



# PERFORMANCE REPORT 2016-2017

 **everybody**

providing  
'Leisure for Life'

Registered Charity Number: 1156084  
Registered in England & Wales (No. 08685939)



# Contents

	<b>Page</b>
<b>CEO's Report</b>	<b>2</b>
<b>Who We Are</b>	<b>4</b>
<b>What We Do</b>	<b>6</b>
<b>Strategic Aims</b>	<b>7</b>
<b>Performance</b>	<b>34</b>
<b>Finance</b>	<b>36</b>
<b>Trustees &amp; Company Information</b>	<b>37</b>



# Chief Executive's Report

As we approach our 3rd anniversary, I am delighted to be able to report on our achievements and successes during another wonderful year delivering 'Leisure for Life' for local people.

2016-17 has been our best year yet and we have seen participation numbers increase by over 200,000 extra visits. Over the same period we have grown our memberships by almost 4,000 and our Learn to Swim Scheme by over 1,000 learners.

We opened the new Crewe Lifestyle Centre on 1st April 2016 and, as a result of this investment by Cheshire East Council and the quality of service from the Everybody team, we have welcomed over 500,000 customer visits and made great progress in improving the health and wellbeing of local people.

Residents deserve and demand modern, municipal leisure centres and the success of Crewe demonstrates the financial **and** social return of investing in new facilities and providing customers with better value for money.

Future planned investment, agreed this year, in Congleton, Alsager and Sandbach will deliver similar benefits to those communities from 2017-18.



Our latest customer survey shows another increase in overall satisfaction to 8.15/10 with marked improvements in the scores for our refreshments offer and maintenance issues – both areas which we set out to show progress on from last year's survey.

In August 2016 we successfully tendered for the Public Health One You contract, valued at £2.5M over the next 5 years. This new range of health interventions was formally launched with partners in November at our recently refurbished facility in Holmes Chapel. We are already seeing the impact of these innovative services on tackling poor health and reducing inactivity across Cheshire East.

Our Bikeability Scheme has again exceeded its performance targets and we have trained over 5,600 children to cycle safely. We have now secured a further £600,000 in Department for Transport grants which means we can continue this vital and successful scheme to 2020.



Our volunteering programme continues to grow and we have achieved over 6,500 hours spent by local people supporting and encouraging their local communities to get involved in sport and leisure activities.

Financially, according to our auditors, we continue to be 'viable & solvent', achieving a good surplus of £111,000 last year on top of the £5.2M cumulative savings we have already delivered. At the same time we have seen record investment by Cheshire East Council and Everybody in modern centres, improved facilities, the latest equipment and new products and services. All our surpluses are reinvested back into providing services to improve health and wellbeing in Cheshire East.

We launched our new Taste for Life catering service at Crewe Lifestyle Centre in April and since then we have opened new cafés at Wilmslow and Holmes Chapel. This is an entirely new venture for us and it has helped serve our customers better and provide a much improved customer experience.

We took on our second cohort of apprentices in the autumn and celebrated the success of our first 2015 intake that had all completed their training too. All our apprenticeships have a guarantee of a job on completion, giving us the skills and knowledge we need for our future success.

In February 2017 we heard that we were successful in our bid to manage the new sports and leisure facilities planned for Alderley Park in 2018. This was the first real test of our culture, values and way of working through a very commercial and competitive tendering process. We are looking forward to working with Alderley Park Limited as they develop their exciting and ambitious bio-science business park.

It only remains for me to thank the staff and trustees of Everybody for their continued hard work, expertise, support and commitment to our business. We have had a very successful first 3 years and achieved so much together for the benefit of our customers and communities across the borough.

With more investment to come, combined with our ambition and determination to do more and get even better, I cannot wait to get started on the next 3 years and see where our adventure takes us.

## **Peter Hartwell**

Chief Executive  
30th April 2017



# 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 reinvest all surpluses back into the services we provide.

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 executive management team.

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 executive 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.

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 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.

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.

## Fit For The Future

We will give everyone the opportunity to train and enhance 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.



# What We Do...

The fifteen leisure facilities managed by Everybody Sport and Recreation 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 over 3 million visits each year from all ages and now almost 15,000 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 & 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. Our new 'One You' contract, working with public health and local GP's, will reinforce that ambition and drive our desire to help people live well and for longer.

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 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 and whatever their age or ability - whether this is simply playing in a local park with friends, joining in at their local leisure centre or even, representing their country.



# Strategic Aims

## 1. Grow An Ethical & Sustainable Business

### Alderley Park Success

In March 2017, after a highly competitive bidding process involving a number of other local and national operators, Everybody Sport & Recreation was announced as the preferred delivery partner for the new sports facilities at Alderley Park.

Alderley Park will host a multi-million pound bio-science park, conference facilities and a residential development. Everybody continues to work closely with Alderley Park Limited to develop the facility mix and overall offer ready for the new facilities to open to local businesses and residents in summer 2018.

### One You Health Contract

In July 2016 Everybody Sport and Recreation was delighted to announce winning the One You Cheshire East contract to deliver health programmes and cookery courses to Cheshire East residents.

One You is a national campaign created by Public Health England to improve lifestyles, by reducing health inequalities. As part of this national campaign, services across Cheshire East have come together to provide help and support for residents from smoking, drinking, healthy eating and much more.

We are proud to be a key part in helping Cheshire East residents make sustainable and achievable lifestyle changes from looking after their health by eating well, moving more and losing weight with a variety of different programmes.

### Opening Of Crewe Lifestyle

Friday 1st April 2016 was the opening of £15m state of the art Crewe Lifestyle Centre. The Lifestyle Centre houses an impressive range of leisure and community facilities accessible for everybody. The development has given us a chance to enhance our leisure offer to both existing and new customers in the area, with exciting facilities available for all.

The team had just one week to close down the old pool facility and move in to the Lifestyle Centre with all of the usual snags you would expect with a new build. The team did so with enthusiasm, passion and many late nights, culminating in the team winning both Team of the Year and Manager of the Year at our internal awards as well as being in the finalists at the National Fitness Awards for Newcomer of the Year. On the 26th May 2016, President of the International Paralympic Committee Sir Philip Craven officially opened the Crewe Lifestyle Centre.

#### ONE YOU PROGRAMMES



Be Steady  
Be Safe



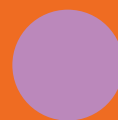
Taste for Life  
Cookery  
Courses



Active  
Lives



Re-Shape



Let's Get  
Movin'





## Taste For Life Cafés

Taste for Life aims to deliver an excellent customer experience, offering exceptional customer service and quality, plus value for money products whilst promoting healthy eating. Our first café in Crewe Lifestyle Centre had its first birthday on the 1st April 2017. Since Crewe, we have also opened 2 further cafés in other centres plus a café bar and events suite in Holmes Chapel. Our Macclesfield café is due to have refurbishments in June to then relaunch in July and we hope to develop the events arm of Taste for Life this year whilst also developing the healthy range in our current outlets.

Our bespoke coffee is Fairtrade and organic, our fish is sustainably sourced MSC and the majority of our takeaway containers are biodegradable, in the case of our takeaway cups, a number of trees are planted for every order we place. We aim to develop the sustainability and promotion of healthy living over the coming year to ensure Taste for Life grows with the ever diversifying Everybody Sport & Recreation.



## Membership Growth

A new Everybody membership scheme launched in April 2016 which aimed to simplify memberships to customers and staff while encouraging friends and family members to join together, attend together and stay members for longer. The membership offer also recognised the quality difference between a number of smaller sites by introducing a single site local membership at a reduced price.

A dedicated sales team was launched to support larger sites with a more structured approach to membership sales which has seen an increase in corporate membership sales, making up 20% of the total membership.

These improvements, alongside investments in the new Crewe Lifestyle Centre and Holmes Chapel Community Centre in particular have supported membership growth of a further 36% in 2016/17 with 14,872 live members (growth of 86% since transfer).

## Holmes Chapel Community Centre Phase 4

On Saturday 12th November Holmes Chapel Community Centre was officially opened to the public by Paralympic Gold Medallists Sophie Thornhill and Megan Giglia.

The open day was an opportunity for Everybody Sport and Recreation, in partnership with Holmes Chapel Parish Council, to thank everyone involved in the project and to share this momentous day with the community and the loyal customers at Holmes Chapel Community Centre. The open day was a great success with a range of activities available for the whole family, such as smoothie making, paint bikes, save a life taster sessions provided by the Everybody Academy, refreshments and catering from Taste for Life and stalls which were provided by the local community.

Holmes Chapel Community Centre now houses a 48 station fitness suite, fitness class studio, sauna, steam room and Jacuzzi, rugby pitch and function rooms which are available to hire for a range of meetings, conferences, social events and much more. The Taste for Life Café Bar and the Everybody Academy Training Suite are also available.

**Membership  
Growth of**

**36%**

**2016/17**

**(Growth of 86%  
since transfer)**



## 2. Provide A Great Customer Experience

**748,746**  
Website Visits  
2016/17

**8.15**<sup>/10</sup>  
Overall  
Satisfaction  
2016/17

**322,726**  
Website Visitors  
2016/17

### Customer Survey Results

The annual user survey was completed in February 2017 and saw a significant increase in responses with improvements made in a number of our priority areas including:

- Overall Satisfaction 8.01 to 8.15
- Value for Money 8.02 to 8.46
- Refreshments 6.74 to 7.25

Customers are also accessing the website more to book and find out information about our services with an increase from 41.73% to 63.90% over the past 12 months, as a result, we have committed to make significant improvements to our online accessibility in the next financial year linked back to that customer demand.

### Everybody Awards Night

The third annual Everybody Awards evening in October 2016, sponsored by Applewood Independent, saw over 100 nominations for local athletes, coaches, clubs and volunteers, all contributing to the health and wellbeing of Cheshire East residents through sport. Racing Driver, Nicolas Hamilton, provided the evening's inspiring keynote speech, telling his story of becoming a racing driver in a modified car due to his cerebral palsy as part of a highly competitive racing family.

The evening concluded with Paralympian and Everybody Volunteer Daniel Bramall taking the Sports Personality of the Year Award and local U3A volunteer Jean Hicks receiving the Lifetime Achievement award.



## Crewe Lifestyle Centre

Memberships have grown from 900 at the previous 3 sites combined up to 3,915. Attendances at the former sites totalled 354,257 per year, now attracting 513,874 per year. Learn to Swim participants have increased from 692 to 951, school swimmers increased from 688 to 964 with 133% increase in school swimming time available.

The quality of the offer has also improved, demonstrated by annual user surveys. In particular the NPS\* has risen from 25 at the old site, up to 45 at the Lifestyle Centre.

\*NPS (Net Promoter Score) is an internationally recognised measure of customers' overall satisfaction and loyalty to a brand



## One You Feedback

**Taste for Life Cookery Courses** "Fantastic course, girls were great. Put us at ease from day one. Very informative and would recommend to friends and family to attend if eligible. Couldn't fault anything. Big thanks."

"I cooked my husband a lovely meal, one evening and my confidence has grown (first time I have cooked for him oops!) I have also cooked a rice pudding which was lovely from the Change4Life recipe app. Ruth, Isabella and Natalie have been extremely helpful. Thank you for all your help, I will miss my cooking course."

"I really enjoyed it. Weeks 2-6 are really good as we have learnt lots of techniques. Also, everyone gets to know each other and have a laugh and banter. Learning how to prepare food was taught in a very down to earth way. I was never made to feel stupid/daft by asking questions which would've made me feel silly otherwise. Really good course - just finished too quickly. Thank you ladies."

**Be Steady Be Safe** "Since starting the programme I have increased my awareness of my balance and posture. My confidence has increased, I can judge the depth when stepping off a curb better, I have not fallen since taking part in the programme, no longer need my walking stick, have made new friends and feel better in my mood."

"6 months ago I couldn't get out of bed, I used to have a rope which I tied to my bedroom door which I used to drag myself out, now I sit up and get out and that's because of Craig and the classes."





**Active Lives** “I have improved my mobility greatly, feel a lot better, have come off two of my diabetes medications and my cholesterol level has come down. I enjoy coming into the centre to exercise, even though I come in early before I go to work.”

“The programme is really good, useful, the right level of support and challenge, I have noticed a difference in my physical and mental state, I am happier and more positive”

**Re-Shape** “I’m now on week 11 and I’ve lost over 2 stone so far in the programme. I fit my clothes better, in fact I’ve had to go down a size in my clothes, I’ve got more energy, feel less stressed at work. It’s great to get proper information from trained nutritionists and trainers, people who know their stuff and you can trust the information you are given.”



**Future  
planned  
investments  
will add  
significant  
innovation  
to our  
existing  
offer**

## Facility Developments

In partnership with Cheshire East Council, 2017/18 will see further investment into a number of our facilities. In June, Knutsford Leisure Centre’s fitness suite will have a complete overhaul. The investment will involve redecoration, a 25% increase in the number of fitness stations available, a full replacement of the existing equipment plus the addition of an eGYM circuit, which will be the first of its type in a public sector setting in the North West of England.

Sandbach Leisure Centre will also benefit from significant investment later in the summer. The eight week redevelopment will include the creation of a new 60 station fitness suite, the introduction of a spinning studio, improved changing facilities and greatly enhanced accessibility.

Work is also expected to start in late 2017/18 at both Congleton and Alsager Leisure Centres. The £8.8m Congleton Leisure Centre project will be supported by a leisure development partner who will bring additional knowledge and expertise from the national leisure market place to assist us in designing an exciting and vibrant centre that will be fit for future generations. As a minimum the facility mix will include a new pool, enhanced fitness, a café and much improved ancillary services.

The Alsager development will see improvements being made to both the indoor and outdoor provision. The current fitness suite will double in size and a new multi-purpose studio will be created which will be able to facilitate group exercise classes, meetings and training courses. An outdoor sports hub will also be included that will result in improved grass and 3G playing pitches being made available for club, education and community use.



The recent investments made at the Crewe Lifestyle and Holmes Chapel Community Centres have resulted in significant increases in the levels of participation, membership and customer satisfaction and it is therefore vital that we aim to replicate this offer across the whole of our estate. These planned investments will add significant innovation to our existing offer which should not only appeal to our existing clientele, but will also attract a much wider audience and support our targeted work around health, families and inclusion.

## Learn To Swim Scheme Growth

Everybody Sport & Recreation provides a large and diverse Learn to Swim programme through the Everybody SWIM brand, catering for almost 7,000 learners. These lessons follow the Swim England guidelines and best practice for teaching swimming to ensure that highest standards are delivered.

Our junior lessons start with classes for pre-school children in Adult and Child classes for the younger learners, progressing to our Duckling classes for children from 3 years old. Once children are 4 years or older they will then progress to our main stream Learn to Swim Scheme which aims to develop the basic and essential skills required for building confidence and technique in the water.



During this financial year we have seen a significant growth in participation in our Learn To Swim Scheme, with the total number across our sites rising from 5,917 to 6,939 in 2016/2017. Whilst our complimentary swimming offer saw participation increase by 21% from 318,627 to 385,307 in 2016/17.

Moving forwards we plan to grow and develop the provision of swimming lessons even further, so that we can minimise the waiting time for all learners, providing everybody with the opportunity to improve their swimming skills no matter what their age or ability.

## Paul & Debbie Jones Transform Their Bodies At Crewe Lifestyle Centre

Paul and Debbie are members at the Crewe Lifestyle Centre and have made amazing lifestyle changes not only to their bodies, but to their confidence too. Debbie once wore size 20 clothes and now wears size 14/16 and Paul once wore a snug extra large and now wears a loose large after losing 2 stone since becoming members.

## Ricky Shares His Inspirational Story After Losing Almost 5 Stone

Member Ricky has battled with weight issues, his self esteem and confidence to lose almost 5 stone. In March 2016, things started to change for Ricky, "I finally acknowledged that not only did I have a weight issue but a mental battle with self-esteem and confidence so I threw myself into gym at the Crewe Lifestyle Centre. Because of my great experience with the managers, the staff and the members I kept going back and in 7 months I managed to lose almost 5 stone. I love the gym and the atmosphere there and I've gone from the guy quietly struggling in the corner to someone who can look himself in the mirror and be happy with what he's achieved"

## Real Life Transformation Alison Wright

Alison Wright has been a member at Holmes Chapel Community Centre since it opened in November 2015 after wanting to get her fitness back up after being diagnosed with breast cancer. Since being a member, Alison has noticed many benefits "I am a lot more toned, my stomach is a lot flatter than it was, I can wear clothes which I couldn't wear before." Since attending the gym, fitness classes and eating a healthy diet, Alison has now lost an amazing 3 1/2 stone.



**"Because of my great experience with the managers, the staff and the members at Crewe Lifestyle Centre I kept going back and in 7 months I managed to lose almost 5 stone"**







## Walking Football Helps Heart Attack Survivor Ian Get Back On His Feet

"At first I lost all confidence and was afraid to tackle anything too strenuous. I was given information about the hospital's cardiac rehab programme, based at Wilmslow Leisure Centre. Over the next few months my confidence and (a degree of) fitness returned, so when I heard that the centre was starting walking football sessions I was keen to give it a go. It's been a great decision. I never thought I would play football again, a sport I love, but this has given me an opportunity to relive my youth a little – though that may be more in my head than on the pitch! We are a group of like-minded men of a certain age who enjoy a kickabout. I feel fitter for playing each week, but it's more than that. It's a game that has to be thought about. The fact that you're walking doesn't mean it's lacking tactics, so it gets the old grey matter going too. There's a sense of exhilaration at the end of each session. I have made new friends and we enjoy our chats after the sessions."

## TASS Athlete Hannah Bristow Competes In The Aon World Championships

"We put in 3 days of good racing in mixed conditions and we're very happy with how we competed and feel we did ourselves, and everyone who supports us, proud by finishing in 5th place in one of the best events we've ever had the opportunity to compete in. Being part of a team that did so well also made us immensely proud; Emma Wilson the GBR windsurfer and Tommy and Crispin the 29er boys came away with gold medals and Team GBR came away a very close second in the Nations Cup which is the best result we've had in a long time."



## Crewe Member Makes Lifestyle Changes

Becky has been a member at the Crewe Lifestyle Centre since April 2016 after wanting to incorporate exercise with healthy eating. Becky has gone from size 24 to recently purchasing a size 16 which is her goal for March. "I have noticed my body changing, my mental health has improved and I am walking a lot quicker than before." She explains "I never thought I would enjoy the gym but I do, I have gone from attending 3 times a week to 4/5 times plus a day at the weekend. The support I have received has been amazing, staff regularly ask me if there is any support I need and the customers are friendly."

**"My mental health has improved and I am walking a lot quicker than before!"**



### 3. Develop Our People To Be The Best

#### Apprentice Facts 2016/17

**14**  
Apprentices  
Employed  
2016/17

**70**  
Qualifications  
Completed

APPRENTICESHIPS IN:  
Leisure Operations  
Business Support  
Sports Development  
Activity Leadership

#### Apprentices Awards Day & Our 2nd Cohort

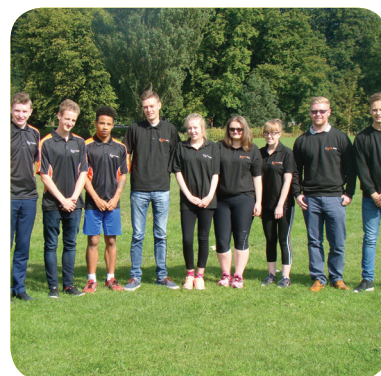
Apprenticeships have become a key training route for both entry level employees and current employees, providing good value, high quality training. We have enrolled 50 since the launch of the Academy and will continue to utilise this training route as apprenticeships develop further including the opportunity for the Academy to become more involved in the direct delivery.

In September 2016 our second cohort of 7 apprentices started with us, undertaking apprenticeships in Leisure Operations, Business Support and Catering and Hospitality.

We have completed our first satisfaction survey with our entry level apprentices which has been completed by 7 year 1 apprentices and 2 in their second year. 89% of those responding have stated that the apprenticeship is what they expected, 100% are happy with the overall training and support available from the Academy and the support offered in their place of work. 89% are happy with the support they receive from their course tutor/assessor with those unhappy stating lack of support and change of tutor as being issues. Although all respondents believe that their role is valued within Everybody Sport and Recreation there are 78% who believe that the rate of pay is not fair predominantly because of the difference in pay between themselves and other members of staff doing the same job role. We will review the results of this feedback to help us to improve the apprenticeship scheme in the future.

In November 2016 we held our first Apprenticeships Presentation event where we congratulated our first 7 entry level apprentices and 10 employees who completed work place apprenticeships. Since that time a further 6 work place apprenticeships have been completed and a further 11 are in flight.

We have now started the recruitment process for our third cohort of up to 10 apprentices in Lifeguarding, Catering and Hospitality, Business Support and Health and Wellbeing roles to start with us in September 2017.





## Staff Awards Night

Our first awards night took place in December 2016 to recognise the hard work of all Everybody staff and volunteers. The evening recognised innovation, coach of the year, customer hero, volunteer of the year, fundraiser of the year and manager of the year as well as employee of the year (Josie Hurst – Alsager Leisure Centre), team of the year (Crewe Lifestyle Centre) and special recognition (Sheila Latham – Nantwich Pool).

A number of key milestones were also celebrated including staff with 20 and 30 years of service as well as volunteers with 50, 100, 150, 250, 500 and 1000 hours completed.



## Academy Performance

2016/17 was the first full year for our Everybody Academy, which continued to grow its provision of internal and external training and development services. The Academy team has continued to build on key partnerships with industry learning and development partners, specifically as members of the Institute of Qualified Lifeguards (IQL) Industry Group and CIMSPA Employer Partners and members of the CIMSPA Leisure Operations Professional Development Committee. Since the launch of the Academy, 50 apprentices have been enrolled, with the first cohort now in their second year of employment with Everybody undertaking roles in leisure operations, sport development, business support, catering and hospitality as well as health and wellbeing.

The core training provision of the Academy continues to deliver at a high quality, with 99% of course respondents saying they would recommend the course to somebody else and 99% saying that they felt their training represented value for money.

The Academy supported 3,559 learning interactions in 2016/17, an increase of 53% of which 92% was delivered directly through the Academy. The learning and development investment per Everybody employee was £204.96, an increase of 48% on the previous year.

**99% Would  
Recommend  
The Course  
To Somebody  
Else**

**99% Felt  
Their Training  
Represented  
Value For  
Money**



## Volunteer Programme Performance

The Everybody Volunteer Programme has grown again this year supporting 123 people find a fun, suitable & safe volunteer opportunity. We have supported a wide range of volunteers with our youngest being 13 and oldest being 71 years old; both became more involved with their community, healthier and sociable through volunteering.

We have supported 14 volunteers with training & qualifications to upskill them and help them become ready for employment, and have supported 8 volunteers move into paid roles within Everybody and other businesses. This year has seen some of our long term volunteers achieve milestones of 500 hours and some new volunteers reach the 50 & 100 volunteer hours milestones, all of which are fantastic achievements. The volunteer programme is now supporting various services across Everybody including the swim scheme, fitness roles, health programme & Sports Development team. The end of the 2016-17 year sees the programme hit the 20,000 hour mark, half way towards the target of 40,000 hours by 2020.



Volunteer Hours Completed

**6675**

2016/17 Target: 6551



Number of Volunteers

**123**

**Female 79**  
**Male 44**



"I really enjoy helping Andy and Ellie run Activ8 each week, it has been fun. I am proud of being a volunteer for Everybody."

Volunteers that  
have received  
training or  
qualifications

**14**



Age Range

**13 yrs - 71 yrs**

"The volunteer programme has not just enabled me to gain valuable experience within the sport and leisure industry, it has also provided me with a variety of training and development opportunities, all of which have significantly supported my personal development."

## 4. Build Strong Communities & Effective Partnerships

### Volunteering Stories

**Tim Broadhurst** started out as a participant at Activ8, which is a disability & inclusion session, organised by Everybody Sport and Recreation. Tim, from Bollington, has Downs Syndrome but has never let this stop him from enjoying sport and encouraging others. He has been attending the Activ8 sessions as a participant from the age of 10, and when he turned 21 decided he would like to continue at the session but as an Everybody Volunteer.

Now 25, he has achieved over 150 hours supporting other children & teenagers with disabilities at Activ8, helping them engage in sport, games and fun activities each week plus been awarded the Volunteer Of The Year Award at the staff awards.

"I really enjoy helping Andy and Ellie run Activ8 each week, it has been fun. I enjoy helping the children who enjoy playing football, and I have really enjoyed helping with the trampolines. I am proud of being a volunteer for Everybody."

**Sam Richardson** joined the volunteer programme in 2011 with a passion for Sport & Leisure and started his degree in Sports Development & Coaching at Stafford University.

"Since joining the Everybody Volunteer Programme, the support and opportunities have been brilliant and I feel extremely proud to be part of the volunteer programme. In 2013 not only did I graduate with my degree, but I was also offered the opportunity to become a sports coach with Everybody. Alongside being a sports coach, I continued volunteering and also continued with my studies at Staffordshire University, where I enrolled on a Master's Degree in Youth and Community Work."

Finally, I want to thank everyone who has supported me with my master's dissertation, particularly the volunteer programme and all the staff and volunteers who were involved in the study. Also, thank you to my supervisor Nicola Gratton and everyone else from Stafford University Creative Communities Unit, everyone's support made the study possible so thank you all very much."







**20,000 hour mark achieved** - The Everybody Volunteer Programmes aims to inspire a wide age range of people to want to volunteer, providing them with a safe, supportive and rewarding experience within a health, sporting or leisure environment. We have an amazing team of volunteers who are dedicated to supporting their community become more active, social and healthier.

Since the start of Everybody Sport & Recreation we have recorded the hours that people have volunteered to support our, clubs, activities, and members, which has been a phenomenal number.

We want the volunteer programme to have as big an impact as possible so set a target to achieve 40,000 volunteer hours by 2020, and since the start of the trust in 2014 we have hit the half way mark of 20,000 hours.

**Dan Bramall is selected for the Rio Olympics 2016** - Paralympic wheelchair racer Dan Bramall who volunteers at Shavington Leisure Centre and Crewe Lifestyle Centre was selected for the Rio Olympics 2016. Dan has been wheelchair racing since 2012 which all started through a friend. At first Dan started racing for fitness which progressed into competing in local competitions, which Dan saw a fantastic result in his times which were brought down from 23 seconds to 18 seconds.

Dan continued to compete in local competitions and took on his first major championship in Doha, Dubai, where he received Silver medal in 2015. In 2016 Dan continued to compete in various local competitions where his times reduced again to his personal best of 17.82 seconds after having a new wheelchair. Dan returned from the European championships where he again received a Silver Medal. The success didn't stop there, on his return from the European Championships he received a phone call to say he had been selected for the Rio Olympics.

Since volunteering for Everybody Sport and Recreation, Dan met Personal Trainer, Mitch Lawrence who has trained Dan in the gym at Crewe Lifestyle Centre on the run up to competing at Rio and ever since. Mitch explains "What Dan has achieved in such a short period of time is inspiring for anybody and I'm sure will motivate many people. This just proves that if you have the determination and are prepared to put in the work any goal can be achieved."

He is now continuing his training with Mitch working towards competing in the 2017 European championships followed by the 2017 world championship held in London in July. We wish Dan the very best of luck in his ongoing training and competitions.

## Public Health / Clinical Commissioning Group

A key area of Everybody Healthy is working in partnership with Public Health commissioners as the lead provider of lifestyle services for One You Cheshire East, we have a very close working relationships with local GPs, practice nurses, healthcare assistants across Cheshire East, as well as our local hospitals, community health providers, third sector and voluntary organisations, ensuring there is a seamless access into our services.

Our health programmes show a high level of building effective partnerships such as our Move More Cancer programme which was jointly funded with the County Sports Partnership, Active Cheshire, and delivered in partnership with Macmillan Cancer Support, Leighton Hospital (Crewe), Macclesfield General District Hospital, St Luke's and East Cheshire Hospices. Almost two fifths (37%) of the participants of a Macmillan survey (2012) were not currently physically active. Also only one in five cancer patients who have received treatment have been told how regular physical activity could benefit them. This illustrated a clear need for the programme and a partnership was required to deliver it. In the development phase we approached Macmillan and East Cheshire Hospice for their support and experience.

## Holmes Chapel Community Centre Opening & Usage

The opening of Holmes Chapel Community Centre has shown an effective partnership between Everybody Sport and Recreation and Holmes Chapel Parish Council which has resulted in achieving the high standard of facilities that we accommodate for the community.

Councillor Brian Bath of Holmes Chapel Parish Council, who is the Council's representative on the Community Centre's Joint Management Committee said: "The investment in these social facilities on behalf of residents by the Parish Council and by Everybody Sport and Recreation will provide great facilities now and for the future and enable residents and others to have a great place to meet and enjoy for many years to come. We are particularly pleased that the Taste for Life bar and lounge area is now open offering coffee and light refreshments and encouraging residents to come and enjoy these facilities."

Holmes Chapel Community Centre has achieved a total of 66,345 users and memberships have increased from 848 to 1,167 at the end of 2016/17.



## Family Focus Contract

The Family Focus programme provides individuals within families access to regular physical activities, advice on a healthy diet and support with losing weight.

Individuals are able to access any Everybody leisure facility free of charge for 12 weeks and receive weekly support through one of our qualified Health Trainers. On completion of the 12 week programme, families will be offered a reduced membership for 12 months to continue their good work.

One of our member's main goals was to become more physically active and to improve her mental wellbeing. In her initial assessment the physical activity score was deemed as low and mental wellbeing score of 13.

Following completion of the programme, her new physical activity score was deemed as high, visiting the centre several times per week on her own as well as with her Health Trainer. Her mental wellbeing score increased to 26, with mainly positive answers to the wellbeing questions.

A significant positive outcome to her engagement in the programme is that she has stopped taking her medication for her mental wellbeing. When asked how the programme has helped her, she now has increased energy and feels more useful.

"This programme helped me with my depression and mood and self-confidence tremendously. I have loved it and gutted it's come to an end."

"My stamina has improved, I can do things in the gym I've never been able to do before."

"I've absolutely loved this programme and its done so much for me; I wish I could keep doing this for longer."

At two members' 6 week review meeting, they had both lost an inch from their waist with the mum also losing 3 pounds that week after focusing on healthy eating. They have both increased their physical activity levels weekly by regularly attending the leisure centre and meeting their Health Trainer. It has been agreed that the membership of the young person will be funded by CEC for 12 months following completion as a reward, and to continue their activity.



**"I've absolutely loved this programme and its done so much for me; I wish I could keep doing this for longer"**



To help promote the Family Focus programme, we held an event at Crewe Lifestyle Centre. This event gave opportunity for Family Support Workers to book families that they thought may be interested in the programme to have a taste of the type of activities they could take part in together. They also had the opportunity to meet the programme manager and local Health Trainer to familiarise themselves. During the event, the families were able to take part in bowling, badminton, Ultimate Frisbee, Xbox Kinect, paint biking, access to the gym and swimming.

We are pleased to have secured a further year of delivering the Council's 'Family Focus' contract which was agreed based on our performance last year and the positive impact we have had on their family lives and relationships.

## Crewe Flyers

The new Crewe Lifestyle Centre opened on 1st April, a £15m facility housing a range of community and leisure facilities which Cheshire East Council states is the first of its kind in the region. Significant investment has been put into the new 25m, 8 lane swimming pool which caters for the public and competitive swimming clubs including Crewe Flyers and the Seahorse Swimming Club.

Crewe Flyers were invited to be the first swimmers into the pool on 21st March 2016, holding their usual training session in the brand new facilities. Chris Pugh, Head Coach commented, "I'm astonished with how it's all turned out, I came here in September when it was still a building site, I couldn't tell much about it, but coming here today I'm really impressed with how things are looking, the whole site looks brilliant." Chris went on to say, "having a facility like this I can see us going from strength to strength."

The Flyers now use the pool daily for their pool training and club nights for their younger and elite swimmers and have seen a significant increase in their swimmers since they have held their training at Crewe Lifestyle Centre.





## Swimming Club Relationships

Throughout 2016/17 Everybody worked tirelessly with the eleven local swimming clubs utilising our facilities in order to establish, maintain and improve working relationships as well as improving swimming development pathways for participants.

Macclesfield Amateurs and Congleton Amateurs are just two of those swimming clubs that have now signed Partnership Agreements with Everybody, as well as a Volunteer Agreement which has many benefits for both parties.

Those benefits include discounted training opportunities for the club's volunteers, whilst the clubs have realigned their provision of swimming, so to ensure that both they and Everybody Sport & Recreation now offer a complementary swimming provision. These improved relationships are proving beneficial for the local and surrounding swimming communities, and participation in swimming has increased by 21% this year alone. (Nationally Sport England shows a 7% decline).

## Joint-Use Changes At Poynton & Alsager

New ways of working with a number of our joint-use school colleagues have started to take effect, with one of the key benefits of opening up more public access to Alsager and Poynton Leisure Centres in the future.

At Alsager, more primary schools will be able to use the pool facilities during the day time as well as providing daytime sports facilities to groups such as the U3A, taking pressure off peak times and making sites more accessible to those who would not normally access sport at those times.

Additional daytime swimming opportunities have also been opened up, providing more lunchtime swimming times to increase future active participation for our key target groups.



## Ben Returns To Complete Marathon Number 224 At Macclesfield Leisure Centre

UK runner Ben Smith set himself the inspirational challenge of completing 401 marathons in 401 consecutive days across 309 different UK locations and we were lucky enough to see Ben at Macclesfield Leisure Centre twice to complete marathons number 133 and 224.

The 401 challenge aims to raise both awareness of the issues of bullying along with £250,000 for 'Stonewall' and 'Kidscape' two charities both dedicated to tackling bullying. Both these charities work to support award winning initiatives which really get to the heart of bullying in our UK schools and society in all its forms. Ben started off the event by giving a talk to 100 school children from 10 local schools around the seriousness of bullying and how we can all help to stop this from happening. The children then went on to complete the warm up and 1 mile around the athletics track with Ben.



## Team Everybody Wins Active Cheshire Team Games

On Sunday 18th September Active Cheshire held the first Team Games tournament at Chester Racecourse. The event was held to encourage people in Cheshire and Warrington to have fun whilst getting active.

Active Cheshire said, "Thousands of people were in attendance, including 800+ children from local schools who came to take part in the Bubble Run. Around 600 parents/guardians were there to watch the kids and at least 500 spectators came down to see all the various activities. There were also around 1000 participants from local businesses, contributing to a minimum total of around 3,000 people on the day".

Everybody Sport and Recreation entered a team of 10 employees into the Team Games tournament. They battled it out over It's a Knock Out style obstacle courses, sports day challenges and testing their fitness and coordination to the limits. The whole team showed commitment and team spirit having fun at each activity area.

The results came in with Everybody Sport and Recreation taking the lead with 166 points to top the table. We were crowned winners of the first Active Cheshire Team Games Tournament 2016!



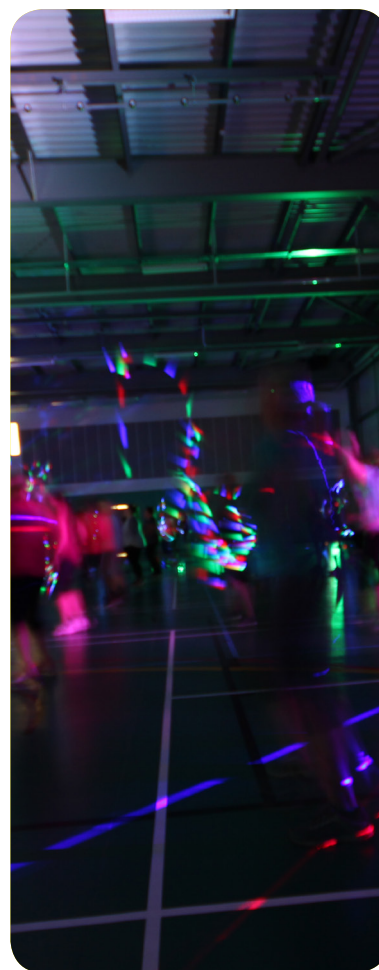
## Alsager Clubbercise Launch Raises £200 For Breast Cancer Charity

On 11th March, group fitness instructor Josie Hurst from Alsager Leisure Centre launched a brand new fitness class with a charity evening for Everybody members, family and friends. Clubbercise is a craze sweeping the country, which is a dance exercise class in the dark to the best club classics and to top it off everyone gets their very own glow stick to light up the room!

The evening was a great success with over 50 men and women in attendance raising almost £200 for Breast Cancer.

Josie Hurst commented, "We knew that Clubbercise was going to be a popular group fitness class to bring to Everybody centres in Cheshire and I wanted to make the launch as much fun as possible. We invited Everybody members to bring along their friends and family and asked for donations on the night to raise money for Breast Cancer Research. I was pleased to see so many people turn up and dance the night away and we can't wait to welcome everyone back on a regular basis."

The session was so popular that it has now become a regular session across several of our leisure centres across Cheshire East.



## Wilmslow Evans Theatre

Wilmslow Leisure Centre has been proud host to many public events during 2016 including theatre shows, speeches, music festivals, boxing nights, dance shows and the Wilmslow Symphony Orchestra's Concerts. These events have been a huge hit with the community bringing in upwards of 15,000 visits in total and highlighting the standard of the facility.

Sue Morris of Sue Morris School of Dance said, "I would just like to commend Sam Tompkins and your staff at the Leisure Centre on their help with our third dancing school show in the Evans Theatre. Our shows have been a great success each time and 'the team' are unfailingly helpful and professional. The atmosphere is very friendly and welcoming and nothing is too much trouble for them. In the run up to the show, Sam is constantly available to discuss our needs. We will definitely be using the Leisure Centre for our next show."

**"Our shows have been a great success each time and 'the team' are unfailingly helpful and professional."**

## Everybody Foundation

The Everybody Foundation was officially launched at the December 2016 Staff Awards. The Everybody Foundation is Everybody Sport and Recreation's charitable foundation that raises funds to support individuals and groups to promote a healthy and active lifestyle. So far the staff at Everybody have raised money through running various events and activities such as, raffles, mince pie bake off competitions and more.

The projects that the Foundation may decide to fund are endless and may include helping a sports club to develop a new session for a hard to reach group, supporting young athletes to access specialist training facilities, or assisting a local group to purchase new equipment.

The Foundation's aims are to promote a healthy and active lifestyle in Cheshire East, to improve facilities used to fulfil an active lifestyle and to assist individuals to achieve their potential.





## 5. Change Lives Through Healthy Recreation

### Participation & Membership Growth 2016/17

**14,872**  
Everybody  
Members

(10,934 in 2015/16)

**3,076,591**  
Attendances

(2,855,470 Target)

**36%**  
Membership  
Increase Since  
2015/16

#### Participation Numbers

In an Olympic year, combined with the huge support from Crewe residents for the new £15M Lifestyle Centre, attendances continue to grow across all categories. Over 220k additional attendances have been recorded during the year, with overall attendance up 8% against target and over 60s up 16%.





## Everybody Healthy Success

Susan Heathcote was diagnosed with Breast Cancer and the Move More exercise programme changed everything for her. Since starting, Susan has now been attending on a weekly basis and has lost over 1 stone and no longer feels breathless. "Kevin springs us on through the exercises – nothing is too much trouble. I have become less fatigued by exercising, I have met other people and I enjoy working as a group. The support and guidance from the coach is brilliant."

## Bikeability Success

The Department for Transport (DfT) has awarded Cheshire East Council with a grant of £590k for Bikeability cycle training until 2020 and Everybody Sport and Recreation will be delivering the programme on behalf of the Council due to the success of the scheme over the last two years. Since May 2014 Everybody Sport and Recreation has delivered cycling training to over 12,000 children in cycling proficiency.

Councillor David Brown, Portfolio Holder for Highways and Cheshire East Council commented, 'Bikeability is a great way to encourage children and their families to get active and have fun on their bikes. The programme teaches vital road safety information and cycling skills, helping to reduce the number of children being injured on our roads and enabling them to enjoy cycling safely.'



## Bikeability 2016/17:

Number of schools taken part: 132

Number of children taken part: 5612

Age range: 5 to 17yrs

(2016/17 Target 4,542)



## Everybody Awards

The 2016 Everybody Awards showed once again the massive impact sport can have by changing lives, especially for this year's Sports Personality of the Year winner, Daniel Bramall.

Daniel, who has cerebral palsy which affects his lower limbs, is an Everybody volunteer at Shavington Leisure Centre and Crewe Lifestyle Centre, he started wheelchair racing in 2012 with no previous sporting background, inspired by the London Olympics.

Daniel trains 4 days a week with Stockport Harriers as well as locally at Queen's Park Crewe, at home and with Personal Trainer Mitch Lawrence at Crewe Lifestyle Centre. In just 4 years he started to compete locally and nationally before being selected for the T33 100m at Rio in September.

## Disability Sports Programme

Everybody Sport and Recreation believes that leisure and learning activities are not passive ways of spending time, rather a way of gaining enjoyment, satisfaction, achievement, pleasure and inclusion. Leisure time is where people develop social skills, form friendships and increase their practical abilities, self-worth and independence.



## Inclusive Cycling & Multi-Sport Event

On Friday 2nd September Macclesfield Leisure Centre held an Inclusive Cycling and Multi-sport event, bringing together community groups to take part in a cycle challenge.

26 adults with disabilities and their carers, family and friends from the Macclesfield Lifestyle Group and the David Lewis Centre attended the event along with the Cheshire Fire Service and Tesco's Food to Fork project volunteers. Everyone had the chance to try the 12 inclusive bikes and they managed to cycle around the Macclesfield Athletics Track 310 times clocking up a great 77 miles!

In support of the Cheshire Tour of Britain we organised an inclusive cycling event to take place with an aim to achieve as many miles of the Cheshire Tour of Britain route as we could. 310 laps of the athletics track with our inclusion bikes was a fantastic effort by all involved.

Lorryn Dixon, Macclesfield Lifestyle Group commented, 'Every one from the lifestyle group had a fantastic day, it was a real pleasure to be involved in such a positive and worthwhile event, we can't wait for the next one!'



## Carers & Family Holiday Activity Programme Success

In September 2015 Everybody was successful with a funding application to start an activity programme for carers. For February 2016 it was decided to do something different as a pilot session. Rather than run separate holiday and carer activity sessions Everybody Sport and Recreation combined both for one session at Alsager Leisure Centre to hopefully attract whole families to the session.

The holiday offer was very well received with a total of 55 children and adults attending the session. 8 adults took part in the taster session who have not attended a carer session previously. During this session people took part in PiYo, a combination of Pilates and Yoga, as well as Clubbercise. In the main sports hall there were a range of activities available for people of all ages to try. This included the giant bouncy castle, arts & crafts, wheelchair basketball, soft archery, ten pin bowling, parachute games and badminton.



There were coaches and volunteers supporting these activities. Parents had the opportunity to join in with the activities themselves, use the equipment to do some free play with the younger children if they didn't want to take part in the main activity, or to relax and chat to other parents while their children were taking part in the activities. 7 families took up the option of going swimming by joining the public swim session running at the centre that afternoon.

There was fantastic feedback from the Carer and Family session with mentions all over social media and comments from the activity survey including how carers were gaining respite from these sessions and that the whole family could now be involved in getting active.

### Cared For Children

During 2016 our Cared for Children scheme continued to provide fitness and activities in Cheshire East growing to 446 memberships for eligible children, their carers and siblings. We saw attendances of 3,062 swimming, gym and class sessions from these members in comparison to 1,926 the previous year which shows a great impact in the physical activity happening in this group of people.

One carer said, "The free pass has had a positive impact on my young person, it has given them meaningful activities to engage with and has helped to improve relationships between himself and staff members. It also has allowed them to speak more openly as the distraction of the gym has allowed the guard to come down slightly, which has given a greater insight to that person."

# 446

**Cared for  
Children  
Members**

# 3062

**Gym, Swim &  
Class Sessions  
Attended**

# 60%

**Increase in  
Member's  
Attendance**





# Key Performance Indicators At A Glance



Live Memberships

Total  
**14,872**

CEC Contract  
**13,705**

HCPC Contract  
**1,167**

Growth  
**36%**

Cared For  
Children

Memberships

**446**

(402 in 2015/16)

Attendances

**3,062**

(1,926 in 2015/16)

Talented Athletes  
Support Scheme

Number of Athletes

**81**

Visits per Athlete

**42**

(20 in 2015/16)

Disabled Users

Memberships

**858**

(642 in 2015/16)

Attendances

**13,376**

(11,757 in 2015/16)

Bikeability

Attendances

**5,612**

(DFT Funded 4542)

Volunteer Hours

**6675**

(6,486 in 2015/16)

Participation

Total  
Attendance

**3,076,591**

(2,811,694 in 2015/16)

Adult

**1,338,323**

(1,122,972 in 2015/16)

16 Years  
& Under

**1,028,948**

(1,020,241 in 2015/16)

60 Years +  
**143,491**

(117,816 in 2015/16)

Other

**565,829**

(550,665 in 2015/16)

Customer Survey  
2016 Overall  
Responses

Overall  
Satisfaction

**8.15**

Staff  
Friendliness

**8.73**

Staff  
Knowledge

**8.48**

Staff  
Politeness

**8.75**

NPS  
**34.09**

General  
Cleanliness

**7.82**

Value For  
Money

**8.46**

Refreshments

**7.22**

Variety

**8.41**

### Rehabilitation Exercise

Helping people gently recover and get back into exercise with specialist support. Conditions: Phase IV Cardiac Rehab, COPD, Cancer, Fibromyalgia and Dementia.



### Family Focus

Supporting targeted individuals and families to lead healthier lifestyles.

**103**  
Referrals

**40**  
Families

Results include weight loss, reduction in medications, increased physical activity levels and improved mental wellbeing.

### acti**life**

#### Everybody Workplace Challenge

Wearable technology to increase physical activity levels within the workplace.

**60**

Participants

**19 Million**  
Steps

**9816**  
Miles  
Travelled

**642,254**

Calories  
Burned

**76%**  
Participants  
Increased  
Their Physical  
Activity Levels



### Bikeability and Bikeability Plus

Cycle training, giving the next generation the skills and confidence to ride their bikes on today's roads.

**6558**

Participants

**261**

Schools  
Took Part

**4249**

Children Passed  
Levels 1 to 3

### Activ8

Fun activity sessions for children with disabilities.

**2460**  
Attendances

**126**  
Sessions Delivered

**334**

Impairments Catered For

### Home Education Programme

A multi sport session for children who are educated at home.

**144**  
Attendances

**17**  
Families

Results include increased confidence, skill set and physical activity levels

### Lifestyle Coach Programme

Helping people make healthier choices and improve the quality of their life.

**307**

Completers

**219**

Went From  
Inactive To  
Active

**9kg**

Average  
Weight Loss

**5cm**

Average  
Waist  
Reduction

**40**

Went From  
Pre-Hypertension  
To Normal  
Reading

**104**

Increased  
Their Fruit  
Consumption

**123**

Increased Their  
Portions Of  
Vegetables

**76%**

Took Out A  
Membership

"I have not self harmed in the first 4 weeks of starting the programme"

"I'm no longer afraid of exercising"

"The sessions allow children to be themselves"

"The programme has helped my depression tremendously"

### OUR NEW COMMISSIONED SERVICES

Active Lives  
Physical Activity  
Referral

Taste for Life  
Cookery Courses  
Healthy Eating

Be Steady  
Be Safe  
Falls Prevention

Fit for Birth  
Healthy  
Pregnancy

Re-Shape  
Adult Weight  
Management

Let's Get  
Movin  
Family Weight  
Management

**ReferAll**  
Referral Management System Embedded

ROYAL SOCIETY FOR PUBLIC HEALTH  
**RSPH**  
QUALIFICATIONS APPROVED CENTRE

**everybody**  
**HEALTHY**

www.everybody.org.uk  
Registered Charity Number: 1156084



# Finance

## Operating Surplus 2016-17

	Unrestricted Funds	Restricted Funds	01 Apr 2016 - 31 Mar 2017	01 Apr 2015 - 31 Mar 2016
	£	£	£	£
<b><u>Income:</u></b>				
Donations and Legacies	2,781,274	-	2,781,274	2,897,611
Charitable Activities	9,060,803	7,681	9,068,484	7,974,221
Other Trading Activities	318,158	-	318,158	37,216
Investment Income	2,057	-	2,057	-
Grants & Contracts	2,420,049	231,208	2,651,257	2,725,622
<b>Total Income</b>	<b>14,582,341</b>	<b>238,889</b>	<b>14,821,230</b>	<b>13,634,670</b>
<b><u>Expenditure On Charitable Activities</u></b>				
Other Trading Activities	350,671	-	350,671	44,684
Charitable Activities	14,062,921	296,158	14,359,079	13,405,829
<b>Total Expenditure</b>	<b>14,413,592</b>	<b>296,158</b>	<b>14,709,750</b>	<b>13,450,513</b>
<b>Net Income (Expenditure)</b>	168,749	(57,269)	111,480	184,157
Transfers Between Funds	(57,269)	57,269	-	-
<b>Operating Surplus/ (Deficit)</b>	<b><u>111,480</u></b>	<b><u>≡</u></b>	<b><u>111,480</u></b>	<b><u>184,157</u></b>
<b>Funds of the Charity</b>				
Unrestricted Funds			111,480	69,374
Designated Funds			-	114,783
<b>Total Funds</b>			<b>111,480</b>	<b>184,157</b>

# YOUR everybody TRUSTEES

## FINANCE & RISK COMMITTEE



Andrew Kolker  
**BOARD CHAIRMAN**



Phil Bland  
**COMMITTEE CHAIR**



Zoe Davidson

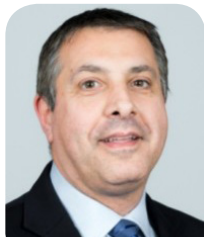


Steve Percy

## CUSTOMERS & PARTNERS COMMITTEE



Christine Gibbons  
**COMMITTEE CHAIR**



Harry Korkou



Richard Middlebrook



Andy Farr

## PEOPLE & GOVERNANCE COMMITTEE



Martin Hardy  
**COMMITTEE CHAIR**



Helen Gowin



Colin Chaytors

Company Number: 8685939

Registered Charity Number: 1156084

**HEAD OFFICE:**  
Holmes Chapel Community Centre  
Brooklands Building,  
Station Road, Holmes Chapel,  
CW4 8AA

**COMPANY SECRETARY & REGISTERED OFFICE:**  
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Cheshire  
WA14 2DT

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1 Churchill Place,  
London,  
E14 5HP

### SOLICITORS:

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EC4R 1BE

### AUDITORS:

Crowe Clarke Whitehill LLP  
3rd Floor, The Lexicon,  
Mount Street,  
Manchester, M2 5NT





Registered Charity Number: 1156084  
Registered in England & Wales (No. 08685939)