

Health and Adult Social Care Overview and Scrutiny Committee

Agenda

Date: Thursday, 10th September, 2015
Time: 10.00 am
Venue: Council Chamber - Town Hall, Macclesfield, SK10 1EA

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. Apologies for Absence

2. Minutes of Previous meeting (Pages 1 - 4)

To approve the minutes of the meeting held on 7 August 2015 as a correct record

3. Declarations of Interest

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

4. Declaration of Party Whip

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the Agenda

For requests for further information

Contact: James Morley

Tel: 01270 686458

E-Mail: james.morley@cheshireeast.gov.uk with any apologies

5. **Public Speaking Time/Open Session**

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: in order for officers to undertake and background research, it would be helpful if members of the public notified the Scrutiny Officer listed at the foot of the Agenda at least one working day before the meeting with brief details of the matter to be covered.

6. **Improving Outcomes and Access - Specialised Cancer Pathways** (Pages 5 - 8)

To receive a report and presentation on a joint review between NHS South Cheshire CCG, NHS Vale Royal CCG and NHS England

7. **Healthwatch Cheshire East - Annual Report 2014/15** (Pages 9 - 30)

To submit any comments and suggestions on the 2014/15 Annual Report

8. **Update on progress on the development of a Cheshire East Strategy for Carers**
(Pages 31 - 36)

To receive a report of Jacki Wilkes, Associate Director of Commissioning ECCCG and Joint Commissioning Team Lead for Carers.

9. **Everybody Sport & Recreation - The First Twelve Months** (Pages 37 - 90)

To consider the progress made by the trust in its first year of trading as an independent charitable trust.

CHESHIRE EAST COUNCIL**Minutes of a meeting of the Health and Adult Social Care Overview and Scrutiny Committee**

held on Friday, 7th August, 2015 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor J Saunders (Chairman)
Councillor L Wardlaw (Vice-Chairman)

Councillors D Bailey, Rhoda Bailey, B Dooley, L Jeuda, G Merry and A Moran

In attendance

Councillor J Clowes – Portfolio Holder, Adults, Health and Leisure
Councillor D Flude – Call In Spokesperson

A Riley – Corporate Commissioning Manager
B Smith – Director of Adult Social Care and Independent Living

9 APOLOGIES FOR ABSENCE

There were no apologies for absence

10 MINUTES OF PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on 9 July 2015.

RESOLVED

That the minutes be approved as a correct record and signed by the Chairman.

11 DECLARATIONS OF INTEREST

There were no declarations of interest

12 DECLARATION OF PARTY WHIP

There were no whipping declarations

13 PUBLIC SPEAKING TIME/OPEN SESSION

5 Members of the public attended the meeting to speak in respect of the Call In. Concerns were raised regarding the location and amount of beds that would be available, the quality of care and suitability of nursing homes, the consultation process, suggested savings and justification for the proposals. Members of the public also highlighted their personal experiences relating to the private sector and Council ran services.

14 CALL -IN OF CABINET DECISION OF 30 JUNE - MOVING TO LOCAL AND PERSONALISED CARER RESPITE - UPDATE

Before opening the discussion in response to this matter the Chairman provided a brief overview of what the Committee would be considering to clarify the procedure. The Chairman explained that the Committee was only able to consider the decision made at the Cabinet meeting on 30 June 2015. Paragraph 9.7 of the cover report on page 28 confirmed the decision that was under consideration.

On behalf of the 6 Members who had signed the Call In, Councillor D Flude addressed the Committee and using national and local statistics to support her case, expanded on the following reasons for the Call In:

1. Evidence of the impact of the closure of Mountview on service provision was not yet available. It would be sensible to see whether the proposed strategy was working in the Congleton area before adopting the same strategy in Crewe and Macclesfield.
2. Work was ongoing to establish a 'fair price' for respite care. The financial implications of the decision could not be properly established until this work was complete
3. The Shared Lives Care system would not cope with the extra workload that these proposals would cause.
4. There was a direct conflict between the decision in June 2015 and point 3 of the resolution in December 2014. The implications for adults with learning disability should be established before any decision was taken to cease all.
5. There would be a shortfall in bed vacancies and the people who currently used Hollins View and Lincoln House will have a reduced service.
6. In December 2014 the Leader of the Council promised further consultation which had not happened.

Councillor J Clowes, Cabinet Member for Adults, Health and Leisure, presented the Cabinet's response to the Call In. She informed the Committee that beds would be block booked in the independent sector, which would also allow for emergency beds. Following the decision to cease residential respite care at Mountview, the Council had commissioned 1095 new beds nights, which, evidence suggested had been under-utilised.

Councillor Clowes informed the Committee that an independent consultant had been commissioned to recommend a fair price for respite care, however this work was still ongoing. The expectation to release £1.3 million per annum for investment may not be achieved but significant savings would still be made, which would be reinvested.

Evidence to suggest that there was sufficient capacity in the private sector and that the private sector was willing to engage was based on the presumption from other authorities that had already moved in this direction, however the local market needed to be tested.

The Committee considered the information it had received regarding the Call In and the response to the Call In. It was proposed that the Committee need not

offer advice to the Cabinet on its decision. However it was agreed with the Portfolio Holder that the Committee would review the progress of the decision to secure alternative carer respite support via a formal tender process, initially in November 2015, and subsequent at periodic intervals to review the effectiveness of this decision specifically on the quality and number of beds available, starting 6 months after the introduction of the new arrangements.

RESOLVED

1. That Cabinet be informed that this Committee has no advice to offer in respect of its decision taken on 30 June 2015 in connection with 'moving to local personalised Carer respite –update'
2. That the Committee review the progress of the decision to secure alternative carer respite support via a formal tender process, initially in November 2015, and subsequent at periodic intervals to review the effectiveness of this decision specifically on the quality and number of beds available, starting 6 months after the introduction of the new arrangements.

The meeting commenced at 2.00 pm and concluded at 4.00 pm

Councillor J Saunders (Chairman)

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Improving Outcomes and Access - Specialised Cancer Pathways South Cheshire and Vale Royal

A joint review between NHS South Cheshire CCG,
NHS Vale Royal CCG and NHS England

Improving Outcomes and Access - Specialised Cancer Pathways South Cheshire and Vale Royal

1. Introduction

The purpose of this report is to engage with the Overview and Scrutiny Committee on the review of cancer pathways to achieve best outcomes and experience for cancer patients in South Cheshire and Vale Royal. This review is a joint programme of work between NHS England (which commissions specialised services) and NHS South Cheshire and NHS Vale Royal Clinical Commissioning Groups (which commission services for their local populations).

The review is focussed on specialised cancer services. These are services that are provided in relatively few hospitals, to catchment populations of more than one million people. The number of patients accessing these services is small and a critical mass of patients is needed in each centre to achieve the best outcomes, maintain the clinical competence of NHS staff and make best use of resources such as specialist expertise and equipment.

While some services such as specialist surgery are undertaken in centres, we also want to ensure that patients can access as much care as possible in their local area to avoid the need to travel. Therefore our approach involves commissioning services that are 'centralised where necessary, local where possible' with excellent links between teams that provide local and specialised care to ensure best outcomes and experience for patients.

This review will not impact on local cancer care which will remain unchanged. Patients with suspected cancer will continue to be referred to Mid Cheshire Hospitals NHS Foundation Trust (Leighton Hospital) by their GP for further investigation, diagnosis and local treatment.

Not all cancer pathways will be reviewed. This will be limited to a small number of specialised cancer services that do not meet national standards or where access could be improved such as delivering chemotherapy or outpatient services closer to home.

A South Cheshire and Vale Royal Cancer Commissioning Board has been established comprising Clinical Commissioning Groups, NHS England, GP Cancer Leads, Healthwatch and Public Health representatives to oversee this programme of work. Expert clinical advice is also provided from national groups such as the National Clinical Intelligence Network.

2. Why a review is needed

2.1 Commissioning for improved outcomes and reducing health inequalities

A health needs assessment of the South Cheshire and Vale Royal population shows that cancer is a significant growing long term condition and is a major cause of death, with noted health inequalities. The high incidence and mortality (death) rates of cancer is due to a range of factors including increased life expectancy and lifestyle factors. Key points are summarised below:

- An ageing population aligned with increases in cancer incidence
- Around 42% of people across South Cheshire and Vale Royal are at risk of developing cancer during their lifetime. This risk is forecast to increase to 44% over the next ten years
- Cancer is the main cause of premature death (under 75) across South Cheshire and Vale Royal
- There are variations in health outcomes from cancer across towns - Crewe has particularly high health needs
- NHS Vale Royal CCG had the worst 1 year survival from cancer in England in 2012 (63.7% compared to 69.3% for England).

2.2 The principles we are working to

To meet these challenges we need to make sure that the services we commission deliver best outcomes and experience for patients and we are therefore applying the following principles to this review:

- Services will be delivered as close to home as possible and centralised where necessary to achieve best outcomes
- Services will be fully compliant with NHS England policy and standards
- Services will be delivered that maximise ease of access for patients
- Screening and symptomatic services will be seamless and delivered in line with national standards
- Providers should demonstrate their contribution to research and innovative practice
- Patients will have access to a specialist workforce that provides continuity and sustainability of specialist care in line with national standards
- Patient pathways will be integrated with good governance and communication with primary care, social care and other providers involved in patient care
- Sufficient capacity will be provided to ensure patient access to services including achievement of cancer waiting time standards
- Patients will be engaged throughout the process and their views considered
- Provider sustainability will be considered as part of the review

3. Current pathways of care

Patients who are diagnosed with cancer at Leighton Hospital and require specialised treatment may be referred to specialist hospital providers in different geographic locations, based on agreed guidelines and protocols between local and specialised teams. For example, there is a long-established partnership between Mid Cheshire Hospitals NHS Foundation Trust (MCHFT) and the University Hospitals of North Midlands NHS Trust (UHNM) which already collaborate in the provision of a significant number of services, including upper gastrointestinal and haematological cancers.

There are also established pathways with hospitals in Greater Manchester such as The Christie NHS Foundation Trust which provides radiotherapy, chemotherapy and some specialised surgical services to the population of South Cheshire and Vale Royal (eg gynaecological cancer).

2.1 The review of the specialised gynaecological cancer pathway

In order to achieve these aims, NHS England, NHS South Cheshire CCG and NHS Vale Royal CCG are undertaking an assessment of the gynaecology cancer pathway. Currently patients who require specialised treatment are referred to The Christie for their

surgery, chemotherapy and radiotherapy. In response to the potential for further collaboration between MCHFT and UHNM, we are assessing which provider is able to provide best outcomes and/or better access to services for women who are diagnosed locally.

This involves an assessment of key outcomes such as survival, mortality rates, clinical trials and waiting times. We are also assessing other factors such as each provider's approach to integration, support for patients at all stages of the pathway and capacity to deliver efficient and sustainable services.

The number of patients within South Cheshire and Vale Royal who receive specialised gynaecological cancer care and whose pathway may change is very small. In 2014/15, 23 patients were referred for specialised surgery and 48 patients were referred for chemotherapy or radiotherapy.

A multi-disciplinary panel with expert clinical input and Healthwatch support will meet in September in order to assess each submission.

4. Engagement so far

We are working closely with the local provider, Mid Cheshire Hospitals NHS Foundation Trust and with patients to inform this review. A patient focus group has been held with women currently on the gynaecological cancer pathway to gain an insight into their experience of care. In addition, engagement events have been held with members of the public. These have provided valuable feedback regarding travel, access and support to carers along the pathway of care and have informed the criteria commissioners have used to measure services.

We will continue to engage with key stakeholders through:

- Further engagement events in collaboration with Healthwatch colleagues
- Regular briefings to patients and the public
- Close communication with GPs and other key stakeholders
- Patient surveys

5. What happens next?

We will continue to inform and engage key stakeholders throughout this process, including patients, Overview and Scrutiny Committees and providers.

The South Cheshire Cancer Commissioning Board meets in September 2015 to agree which other pathways will be reviewed and we anticipate that this work will be completed by March 2016.

Healthwatch Cheshire East



Annual Report
2014/15





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Note from the Chair



I am delighted to reflect on our year at Healthwatch Cheshire East. We have really moved forward this year and I have thoroughly enjoyed working with our ever-increasing volunteer team to carry out our Scrutiny work including Care Home visits and Hospital visits.

The report reflects the amount of work

and commitment that has gone into building on the relationships that were formed last year with our strategic partners, commissioners and the public in Cheshire East.

We describe the projects we have worked on this year, and the ways in which we have ensured that people are involved in decision making about health and social care in the region.

We have continued to meet and engage with the community through public events and meetings, with the overall focus on hearing people's stories to ensure that services are improved for all.

I am pleased that our communications have improved this year. Our website continues to be updated with news items and we have concentrated on our social media connections to great effect.

The reports that our teams produce have been modified to reflect our partners' outputs and we share them on our website. Our signposting service has been continually improved throughout the year and we receive several calls a week.

I would like to thank the Board, Staff team and all the Volunteers for their work over the last year. It takes time and commitment to ensure that we move forward to achieve our aim of better health and social care services for all in Cheshire East.

I invite you to read the annual report and if you have any questions or suggestions I welcome the feedback.

Stefan Pyra, Chair

Healthwatch Cheshire East



About Healthwatch

We are here to make health and social care better for ordinary people. We believe that the best way to do this is by designing local services around their needs and experiences.

Everything we say and do is informed by our connections to local people and our expertise is grounded in their experience. We are the only body looking solely at people's experience across all health and social care.

We are uniquely placed within a network, with a local Healthwatch in every local authority area in England.

As a statutory watchdog our role is to ensure that local health and social care services, and the local decision makers, put people's experiences at the heart of their strategies.

Our vision

Healthwatch Cheshire East as "Consumer Champion" will give everyone in our community a powerful voice enabling them to get the best out of their local health and social care services and help to shape and improve these services for the future.

Our objectives

Healthwatch Cheshire East will be a "hub" for best practice in user empowerment across health and social care.

Healthwatch Cheshire East will work with service providers and agencies to unlock the information, knowledge and skills

needed for consumers to make informed choices.

Healthwatch Cheshire East will manage its resources effectively and work with others in partnership to ensure best use of collaborative working.

Our strategic priorities

During 2014-2105 the priorities for Healthwatch Cheshire East have been:

- To raise the profile of Healthwatch Cheshire East within our community
- To scrutinise local services and capture the views and experiences of health and social care services in the community
- To use the community views to influence changes in services
- To build and strengthen our relationship with our local commissioners, including undertaking a Reflective Audit to guide partnership working
- Undertaking specialist project work based on trends identified including:
 - Think Local Act Personal - Partnership work with Cheshire East Council to gauge whether people have real control over their care and support, so they can live the life they want
 - Supporting the local Mental Health Crisis Care Concordat
 - Carrying out a survey with young people to discover how they were using the school nurses



Engaging with people who use health and social care services

Understanding people's experiences

Our Engagement Team's goal this year has been to increase the number of people we interact with.

Our priority was to speak with seldom heard groups and make sure their voice was represented. At the beginning of the year we analysed the stories gathered so far and undertook a 'gap-analysis' to find out who we hadn't yet spoken to.

Our key target groups for the year were identified as:

- Carers
- Older people
- Young people
- Young mothers

'Seldom heard' is a term used to describe groups who may experience barriers to accessing services or are under-represented in healthcare decision making.

[NHSinvolvement.co.uk](https://www.nhs.uk/involvement)

We wanted to engage with each group to ensure they were represented with commissioners and to remove barriers they may be facing.

Engagement tactics

During the first part of this year we identified and communicated with associations throughout the region who were working with our target groups.

Introductions and communications led to our engagement team being invited to listen to members of the public and hear their stories. Trends were identified and further work planned.

Although we value everyone's experiences of health and social care in Cheshire East, we have not sought the views of people who work or volunteer in Cheshire East (but do not live in the region) as a specific group. Through some of our work we have spoken to people who do not live in the region but who access services here, but we have not sought out their experiences as a distinct group

Our engagement with each of our priority groups is described in the following section.



Listening to people's experiences

Carers

It's estimated that 1 in 8 people throughout the UK are carers for other people. For some it's a sudden change: someone you love is taken ill or has an accident, your child is born with a disability. For others, caring creeps up unnoticed: your parents can't manage on their own any longer or your partner's health gets gradually worse.

We suspected that Carers would have specific needs when accessing health and social care. When we listened to their stories they identified new work streams for us

Dementia Friends

Listening to carers of people living with dementia led us to become a Dementia Friendly workplace. We have our own Dementia Champion who helps other organisations become dementia friendly.

Autism and Asperger's diagnosis pathway

Listening to parent carers experiences in Cheshire East helped us understand that the diagnosis pathway is confused and very lengthy. We are raising parent concerns with Eastern Cheshire CCG and this will form part of our work for next year.

Older people

Cheshire East has the fastest growing ageing population in the North West, and older peoples' groups are well established in the area.

Healthwatch Cheshire East has attended events specifically targeted at older people throughout this year

We attended 10 events during 2014-2015 targeted at people over 65

Access to their GP was a persistent worry for this demographic. Further investigation into GP Access will be taken forward into next year.

We have spoken to residents in various care homes across the region - engaging with them after we have carried out Enter and View visits.

Young people

We engaged with young people in a number of ways this year.

- For a specific project about school nurses (described in more detail later in the report)
- As part of the Youth Forum
- Enabling Young Advisors
- By providing Dementia Friends sessions

Young Advisors

As a commitment to the engagement of young people in the region, we supported the development of a new Young Advisors programme for Cheshire East. Healthwatch was involved in the selection of the Young Advisors and funded the training programme that has given them the skills to carry out engagement and consultation work. The Young Advisors have supported Health partners to undertake consultation with young people enabling their voice to be heard in the design and delivery of services.

The Young Advisors will be involved in the ongoing mental health work we are carrying out with young people in Cheshire East.

Dementia Friends

Healthwatch Cheshire East sits on the Cheshire East Council Dementia Steering Group and our Dementia Friends Champion has engaged in 11 Dementia Friends awareness events with children and young people, resulting in 307 young people becoming a Dementia friend.

Young mothers

As part of our engagement programme we have developed strong networks with

various groups across the region that assist young mothers. We have also engaged with mothers who live in social housing and young homeless mothers via a refuge.

**It's good to know someone
listened and took action**

Support worker in refuge



Raising awareness

Healthwatch Cheshire East has worked hard this year to improve communication channels.

Social Media Communication

Early on this year we recognised that improving our communication with residents via our digital channels would help us engage with residents beyond our priority groups. We have worked hard to keep our social communications relevant and have used these channels more effectively.

Communication with Cheshire East residents through social media formats has increased for us this year and we describe our achievements below.

Twitter

Our Twitter feed is updated daily listing key events in the region, letting people know where we are and updating followers on national health stories and campaigns. Interaction from our followers has also increased and we are now alerted to local stories through this channel.

Our Twitter followers have increased to 875 this year

Facebook

We have used our Facebook page as a broadcast channel this year, and increased our likes and shares this way. We link to local groups and events, and update people on our activities and those of our partners. Facebook has been an important tool to gauge local interest in national stories too.

Following a post about maternal mental health, we have linked up with local groups and fed their stories and experiences directly to commissioners.

We will be working with these groups again this year.

eBulletin

Our eBulletin has also been revised this year. We received feedback at the end of last year that our communications were not targeted enough and too infrequent.

We revised the format slightly so that the bulletins are focused around themes and aim to send 1-2 per month. Feedback is more positive and recipients are increasing.

868 local people receive our eBulletin

We receive personal accounts of experiences of health and social care via our website and through talking to people in person.

Further updates to our website is a key priority for next year.



Enter & View

Healthwatch Cheshire East has worked with Cheshire East Council to complement their Care Home inspection cycle.

Healthwatch Cheshire East has concentrated on quality of life for care home residents by reviewing social activities on offer and independent living assistance available.

We have completed 52 Enter and View visits to Care Homes this year.

an opportunity to respond, and any response is shared on our website with the report.

We are working closely with Cheshire East Council and Eastern Cheshire and South Cheshire Clinical Commissioning Groups and our work compliments their quality of care assessments.

The team are also completing Enter and View visits to Mid Cheshire Hospital Trust and East Cheshire NHS Hospital Trust. Our findings have led to the Trusts sending us their Improvement Action plans.

Following our visits, we write a report detailing our observations and any recommendations for change, and this is shared with the home. Managers are given





Providing information and signposting for people who use health and social care services

Helping people get what they need from local health and social care services

Healthwatch Cheshire East runs a signposting service from its offices in Macclesfield.

This includes staffing a telephone service where local people can call and be guided to the best service for them.

When we receive calls, people need the following:

- Information on services available
- Signposting to another organisation that can help
- Advice about how to complain about services received

“I complained that my GP was charging me twice for prescriptions (my two month repeat prescription has recently been reduced to one month) and you have provided me with the guidance that allows for people like me to have no change in their prescriptions.”

Signpost caller

We have enhanced this service by providing a ‘pop-up’ signposting team in healthcare providers across the region,

including doctor’s surgeries and hospitals. We have also ‘popped-up’ in care homes across the region.

The signposting enquiries have been varied, but some trends have emerged.

NHS dentist charges

In December 2014 we had several enquiries about charges for NHS dentists, which resulted in a campaign improving people’s understanding about this.

Social groups for older people

We receive several enquiries a month asking for information about older people’s groups. This has led us to improve our relationships with various community groups to enable us to better signpost these questions.

Groups for carers

We have also gathered a large directory of Carers Groups throughout the region because we receive a high proportion of enquiries about these.

When we are in the Community, our Engagement Team often refer people to groups that will suit them.

68% of information calls were about health services



Signposting directory

We have produced a Signposting Directory, delivered to all Medical Centres, Hospitals, Clinics, Dentists, GP Surgeries, Opticians, Care Homes, Pharmacies and Social Housing schemes in the area. This provided people with information on local health and social care services and has been very well received.

Consultations

We promote local (and national) consultations via our social media and communications channels. This helps local people influence change in the area by getting their voices heard. We are working hard with our partners from local health and social care providers to improve our knowledge of upcoming consultations so that we can enable people to take part.

It's nice to have a number to call - I've been trying to find this out for 3 years!

Caller about dermatology clinics in the region





Influencing decision makers with evidence from local people

Producing reports and recommendations to effect change

Scrutiny reports

Our scrutiny reports have undergone a process of improvement, and have been styled to be similar to the Care Quality Commission reports, with easy to understand ticks and crosses.

Our volunteer team of Authorised Representatives has visited Care Homes and local Hospitals and have highlighted issues that must be improved.

We have:

- Suggested that cleaning rotas in a major A&E setting included replenishing hand sanitizer dispensers
- Insisted that people with mental health problems are treated with dignity and allowed a semi-private waiting area in an A&E setting
- Produced a report suggesting several ways that patient access to a hospital could be improved

We are pleased to say that in each example above, our reports and recommendations were read and taken very seriously.

In each instance the hospital concerned updated their procedures as a direct result of our work.

In the last example, we received a very positive reply, detailing the many ways in which the hospital had improved access. On a follow up visit, we were able to see all the improvements that had been made.

Both Hospitals in our area have asked us to organise their PLACE (Patient Led Assessments of the Care Environment) visits as a result of our scrutiny work, and next year we will expand this with patient experience journeys and pathways.

School nurse survey

Our initial consultation highlighted that young people felt there was a lack of time to see the school nurse and that there was a lack of information as to when they were in school.

Healthwatch Cheshire East wanted to find out more about young people's experiences.

Over three months from June-September 2014, we spoke to over 70 young people about their experiences with their school nursing team and how they thought the service could be improved. We spoke with young people at youth clubs and community events. This included young people across all age ranges and from a mix of schools across Cheshire East.

50% of the young people knew when the Nurse was in school, with 58% having visited the nurse in the last 12 months.



Young people said they valued that their nurse was easy to talk to and kind and that appointments were confidential.

To improve the service young people wanted more sessions with the nurse and more information on how to make appointments. 70% of young people wanted drop in appointments with only 15% wanting a text or email service.

Most young people felt comfortable discussing their issues with the nurse with 82% feeling happy with the outcome of their appointment.

These results have been fed into and influenced the school nursing commissioning process that was undertaken by the Cheshire East Council Public Health department supporting the development of a service that young people want.

Sharing Your Stories

Towards the end 2014-2105 we started to share, on a quarterly basis, the stories we gather from the public with our key commissioners and providers. Over the next year we will be sharing trends with them too and working to track where this information is used in their decision making.

Putting local people at the heart of improving services

At Healthwatch Cheshire East, we try and ensure local people have a say in how local services are run. This year, we have been helping the following groups get their voices heard:

- People with learning disabilities
- Older people and people with dementia

People with learning difficulties

Healthwatch Cheshire East was asked by Cheshire East Council to assist with the organisation of some consultation events to understand how people used their personal budgets.

The council wanted to understand where problems occurred and recommendations for improvement from the people who used the budgets.

We suggested that the opinions and experiences of people with learning difficulties were gathered directly from the people themselves, and not through a carer. We used our connections and invited several groups to attend two events which were facilitated especially for people with learning difficulties.

The events were a great success, and attendance was high, so much so, that we needed to add an extra event. Attendees felt empowered to speak and Cheshire East Council were delighted with the new ideas that were forthcoming.

Next steps - we are having an ongoing conversation with Cheshire East Council about how we can work in partnership to implement actions that will make a difference against the TLAP Making It Real outcomes.

Older people and people with dementia

Healthwatch Cheshire East submitted a response to a Cheshire East Council consultation on the commissioning of residential respite care for older people and older people with dementia.

We raised a number of questions and issues that we felt should be considered when Cheshire East Council was reviewing



the consultation process and the range of opinions.

Questions we asked were as follows:

- How will hospital patients who currently use the services at Hollins View for respite be supported?
- Will carers or family members continue to have access to a range of options in the new service in a way that is appropriate for them?

Our response supported and reflected the strong opinions from the wider community

This led to Cheshire East Council approving the option to continue to provide residential carer respite at Lincoln House and Hollins View up until December 2015 whilst the Council explores options with alternative partners.

Cheshire East Health and Wellbeing Board

A representative from Healthwatch Cheshire East sits on the local Health and Wellbeing Board. This is an opportunity to get local people's voices heard at the heart of decision making. Our representative has been Vice-Chair of the Board this financial year, reflecting the importance of local people's experiences to service providers.

We have helped ensure that local people are heard by the Board by sharing all the stories we hear especially those from people suffering from problems with their mental health.

Working with others to improve local services

We work closely with Cheshire East Council and the Care Quality Commission (CQC) when we undertake Enter & View visits to care homes across the region.

We have reported two care home bad-practice findings to both Cheshire East Quality Assurance team and the CQC. In both cases, the homes were issued with an improvement action plan and the homes have shared their improvement actions with us.

We work closely with our local partners and neither commissioners nor providers have refused us information when requested.

We have not shared reports, recommendations, escalations and intelligence with Healthwatch England although we share intelligence closely with local partners. Working across our network to strengthen our local voice at a national level is part of our plans for next year.



Impact Stories

Case Study One

Congleton War Memorial Hospital



Congleton War Memorial Hospital, NHS Choices

Our volunteer team visited Congleton War Memorial Hospital to carry out an Enter & View inspection. They considered how patients might feel when entering the hospital with particular emphasis on those that might be less able.

The team noticed several areas where the hospital could improve access with particular emphasis on patients who may have difficulty reading the small signs used.

We put together a report detailing our findings and recommendations and are delighted to say that the hospital has responded positively.

are doing well and to identify further areas for improvement. The issues you highlight and the resulting changes we are able to make can only be of benefit to our patients, visitors and staff.

Kath Senior, Director Nursing, Performance and Quality

Our team revisited the hospital a few months after the initial visit and could see all the improvements made.

I would like to thank you for the obvious time and effort you have put into this visit and putting together the report. It is always extremely helpful to have an independent view of services to confirm where we





Case Study Two

Waiting room privacy in A&E departments



Hospital ward, freeimages.co.uk

When a concerned support worker came to us expressing surprise that the young woman she looked after was made to wait in A&E without an offer of a private area, we wanted to know more.

This young lady had anxiety issues compounded by the busy waiting area in A&E. When an enquiry was made, reception staff said that the private waiting area was in use as a consultation room.

We understood that A&E was busy, but was this situation a one-off? We decided to find out.

Volunteers and staff took turns to 'Mystery Shop' the A&E services in the area. Bravely, they decided to take Friday night as a case study.

We found that hospital staff were courteous to everyone. The department was very quiet at the time of the visit and this meant that visitors were seen promptly in most cases.

**A good experience throughout,
very helpful with my small child
- Very approachable staff.**

Patient, A&E Department

Provision was made for people who would not be able to cope with a busy waiting room, although as the Department was quiet at the time of visiting it was difficult to see how this might change when things were busier.

Patients who were interviewed were very happy with the service.

From our work, it seems that our local hospitals have the provision to help people suffering from mental health issues, but sometimes when A&E is busy these things get forgotten.

Local hospitals have agreed to reiterate in staff training the importance of assisting people with mental health issues, even when staff and departments are busy.





Our plans for 2015/16

Opportunities and challenges for the future

Healthcare in the North West of England is at an exciting time. Greater Manchester is the first region in England to get full control of health spending, and our community in Cheshire East use some of those services.

In Cheshire East itself, we represent the voice of local people on two integrated care programmes, Connecting Care and Caring Together and we will work to ensure local people have a voice as the Health and Social care landscape develops and changes.

The population of Cheshire East is changing too. We have more ethnic groups living and working in the area and one of our priorities is to engage with these communities and ensure their voice is heard.

We will build on our work with carers and young people and we are working closely with Clinical Commissioning Groups and Cheshire East Council to improve diagnosis pathways for autistic children and conduct a survey into the mental health of young people.

A national survey conducted by Monitor recently found that 81% of patients are satisfied with their GP practice but around 30% find it difficult to get an appointment in the first place.

Our initial work this financial year in Cheshire East has echoed these findings, with the majority of people we speak being happy with the service they receive at their GP.

However, in the specialist groups we have been speaking to - carers and older people in particular dissatisfaction with accessing their GP is high. We have commissioned research to discover what GP Access means to our Community in Cheshire East.

Above all we are looking forward to another year championing the consumer voice in Cheshire East.





Our governance and decision-making

Our Healthwatch Team

Board Members

The Healthwatch Board comprises local people who have a range of personal and professional experiences in health and care services. The Healthwatch Board works with the staff team to set the vision and workplan ensuring that we carry out activity that is evidence based and utilise the consumer voice.

Board members volunteer around 2 days of time per month to support the delivery of our services. Over the last year the Board carried out a recruitment process to replace board members that stood down last year. They welcomed 5 new board members.

Our current Board Members are:

- Adrian Lindop
- Alison Kaye
- Kate Sibthorp
- Keith Pickton
- Lisa Digby
- Maggie Harwood
- Marion Goddard
- Mike O'Regan
- Nicola Cook
- Paul O'Neill
- Saskia Ritchie
- Stefan Pyra (Chair)

Staff Members

The Healthwatch Cheshire East Board is supported by a small staff team.

Our staff team includes

- Helena Binder, Communications and Engagement
- Julia McCoy, Volunteer and Service Development
- Loreen Chikwira, Community Engagement

Volunteers

The service could not be delivered without the support of our wider volunteer team. Healthwatch Cheshire East currently has 16 volunteers supporting the Scrutiny and signposting service

Directors

Healthwatch Cheshire East is supported by a small group of Directors representing the consortium that currently holds the contract for the delivery of the local Healthwatch service for Cheshire East. This group provides financial, legal and HR support enabling the Healthwatch Board to focus on the operational activities of Healthwatch.

How we involve lay people and volunteers

Our Board and Directors are all volunteers and they direct the work of Healthwatch Cheshire East.

Some of the Board's meetings are in public and questions are submitted by the public and answered at the meeting.



Our scrutiny and signposting work is mainly carried out by our volunteers and they undergo a structured training process. Our Enter & View visits are carried out by our Authorised Representatives who have been trained, assessed and approved to fulfil this role.

All volunteers attend safeguarding and Mental Capacity Act training with Cheshire East Council. They have dementia awareness and stroke awareness training. We match up experienced volunteers with

newer volunteers on visits to ensure full support. Our volunteers also have the opportunity to complete online Care Act training modules and are invited to attend additional training opportunities that meet their skill needs for example report writing or social media training.



Financial information

The table below shows a statement of activities for the Year April 2014 - March 2015

INCOME		£
Funding received from local authority to deliver local Healthwatch statutory activities		176,719
Additional income		0
Total income		176,719
EXPENDITURE		
Office costs		17,272
Staffing and Management costs		126,595
Direct delivery costs		33,377
Total expenditure		177,244
Total		-525
Fund balance brought forward from 13-14		29,862
Fund Balance Carried Forward		29,337

Note. The current contract period for the delivery of the Local Healthwatch service is 14th January 2015 to 13th January 2016. The balance carried forward is allocated to be spent within the current contract.

As the contract holder the Healthwatch funding is shown within the accounts for CVS Cheshire East. Audited accounts for the period April 2014 - March 2015 will be available shortly. Please contact us if you wish to receive a copy of these.



Contact us

Get in touch

Address: 81 Park Lane

Macclesfield
SK11 6TX

Phone number: 01625 838394

Email: info@healthwatchcheshireeast.co.uk

Website URL: www.healthwatchcheshireeast.co.uk

We will be making this annual report publicly available by 30th June 2015 by publishing it on our website and circulating it to Healthwatch England, CQC, NHS England, Clinical Commissioning Group/s, Overview and Scrutiny Committee/s, and our local authority.

We confirm that we are using the Healthwatch Trademark (which covers the logo and Healthwatch brand) when undertaking work on our statutory activities as covered by the licence agreement.

If you require this report in an alternative format please contact us at the address above.

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REPORT TO: Health and Adult Social Care Scrutiny Committee

Date of Meeting: 10th September 2015

Report of: Jacki Wilkes, Associate Director of Commissioning ECCCCG and Joint Commissioning Team Lead for Carers

Subject/Title: Update on progress on the development of a Cheshire East Strategy for Carers

1 Report Summary

1.1 Cheshire East Health and Well Being Board recognise the need to support and protect the health and Well being of the 12,453 people in Cheshire East caring for 20 hours per week or more, and a further 27,481 caring between 1 and 19 hours per week. Altogether that is almost 11% of the population of Cheshire East. It is of great concern that 1,236 of the Carers who were caring for 20 hours or more per week (10%) report that they were in bad or very bad health

1.2 In April 2015 a Cheshire East Strategy for Carers was presented to accountable bodies and strategic leadership groups across the three health and social care commissioning organisations within the Cheshire East Council footprint. There was general agreement that this was the right approach and recognition that the engagement with carers was both representative and adequate however the Governing Body for Eastern Cheshire felt unable to support the strategy as it was presented, requiring assurance on a number of issues including clearer evidence on the benefits to carers, the resources identified to deliver these benefits and clearer governance arrangements for how the benefits will be delivered.

1.3 Officers from across health and social care, working in partnership with carers have 'reframed' the priority areas to give more focus to the strategy. Priorities are:

- Provision of respite
- Identification and assessment of need

- Information and signposting
- Power of Attorney
- Finance
- Ongoing and meaningful engagement – coproduction / Communication

1.3 Work continues and some of the priorities may merge. The intention is to add detail to each of the work areas including action plans, nominated accountabilities and timescales. The monitoring and evaluation framework will be developed further and included in the final document which will be presented to the commissioning accountable bodies and the health and Well Being Board for sign off.

2 Recommendations

- 2.1 Note concerns raised by the ECCCCG Governing Body specifically in relation to resourcing and accountability
- 2.3 Note progress made and approach taken to address concerns raised by Eastern Cheshire CCG Governing Body for the redrafted strategy for cares

3 Reasons for Recommendations

- 3.1 To highlight concerns raised in relation to the joint ownership of the Carers strategy
- 3.2, recognise individual organisational accountability
- 3.3 agree robust governance arrangements for the implementation of plans
- 3.4 To assure the Health and Well Being Board that progress is being made against a redrafted strategy which addresses concerns raised by Eastern Cheshire CCG

4 Impact on Health and Wellbeing Strategy Priorities

- 4.1 Cheshire East Health and Well Being Board have recognised that the health and wellbeing of carers is vital to enable them to carry out their caring role
- 4.2 There are 12,453 people in Cheshire East caring for 20 hours per week or more, with a further 27,481 caring between 1 and 19 hours per week. Altogether that is almost 11% of the population of Cheshire East.
- 4.3 In Cheshire East the number of people caring for 50 hours or over has increased by nearly a third since 2001 to 8,014, with over 42% of them aged 65 or over.

- 4.4 Unpaid care has increased at a faster pace than population growth between 2001 and 2011 and an ageing population and improved life expectancy for people with long term conditions or complex disabilities means more high level care provided for longer.
- 4.5 In Cheshire East, 1,236 of the Carers who were caring for 20 hours or more per week (10%) reported that they were in bad or very bad health.
- 4.6 By 2037 Carers UK¹ calculates that the number of carers in the UK will increase by 40%, which would equate to an estimated 56,000 carers in Cheshire East.
- 4.7 New government legislation, laid out in the 2014 Care Act sets out new standards for carers which include legal rights to assessment and support. It relates mostly to adult carers – people aged 18 and over who are caring for another adult, however young carers (aged under 18) and adults who care for disabled children can be assessed and supported under children's law.

5 Background and Options

- 5.1 In April 2015 a Cheshire East Strategy for Carers was presented to accountable bodies and strategic leadership groups across the three health and social care commissioning organisations within the Cheshire East Council footprint. There was general agreement that this was the right approach and recognition that the engagement with carers was both representative and adequate however the Governing Body for Eastern Cheshire felt unable to support the strategy, requiring assurance on a number of issues including clearer evidence on the benefits to carers, the resources identified to deliver these benefits and clearer governance arrangements for how the benefits will be delivered.
- 5.1.2 The ECCCCG Governing body felt that the strategy recognises the “case for change”, and provides general supportive commentary as to future ambitions, but lacked clear and unequivocal commitments as to investment and additional resources. It was felt that the strategy needed to evidence much more clearly the current levels of investment and resources and how these will change (grow), specifically in relation to Cheshire East Council as the principle commissioner.

¹ <http://www.carersuk.org/>
Version 8

5.1.3 There were concerns that the strategy also lacked clear and credible evidence about investment in the required infrastructure to support implementation specifically no clear commitment to and clarity of availability and investment in respite facilities, day centres or modern equivalents taking advantage of community assets, all of which have been consistently raised by carers and their families in engagement events held through the Caring Together programme.

5.1.4 The Governing Body wished to see included, additional measures against which meaningful difference can be demonstrated e.g. a description of a carer support currently and what their support would look like in two years' time. This carer focused approach should be complimented with explicit and measureable outcomes and outputs to reflect progress and provide assurance to the Health & Wellbeing Board.

5.1.5 Finally the governance structure for delivery of the carer's strategy needs to be clearer including accountability arrangements and milestones. The health economy leadership of this work will be revisited once the redraft strategy has been completed and will be explored at a future health and Well Being Board

5.2 Representatives from the CCGs and Council, working with the carers reference group have 'reframed' the priority areas giving it more focus. In addition Carers have advised on what needs to happen to deliver the tangible difference and who is responsible. The evaluation and measurement of progress will be mixed method but will include the ongoing feedback from five 'carer sponsors' who have agreed to work with us on a continuous basis to feedback how things are changing for them. Each of the carers are from very different situations such as a mum caring for two disabled children, an older person caring for a loved one with dementia, and a working son caring for an older relative living alone with multiple long term conditions. This will ensure the strategy addresses the needs of all carers and not favour one group over another

5.3 Listed below are the reframed priority areas alongside initial thoughts relating to what needs to be done and what success would look like to someone in a caring role:

Provision of Respite

- Repsite planning should be personalised
- A clear respite plan should be put together and agreed
- Respite should be carer rather than finance/provider lead
- The tendering process should be transparent
- Assess current capacity and stimulate the market to produce more options

- Pre-procurement checks should be carried out on suppliers re: workforce, stability
- Financial projection – demand/capacity lead
- A range of respite services acceptable to carers and logged in a directory
- Planned and unplanned access – flexibility

Identification and assessment of need

- Single point of contact
- Information collected in a secure manner and in line with data protection
- More avenues for people to be referred for carer assessments
- GP involvement – use carer coding's to extract useful information
- Agree Crisis support plan with Carer
- Plan for finding carers not on the radar
- Local guidance on eligibility – target groups each year
- Agreed process including documents and data protection

Information and sign posting

- Financial support for carer networks to hold events and share information
- Support to ensure the Local Offer website is updated and maintained (pay a carer to do this?)
- Create an image/brand for the Carers Reference Group
- Understand what terminology we can use to attract the attention of those who do not identify themselves as carers.
- Multiple modes of communicating information (internet, posters, leaflets, communication & engagement)
- Bounty packs (goody bags) for carers including information & essentials

Power of attorney

- Power of attorney should be included on the carer assessment form
- Pre-emptive explanation to carers about power of attorney and early warnings about the cost and timings.
- Funding and support for power of attorney due to the expense and length of the process.
- Choices available to carers
- Clear plan for crisis support in case of emergency with one point of contact

Ongoing and meaningful engagement – coproduction / Communication

- Agree common aims and goals

- Single point of contact and consistency

Finance

- Financial plan based on demand for respite and carer breaks (testing and assuring on affordability)

5.4 Work continues and some of the priorities may merge. The intention is to add detail to each of the work areas including action plans, nominated accountabilities and timescales. The monitoring and evaluation framework will developed further and included in the final document which will be presented to the commissioning accountable bodies and the health and Well Being Board for sign off.

6 Access to Information

6.1 The background papers relating to this report can be inspected by contacting the report writer:

Name: Jacki Wilkes

Designation: Associate Director of Commissioning

Tel No:01625 663350

Email:jackiwilkes@nhs.net

CHESHIRE EAST COUNCIL

REPORT TO: Health & Adult Social Care Overview and Scrutiny Committee

Date of Meeting: 10th September
Report of: Chief Operating Officer
Subject/Title: Everybody Sport & Recreation - The First Twelve Months
Portfolio Holder: Councillor Janet Clowes

1.0 Report Summary

- 1.1 This report provides Members of the Committee with the background information on the transfer of the leisure centre and sports development services to the charitable trust “Everybody Sport & Recreation” (ESAR). It also provides an update on the first year of operation and performance of the Trust in advance of the submission in due course of its first Annual Report to the Council.

2.0 Recommendation

- 2.1 The Committee is requested to note the progress made by the Trust in the first year of trading as an independent charitable trust. It is requested to examine the performance information provided, and suggest ways that members of the committee can work to help ensure that maximum benefits and required outcomes for the residents of Cheshire East are achieved.

3.0 Reasons for Recommendation

- 3.1 As the Council moves towards being a “Commissioning Council” ESAR as one of the Council’s new Alternative Service Delivery Vehicles (ASDVs) is key to the delivery of a range of services and “outcomes” for local residents, in particular Outcome Five “People Live Well & For Longer” and it is important to ensure that these are achieved through the ongoing monitoring of the Contract
- 3.2 Responses and comments from Members will further help strengthen and support the monitoring and challenge process

4.0 Wards Affected

- 4.1 N/A

5.0 Local Ward Members

- 5.1 N/A

**6.0 Policy Implications including - Climate Change
- Health**

- 6.1 As set out in 3.1 above the Trust is expected to be a significant contributor to the Council's "Outcome Five" in support of improving the health of local residents as set out in the Council's Three Year Plan.
- 6.2 The establishment of the Trust is in line with Council's drive to become a "Commissioning Council"

7.0 Financial Implications

- 7.1 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 from CoSocius including ICT services, Oracle and payroll support. The latter was to ensure a smooth transition into the new way of working and continuity of service to users. The Trust will consider in future years if it wishes to continue to buy these services from the company as it does at present or seek an alternative provider. 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, capital improvements and energy provision.
- 7.2 Whilst the Trust is a fully independent organisation it is required by the Charities Commission to submit a full set of accounts which will also be shortly reported to the Council as part of the company's 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.
- 7.3 The annual Management Fee takes into account a number of elements including the success of the previous financial year and the commissioning requirements of the Council for the forthcoming year.

8.0 Legal implications (authorised by the Borough Solicitor)

- 8.1 ESAR currently operates a contract of ten years in length which can be extended for a further five years subject to agreement by both parties. The contract commenced on 1st May 2014 and includes a range of leisure centre leases that also run co-terminus with this timescale.

9.0 Background

- 9.1 In February 2014 Cabinet approved the transfer of the management of a range of services to the new Charitable Trust "Everybody Sport & Recreation". The new Trust was formally established in March 2014 with a Board of eleven including two Cheshire East Council representatives. The Trust is part of the Council's wider drive to become a "Commissioning Council".

- 9.2 The services and staff formally transferred to the Trust on the 1st May 2014. In addition to the leisure and sports development team the management of the following leisure facilities was also transferred –

Alsager Leisure Centre
Barony Park Sports Complex
Congleton Leisure Centre
Crewe Swimming Pool & Fitness Centre
Holmes Chapel Leisure Centre
Knutsford Leisure Centre
Knutsford Leisure Centre
Macclesfield Leisure Centre
Middleswich Leisure Centre
Nantwich Swimming Pool and Fitness Centre
Poynton Leisure Centre
Sandbach Leisure Centre
Shavington Leisure Centre
Sir William Stanier Leisure Centre
Victoria Community Centre – Oakley and Cumberland Arena Crewe
Wilmslow Leisure Centre

Over 750 staff transferred under TUPE and in addition to those from the original leisure service also included a small number of “support service” staff from the Council’s finance and human resources teams. The Trust were also provided with the required accommodation, plant and equipment to continue to operate.

- 9.3 The Contract contains a range of elements to ensure that the Trust provides the services required by the Council. These are set out in a Service Specification Schedule which helps form the basis by which the Council monitors that the Trust is delivering on the outcomes expected by the Council as part of its Resident First approach.

The commissioning and monitoring of these services is undertaken by the Strategic Commissioning team who receive quarterly reports on the Trust’s progress against contractual performance indicators and a general overview of the contract’s performance.

- 9.4 One of the first key tasks for ESAR was the development of its “Business Plan” to determine its long term vision, strategic vision and aims. This has been published by the Trust and is attached at Appendix 1.

- 9.5 Whilst EASR is required as part of the Contract to produce an Annual Report to the Council on its operations for the financial year, it is also required to report on a number of quarterly performance indicators as part of the council’s performance management framework, in particular on active participation at leisure facilities and on the development of volunteering. Those for the first year of operation are attached at Appendix 2.

- 9.7 As part of the monitoring of the Contract, regular meetings are held with ESAR to review progress. An initial review of the Trust was carried out by Members of this Committee last November. In order to help Members see how the Trust has progressed since that time and improved the service for local users a first year Performance Report has been provided, attached at Appendix 3, along with a “50 Best Moments So Far” poster attached as Appendix 4. Peter Hartwell as Chief Executive Officer of the Trust will be in attendance at the meeting to answer any questions in relation to progress being made from the Trust’s perspective.

Appendices –

Appendix 1 – ESAR Business Plan 2014/17 Everybody, providing “Leisure for Life”
Appendix 2 – Annual Performance Monitoring Report
Appendix 3 – Everybody Performance Report 2014/15
Appendix 4 – ESAR 50 Best Moments So Far

10. Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name:	Mark Wheelton
Designation:	Corporate Commissioning Manager - Leisure & Wellbeing
Tel No:	01270 686679
Email:	mark.wheelton@cheshireeast.gov.uk

BUSINESS PLAN 2014/17



providing
'Leisure for Life'

Registered Charity Number: 1156084

'helping people to live well and for longer'

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Introduction

Welcome to the first business plan for our new sport and recreation charity providing leisure services for the Cheshire East area

The purpose of this business plan is to communicate our long term vision and strategic aims, together with the organisational values we hold dear and our key priorities for service delivery over the next three years.

Everybody is a brand new charitable trust which already has a pedigree of success and public service, inherent in our staff, in delivering leisure opportunities to local people.

As we change from being a Council-run service into an independent charity for the public benefit, this legacy gives us a great foundation of skills, expertise and experience on which to build.

Everybody Sport & Recreation is determined to improve services still further and grasp this once-in-a-lifetime opportunity to build a new company geared to help people live well and for longer.

Our over-riding purpose is to provide 'leisure for life'. Of course we will strive to provide a better quality of life and a longer life for everyone, but crucially, we are also seeking to make participation in leisure a habit for a lifetime too.

If we can help achieve that longer-term ambition, alongside our communities and partners, we can be proud to say that we have helped change lives through the power of, and participation in, active recreation.



Andrew Kolker

Chairman (on behalf of the Board
of Trustees)



Peter Hartwell

Chief Executive

Our Vision & Strategic Aims

At Everybody, we don't just believe in getting more people, more active, more often – that goes without saying! In order to make a real impact on the health and social issues affecting our communities, we need to target our efforts and our service offer. Only in this way can we make participation in leisure and recreation an important part of everybody's day to day lives, whatever their ability or need.

Our simple vision of providing 'Leisure for Life' seeks to make participation in any recreational activity an enduring habit from the earliest years to later life, helping people to live well and for longer.

To guide what we do, we have developed five strategic aims, all of which will help us achieve more and be the best we can be.

1
**Grow an
ethical and
sustainable
business**

2
**Provide a
great customer
experience**

3
**Develop our
people to be
the best**

4
**Build strong
communities
and effective
partnerships**

5
**Change
lives through
healthy
recreation**

1. Grow an ethical and sustainable business

The 'Everybody' brand is already well established across the Borough in all 15 leisure centres. We will develop this further by introducing a range of new initiatives or sub-brands to meet customer needs and improve our service offer to the public and our partners.

Over the first year of operation we will ensure the Trust has a sound financial base from which to expand the business and take advantage of new service opportunities, external funding and grant streams in future years.

We will seek, in all of our activities, to be an ethical organisation recognising our role as good stewards of the resources for which we are responsible.

Strong financial management, clear delegations and robust policies on areas such as pricing, investment and reserves will be key to our success, ensuring the Trust is ready to grow the core business and take on new activities in conjunction with our strategic partners where it makes sense to do so.

We will demonstrate our ability to improve services quickly and as a result, be well placed to expand the scope of our offer to managing other complementary leisure and recreation services such as Countryside, Playing Pitches and Parks & Open Spaces.

In addition, we will work closely with Cheshire East Council to maximise the social and financial return on the planned investment in Crewe Lifestyle Centre as well as the future proposals for a new leisure centre in Congleton and the major refurbishment of Macclesfield over the next 3-4 years.



Crewe Lifestyle Centre Artists Impression

2. Provide a great customer experience

All of our funding, whether directly from users or indirectly via the Council's management fee, comes from our residents. At the same time we know from recent surveys that, in spite of the Council's efforts, only around a quarter of Cheshire East residents use their local centre or are regularly active.

More than ever before, Everybody will need to design and deliver services with the growing needs and expectations of customers and non-users in mind. We need to understand our communities better and tailor our offer to match their requirements. It is vital we understand the existing barriers to involvement in leisure activities for individuals and communities, so that we can create the necessary conditions to actively drive increasing participation at every level and at every stage of life.

We will maintain and improve our leisure industry quality accreditation scores (QUEST) for all that we do in our centres and in our communities. We will develop greater choice and improved opportunities for everyone to access and adopt healthier lifestyles.

Our most recent customer survey showed satisfaction to be at 96% overall which is a great start for Everybody. Planned improvements to our booking system, including on-line access and self-service kiosks in the centres, will modernise our relationship with our customers and help us develop a better offer for the future.

We will develop a new comprehensive Customer Charter, geared to ensure residents value the services we offer, staff are focussed on providing a great experience and are trained to a high level of customer service and care.



"We will develop greater choice and improved opportunities for everyone to access and adopt healthier lifestyles"

3. Develop our people to be the best

If we are to provide the best services we can for our customers and communities, we must ensure all our staff have and are able to apply the necessary skills, expertise and behaviours to help them succeed.

Staff development is crucial if we are to empower them to take responsibility and act in the interests of the company and the customer. We will help staff work with new freedoms and flexibilities and in a culture that rewards innovation and creativity whilst managing risks.

We will carry out an initial skills audit to capture the breadth and depth of our existing capacity and ensure we make full use of this potential quickly. We will also put in place an employee development programme across the whole organisation to drive the required cultural change and support staff to operate effectively in their new charitable business environment.

Everybody will support vocational training and build an apprenticeship programme, investing in the future of our business and providing career opportunities and room to grow.

We will ensure the health, safety and welfare of all our employees, customers and volunteers in accordance with our legal obligations and deliver comprehensive training on the new Health & Safety policy and procedures to ensure safety is at the forefront of all that we do.

Everybody has developed a new set of organisational values (see later) and these will be set at the heart of our training and development activity, ensuring practical skills and essential knowledge is complemented by our behaviours to each other, to our communities and partners and, most importantly of all, our customers.

Communication will be key to building the new team ethos and we will provide forums and structures for this throughout the company so that employees and customers at all levels are properly informed and can effectively contribute to our business and plans.



“Everybody will support vocational training and build an apprenticeship programme”

4. Build strong communities and effective partnerships

We recognise that we can have far greater impact on our outcomes when we work closely with partners who share a common purpose. We all face the challenges of limited and sometimes diminishing resources which are often under pressure from competing priorities. However, together we can achieve more when joined up thinking is turned into shared delivery and collaboration.

To achieve this, Everybody Sport and Recreation will review its current partnership arrangements and seek to develop a number of strategic alliances with key partners including Cheshire East Council, NHS and Clinical Commissioning Groups & GP's, Sport England, StreetGames, Housing Associations and local Schools.

In addition, we will continue to work with other agencies to develop new, or strengthen existing, operational relationships that help enhance our capacity to deliver, including Cheshire Constabulary, Cheshire Fire & Rescue Services, local community groups, the voluntary sector, the wider education sector, Sports Governing Bodies and Town & Parish Councils.

We will exploit all opportunities to connect to Local, National and International Campaigns and Events. In particular, the UK is in an unprecedented 'decade of sport' during which world class events will be staged in Britain and we anticipate being involved where these events are in our area. We will also actively seek to bring national and international events, athletes and programmes to our area. We have seen the 2012 Olympic legacy take hold locally and future events bring with them further fantastic opportunities to get more people involved in sport and recreation, at all levels and across all communities. These events include;

2014 Commonwealth Games (Queen's Baton Relay 31/5/14)
2015 Rugby Union World Cup
2019 Cricket World Cup.

Our facilities are an essential part of the communities they serve, with almost 3 million visits per annum by local people. Our joint-use centres in particular have a key role within their areas, bringing together the school and the wider community centred on a shared experience of participating in sport and recreation.

Everybody will seek to work with all local schools, community groups and local Councillors to build on this relationship and ensure all our centres operate at the heart of their community, delivering against local needs.

Through our leisure development work we will support local clubs and help develop a comprehensive network of coaches and volunteers to sustain and grow sport, play and active recreation opportunities within all communities.

In addition, we will directly deliver local programmes and activities such as Street Sports & Street Play and Activ8 in targeted neighbourhoods and with specific user groups based on need and customer preference.

"We will exploit all opportunities to connect to Local, National and International Campaigns and Events"

5. Change lives through healthy recreation

We have all seen how the power of sport and recreation can transform lives, whether this is through actively taking part or simply supporting others to get involved as a coach, volunteer, parent, teacher or friend.

Leisure, sport & recreation builds confidence and self-esteem, develops life skills, strengthens community spirit, improves health & wellbeing, promotes social skills, reduces offending, helps with employment prospects, raises educational standards and inspires everyone to reach their full potential.

No other service is capable of achieving so many positive and sustainable impacts on such a wide-range of social outcomes.

Whilst all this seems to be self-evident, common-sense even, to those involved in leisure every day, Everybody will need to play a leading role in promoting and demonstrating the effectiveness of investment in our services. We will need to reassure service commissioners from client organisations tackling issues such as public health, community safety, economic regeneration and community development that every £ spent getting people active represents excellent value-for-money and delivers real benefits for individuals, communities and society.

Sport & recreation brings people together from all walks of life, of all abilities and across all generations. It is a powerful force for good that we need to harness and deploy to change all our lives for the better.



"Sport & recreation brings people together from all walks of life, of all abilities and across all generations"

Our Values

Fit For The Future

We will give everyone the opportunity to train and enhance their skills by encouraging people to develop themselves and others. Creating and promoting 'careers in leisure'.

Working As One

We will all work to the common goal of providing "Leisure for Life" and support each other in all we do.

Trusted And Honest

We respect and value the input of every person and at all times act with integrity and respect.

In The Service Of Others

We will provide first class facilities and services that are well maintained, inviting and valued by our customers.

Free To Do Our Best

Our culture and business processes will support people to act on their own initiative - with innovation being recognised and rewarded.

Caring For All

We will actively seek to involve everyone in all communities, working in partnership and with a passion for people.

An essential part of establishing Everybody as an independent charity was to develop a new set of organisational values. These six themes have been produced through a series of staff and Trustee workshops and they will guide our actions over the coming months and years ahead.

If we are to succeed in delivering on our mission and strategic aims, we will only do so by working with these values at the heart of all that we do.

Who We Are...

Everybody Sport & Recreation is a company limited by guarantee with charitable status, formed in March 2014 from the transfer of the leisure services portfolio of Cheshire East Council. We are an independent 'not for profit' organisation and re-invest any surpluses into services and facilities.

Everything we do will seek to support our charitable objects, as set out in our Articles of Association and demonstrate a public benefit. Our objects are;

"the provision or assistance in the provision of facilities for recreation or other leisure time occupation in the interest of social welfare such facilities being provided to the public at large save that special facilities may be provided to persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances may have need of special facilities and services" and;

"the promotion and preservation of good health including but not limited to through community participation in healthy recreation"

Everybody is responsible for the day to day management of a range of facilities and leisure development activity through the staff and senior management team. (Appendix A)

Strategic direction is provided by the independently appointed Board of Trustees in accordance with the contract and funding agreement with Cheshire East Council. The Board has ultimate responsibility for the governance of the Trust and supports and challenges the senior management team.

There are 11 Trustees on the Board, all of whom are local volunteers with a wide variety of professional backgrounds from various sectors. They bring a wealth of expertise and experience to help shape and improve our services. (Appendix B)



"We are an independent 'not for profit' organisation and re-invest any surpluses into services and facilities"

What We Do...

The fifteen leisure facilities managed by Everybody Sport and Recreation Trust are the main component of the Trust's wider offer to enhance the health and quality of life of the residents of Cheshire East, as well as those who work in or visit the area. (Appendix C)

With almost 3 million visits each year from all ages and almost 8,000 members across the borough, the leisure centres provide programmes and activities that contribute enormously to the social, educational and economic life of the community and to the physical and mental health and wellbeing of local people.

By providing targeted initiatives in those areas of greatest need, whatever the cause, we will actively seek to reduce health inequalities across the Borough. At the same time, sport and recreation will help tackle anti-social behaviour and assist with town centre regeneration through greater participation, events and activity resulting in increased footfall in our centres.

Involvement in sport and active recreation has the potential to enable everyone to gain access to an avenue of activity and social networks which will remain with them throughout their lives, for some it will lead to performance at the highest level.

Our development programme ensures that pathways and structures are in place to enable people to learn basic skills, participate in an activity of their choice, developing their competencies and reach levels of performance according to their individual aspirations and ability.

Everybody Sport & Recreation will put in place the building blocks and create the right conditions so that sport, play and active recreation can flourish at all levels. Through effective partnerships we will introduce people to active recreation opportunities, teach them the necessary skills and give them the opportunity to participate and enjoy leisure at their own level - whether this is simply playing in a local park with friends, joining in at their local leisure centre or even, representing their country.



"Almost 3 million visits each year from all ages and almost 8,000 members across the borough"

Marketing

It is accepted that greater participation in any leisure, recreational or sporting activity helps improve the quality of life and the health of the individual, as well as tackling broader community issues such as reducing incidences of anti-social behaviour (ASB) and crime.

However, in spite of significant investment over the years, health inequalities remain, starker than ever in some areas of Cheshire East and ASB continues to blight some communities. This does not mean that previous spending has failed to deliver but it does demonstrate that we are not always successfully matching our service offer and prioritising spending to the needs of customers and communities.

The move to a charitable trust will require us to drive innovation in delivery and product development, think differently and act quickly to shape what we do and how we do it to truly meet the needs of local people.

In the first few months after transfer, Everybody will develop a marketing strategy aimed at getting a better understanding of our customers and local residents. This will enable us to target our offer, refine our prices and direct our investment plans to fit the character and distinctiveness of our communities and facilities. Our 'Marketing Mix' will cover;

"Everybody will develop a marketing strategy aimed at getting a better understanding of our customers and local residents"



Product – Through improved external research, trend monitoring, usage analysis and customer feedback, we will ensure that the product is what the customer wants, not what we think they want.

Price – Pricing needs to be competitive and reflect the needs of the communities served by Everybody. The approach to pricing needs to react quickly to competitors or sudden changes in use. Pricing will also be used as a tool to encourage loyalty and more efficient methods of payment such as Direct Debits, memberships and online bookings.

Place – Our facilities and external locations need to be maintained to a high quality with a strong brand presence. Whether our activities are taking place in our own facilities or in a community setting, it should strike the right balance between professional and welcoming. Regular brand audits will be undertaken to ensure that the Everybody brand is being portrayed consistently and that buildings standards are maintained.

Promotion - Everybody will have a major focus on digital marketing from the outset, web use and social media presence (particularly on Facebook) is relatively high in Cheshire East, therefore the website will be the first point of contact for all customer information and communications. The new website uses a responsive design template and will have a large emphasis on online transactions such as bookings.

Social media will play a key part in keeping our customers informed, allowing instant communication with over 10,000 users already subscribed to existing social media channels. Traditional media channels remain important and good working relationships with local and regional media outlets will be maintained and enhanced where necessary. Print will continue where appropriate though it is anticipated that the quantity of traditional printed leaflets, brochures, posters will decrease further.

People – Leisure is a service industry and its success relies on a high quality of service delivered by staff at all levels. It is essential for Everybody to not only have staff who are fully trained but also people who are right for the job. Staff will require detailed product knowledge and an increased focus on retaining existing customers and driving new memberships.

Process – Our processes need to become more customer focussed to allow users to make transactions in a variety of ways without any unnecessary delays, whether dealing with us in person, by phone or online. Online transactions are expected to increase, as are other self-service tools such as kiosks, this increased online use will free up members of staff to deal with customers who need more personal assistance.

Physical Evidence – Everything tangible relating to our services will be smart, professional and correctly branded, whether it's a simple letter, through to a detailed welcome pack or brochure. Facilities will be clean, tidy and well decorated as well as appropriate to the activities taking place.

Everybody has an annual turnover of over £10M, £7.5M of which comes from customer fees and charges. The balance of around £2.5M is the management fee from Cheshire East Council.

We employ over 700 people working across the Borough and support a network of over 400 volunteers. Despite the recent years of recession, leisure income has increased year on year due to improvements in membership offers and capital investment in facilities.

Responsibility for all property costs, including energy and utilities, will remain with the Council for the time being and be reviewed each year.

In addition, Cheshire East Council has plans to invest over £32M in new facilities in Crewe and Congleton and a major refurbishment for Macclesfield over the next 3 to 4 years.

Everybody has a number of financial challenges to face in the short-term including achieving further income growth of 4% in 2014/15 as well as preparing for the future years efficiency target of 3% reduction per annum to the Council's Management Fee.

Whilst the initial scope includes the Leisure Centres and Leisure Development team, Everybody will seek to expand the business from 2015 to include other complementary services such as Countryside and Sports Pitch management in accordance with the original Options Appraisal Report and Business Case agreed by the Council's Cabinet in June 2013.

Everybody will operate in a new financial environment, one which staff are generally unfamiliar with, particularly in regard to charitable accounting and VAT exemptions. As a result it will be necessary to have strong financial controls in place to manage expenditure and monitor performance on income generation.

A new suite of financial, procurement and contract rules will be developed and all appropriate staff will receive the necessary training to equip them for these new demands.

If we are to grow our service offer and target our investment plans and spend, management accounts will be a vital tool to ensure we understand our cost base better and its relationship to income and activity levels.

Financial systems and information will be critical to our day to day business efficiency and longer term success. We will review the current Oracle system during 2015 and ensure we have the correct financial information architecture to support our decision making, reporting requirements and regulatory returns.

We are reliant on earned income, membership fees and the Council's Management Fee to generate working capital and support our investment plans. In order to deliver on planned 'quick wins' and promote growth, we will also consider different sources of finance and borrowing to fund new initiatives and business expansion.

Summary Income & Expenditure



INCOME

	£000	£000
General Fees & Charges	(7,209)	
Grants (within Restricted Funds)	(345)	
Operational Management Fee	(2,139)	
Support Services	(617)	
Total		(10,310)

EXPENDITURE

	£000	£000	£000
Employees:			
- Permanent Staff	5,767		
- Casual Staff	1,640		
- Training	87	7,494	
Transport:		53	
Premises:			
- Business Rates		161	
Supplies & Services:			
- Leasing Payments	157		
- Equipment Purchase and Maintenance	72		
- Chemicals	51		
- Insurances	130		
- Unrecoverable VAT	351		
- Cleaning Supplies	57		
- Sports & Games Equipment	74		
- Stock for Resale	74		
- Hired & Contracted Services	252		
- Other	636	1,849	
Third Party Payments:			
-Reimbursement of Income Collected		31	
Support Services Bought Back		617	
Total			10,210
Contribution to Reserves			(100)

Performance

We will support the Council in the achievement of the following local targets:

- 1% annual rise in adult participation in physical activity, sport and active recreation calculated on attendances.
- 1% annual rise in children and young people aged 16 years and under participating in physical activity, sport and active recreation calculated on attendances.
- 1% annual rise in participation by adults and children with a registered disability in physical activity, sport and active recreation calculated on attendances.
- Annual increase in the number of volunteer hours involved in leisure and wider community support

The baseline performance data will be calculated during the first year of the Trust in 2014-15. We will benchmark our performance with other leisure operators nationally, including the private sector, and working with our Auditors, develop a range of meaningful impact measures for each of our strategic aims.

The recent UKactive survey 'Turning the Tide' found that in Cheshire East around one quarter of the population are failing to achieve just 30 minutes of moderate exercise each week, resulting in 228 premature deaths per year with an annual cost of over £50M to the local authority.

At the same time, the Sport England survey suggests that only a third of local people actively participate in sport and recreation. Whilst initially disappointing statistics, these surveys do suggest there are real opportunities for the Trust to improve this baseline position in the future.



Performance

We will monitor customer satisfaction through the annual survey and ongoing mystery shopper visits and customer feedback. Staff morale will be crucial to our future success and we will look to build on the post-transfer optimism and carry out a staff survey in year one.

Financial performance will be monitored at each facility and for each service or product to ensure continued investment is justified and appropriate services are developed and enhanced.

Everybody will seek to develop an appropriate methodology to analyse the social return on investment and measure the benefits achieved against the broader health and community outcomes we are seeking to impact.

Overall performance will be formally reported to the Trust Board and to Cheshire East Council on a quarterly basis including a comprehensive Annual Report.

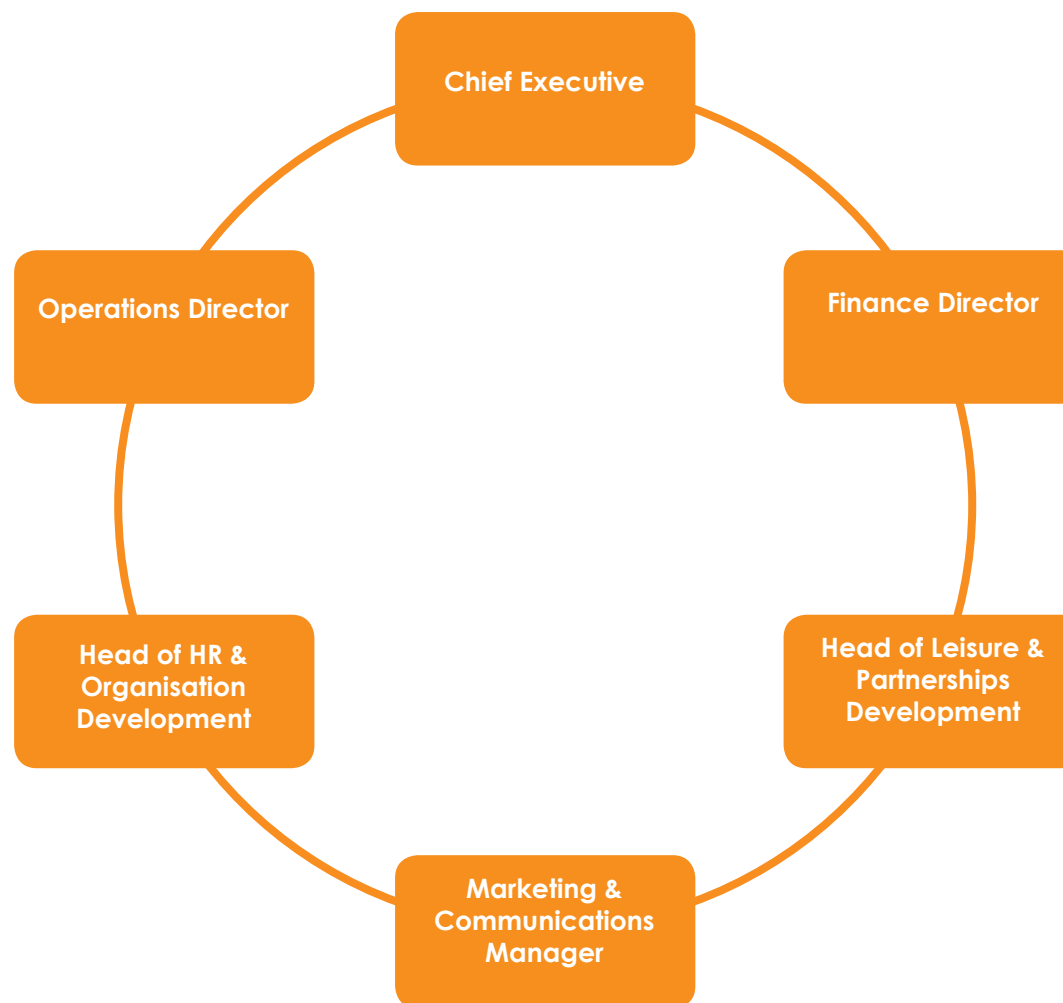
Stories of individual success, activities that have made a difference to local communities and team achievements will be captured and reported alongside the quantitative data to provide a comprehensive view of delivery and impact against our mission and aims.

During our first year of operation we will develop our approach to managing and improving our knowledge base and strengthen our systems and processes, capturing meaningful information that gets to the heart of our performance against the strategic aims and helps us prioritise our actions.

An initial set of base performance measures will be developed in 2014/15 to ensure what we measure accurately reflects the impact of our activities on our overall mission statement. The priority will be to measure the effectiveness of what we do against the broader social outcomes we are seeking to influence. This 'so what?' test will ensure we deliver a real difference to stakeholders and measure what matters most to local people.



Senior Management Team



Trustees and Company Information

Registered office Everybody Sport & Recreation
3rd Floor, 1 Ashley Road,
Altrincham, Cheshire
WA14 2DT

Company Number 8685939

Registered Charity Number 1156084

Bankers Barclays Bank
1, Churchill Place,
London,
E14 5HP

Solicitors BWB
2-6 Cannon Street,
London,
EC4M 6YH

Auditors Appointment underway

The Board of Trustees

Mr Andrew Kolker
(Chairman)
Ms Gill Benning
Mr Phil Bland
Mr Colin Chaytors
Mrs Zoe Davidson

Mr Andy Farr
Mrs Christine Gibbons
Mr Martin Hardy
Mr Harry Korkou
Mr Richard Middlebrook
Vacancy

Chief Executive

Mr P M Hartwell

Company Secretary

Oakwood Corporate
Services
3rd Floor, 1 Ashley Road,
Altrincham,
Cheshire
WA14 2DT

List of Leisure Facilities

The following list details the leisure facilities managed by Everybody Sport & Recreation:

- Alsager Leisure Centre
- Barony Park Sports Complex
- Congleton Leisure Centre
- Crewe Swimming Pool and Fitness Centre.
- Holmes Chapel Leisure Centre
- Knutsford Leisure Centre
- Macclesfield Leisure Centre
- Middlewich Leisure Centre
- Nantwich Swimming Pool and Fitness Centre
- Poynton Leisure Centre
- Sandbach Leisure Centre
- Shavington Leisure Centre
- Sir William Stanier Leisure Centre
- Victoria Community Centre – Oakley & Cumberland Arena
- Wilmslow Leisure Centre

In addition, with the planned £32M capital investment over the next three years by Cheshire East Council for Crewe, Congleton and Macclesfield, Everybody Sport & Recreation will manage the new facilities in those towns once they are completed.



“Almost 3 million visits each year from all ages and almost 8,000 members across the borough”

Delivery Plans 2014 -16

Strategic Aim 1: Grow an ethical and sustainable business

Delivery Plan Ref No:	Key Description	Timescale (Lead)
1.1	Investigate and maximise external funding opportunities, which are aligned to our strategic aims and directly benefit our communities & customer demands.	Ongoing (JW / GB)
1.2	Work with CEBC to secure the planned 'Phase 2' expansion of the business to include Countryside services, PRow and Playing Pitches.	Oct 2014 (PH)
1.3	Undertake a fundamental 'product review' of everything we currently deliver in order to devise a product led & customer driven improved offer.	Dec 2014 (GB)
1.4	Develop an investment strategy for all facilities – to complement the Local Authorities capital investment in key facilities and takes advantage of developer contributions. Produce a programme of local improvements and quick wins for the whole Trust estate.	March 2015 (PH / FD / OD)
1.5	Develop a comprehensive suite of organisational strategies, policies & business systems to enhance & shape the leisure offer and to help support the organisational culture.	July 2015 (FD / TB)
1.6	Undertake and demonstrate social return on investment (SRI) analysis for all key products and services.	Sept 2015 (FD / GB)
1.7	Build our organisational infrastructure and capability - to enable the scope of our services to be increased and establish the foundation for future growth.	Oct 2015 TB / FD

Appendix D

Strategic Aim 2: Provide a great customer experience

Delivery Plan Ref No:	Key Description	Timescale (Lead)
2.1	Maintain and wherever possible, increase our quality accreditation (QUEST) for all sites and services delivered, including achieving Inclusive Fitness Initiative where appropriate.	Ongoing (OD)
2.2	Develop a modern customer charter that reflects how customers wish to communicate with us - seeking to achieve 100% compliance on all response standards and enhance wider engagement.	Sept 2014 (JW)
2.3	Implement a targeted and community/market-led pricing policy which seeks to maximise participation and respond to emerging competition.	Sept 2014 (GB / JW)
2.4	Research all market segments and local community needs to help develop a tailored customer offer(s) for everyone at every age.	Oct 2014 (JW)
2.5	Develop a flexible marketing & communications strategy, optimising all technological & innovative solutions as well as exploiting traditional channels.	Dec 2014 (JW)
2.6	Develop a Members Retention and Management Plan (including customer loyalty proposals) to look after and grow our membership, reducing the current annual membership turnover of 40%.	March 2015 (JW)
2.7	Continue to develop the Xn Booking System, exploiting on-line functionality and reception based self-service kiosks to improve the customer experience and increase opening hours.	March 2015 (JW / OD)

Appendix D

Strategic Aim 3: Develop our people to be the best

Delivery Plan Ref No:	Key Description	Timescale (Lead)
3.1	Develop our Volunteer programme to increase development opportunities in order to support the delivery of clubs, organisations and community groups, along with our full product offer.	Ongoing (GB / TB)
3.2	Create a working environment which promotes the health, safety and wellbeing of all our people.	Ongoing (TB/PH/OD)
3.3	Develop a People Strategy which drives organisational change and shapes our new valued-driven culture - engaging with 'all' people representing the Trust.	Oct 2014 (TB/PH)
3.4	Implement a modern and flexible pay & reward scheme, which recognises high performance and key contribution from all teams and individuals.	Dec 2014 (TB)
3.5	Become a Learning Organisation by creating learning and development opportunities for all our people and enable our teams to gain skills & share our best practice delivery to the community and partner organisations.	Sept 2015 (TB / GB)
3.6	Develop a 'leisure academy' by supporting a range of opportunities within our communities for employment, apprenticeship/work placement, training and continuous professional development.	Oct 2015 (TB)
3.7	Be an employer of choice within our local labour markets and a leading employer within the industry & sector – attracting and retaining the best people.	March 2016 (TB)

Strategic Aim 4: Build strong communities and effective partnerships

Delivery Plan Ref No:	Key Description	Timescale (Lead)
4.1	Provide advice and expertise to clubs, organisations and community groups to access funding opportunities in order to develop their existing and new facilities/services.	Ongoing (GB)
4.2	Develop the offer of high profile national sport and health campaigns as a key tool to connect with our local communities.	Ongoing (GB / OD)
4.3	Deliver local programmes and activities in targeted neighbourhoods and with specific user groups based on need customer preference.	Ongoing (GB)
4.4	Build effective relationships with schools to enhance the educational and community offer of sport and recreation and help manage the transition from the existing Joint-Use Agreements with CEBC.	Dec 2014 (PH/GB/OD)
4.5	Identify and develop our new partnership network locally, regionally and nationally across all sectors.	Dec 2014 (GB / OD)
4.6	Undertake a full partnership review to ensure cost effectiveness and strategic / local relevance to delivering our Strategic Aims	Feb 2015 (PH / GB)
4.7	Place our facilities at the heart of the local community to work with the local authority and partner organisations to develop valued community 'hubs' and services, working with CEBC where appropriate.	March 2016 (GB)

Strategic Aim 5: Change lives through healthy recreation

Delivery Plan Ref No:	Key Description	Timescale (Lead)
5.1	Make a key contribution to 'social behavioural change' in our communities by engaging people in sport and recreational activities and achieve a sustainable impact on a range of social outcomes.	Ongoing (OD/GB)
5.2	Identify and support talented athletes to maximise their development and help achieve their optimum goals through appropriate pathways.	Ongoing (GB)
5.3	Develop 'lifestyle' offer with CEBC Adult Social Care team to vulnerable and disabled customers, ensuring safeguarding responsibilities are fully implemented.	Ongoing (OD)
5.4	Work with CEBC Children & Families Service to develop a funded package of services to help fulfil their 'Corporate Parenting' responsibilities and improve their participation in a range of leisure and recreational activities for Cared for Children.	Sept 2014 (GB)
5.5	Integrate the proposed transfer of further recreational services, including Countryside and PRow, with existing Leisure Centre services to provide a holistic, varied leisure offer to residents and visitors.	March 2015 (PH)
5.6	Develop and manage a tailored programme of activities – targeting those who are inactive (circa 25% of population) or do not currently benefit from participation in sport & recreation.	Sept 2015 (GB / OD)
5.7	Identify, recognise and promote the achievements of individuals who make a positive difference to people's lives and/or inspire others to do so through sport & recreation.	Annually (JW/GB)

**Everybody Sport and Recreation
Quarterly Monitoring Report
2014/15
Quarters 1, 2, 3 & 4 - 1st April 2014 to 31st March 2015**



Content:

- Customer Complaints & Feedback Summary
- Major Accidents Report
- Membership & Utilisation Data
- Key Participation & Performance Update
- Leisure Development
- Participation - Health and Wellbeing
- Bikeability Programme

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Everybody Sport & Recreation



PERFORMANCE REPORT 2014-15

 **everybody**

providing
'Leisure for Life'

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Chief Executives Report

Welcome to our first Annual Performance Report, looking back on our achievements and successes during 2014-15.

On the 1st May 2014, we established Everybody Sport & Recreation in an atmosphere of hope, anticipation and a strong belief that, given the right working environment, we could deliver so much more to our customers. At the same time we were all understandably apprehensive about leaving behind the 'safety net' of the local authority and becoming an independent charitable company.

Any new business has its challenges, especially in its first year of operation, but we have come through everything we have faced and helped make a real difference to the lives of local residents.

I hope to demonstrate the impact we have already had later in this report but for me, this year was about making the break from local authority control, establishing a new culture based on new values, unlocking the potential of our staff's skills & rewarding their expertise. In short, we have laid the foundations for a strong, customer-focussed, charitable business.

2014-15 was a year of significant change and development, a time when all staff responded magnificently to the challenges facing them. There can be no doubt they have positioned us well for the future – operationally, culturally and financially. Time and again this year I have been both proud and humbled by the attitude and response of staff to the changes we have had to make in pursuit of creating our new organisation.



Since transfer we have already saved over £1.65M per annum, protecting local centres as well as allowing major investment in brand new facilities across the borough. At the same time we have spent over £200k on new equipment and facilities in Knutsford, Wilmslow, Alsager and Shavington centres.

We have welcomed over 2.7M customer visits and increased our memberships by over 1,000. Our volunteers have been fantastic throughout the year and we have seen their hours spent supporting us increase to a record 7,200 following the hugely successful Queen's Commonwealth Baton Relay event in Congleton.

We have begun the development of a new working relationship with our key partners of Schools, Clubs and Town & Parish Councils that will help ensure our services continue to operate at the heart of their community, delivering against local need.

"The further back we look, the further forward we can see" – so said Winston Churchill. As I reflect on our first year, filled with fantastic sporting activities and inspirational customer achievements, I can see an exciting future ahead for all of us.

Our plans for 2015-16 can be summarised as 'Investment & Opportunity'. With confidence now in our finances, we will accelerate our spending plans, introduce innovative new services and create more chances for people to change their lives through participation in active recreation.

We will develop our culture, building an ever-stronger team spirit geared to delivering better services to our customers. We will invest in new products and facilities supported by further training and learning opportunities for staff. Crucially we will create more jobs and apprenticeships in leisure, continuing the recruitment successes and employment growth of our first year.

I am grateful to all our staff for their dedication, loyalty and hard work in making our first year such an overwhelming success. We have done well and thankfully there is always more to do. I look forward to working alongside you in the years to come.

I would like to recognise the work of our Trustees too. They have all freely given so much of their time, experience, skills and expertise to support me and guide our charity. Importantly their challenge and direction to the senior management team has been largely responsible for the wonderful position we now find ourselves in.

Finally, I want to say a big thank you to our customers and members – without you we cannot and will not succeed. We exist to serve you and I hope you have already benefited from our early improvements and investment. Together we can do so much in your communities to improve health & wellbeing and provide 'leisure for life'.



It has been an exciting, busy and rewarding first year – best of all we have only just started.

Best wishes

Peter Hartwell

Chief Executive 31st May 2015

Who we are...

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There are 11 Trustees on the Board, all of whom are local volunteers with a wide variety of professional backgrounds from various sectors. They bring a wealth of expertise and experience to help shape and improve our services.

At Everybody, we don't just believe in getting more people, more active, more often – that goes without saying! In order to make a real impact on the health and social issues affecting our communities, we need to target our efforts and our service offer. Only in this way can we make participation in leisure and recreation an important part of everybody's day to day lives, whatever their ability or need.



Who we are...

Our simple vision of providing 'Leisure for Life' seeks to make participation in any activity an enduring habit from the earliest years to later life, helping people to live well and for longer.

An essential part of establishing Everybody as an independent charity was to develop a new set of organisational values. These six themes have been produced through a series of staff and Trustee workshops and they will guide our actions in the years ahead.

If we are to succeed in delivering on our mission and strategic aims, we will only do so by working with these values at the heart of all that we do.



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The fifteen leisure facilities managed by Everybody Sport and Recreation Trust, on behalf of Cheshire East Council, are the main component of the Trust's wider offer to enhance the health and quality of life of the residents of Cheshire East, as well as those who work in or visit the area.

With almost 3 million visits each year from all ages and now over 9,000 members across the borough, the leisure centres provide programmes and activities that contribute enormously to the social, educational and economic life of the community and to the physical and mental health and wellbeing of local people. By providing targeted initiatives in those areas of greatest need, whatever the cause, we will actively seek to reduce health inequalities across the Borough. At the same time, sport and recreation will help tackle anti-social behaviour and assist with town centre regeneration through greater participation, events and activity resulting in increased footfall in our centres.

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What we do...

So What Have We Done?

1. Grow an ethical and sustainable business

Our first year has proved very successful financially despite the inevitable one-off costs for any new business in building a new website, re-branding where necessary and setting up new systems and procedures. We set out to ensure the Trust has a sound financial base from which to expand and invest and we have achieved a good surplus. This will be re-invested in our services in accordance with our business ethos and our Reserves Policy. In addition, after detailed negotiations with CEBC, we have secured a fair and reasonable settlement for 2015-16, equally sharing the current cost pressures and accounting 'errors' in the original fee level.

Crucially we have delivered on our savings target and achieved over £1.65M of annual savings – equating to almost £25M over the life of our contract. This saving has helped keep front-line centres open for business and fund new facilities at a time when many Councils are facing difficult decisions on spending priorities.

Even with the initial uncertainties of our budgets, we have invested early with over £200,000 being spent on new equipment, gym / studio refurbishments at a number of our centres and equally importantly, the training & development of our staff.

Our early plans for expansion centred on the 'Phase 2' transfer of Countryside Services from the Council. Whilst we anticipated further savings and service improvements from this, the Council decided to move this service internally to their Visitor Economy team. Whilst this was disappointing we still intend to work closely with them to exploit the obvious synergies of indoor and outdoor sport and recreation.

We have continued to play a key role in the Council's major investment plans for both Crewe Lifestyle and Congleton Leisure Centres, helping with the design and operational requirements to optimise the social and financial return on this significant investment. These projects are now well underway and will provide much improved services and facilities for leisure and for the future regeneration of these towns.

<<Case Studies>>

OVER 40 NEW CAREERS IN LEISURE

Since the launch of the Trust in May 2014, Everybody has been able to recruit over 80 new roles in leisure from cleaners, receptionist, lifeguards and managers. The recruitment drive is continuing in 2015 as the trust aims to create more permanent roles in the leisure industry, relying less on casual staff.

1000 NEW EVERYBODY MEMBERS!

We have welcomed 1000 new members since the launch of the Trust. Thank you all for choosing us and we look forward to helping you all achieve your health and fitness goals!

PLANNED £4M INVESTMENT IN MACCLESFIELD LEISURE CENTRE

We have also helped Cheshire East Borough Council put together their business case for the planned £4M investment at Macclesfield LC from 2016-17.



2. Provide a great customer experience

Like any business, our customers are our lifeblood. Without satisfied customers we will fail and services will be put at risk. We have maintained and in some cases improved our leisure industry quality accreditation (QUEST) scores for all centres and with Health & Safety remaining our top priority, I am pleased to see a significant reduction of %%% in accidents for both customers and staff. There is no room for complacency and we will continue to invest and prioritise health & safety for all.

We carried out a detailed customer survey in our centres and for the first time, made this available on-line. This more than doubled the responses we had received in previous years and established our 'baseline' performance at an overall 80% satisfaction. Importantly, it identified key strengths we want to build upon as well as areas we must improve such as the provision of catering and refreshments, cleanliness and maintenance standards.

Our staff scored almost 9/10 for their friendliness and knowledge and we have sought to develop that good relationship with our visitors by delivering formal customer service training for all staff and in a number of centres, improved the look and feel of our reception desks and areas. By simply removing the glass partitions between staff and their customers we can say welcome more effectively.

We have increased opening hours at a number of centres where customers told us they would like to visit us earlier in the day and invested in our outdoor brine pool at Nantwich to open a month earlier than before. These facilities belong to our communities and we have worked hard to ensure we maximise access to them.

To better understand the needs of our customers and then direct our resources to meet them, we carried out extensive market research and analysis. From this we have prepared our first Marketing Strategy which will be vital in re-shaping our services and offer to maximise participation and enjoyment for everyone, whatever their age or ability.

I am delighted that, as a result of the savings we have made and having been able to operate more efficiently as an independent charity, we have once again been able to hold all our prices for the second year running at the level set by CEBC in 2013. Price cannot be a barrier to improved health and we must ensure access to leisure and recreation for all.



<<Case Studies>>

TRIATHLON SEASON

Everybody saw some fantastic triathlon and duathlon events during 2014 in Macclesfield, Wilmslow, Nantwich Outdoor Pool and Poynton.

HEART SAFE GYM OF THE YEAR SHORTLIST

In the last 12 months we have trained over 250 of our staff from lifeguards to managers ensuring they are all trained to use the AED's (defibrillators) during opening hours. Due to this we were nominated for Heart Safe Gym of the Year and made it to the final shortlist.

WILMSLOW GETS NEW SPIN BIKES

Wilmslow now have a suite of new spin bikes (Matrix ic3) in the fitness suite with two of them hooked up to the Matrix myride. This enables you to do a virtual instructor led or custom made session without an instructor

NEW ALSAGER GYM OPENING

Alsager has been refitted with a brand new fitness suite, comprising of top of the range equipment. The suite now has brand new Matrix CV and Resistance Training equipment including the sought after Elliptical trained that works the whole body! The official opening was in January with special guests including Olympic Freestyle Skier Rowan Cheshire and Swimming Athlete Olivia Cork!

INCREASED CENTRE OPENING

Due to customer feedback Everybody made the decision to increase opening hours of the leisure centres during the Christmas Holiday and Bank Holiday Seasons. Wilmslow Leisure Centre even opened on Boxing Day welcoming customers who wanted to burn off their turkey dinners in the gym and pool!

ZERO TO HERO PARTNERSHIPS

Everybody has collaborated with fitness event organisers across the UK to launch exclusive member benefits including discounts and merchandise. Members who signed up to the Everybody Challenge can now go from Zero to Hero by taking their training to the next level and committing to take part in events such as Born Survivor, Hell Runner and the UKTriathlon Series. Everybody is also using the #TeamEverybody challenges to raise money for the British Heart Foundation.



SHAVINGTON'S NEW FUNCTIONAL TRAINING RIG

Shavington's gym has recently been improved with the addition of a new functional rig. It is designed with a number of pull bars as part of its framework with separate attachments, TRX Suspension and a punch bag to work a variety of muscles groups.

HOLMES CHAPEL 3G PITCH OPENING

Former England international footballer Dean Ashton opened Holmes Chapel's new 3G pitch on 11th February. Everybody is working with Holmes Chapel Comprehensive School to manage bookings for football tournaments, walking football, junior coaching, girls football and more!

FREE PARKING FOR NANTWICH POOL CUSTOMERS

From 1st May Everybody customers will benefit from up to two hours free parking when using the facilities at Nantwich Pool. This is as a result of a recent customer survey and following the support of Cllr David Marren.

STUDIO IMPROVEMENTS IN KNUTSFORD

The 'Attic' Room was refurbished earlier in the year creating a fantastic new fitness studio for a range of classes.

EARLY MORNING OPENING FOR MACCLESFIELD & WILMSLOW CENTRES

Due to customer demand both these centres are now open much earlier in the morning for anyone looking to exercise before their journey to work!

NANTWICH POOL OPENS EARLY FOR SUMMER

Nantwich Brine Pool has been opened a month earlier than in previous years following customer feedback in 2014. Our early investment to get it ready sooner recognises it is an important destination facility for visitors and we are proud it has been named one of Britain's best outdoor pools by the Daily Telegraph.



3. Develop our people to be the best

Staff development is absolutely vital if we are to empower them to act in the best interests of our charity and our customers, day-to-day.

Building a new culture, true to our new values, has been a key aim for our first year. We set out to emancipate staff from the bureaucracy and centralised control of a local authority environment, allowing them the freedoms and flexibility to respond to customers' needs and look to improve services every day.

Our hugely successful volunteer programme continues to go from strength to strength and this year we saw our very own Daniel Massey win the National Volunteers Volunteer of the Year Awards.

We set out to reduce our reliance on and use of 'casual' contractual arrangements for staff and in doing so we have created over 80 permanent jobs across the business. This gives staff the security they need in their lives as well as securing the necessary staffing resources we need to plan and deliver our services.

We have reorganised our management structures, saving over £125,000 per annum whilst at the same time investing in operational centre teams, our outreach service and marketing activity. All geared to develop and improve our service offer to customers and communities.

It is testament to the morale and calibre of our staff that, in order to achieve a saving of £350,000 per annum required by CEBC, they individually agreed to give up their previous entitlement to weekend pay enhancements enjoyed under Local Government Terms & Conditions. They did this knowing that it was essential to the future commercial viability of the Trust and I am indebted to them for their commitment to and support for the services we provide to local people.

<<Case Studies>>

UK VOLUNTEER OF THE YEAR WINNER

Daniel Masser's story of bravery, dedication and determination was rewarded with the North West Winner and Volunteer's Volunteer Award, as voted for by fellow volunteers from all around the country, at The Co-operative Street Games Young Volunteers awards.

LIFEGUARD TRIATHLON WINNER

A record number of lifeguards took part in the 9th annual CIMSPA & IQL UK lifeguard triathlon. 981 lifeguards from 58 pools across the UK competed and our very own Adam Frost was crowned overall winner with a perfect 100% score!



EMPLOYEE OF THE YEAR

Hilary Pemberton was awarded Employee of the Year after making an exceptional contribution to the new organisation at Macclesfield Leisure Centre consistently going above and beyond in her role as Duty Manager. She was voted for by customers, colleagues and her manager.

APPRENTICESHIP SCHEME LAUNCH

From 1st May, Everybody is providing 10 apprenticeship opportunities to gain first hand experience of a number of areas within the leisure trust. Opportunities include Leisure Operations, Leisure Development and Business Support.

NATIONAL CAREERS WEEK JOB SWAP

Members of staff from different areas of the business took part in a job shadow day to find out more about their colleagues. CEO Peter Hartwell took part swapping his suit for swimming shorts and helping swimming teachers with their lesson!



4. Build strong communities and effective partnerships

We got off to the very best of starts in engaging the community at the Queen's Commonwealth Baton Relay event in Congleton. With over 10,000 people attending we rekindled the local legacy of the Olympic Torch Relay in 2012. As a result we have seen a record year for volunteering.

We have worked with CEBC and Schools to assist the transition from the historical 'joint-use agreements' for some of our centres to broker a new arrangement that continues to support schools to deliver their curriculum whilst improving community access to these leisure facilities on a daily basis.

Our 'Bikeability' Scheme has trained over 6,000 Years 3 & 4 schoolchildren – over 700 more than the DfT-funded target.

<<Case Studies>>

CONGLETON QUEENS BATON RELAY
THOUSANDS of cheering families welcomed the Queen's Commonwealth Baton Relay to Congleton.

They flocked to enjoy a community event marking a milestone in the town's history as the only non-city in England selected to host the baton on its epic journey to Glasgow.

Everybody Leisure staff staged a wide range of sport-related activities to encourage a healthy lifestyle with families enjoying taster sessions at Congleton Leisure Centre and fun sport in the park.

SUMMER HOLIDAY PROGRAMME

Every year our centres create a fun-filled programme of activities for families during the summer holidays. In 2014 the leisure development team included a day-long street sports tournament at the Cumberland Arena which saw 7 a-side teams compete to be 'Street Sports Champions' for 2014 with ages ranging from 8 to 16 years and 16 to 25 years. The programme also included Sandbach Leisure Centre supporting the National Play Day in the town park hosting sports themed activities for both children and adults including the step challenge and football goal challenge.



NATIONAL TABLE TENNIS TOURNAMENT

The Special Olympics GB 2014 National Table Tennis Tournament returned to its regular home at Sir William Stanier Leisure Centre in Crewe on 10– 11 May. The annual event, organised by the South Cheshire Special Needs Table Tennis Club for the last twenty years, saw players from all over Britain take part with the Crewe-based club winning over thirty of the medals available.

EVERYBODY THEATRE'S FIRST SELL OUT PANTOMIME

For one night only Alsager Leisure Centre transformed the Sports Hall into a theatre and hosted its first ever pantomime 'Cinderella'. Oh no you didn't, oh yes we did! The night was a resounding success with over 200 tickets sold to families of all ages. We would love to hear more ideas of how our sports halls can be transformed!

RUNNING CLUBS IN NANTWICH, CREWE AND POYNTON LAUNCHED

Run leaders in locations across Cheshire East have launched a number of running clubs to help Everybody customers start on their fitness journey. Whether a complete beginner or training for an event the running clubs cater for all and are welcoming more members to join throughout the year.

RECORD YEAR FOR VOLUNTEERING

Our Volunteer scheme saw a record year with over 7,200 hours of volunteering. Our volunteers are vital in delivering coaching, playschemes and supporting with events and activities throughout Cheshire East.

6000 CHILDREN TRAINED WITH BIKEABILITY

Bikeability scheme over achieved with over 6000 Years 3 & 4 children trained (DfT funded 5300 spaces)



5. Change lives through healthy recreation

There are so many individual, team, club and community stories that demonstrate the power of sport and recreation in tackling so many of our society's challenges, we have space to tell just a few of them here. In truth, such personal and public triumphs are the real measures of our success and, in my view, are themselves worth the investment in leisure services alone.

Our first brand new product – 'Everybody Healthy' sought to take on a wide-range of health determinants including smoking, obesity and inactivity with participants being referred by their GP or by themselves to work on a one-to-one basis with our qualified Health Trainers. Recent independent evaluation of the scheme by MMU concluded "the Everybody Healthy pilot indicates a positive impact on meaningful outcomes.....and every attempt should be made to ensure its continuance" This we will do, developing the offer further and expanding its availability across the Borough through our network of facilities.

Our Awards Evening celebrated the achievements of Cheshire East residents during 2014 and, in many cases, over a lifetime of dedication, to sport and recreation in their communities and clubs. Again, we will build on this Awards Evening success and get bigger and better in the years to come, recognising more people for their often unsung efforts.

<<Case Studies>>

CREWE POOL 100 MILE CYCLE CHALLENGE

A team from Crewe Pool took part in the 100 mile challenge to raise money for cancer. The challenge included climbing Snowdon (8miles), biking back to Crewe (90miles) and swimming 108 lengths (2 miles) – all in one day. Thanks to everyone's generosity they managed to raise £3,011.90!

EVERYBODY HEALTHY PILOT LAUNCHED

Everybody in partnership with Cheshire East Council Health Improvement Team is piloting a new lifestyle programme in Crewe and Nantwich targeting those who are overweight, who smoke, are inactive or have mental health issues. Health Trainers work on a one-to-one basis providing specialist fitness, nutrition and lifestyle advice.

EVERYBODY AWARDS

On 20th November 2014 the Everybody Awards were held at Cranage Hall, Cheshire where inspiring volunteers, sporting clubs, and individuals from the region gathered to be recognised for their achievements and helping change lives through healthy recreation.



EVERYBODY CHALLENGE SIGN UPS!

It only takes 30 minutes of exercise five times per week to change your life. 100's of our Everybody customers and sporting stars signed up to the Everybody Challenge in 2014-15 to pledge to get more active and are now taking on phase two – Zero to Hero event challenges!

STUART LOSES 9 STONE

Stuart has been coming to Nantwich Pool for a couple of years and when he first started to lose weight he was 24 stone 8lbs. He recently set himself a target to lose as much weight as he could in 6 months. By taking on the Everybody Challenge he has been able to lose an incredible 9 stone.

ED AN INSPIRATION TO MS SUFFERERS

Ed Weenski from Wilmslow has been a true inspiration not only to other MS sufferers but to anyone who has given all the excuses they could think of to avoid exercising, Ed is in a wheelchair because he has primary progressive multiple sclerosis, primary progressive meaning it gets worse as he gets older affecting his lower body more than anything else. Going to the gym at Wilmslow Leisure Centre has turned his life around, helping him battle depression, get fit and keep his body strong.

Ed is now a member of the MS Society in Macclesfield regularly attending to inspire others, socialise and take part in the new activity hub.

ANDREW ASPIRE CHALLENGE

When Andrew was just a young boy he ran out in front of a car to fetch his football. Andrew suffered severe spinal cord injury's and has been in a wheelchair ever since.

He took on the Aspire Channel Swim Challenge at Wilmslow Leisure Centre to raise funds for people with spinal cord injury. That's swimming 22 miles in 12 weeks at his local leisure centre pool!

JULIAN TAME RETURNS BACK TO WORK

Julian Tame, last year suffered a heart attack which meant he could no longer work. He desperately needed to get himself fit and healthy so he decided to take on the Everybody Challenge at Wilmslow Leisure Centre by joining the Active Hearts rehab group.

One year later and Julian is now not only back to work but cycling there too in all weather conditions!



LOCAL ATHLETES OLIVIA CORK & ROWAN CHESHIRE JOIN APA PROGRAMME

After losing her leg to bone cancer at 14, Olivia is now making great achievements in her swimming and competing at international level this year. Rowan Cheshire is a British freestyle skier currently training to compete in the 2015 winter games. Both athletes are now part of the Athlete Performance Academy which is designed to support individuals who are training and competing in sport at regional, national and international level.



WALKING FOOTBALL A HIT!

Walking Football is proving to be ever-more popular at our sites including the Barony Sports Complex and Macclesfield Leisure Centre helping the over 50's get back into the game. A great way to socialise and keep active!

BILL JOHNSON WALKS AGAIN

In 2009 Bill had an accident, where a tree fell on his legs, taking two inches out of the top of his left leg; resulting in a major soft tissue injury to upper left leg and DVT to lower left leg, plus a damaged sciatic nerve to the right leg. He came in to Macclesfield Leisure Centre on two sticks and bent double, he could hardly walk. The fitness staff took the time to help Bill get fit and now in October 2014 he can walk without sticks, he can climb stairs and has lost 4 stone in weight!



PATRICIA CAN NOW HAVE A FAMILY LIFE

Joining Macclesfield Leisure Centre has opened up a new lease of life for Patricia, radio presenter at Canalside Radio. She always wanted to join the gym and used to peer through the doors, she had a fear of joining the gym.

After an illness she suffered a lot of problems and needed to do something to kick start back up again. She is now able to play with her 8 year old granddaughter which was her main goal!

WINNER LIFETIME MEMBERSHIP

Robert Evans from Alsager was crowned winner of the Everybody Challenge prize draw winning a lifetime membership with Everybody. Picked at random Robert is now utilising the gym and pool to train for his first triathlon at Nantwich on 31st May. He has even taken up adult swimming lessons to perfect his technique.



Finance

Finance

Ino or Exp	Exp Category 1	Exp Category 2	Full Year Budget £	YTD Budget £	YTD Act
Incoming Resources					
	Customer and Client Receipts				
		Fees and Charges	6,390,098	6,390,098	6,24
		Rents	178,591	178,591	12
		Sales	106,660	106,660	26
	Customer and Client Receipts Total		6,675,349	6,675,349	6,62
	Other Grants, Reimbs and Contribs				
		-	2,820,774	2,820,774	3,15
	Other Grants, Reimbs and Contribs Total		2,820,774	2,820,774	3,15
Incoming Resources Total			9,496,123	9,496,123	9,78
Resources Expended					
	Employee Expenses				
		-	6,877,170	6,877,170	6,87
	Employee Expenses Total		6,877,170	6,877,170	6,87
	Premises				
		Business Rates	147,423	147,423	14
		Insurances	4,315	4,315	
		Repairs	0	0	
		Room Hire	0	0	
	Premises Total		151,738	151,738	15
	Supplies and Services				
		Catering	31,168	31,168	3
		Clothing, Uniforms and Laundry	14,430	14,430	3
		Communications and Computing	65,120	65,120	7
		Contributions to Provisions	50,000	50,000	
		Employee Expenses	327	327	
		Equipment, Furniture and Materials	559,333	559,333	63
		Grants and Subscriptions	632	632	
		Insurances	117,162	117,162	11
		Miscellaneous Exps	441,157	441,157	25
		Printing, Stationery and Office Exps	23,768	23,768	2
		Services	1,061,435	1,061,435	1,26
		Accounting Adjustments	0	0	
	Supplies and Services Total		2,284,532	2,284,532	2,44
	Third Party Payments				
		Other Authorities	28,854	28,854	3
	Third Party Payments Total		28,854	28,854	3
	Transport				
		Contract Hire and Operating Leases	4,663	4,663	
		Direct Transport Costs	4,350	4,350	
		Public Transport	1,465	1,465	
		Transport Insurance	223	223	
		Vehicle Allowances	43,128	43,128	4
	Transport Total		53,829	53,829	5
Resources Expended Total			9,396,123	9,396,123	9,56
Grand Total			100,000	100,000	22

Key Performance Indicators			
Membership		No.	No.
Total Sales Year to Date			
Corporate	805		
Annual DD	3,598		
Month to Month DD	2,011		
Annual Cash	688	7,102	
Net Gain Year to Date (total sales less cancellations)			1,034
Total Live Memberships (Period End)			
Corporate	1,360		
Annual DD	5,517		
Month to Month DD	1,483		
Annual Cash	657	9,017	
Leisure Development		Memberships	Attendances
Cared for Children	354	1,661	
Athlete Performance Academy	124	2,052	
Exercise Referral Schemes	301	5,796	
Disabled Users	650	11,815	
Bikeability - Young People Trained		6,094	
Participation		Target	Actual
Total Attendance			2,707,702
Adult			1,091,516
16ys & under			954,504
60 Years +			121,718
Other			539,964
Customer Survey 2014 - Overall Responses			
Ave Score (1=V Poor; 10=Excellent)			
NPS	29	Staff:	
Overall Satisfaction	7.94	Friendliness	8.81
General Cleanliness	7.87	Knowledge	8.62
Value for Money	8.20	Politeness	8.87
Disruption to Service			
Total Hours Lost		853.75	
Estimated Loss of Income		£4,052.30	
Volunteer Hours			
Target		6,046	
Actual		7,266	

HAPPY BIRTHDAY EVERYBODY!

2014-15 has been a fantastic year for Everybody Leisure, with our new Trust forming on the 1st May, new members of staff joining us and of course a year filled with sporting activities, events and inspirational customer achievements.

Let's all take a trip down memory lane and look back on a great year with our 50 best moments so far...

1. NEW EVERYBODY TRUST LAUNCHED
After months of hard work by the Everybody Team and Cheshire East Council, we were very pleased to announce the launch of our new leisure trust.

14. LIFEHARD TRIATHLON WINNER
A record number of lifehards took part in the 5th annual CHESAIRE TRIATHLON. 78 lifehards from 58 pools across the UK completed and our very own Adam Frost was crowned overall winner with a perfect 100% score!

25. EVERYBODY HEALTHY PILOT LAUNCHED
Everybody in partnership with Cheshire East Council Health Improvement Team is piloting a new Healthy programme in Crewe and Nantwich targeting those who are overweight, smoke, inactive or have mental health issues. Health Trainers work on a one-to-one basis providing specialist fitness, nutrition and lifestyle advice.

38. HOLMES CHAPEL 3G PITCH OPENING
Former England international footballer Dean Ashton opened Holmes Chapel's new 3G pitch on 11th February. Everybody is working with Holmes Chapel Community School to manage bookings for football tournaments, walking football, junior coaching, football and more!

2. £1.45M PER ANNUM SAVED BY EVERYBODY SINCE TRANSFER
(equating to £25M over the length of the contract) which has contributed to protecting front-line services, keeping all Leisure Centres open across Cheshire East and ensuring investment in the future e.g. Crewe and Congleton Leisure Centres

15. WILMSLOW GETS NEW SPIN BIKES
Wilmslow now have a suite of new spin bikes (Matrix i3) in the fitness suite with two of them hooked up to the Matrix mylife. This enables you to do a virtual instructor led or custom made session without an instructor.

26. SPORT RELIEF
Two sport relief mile events were held in Crewe and Macclesfield in 2014 which raised an incredible £7,842.56

39. LOCAL ATHLETES OLIVIA CORK & ROWAN CHESHIRE JGIN APA PROGRAMME
After losing her leg to bone cancer at 14, Olivia is now making great achievements in her swimming and competing at international level this year. Rowan Cheshire is a British freestyle skier currently training to compete in the 2015 winter games.

3. CONGLETON QUEENS BATON RELAY
THOUSANDS of cheering families welcomed the Queen's Commonwealth Baton Relay to Congleton.

16. EVERYBODY AWARDS
On 20th November 2014 the Everybody Awards were held at Orange Hall, Cheshire where inspiring volunteers, sporting clubs, and individuals from the region gathered to be recognised for their achievements and helping change lives through healthy recreation.

27. OVER 40 NEW CAREERS IN LEISURE
Since the launch of the Trust in May 2014, Everybody has been able to recruit over 40 new roles in leisure from cleaners, receptionists, lifeguards and managers. The recruitment drive is continuing in 2015 as the trust aims to create more permanent roles in the leisure industry.

40. FREE PARKING FOR NANTWICH POOL CUSTOMERS
From 1st May Everybody customers will benefit from up to two hours free parking when using the facilities at Nantwich Pool. This is as a result of a recent customer survey and following the support of Cllr David Mann.

4. CREWE POOL 100 MILE CYCLE CHALLENGE
A team from Crewe Pool took part in the 100 mile challenge to raise money for cancer. Thanks to everyone's generosity they managed to raise £3,011.90!

17. EVERYBODY CHALLENGE SIGN UP!
It only takes 30 minutes of exercise five times per week to change your life. 100's of our Everybody customers and supporters have signed up to the Everybody Challenge in 2014-15 to pledge to get more active and are now taking on phase two - Zee-Ha-Hoo event challenge!

29. EMPLOYEE OF THE YEAR
Helen Penkerton was awarded Employee of the Year after making an exceptional contribution to the new organisation. Macclesfield Leisure Centre consistently going above and beyond in her role as Duty Manager.

41. NATIONAL CAREERS WEEK JOB SWAP
Members of staff from different areas of the business took part in a job shadow day to find out more about their colleagues. CEO Peter Hartwell took part swapping his suit for swimming shorts and helping swimming teachers with their lesson!

5. NATIONAL TABLE TENNIS TOURNAMENT
The Special Olympics GB 2014 National Table Tennis Tournament returned to its regular home at St Wilson Stanley Leisure Centre in Crewe on 10-11 May.

18. STUART LOSES 9 STONE
Stuart has been coming to Nantwich Pool for a couple of years and when he first started to lose weight he was 24 stone flat. He recently set himself a target to lose as much weight as he could in 6 months. By taking on the Everybody Challenge he has been able to lose an incredible 9 stone.

31. OH NO YOU DIDN'T ON THE WE DID!
Everybody theatres first set out pantomime was held at Altona Leisure Centre where the Sports hall was transformed into a theatre! The night was a resounding success with over 200 tickets sold to families of all ages.

42. STUDIO IMPROVEMENTS IN KNUTSFORD
The Arts Room was refurbished earlier in the year creating a fantastic new fitness studio for a range of classes.

6. 100 DAYS OF THE TRUST CELEBRATIONS
Our centres celebrated 100 days of our new trust by launching family fun days, and releasing over 100 balloons filled with a month pass for residents to visit. The lucky winner was Dave Oton from Hinkley who kindly donated the prize to a charity of the centre's choice which was the Children's Adventure Farm Trust.

19. ED AN INSPIRATION TO MS SUPPRESSERS
Ed Wearden from Wilmslow has been a true inspiration to MS suppressers. Though he is in a wheelchair due to primary progressive multiple sclerosis he regularly visits the gym at Wilmslow Leisure Centre. He says this has helped turn his life around, helping him combat depression, get fit and keep his body strong.

32. WINNER LIFETIME MEMBERSHIP
Robert Evans from Altona was crowned winner of the Everybody Challenge prize draw winning a lifetime membership with Everybody. Robert is now using the gym and pool to train for his first triathlon at Hantsdon on 31st May.

43. 1000 NEW EVERYBODY MEMBERS!
We have welcomed 1000 new members since the launch of the Trust. Thank you all for choosing us and we look forward to helping you all achieve your health and fitness goals!

7. SUMMER HOLIDAY PROGRAMME
Every year our centres create a fun-filled summer programme of activities for families. In 2014 a day-long street sports tournament saw 7 active teams compete to be Street Sports Champions!

20. ANDREW ASPIRE CHALLENGE
When Andrew was just a young boy he ran out in front of a car to fetch his football. He suffered severe spinal cord injury and has been in a wheelchair ever since. But despite this he took on the Aspire Channel Swim Challenge at Wilmslow Leisure Centre to raise funds for people with spinal cord injury. That's swimming 22 miles in 12 weeks at his local leisure centre pool!

33. ZERO TO HERO PARTNERSHIPS
Everybody has collaborated with fitness event organisers across the UK to launch exclusive member benefits including discounts and merchandise. Members who signed up to the Everybody Challenge can now go from Zero to Hero by taking their training to the next level and committing to take part in events such as Bom Survivor, Half Runner and the UK Triathlon Series. Everybody is also using the TeamEverybody challenges to raise money for the British Heart Foundation.

44. 6000 CHILDREN TRAINED WITH BIKEABILITY
Bikeability scheme over achieved with over 6000 Years 3 & 4 children trained (DfT funded £3000 spaces)

8. VOLUNTEERS TRIP TO COMMONWEALTH GAMES
17 volunteers took a trip to the Commonwealth Games to share with skills and knowledge of sports with workshops in Glasgow.

21. JULIAN TAME RETURNS BACK TO WORK
Julian Tame, last year suffered a heart attack which meant he could no longer work. He desperately needed to get himself fit and healthy so he decided to take on the Everybody Challenge at Wilmslow Leisure Centre by joining the Active Repair rehab group. One year later and Julian is now not only back to work but cycling a difficult assault course.

34. APPRENTICESHIP SCHEME LAUNCH
From 1st May, Everybody is providing 10 apprenticeship opportunities to gain first hand experience of a number of areas within the leisure trust. Opportunities include Leisure Operations, Leisure Development and Business Support.

45. RECORD YEAR FOR VOLUNTEERING
Our Volunteer scheme saw a record year with over 7,200 hours of volunteering. Our volunteers are vital in delivering coaching, play schemes and supporting with events and activities throughout Cheshire East.

9. TRIATHLON SEASON
Everybody saw some fantastic triathlon and duathlon events during 2014 in Macclesfield, Wilmslow, Nantwich Outdoor Pool and Fountains. Our very own Hamish Shaw even managed to win the South Manchester Sprint Tri 2014 in Wilmslow!

22. BILL JOHNSON WALKS AGAIN
In 2007 Bill had an accident involving a falling tree, taking two inches off the top of his left leg, resulting in a major soft tissue injury. He came in to Macclesfield Leisure Centre on two sticks, barely able to walk. The fitness staff helped Bill get fit and now he can walk without sticks, climb stairs and has lost 4 stone in weight!

35. RUNNING CLUBS IN NANTWICH, CREWE AND FOUNTAIN LAUNCHED
Run leaders in locations across Cheshire East have launched a number of running clubs to help Everybody customers start on their fitness journey. Whether a complete beginner or training for an event the running clubs cater for all and are welcoming more members to join throughout the year.

46. 8/10 CUSTOMER SATISFACTION RATING
Our annual Customer Survey reviewed an outstanding 8/10 overall satisfaction rating and successfully gave us a focus on areas for improvement for the next few years!

10. CONGLETON BORN SURVIVOR
The Congleton based military fitness class led by fitness instructor Damien Royle took part in the tough challenge of Bom Survivor in September. They proved the elements of wind, rain and mud to complete a difficult assault course.

23. PATRICIA CAN NOW HAVE A FAMILY LIFE
Joining Macclesfield Leisure Centre has opened up a new lease of life for Patricia, radio presenter at Canalside Radio. After an illness she suffered with many problems and needed something to kick start her back into health again. She is now able to play with her 8 year old granddaughter which was her main goal!

36. WALKING FOOTBALL A HIT
Walking Football is proving to be even more popular at our sites including the Banbury Sports Complex and Macclesfield Leisure Centre helping the over 50's get fit, socialise and keep active!

47. DESIGN & DEVELOPMENT OF NEW LIFESTYLE CENTRES
Everybody has supported the design and development of new Lifestyle Centres planned for Crewe and Congleton.

11. HEART SAFE GYM OF THE YEAR SHORTLIST
In the last 12 months we have trained over 250 of our staff from Reguards to managers ensuring they are all trained to use the AED (defibrillator). Due to this we were nominated for Heart Safe Gym of the Year and made it to the shortlist.

24. NEW ALSAGER GYM OPENING
Altagar has been gifted with a brand new fitness suite, including Matrix CV and Resistance Training equipment. The official opening was in January with special guests including Olympic Freestyle Skier Rowan Cheshire and Swimming Athlete Olivia Cork!

37. SHAVINGTON'S NEW FUNCTIONAL TRAINING RIG
Shavington's gym has recently been improved with the addition of a new functional rig. It is designed to work a variety of muscles groups with many pieces of equipment and features to utilise.

48. PLANNED £4M INVESTMENT AT MACCLESFIELD LEISURE CENTRE
Everybody has helped Cheshire East Borough Council put together their business case for the planned £4M investment at Macclesfield LC from 2016-17.

12. LEISURE INDUSTRY WEEK
Leisure facility staff and the marketing team visited the annual Leisure Industry Week exhibition at the NEC Birmingham to review and purchase the latest fitness and leisure products and services currently on the market.

25. PATRICIA CAN NOW HAVE A FAMILY LIFE
Joining Macclesfield Leisure Centre has opened up a new lease of life for Patricia, radio presenter at Canalside Radio. After an illness she suffered with many problems and needed something to kick start her back into health again. She is now able to play with her 8 year old granddaughter which was her main goal!

38. HOLMES CHAPEL 3G PITCH OPENING
Former England international footballer Dean Ashton opened Holmes Chapel's new 3G pitch on 11th February. Everybody is working with Holmes Chapel Community School to manage bookings for football tournaments, walking football, junior coaching, football and more!

49. EARLY MORNING OPENING FOR MACCLESFIELD & WILMSLOW
Due to customer demand both Macclesfield and Wilmslow Leisure Centres are now open earlier in the morning for anyone looking to exercise before their journey to work.

13. UK VOLUNTEER OF THE YEAR WINNER
Daniel Masser's story of bravery, dedication and determination was rewarded with the North West Winner and Volunteer's Volunteer Award, as voted for by fellow volunteers from all around the country.

26. SPORT RELIEF
Two sport relief mile events were held in Crewe and Macclesfield in 2014 which raised an incredible £7,842.56

39. LOCAL ATHLETES OLIVIA CORK & ROWAN CHESHIRE JGIN APA PROGRAMME
After losing her leg to bone cancer at 14, Olivia is now making great achievements in her swimming and competing at international level this year. Rowan Cheshire is a British freestyle skier currently training to compete in the 2015 winter games.

50. NANTWICH POOL OPENS EARLY FOR SUMMER
Nantwich Outdoor Pool has been opened a few weeks earlier for the summer following customer feedback. In 2014 we were also proud that it was named one of Britain's Best Outdoor Pools by the Telegraph.

WHAT WE HAVE TO LOOK FORWARD TO...

EVERYBODY ACADEMY

Everybody training camp launches May 2015

UK TRIATHLON SERIES

Everybody members & Staff take on the challenge

BORN SURVIVOR MANCHESTER

Customers and members take on the military style obstacle course

CONCERT FOR HEROES

Everybody hosts first beginner's triathlon event in Congleton

CREWE POOL CYCLE CHALLENGE 2015

Crewe Pool staff take on Haddon's Wall to raise money for Blood Bikes and The British Heart Foundation

FAMILY AND ADULT CYCLING TRAINING AND LED RIDES

More cycling schemes for families and adults to encourage a greener future and safer journeys

CONCERT FOR HEROES

supporting both Help for Heroes and Royal British Legion. Performers will play at Congleton Leisure Centre

Thank you to everyone who has helped us achieve these moments, we are excited to continue delivering Leisure for Life. We would love to share your first year with Everybody Leisure on our blog and social media sheet

Send your pics and stories here →

FACEBOOK: @everybody

EMAIL: enquiries@everybody.org.uk

LAG US ON FACEBOOK

www.facebook.com/everybodyopenheartedness

LAG US ON INSTAGRAM: @everybody

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