council Partners to more efficient services.
- Co-location of services / investment in infrastructure (i.e. Leisure & Libraries)
- GLL operate a true partnership approach with Councils (investment, decarb, collaboration, cross dept working etc)



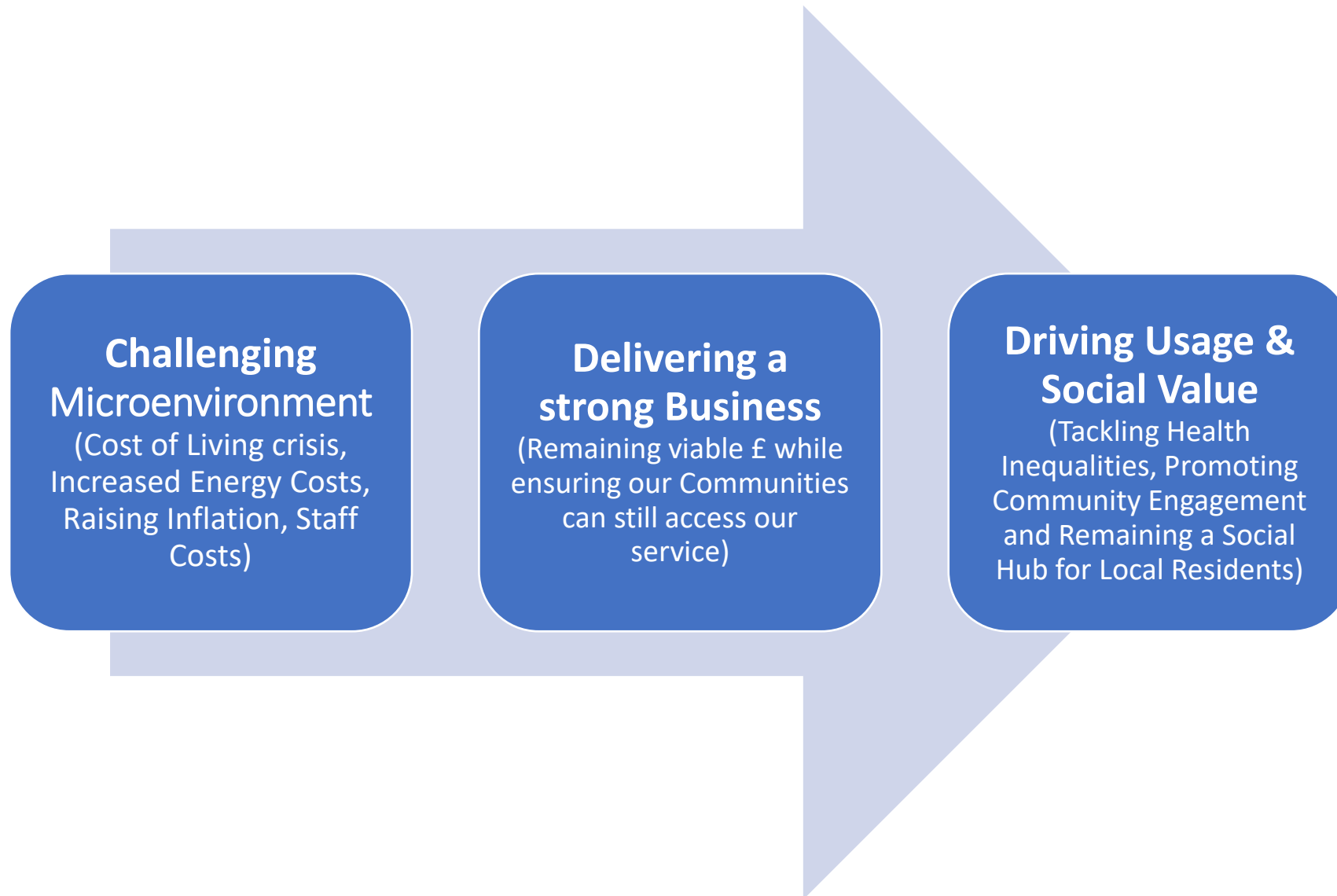
Local Delivery Provider with National Resource

- 256 sports & leisure centres
- 124 Libraries
- 4 children centres
- 60+ Council partnerships
- 12,000+ staff
- 66m visits
- £2.29bn of social value in 2025
- £400m+ turnover



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How we deliver successful Leisure Services.....



Managing Energy Costs

- **Energy costs second largest area of expenditure after staffing** (Especially facilities with swimming pools)
- **Utility prices more than tripled in 2022/23 following the invasion of Ukraine** – GLL annual costs increased to nearly £50 million at the peak.
- **Prices have now fallen back in the last 2 years but still nearly double than pre-covid levels** – Current situation in the Middle East highlights the continued risks to Leisure operators and Local Authorities from continued volatility

Key Actions to Mitigate volatility and rising costs

- **Energy Procurement** – Review of procurement practices, introduced bespoke flexible but risk managed strategy with purchases being made out to September 2029 when market conditions have been favourable. Currently around 70% for future years to insulate against future market fluctuations.
- **External Funding (Sport England)** – Working with GLL Partners and Sport England access funding through schemes like the Swimming Pools Support fund to deliver energy reduction measures at nearly 40 premises. (30+ Solar Arrays, battery storage, glazing & boiler replacements)
- **Decarbonisation projects** – Roll out of heat pumps, upgraded controls, solar panels to reduce reliance of fossil fuels.
- **Investment in tried and tested technologies** – GLL continue to invest in core energy saving equipment e.g. pool covers, LED lighting upgrades, Variable Speed Drives
- **Focus on efficient operations** – Standardisation of operating temperatures (pools & building) , focus on good housekeeping and operational practices, “utilities task force” set up with senior team members to review, analyse and challenge performance.

Reducing Energy & Water Usage

Ongoing Energy Management Protocols

- **Standardised operations across the organisation to ensure consistent house keeping and focus on energy reduction:**
 - Air conditioning set points
 - Pool air and water temperatures
 - Overnight electricity and gas usage – Base load targets
 - Overnight boiler temperatures
 - Variable speed drive set points
 - Senior Team Review Performance (Energy Taskforce)

Results have been Positive:

- ✓ **Over 20% reduction in Gas & Electric compared to Pre Covid Level**
- ✓ **Over 6% reduction in Water consumption vs 2024**

Driving Income: without pricing out our customers

- 1. Understanding our Communities:** having a fair and inclusive pricing strategy that aligns with the local market conditions and our council partners priorities.
- 2. Flexible Membership Options:** GLL's approach drive income from those that can afford to pay while subsidising access for those who need support (**Over 50% of our customer based are subsidised membership scheme**)
- 3. Flexible Pricing:** Pay & Play Options available to all, Dynamic Pricing to driving usage (discounting prices not increasing)

Examples of Membership Pricing:

Full Adult rate – Headline price from which all discounts are derived.

Concessions – Up to 50% Discount (Off Peak).

Seniors and Students – Up to 30% Discount.

Corporate: Up to 10% Discount.

Community Network – Up to 20% Discount for public service workers (e.g. NHS, police, fire service, armed forces, teachers).

Short term passes (1, 7, or 30 days) – supports accessibility and seasonal demand (including tourists).

Live Better' digital membership - Supports customer retention / adds value and included for all pre-paid members offering on-demand classes, healthy habits coach, exclusive member offers, virtual healthcare and access to 24/7 GP services. Available as a dedicated digital membership option for £9.50 p/m – extending reach outside of the facility, this offer is accessible to customers globally, 24/7.

Examples of Activity Pricing:

To reduce financial barriers and incentivise participation, our approach includes:

Non-member (non-resident) rate – Headline price from which all discounts are derived.

Free Resident Card – 10% discount on activities for residents, geographic boundaries for eligibility will be agreed with partners. This initiative has proven effective for community engagement, supporting data capture and developing targeted marketing campaigns.

Flex Membership: Low monthly fee (£12.50 adult; £6 concession / junior) providing **one free visit per month** plus discounted PAYG rates.

PAYG Card – PAYG Members receive discounts of up to 30% (standard adult), up to 50% (concessions).

Dynamic Pricing – offering greater discounts during quieter periods.

Driving Income: without pricing out our customers

Targeted Pricing Initiatives:

- *Low-cost Better Health GP Referral membership* – lasts up to 2 years
- *Better Inclusive membership* giving UK-wide access for individuals with disabilities.
- *Free disability helper and carer access*
- *Free More Ways to Move memberships p/a* – 3-month offer co-designed with partners , targeting priority residents and those who will benefit most, to prevent them dropping out of activity e.g. school leavers, retirees, new parents etc.
- *Learn to Swim Guarantee* – free holiday intensive course for Swim School pupils unable to swim 25m unaided by the end of key stage 2 (min. 25hrs of Swim School attendance).
- *Family Swim for £5* for up to 6 people during selected family swim sessions.
- *Kids Swim for a £1* – under 16s offer during selected term-time and holiday sessions.
- *Give It A Go* - low cost 6-week membership (£25 off-peak/£360peak) that targets those returning to exercise after a break and supports in-actives to become active.
- *Low-cost 'social sport' drop-in sessions and free taser 'Try Sport' sessions*
- *Community Funded Memberships* - enabling partners and community organisations to bulk-purchase memberships for service users.
- *GLL Sport Foundation* will support athletes with financial grants, free nationwide training memberships and sport science support.

Our People:

Proud to be an Employee-Owned Organisation

- Well Trained People > Offering Careers not just Jobs
- We Pay 'The Real Living Wage' (above inflation pay increase)
- Support People with Technology (App > Booking Systems > Contact Centre)
- Blended Lifeguard Strategy – Assisted Lifeguarding Technology Improved safety , staff deployed elsewhere to improve assist improve standards
- Deploy Intelligent Programming - ensuring maximin efficiency combined with customer need i.e. Racquet nights limiting requirement for changeovers, deployment of swim sessions at the right time (Fitness Swim vs Public Swim)
- Multiskilled People – Use of multiskilled roles to improve effectiveness at off peak times, i.e. Lifeguards capable of doing reception and FI work

What drives GLL's Social Value

Social Value Reporting is driven by usage and our customer data

- GLL's core values protect Social Value delivery and focuses on priorities across the organisation
- Our workforce contributes to our Social Value output (engagement & driving usage)
- We report and review Social Value at a company and local level.
- Every decision (pricing, programming, partnerships) is aligned to community benefit, not shareholder profit (helps drive usage)

Measurement and Reporting

- Recording Values against:
 - Individual Wellbeing
 - Physical and Mental Health
- The Health Indicators Measured:

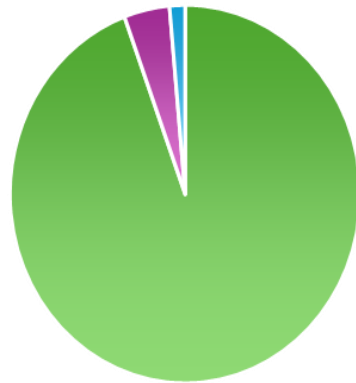
CHD	Depression	Reduced Psychological Distress
Stroke	Hip Fractures	Injuries
Type 2 Diabetes	Back Pain	Cancer
Dementia	Reduced GP Visits	

Social Value: Our Impact

In 2025 GLL received:

- 66m Customer Visits
- £2.29bn of Social Value Impact

GLL Total Social Value Impact
2025



- Leisure: £2,161,666,311
- Libraries: £96,260,059
- Children's Centres: £32,912,751

GLL SOCIAL VALUE =



£1 : £5.90

For every £1 spent
GLL generates £5.90
in Social Value)

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In Summary

External Challenges will continue to come our way

Our Industry needs to remain 'Agile & Creative'

Progress can be made & results delivered

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