

Everybody Sport & Recreation – ‘the first five months...’

Report on progress for period 1/5/14 to 30/9/14:

In order to determine the early progress of the new charity, we must first understand the benefits we set out to achieve. In short these were;

- Financial savings of over £1.2M per annum - achieved
- Improved services for local people - underway
- “emancipate staff” - underway
- Protect front-line services – achieved and ongoing
- Blend our social conscience with commercial acumen - ongoing
- Seek new investment – underway and ongoing
- Business expansion with complementary health & well-being services – disappointment at loss of ‘Phase 2’ Countryside proposal

As an independent charity, the challenge for Everybody is to make the best use of the new freedoms to determine what is needed, how to respond to that need and whether what we do has had any real impact.

The single biggest change required to achieve all this is to the inherited organisational culture. There is no doubt that morale has improved since transfer and optimism for the future remains remarkably high. Managers and staff are only just beginning to get used to the freedoms now given them. They are gradually responding to the new ways of working, re-building their confidence and taking responsibility. We are on our way.

Similarly, the transferred support services of HR and Finance have changed their approach from the ‘monitoring and policing’ of services to genuine support and advice to assist delivery at the front-line.

The Trust Board continues to operate at a strategic level, setting policy and direction. The Board has met monthly since transfer and has now moved to the regular bi-monthly meetings. Three Committees have been established covering ‘Finance & Risk’, ‘People & Governance’ and ‘Customers & Partners’. These Committees meet quarterly to review performance, set policy and make any necessary recommendations to the Board.

There is one vacancy on the Board. A skills audit will be undertaken to identify the experience required for the recruitment of a new trustee and this process will be undertaken under the auspices of the People & Governance Committee.

The Board have recently agreed the final Business Plan 2014-17, setting out our mission and strategic aims to align with the shared vision with CEBC of ‘helping people to live well and for longer’.

The organisational values have been developed by all staff and the Board and these now form the basis of our new PDR process. They will be used to develop the new pay & reward framework later this year.

The Board have previously approved the proposed 'Phase 2' expansion plans in accordance with the original Options Appraisal and Cabinet Report of 30/6/13. This proposal sought to integrate all complementary indoor and outdoor 'health & wellbeing' services and allow a much improved financial and service offer to local people. It is therefore disappointing that the recommendation from the recent commissioning review has determined not to progress this opportunity further.

A Strategic Risk Register has now been completed with the input of staff, managers and the Board and this will guide our delivery as well as our financial policies and training plans. Key risks include a need to improve our understanding of local community needs, respond to private sector competition and manage planned reductions in the Management Fee.

A fundamental 'Product Review' is underway to ensure what we do is relevant to the needs of customers and non-customers, delivers our mission and aims and ensures the company is financially sustainable. This is a critical exercise which will shape the new charity, modernise our service offer, anticipate future trends and steer our investment priorities.

Alongside the Product Review, we are developing our marketing strategy and pricing policy, aimed at getting more of the right people, more active, more often – targeting the estimated 25% of the Cheshire East population who are inactive.

All existing policies and procedures (and there are many) are being reviewed and revised. A number of new policies are being developed too as a result of our charitable status and governance arrangements including Safeguarding, Financial Reserves and Data Protection.

Headline achievements and progress includes;

- Xn System development – online bookings, 5x self-serve kiosks, online payments
- Commonwealth Baton Relay – event success 31/5/14
- Volunteer of the Year: Daniel Masser – NW and National Award Winner
- Review of Opening Hours – Centre Staff-led, Macclesfield & Wilmslow
- Staff Newsletter – 'Everybody Matters' launched
- Monitoring Visits – satisfactory or good results for all sites inspected
- Company Secretary appointed – Oakwood Corporate Services
- Recruitment of Director of Finance completed

- New PDR process implemented based on new delivery plans and corporate values
- Developing 'quick-win' investment plans for Knutsford, Shavington and Sandbach.
- Joint Health & Safety Group established – first meeting held 21/7/14
- Joint Consultative Panel established – first meeting held 21/7/14
- Recruiting to long-standing vacancies - over 40 permanent jobs in Leisure created
- Started selection process for External Auditor
- Meetings with Joint-Use Heads held 7/7/14 – new partnership relationship sought. Individual follow-up meetings undertaken to explore investment opportunities and shared use arrangements
- Introduction of ESAR 1 T&C's for new starters and existing casual staff
- Issues with Oracle financials product – payroll, financial system, sales invoicing etc. Not appropriate to charitable, business needs.
- PC access being rolled out for all staff following staff stakeholder feedback – first site at Crewe Pool installed.
- New Customer Compliments, Comments & Complaints System introduced with effect from 1/5/14.
- Continue to assist Crewe Lifestyle project and commenced negotiations over future management of facility
- Representation on Project Board for Congleton Leisure Centre investment.
- Influencing development-led investment at Alsager LC to secure improved facilities on existing site and expansion of management offer to new pavilion and pitches.
- Part of Knutsford Academy 'Project Team' for School's ambitious development proposal and agreement in principle to future management of an extended facility.
- National Lifeguard Triathlon success 30/6/14 – largest number of centre teams entered (x7) from any area and individual perfection from Adam Frost (Knutsford Lifeguard) achieving 100% as Men's Individual winner.
- Extension of 'Cared for Children' Membership offer designed to increase current participation levels of circa 10% of children. Funding agreed with Children's Services team
- Introduction of new continuous assessment approach for swimming lessons – estimated to generate additional income, ease administrative burden of scheme and reduce waiting times for classes, allowing progression based on ability and increasing annual 'throughput'

- Annual Memberships increased by over 2,000 since transfer.
- Re-design of Public Health commissioned scheme. 'Everybody Healthy' referral offer to be evaluated by MMU. Pilot Scheme introduced in Crewe & Nantwich targeting 5 lifestyle changes - Healthy Eating, Lose Weight, Increase Exercise, Stop Smoking and Help to Improve Mental Health & Wellbeing
- New Operations Director recruited. Commercial and Charitable expertise and experience secured.
- Bikeability – 2,200 participants achieved to 30/9/14. On target to deliver target of 3,800 for year.
- Over 1.3M visits by Customers since transfer
- £30k investment in new PPE and Uniforms
- Negotiations underway to grow our community offer in Knutsford and manage the 'Sports Barn on behalf of School.
- Investment of £70k in new gym and fitness equipment at Alsager LC
- Investment of £20k in new 'Spinning Bikes' at Wilmslow
- Financial targets – on track to achieve first years planned outturn
- Volunteering hours up by over 35% (4,478 against target of 3,235)
- Everybody Website launched and developed – online bookings and payments introduced
- 'Heart Safe' Gym Awards – National Finalists
- Staff Skills Audit underway – discovering potential and developing opportunities
- 'Two Ticks' Award – recognition as an employer, positive about employing disabled people
- Review of Christmas and New Year opening hours – based on customer requirements not cost-saving measure
- Supported CEBC and Alsager High School to secure repairs to floodlighting on artificial pitch over the Summer, ready for start of Hockey season.
- New gym equipment purchased for Shavington LC
- Playing Pitch Strategy and Indoor Facilities Strategy being produced on behalf of CEBC
- Maintained QUEST quality accreditation for all Sites
- New comprehensive Safeguarding Policy for all vulnerable people agreed by Customers & Partners Committee
- Macclesfield LC – supported business case for planned CEBC Capital Programme investment 2015-16 of £5M