



Our plan is to continue to build on our strengths and raise the standards further for local people

## Case Study: Greenwich Leisure Limited

Greenwich Leisure Limited (GLL) is a charitable Social Enterprise that exists for the benefits of the community. GLL operates seventy public leisure centres within the M25 area in partnership with thirteen London Boroughs, Epsom & Ewell Borough Council, Hillingdon Borough Council, Reading Borough Council, Bellingham Community Project, the London Development Agency and London Playing Fields Foundation. GLL is leisure's most successful Social Enterprise.

The team recognise the value of delivering excellent service saw certification to Customer Service Excellence (CSE) as an excellent way to demonstrate their commitment to national service levels.

## The Journey

The assessment incorporated six borough centres; Cathall, Kelmscott and Larkwood Leisure Centres, Leyton Leisure Lagoon and Waltham Forest Pool and Track – all were run by GLL in partnership with the London Borough of Waltham Forest.

The team all came together to collate their application which rigorously examined how the centres achieved service excellence across the criteria. During a six month period they formed evidence to ensure all requirements were met, which also ensure the team fine-tuned operations along the way.

In June 2009 the team were assessed by G4S assessor David Thornton. David conducted a thorough assessment of the team's application against the five key criteria:

- Customer insight
- The culture of the organisation
- Information and access
- Delivery
- Timeliness and quality of service

David also visited the Peter May Centre, which GLL manage on behalf of the London Playing Fields Association. Following on from a successful review G4S were delighted to certify the team as Customer Service Excellence holders.

David found the team to be compliant across all elements of the Standard and praised the team for "consistently demonstrating their understanding of the needs and challenges faced by their customers" - despite the very broad range of centres managed by GLL.

As well as scoring top marks for all five, key criteria, the feedback report highlighted one 'compliance plus' area (Compliance Plus status means the Waltham Forest centres exceed the requirements of the CSE standard and are examples of national best practice.). For GLL this was the appointment of their Community Development Officer (CDO) to target the disadvantaged by working closely with the local community to establish services required and to identify hard to reach and disadvantaged groups.

Councillor Geraldine Reardon said: "This award recognises the work of the GLL partnership with Waltham Forest and the impact that this relationship can have on customers. We want people of all ages in Waltham Forest to feel that our leisure centres meet their needs, whatever their lifestyle or their physical condition. No one should feel they are not fit enough to pay us a visit."

David further commented "GLL Waltham Forest is another example of this organisation's commitment to customer service excellence. GLL has a corporate ethos of consultation and involvement of customers and partners in regular reviews of services which ensures they fully meet the needs of the local communities they serve. I was particularly impressed by the work of the community development officers who identify services required by the most disadvantaged people in society whether this be due to physical or mental health disabilities or lack of finance."

Blair Cottam, GLL's Partnership Manager for Waltham Forest said, "The dedicated team at the leisure centres in Waltham Forest have worked extremely hard and aim to provide the highest possible standard of service for the community. We are all therefore very delighted with the result and recognition for GLL's commitment to put our customers at the heart of service delivery."

Recognising the continuous improvement ethos of the Standard Blair added "Our plan is to continue to build on our strengths and raise the standards further for local people".