

Version  
Number: 1.0

Key Decision ?

Date First  
Published: >

## **Health and Adult Social Care Overview and Scrutiny Committee**

---

**Date of Meeting:** 04 February 2021

**Report Title:** Everybody Sport and Recreation Performance Review

**Portfolio Holder:** Cllr Mick Warren, Communities

**Senior Officer:** Frank Jordan – Executive Director of Place

---

### **1. Report Summary**

- 1.1 This report provides Members of the Committee with the performance information on the leisure centre and sports development services managed on behalf of the Council by “Everybody Sport & Recreation Trust Ltd” (Everybody). It provides an update on the sixth year of the operation through the Trust’s Annual Performance Report for 2019/20.
- 1.2 The investment in the leisure centres facilities that took place during the period is outlined in the report along with the planned future development of the leisure provision.
- 1.3 The Annual Report covers overall performance to the end of the financial year on 31<sup>st</sup> March 2020. However, it should be noted that all of the Council’s leisure centres operated by the Trust were required to close on 20<sup>th</sup> March 2020 in accordance with the Government restrictions introduced for the first national lockdown in response to the COVID-19 pandemic.
- 1.4 In order to enable members of the committee to ask questions on the performance of the Trust and proposals for future development, Peter Hartwell the Chief Executive will be in attendance at the meeting.

### **2. Recommendations**

- 2.1 The Committee is requested to note the progress made by the Trust in its sixth year of trading as an independent Charitable Trust and is requested to examine the performance information provided in the Trust's Annual Report.

### **3. Reasons for Recommendation**

- 3.1 Everybody is one of the Council's Alternative Service Delivery Vehicles (ASDVs) in line with the Council's "best fit" approach to establish the most appropriate provider for the delivery of a range of services and outcomes for local residents.
- 3.2 The Trust's articles of association are as a health and wellbeing charity, as such it will contribute and help the council to achieve the outcomes contained within the draft corporate plan and in particular 'A council which empowers and cares about people' and 'A thriving and sustainable place'.
- 3.3 Responses and comments from Members will support the monitoring and challenge process of the commissioned service.

### **4. Other Options Considered**

- 4.1 It is a requirement of the Leisure Operating Agreement that the council receives an annual report from Everybody.

### **5. Background**

- 5.1 The Leisure Operating Agreement between the Council and the Trust contains a range of elements to ensure that they provide the services required by the Council. These are set out in a Service Specification which helps form the basis by which the Council monitors that the Trust is delivering the requirements expected, particularly high quality leisure and sports provision across the borough that delivers good value for money.
- 5.2 The commissioning and monitoring of these services is undertaken through quarterly reviews which include the Portfolio Holder to assess progress against both contractual performance indicators and general overall performance. In addition the Trust are required to submit an Annual Report to the Council (Appendix 1).
- 5.3 Annual attendances at Council owned leisure centres was 3,658,778 in 2019-20. This represents an increase in attendances of over 40% at Council owned leisure centres since they transferred to management by Everybody in May 2014.
- 5.4 Memberships at the facilities increased from 10,000 in May 2014 to 19,831 in 2019-20 which was an increase of 12% compared to the previous year,

against a target of 1%. 4,740 are “Options” members who receive a reduction in the monthly cost of memberships. The categories of membership include young people, senior citizens and those in receipt of a range of benefits.

- 5.5 During the year Everybody targets memberships at a range of service users, supported by the Council’s management fee. A key one is its support to “Cared for Children” (for whom the Council has a corporate parenting responsibility) whose memberships totalled 575
- 5.6 To ensure that the Trust delivers an excellent level of service it is a requirement that all of the Council’s leisure centres achieve QUEST accreditation on an annual basis. QUEST is an independent external assessment for the leisure industry, designed to demonstrate that the facility examined provides effective working, customer service and high-quality programme of activity.
- 5.7 In addition, Everybody undertakes an annual survey of its customers on a range of areas of service from cleanliness and staff courtesy to activities programmed. Overall since 2014 there has been a year on year improvement in this area and for 2019/20 Everybody once again increased its overall satisfaction rating to 8.46 out of a possible 10 with staff friendliness and Politeness scoring 9/10
- 5.8 During 2019/20 Everybody’s “Learn to Swim Scheme” at leisure centres had 8,134 learners attending each week which was an increase of nearly 5%. All those on courses currently enjoy free swimming at other times to encourage participation and progress. The Trust also taught children from 101 schools to learn to swim which equated to 5,613 school children in 2019/20
- 5.9 Volunteering is of major importance to the success of local community sports clubs and events and again there has also been an increase in the time dedicated to this with over 6770 volunteer hours being given, with a total number of 185 volunteers.
- 5.10 With a focus on the importance of cycling for both active travel and health the delivery of the nationally funded Department for Transport “Bikeability” scheme by Everybody on behalf of the Council is becoming of increased importance. During 2019/20 the scheme saw 6,631 young people trained in cycling skills, via school visits throughout the year, against a target of 6,200.
- 5.11 In the most recent Sport England “Active Lives” Survey released in April 2020 (which measures the level of physical activity nationally), there was a

small decrease when compared to the previous year. However, Cheshire East still ranks nationally very highly with 61.8% of adults – 190,445 people – being active for over 150 minutes per week.

- 5.12 The Council, in partnership with Everybody, is delivering a programme of improvements to a number of the leisure centres within the Borough. This started with Crewe Lifestyle Centre in 2016 and was followed on by:

1.1.□1 **Sandbach Leisure Centre:** The creation of a new gym at Sandbach Leisure Centre in 2018.

1.1.□2 **Macclesfield Leisure Centre:** £4m redevelopment including the refurbishment and enlargement of the gym, new poolside changing village, new group cycling studio and refurbished squash courts which was completed in Autumn 2020.

1.1.□3 **Alsager Sports Hub:** which includes two full sized astroturf pitches, one sand based and one 3G and three grass pitches

1.1.□4 **Alsager Leisure Centre:** extensive refurbishment and improvement scheme including an extended gym, a new reception with lift access to the first floor, a group cycling studio and group exercise studio has been created as well as a large open viewing area for the swimming pool.

1.1.□5 **Barony:** a new studio has been created upstairs and a platform lift. Improvements to the downstairs changing rooms and relocation of the reception which allows access to the upstairs and provides an informal meeting space. Externally, a perimeter fence has been installed to keep the site safe.

- 5.13 In respect of future leisure centre improvement plans, the following are currently programmed:

1.1.□6 **Congleton Leisure Centre:** Redevelopment of the Leisure Centre including a new swimming pool, gym and changing rooms along with dedicated soft play area, café and meeting rooms. Construction is due to start in March 2021 with re-opening scheduled for autumn 2022.

1.1.□7 **Nantwich Pool:** detailed design has been undertaken during 2020 and the scheme is currently awaiting a decision on planning. The new scheme, if approved, would commence construction in April 2021 and will include an extended gym (60 stations), extended reception with café, group cycling studio, lift to access first floor and extended outdoor changing provision.

5.14 As part of the 2020/21 approved capital programme two projects financed by Everybody and delivered through the Council's Assets Service are programmed to commence design development during the financial year 21/22.

1.1.□8 **Poynton Leisure Centre:** the redevelopment will potentially include an extended gym, new reception, café and soft play, multiple flexible studio spaces – used for group exercise & health programmes, dedicated group cycling studio, refurbished wet and dry side changing room and an extended car park. The project will also consider the provision for an AstroTurf pitch and grass pitch improvements in partnership with Poynton High School, Cheshire FA & Football Foundation.

1.1.□9 **Middlewich:** potentially at an alternative Council facility and will include a new 50-60 station gym, multiple flexible studio spaces – used for group exercise & health programmes, changing rooms, consultation rooms and a new reception.

5.15 The Council's capital programme also includes on the addendum other investments in leisure facilities which still require completion and approval of detailed business cases, these include:

1.1.□10 **Knutsford Leisure Centre:** Extended gym, extended reception, café, consultation rooms, car park & access improvements and learner pool.

1.1.□11 **Wilmslow Leisure Centre:** car parking improvements, reconfigured studio spaces – used for group exercise & health programmes, increased gym capacity and re-configuration of the outside "Multi Use Games Area" space for alternative use.

## 2. Implications of the Recommendations

### 2.1 Legal Implications

2.1.□1 Everybody currently operates a contract of 15 years in length, the contract commenced on 1<sup>st</sup> May 2014 and includes a range of leisure centre leases that also run co-terminus with this timescale.

### 2.2 Finance Implications

2.2.□1 Whilst the Trust is a fully independent organisation it is required by the Charities Commission to submit financial accounts as part of the company's annual Performance Report. These are

highlighted on page 19 of the Annual Report. As a company limited by guarantee, under this status the Trust is a “not for profit” organisation and has to reinvest any surpluses into services and facilities.

- 2.2.□2 The Trust receives a Management Fee for the delivery of service to be renegotiated annually with the Council. In addition, the Trust also “buys back” a range of services including ICT services. Whilst the Council has transferred the majority of the leisure centre sites to the Trust via way of a lease the responsibility for the buildings remains with the Council as corporate landlord. This at present includes the provision of elements such as repairs and maintenance, programmed asset improvements and energy provision.
- 2.2.□3 The annual Management Fee considers a number of elements including the success of the previous financial year and the commissioning requirements of the Council for the forthcoming year. Whilst the Leisure Operating Agreement has a default of a 3% reduction in the management fee year on year, the management fee for 2019/20 was £1.667m and there has been a reduction in the total fee of 28.9% since transfer in May 2014. This is set against the Trust also being required to absorb all its expenditure growth pressures such as annual pay inflation.
- 2.2.□4 There have been significant financial consequences for the Trust from the COVID-19 pandemic. Whilst the effect for the period being reported was isolated to the last two weeks of March, the council has been working closely with the Trust during the last year to ensure that it can meet its obligations and will continue to work with the trust to enable the successful recovery.

## 2.3 **Policy Implications**

- 2.3.□1 The establishment of the Trust was in line with the Council’s drive to improve the health and wellbeing of its residents and the Trust is expected to be a significant contributor to the Council’s draft corporate plan. The Trust’s Annual Report 2019/20 evidences this in more detail.
- 2.3.□2 Over the next 12 months a strategic review of leisure services will be undertaken. The review has a target to reduce council expenditure on Health and Wellbeing activities of £250k. This will be achieved by ensuring that a ‘best fit’ approach is adopted to

any current or future commissioning and/or a reduction in the management fee paid to Everybody.

## **2.4 Equality Implications**

- 2.4.□1 Everybody remains committed to ensuring that services are delivered and available to all residents in Cheshire East, including provision to those of all ages and those with disabilities.
- 2.4.□2 The council has a number of areas of deprivation and Crewe has several wards that rank in the top 20 most deprived in the country. The Trust, through the commission and investment by the council, offer a number of initiatives that help tackle equalities these include:
- Options membership to individuals in financial hardship which sees them receive a 30% discount on all services.
  - Subsidised services to those individuals with pre-existing health conditions.
  - Youth projects to local youngsters at a nominal £1 charge.
  - Health Walks programme – which not only tackles physical activity levels but also offers mental wellbeing support.
- 2.4.□3 The trust also operates an “Ability for All” scheme – the primary aim is to improve the physical and mental wellbeing of youngsters with additional needs.
- 2.4.□4 The proposed improvements at the various leisure centres will further address the need for accessibility to all residents along with a range of programmes being developed to attract a wider range of user groups.

## **2.5 Human Resource Implications**

- 2.5.□1 There are no implications as a result of this report

## **2.6 Risk Management Implications**

- 2.6.□1 In addition to the requirement to deliver its Annual Performance Report to the Council, to ensure that Everybody is delivering the requirements of the Leisure Operating Agreement the Council regularly monitors their performance through quarterly performance meetings and reports, the submission of performance indicators as part of the Council’s Performance Management Framework and regular site visits.

- 2.6.□2 In respect of the proposed leisure redevelopment and improvement programme, there are inherent risks with any capital build projects. In order to mitigate this as much as possible a programme board has been established with the Head of Neighbourhood Services acting as the Senior Responsible Officer for successful delivery of the schemes. Furthermore, each scheme has a dedicated project management team.

## **2.7 Rural Communities implications**

- 2.7.□1 Everybody remains committed to delivery across Cheshire East including within rural communities and this is demonstrated in the Annual Report.
- 2.7.□2 The proposed capital improvements to leisure provision will serve as an enhanced destination offering a diverse range of accessible facilities not only for nearby residents but also the wider rural communities in and around the borough.

## **2.8 Implications for Children & Young People / Cared For Children**

- 2.8.□1 Everybody is required through the Leisure Operating Agreement to make a significant contribution to supporting the involvement of children and young people participating in sport and active recreation.
- 2.8.□2 Seven of the sites are joint use sites with schools and under 16's form over half of active attendances supported by targeted programmes including "teen gym", learn to swim scheme and holiday activities. Children aged 12 and upwards are supervised and encouraged to develop a lifelong passion for physical activity. The trust also deliver weekly curriculum based PE sessions for those that are home educated.
- 2.8.□3 Over 8,000 young people on the Learn to Swim Scheme.
- 2.8.□4 The apprenticeships scheme provided through the Everybody Academy is now in its fifth cohort. The scheme offers a permanent position at the end of the scheme, further details can be found on pages 24 and 25 of the annual report.
- 2.8.□5 6,631 young people trained in Bikeability during the year.
- 2.8.□6 The proposals for the leisure centres, once redeveloped, will provide a range of new and refurbished facilities that will be fully accessible for young people. Safeguarding arrangements will be

improved in Poynton, Knutsford and Middlewich through the proposed developments.

## **2.9 Public Health Implications**

- 2.9.□1 Everybody is expected to be a significant contributor to the Council's draft corporate plan and in particular will contribute to 'A council which empowers and cares about people' and 'A thriving and sustainable place'. It will also be a key partner in improving the health of local residents as set out in the Council's Corporate Plan.

## **2.10 Climate Change Implications**

- 2.10.□1 Everybody is working with the Council to improve the energy efficiency of buildings and reduce energy consumption. To focus on this, the Council and Everybody have agreed a new annual performance indicator that will identify the costs to allow analysis of energy use by kWh per visit.

## **3. Ward members Affected**

- 3.1 Everybody provides a service across the whole of the Borough of Cheshire East as reflected in the Annual Performance Report

## **4. Consultation & Engagement**

- 4.1 In development of each leisure proposal, initial consultation was undertaken as part of the business case preparation. Further consultation at a local level will follow as appropriate, through where required the planning approval process and also with regular meetings with site user groups.

## **5. Access to Information**

- 5.1 Appendix 1 – Everybody Sport & Recreation – Performance Report 2019/20.

## **6. Contact information**

- 6.1 Any questions relating to this report should be directed to the following officer:

Name: Christopher Allman

Job Title: Head of Neighbourhood Services

Email: Christopher.allman@cheshireeast.gov.uk