



Performance Report

2019 - 2020



providing
'Leisure for life'

www.everybody.org.uk
Registered Charity Number: 1156084
Registered in England & Wales (No. 08685939)

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Chief Executive Report

It was all going so well wasn't it..... Just 11 days short of yet another highly successful year and everything stopped, overnight, for all of us.

I hope you will understand that I cannot allow this final week or so, however disastrous, to overshadow or demean the hard work and endeavour of everyone in the preceding 355 days.

By convention, this report will cover our overall performance to the end of the financial year on 31st March 2020. However the story I will tell will be of two very distinct periods, focussing quite rightly on our success to 20th March.

Not only will this do justice to our achievements until that point, it will also show what we are capable of doing when better times return, giving us the confidence to go again when we can.

Unusually for a retrospective report, I will also look ahead to our recovery and renewal during 20/21, when we intend to return to helping people live well and for longer and be even better than before.

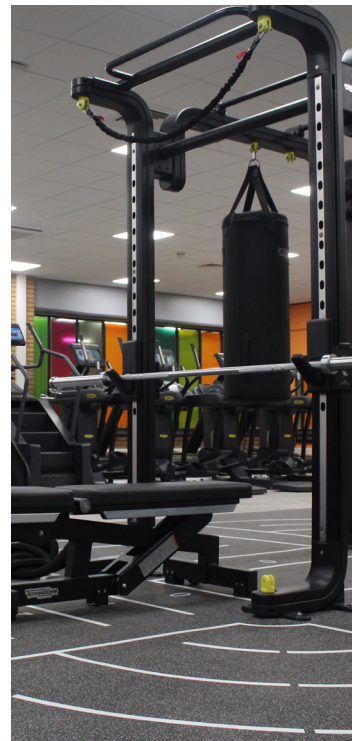
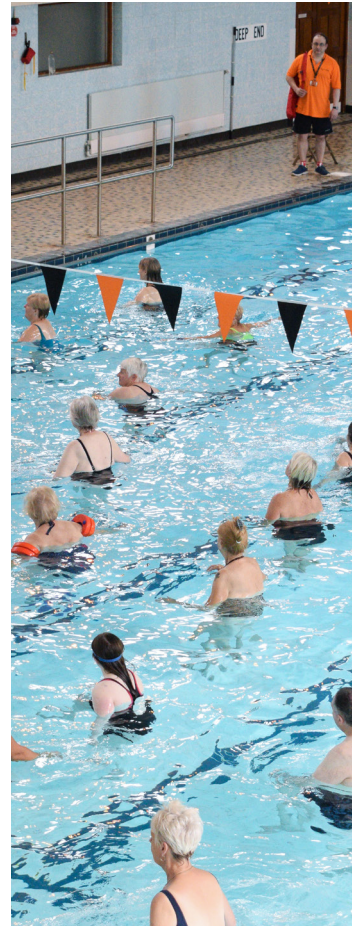
I would like to recognise the support we have had from both Central and Local Government during this crisis. Without this, there would be no recovery plans in place and no hope for new adventures in the future. It is reassuring to have the opportunity to think beyond this temporary hiatus in our development and look to the future with renewed confidence.

So, how did we do?

By 20th March 2020 our overall performance had maintained its continued upward trend from previous years, seeing more members, greater participation and improved customer satisfaction than ever before.

In addition, we had continued to invest in our facilities and gym equipment with the £4M Macclesfield Leisure Centre project underway. This scheme provides an extended gym and new kit, improved fitness studio spaces including a dedicated Spin room, a modern village change area, new reception and customer entrance as well as a Spa & Sauna room.

In September, we opened the Alsager Outdoor Sports Hub with new artificial pitches for both football and hockey, complemented by a major refurbishment of Alsager Leisure Centre including a dedicated group cycling studio, group exercise room and new pool viewing area.





On October 31st we opened our brand new facility at Alderley Park, welcoming hundreds of additional members and introducing 'The Trip' – our first fully immersive cycling workout experience.

Undaunted and given the success and popularity of our range of health interventions, our Board of Trustees agreed to continue to invest in these services for those who need our help the most. We have now developed and enhanced a new offer to support our most vulnerable clients and customers and help improve their health and wellbeing as they recover from cancer, cardio problems and COPD for example.

These locally designed services were further enhanced by the introduction of national clinical pilot schemes on behalf of Eastern Cheshire CCG and the Health Improvement Network. Initiatives such as 'Escape Pain' for those suffering from Osteoporosis and lower back pain have now been launched and are helping customers cope better with their conditions.

Our 'Bikeability' scheme trained over 6,630 children from 153 schools throughout the year, giving them the skills they need to cycle safely and have fun. The target of 5,305 set by DfT was exceeded by over 1,300 children.

At the beginning of 2019/20, we had submitted our '5 Towns' investment programme, generating over £15M of additional capital funding for new and improved facilities at Poynton, Nantwich, Middlewich, Knutsford and Wilmslow. Since then, detailed business cases have been submitted and approved for Nantwich & Poynton and work has now commenced at the Barony in Nantwich.

This spend will complete the investment plans we began in 2014 with the start of the Crewe Lifestyle build and means 2021 and beyond promise to be even more exciting as the remainder of this 10 year investment programme continues to deliver better facilities for local people across Cheshire East.

Our Volunteers have been fantastic in helping others stay well and be active and they have freely given over 40,000 hours of their precious time to their local communities since 2014. This introduction cannot do justice or thank them enough for their selflessness and generosity of spirit.

All in all then and despite everything that has happened recently, I hope you will agree 2019/20 was a very successful year. Since then, the country has been in lockdown and is only now slowly reopening. We 'celebrated' our 6th anniversary on 1st May 2020 with empty buildings and swimming pools and tremendous uncertainty about our future recovery.



With no customers able to visit us, our immediate focus has been on protecting local jobs, maintaining our facilities and saving our charity in readiness for reopening in phases sometime during the summer.

At the same time we are working with our Board to develop a longer term 'Recovery & Renewal Plan' for 2020 and beyond, demonstrating our confidence in the future and an ambition to match our previous success.

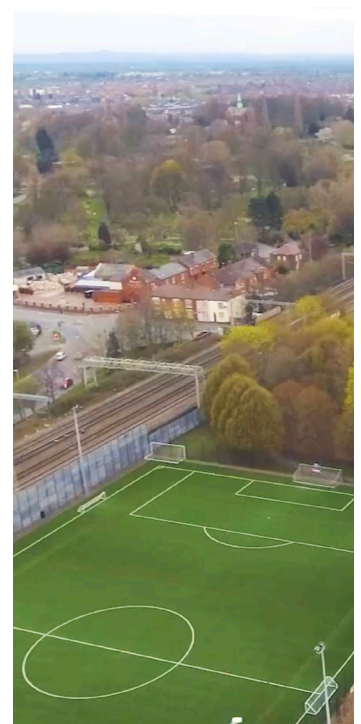
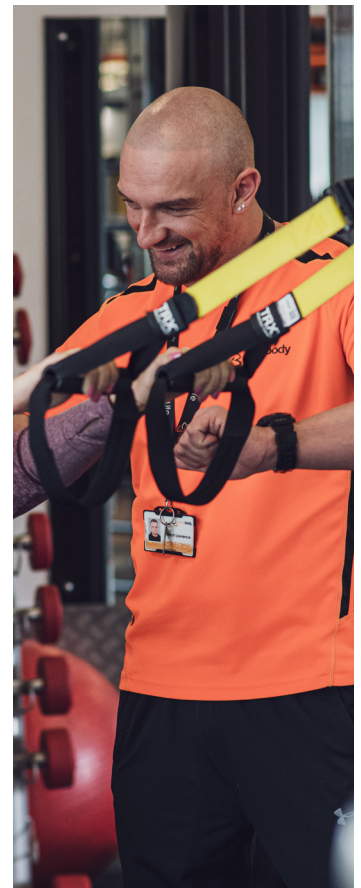
We have come this far together and achieved so much. We need to believe that better times will come again and we will have the opportunity to welcome all our customers back to our centres. In all my previous Annual Report introductions, I have always thanked our customers for their support in enabling us to achieve our targets and to serve them. Our customer survey last autumn showed 84.6% overall satisfaction and with the new investment plans still to come, we hope to increase that still further, year after year.

I would like to thank all our customers and clients once again this year too - for staying with us during the lockdown, for taking advantage of our online classes and virtual offer and, most importantly, for returning to us once circumstances change and we can see you all again, the way it used to be.

It only remains for me to pay tribute to our staff who, like many others across the country, have found themselves 'furloughed' on reduced pay, anxious about their future employment whilst coping with the threat of coronavirus too. At the same time, a few staff continued to work to keep the centres safe, secure and ready to reopen once the lockdown was lifted. Everyone has had a role to play in our survival and they have all played it well. I cannot thank them enough for their support, understanding, flexibility and cooperation throughout this crisis and I know this goodwill and team spirit will continue throughout our eventual recovery.

2020/21 will inevitably be a year to reset, to reflect on our achievements to date, to redesign our services and customer offer and continue our adventure better prepared for the future.

Now we have the hard-won experiences of managing a potentially catastrophic hit on our charity, during which we have learned valuable and important lessons, nurtured strategic working relationships with our major clients, gained new insight into further growth opportunities and developed new, popular ways of delivering our offer.





Peter Hartwell
Chief Executive

It is vital we recognise all these advantages now and embed them where it makes sense to do so. After all, our ambition remains undiminished.

We all look forward to the day when we can welcome everybody back to our centres and services and continue our investment in health and leisure.

Best wishes

A handwritten signature in black ink, appearing to read 'Peter Hartwell'.

Peter Hartwell

Chief Executive, Everybody Sport & Recreation



About Us

Everybody Sport & Recreation is a registered charity and a company limited by guarantee, we re-invest 100% of our surplus back into our local communities.

We are responsible for delivering leisure services and public health initiatives in partnership with Cheshire East Council, Holmes Chapel Parish Council, Alderley Park Limited/Bruntwood, Newcastle-under-Lyme Borough Council, The Madeley Centre and Bollington Health & Leisure.

Our key services include:

16 leisure facilities;

- Everybody Fitness membership scheme;
- Everybody Learn to Swim scheme;
- Everybody Healthy – a range of health and wellbeing programmes and initiatives to support people in our communities;
- Sports development service including key programmes such as Talented Athlete Support Scheme, Volunteer Programme, Club & Coach Development, Bikeability and more;
- Everybody Academy – specialist leisure training provider delivering a range of training and development opportunities including volunteering, apprenticeships and work placements;
- Taste for Life Catering – onsite cafés in local Everybody leisure centres in Cheshire East, cafes in leisure facilities operated by others, business and event catering as well as children's party catering;
- Everybody Options concessionary discount programme;
- Everybody Personal Training programme; and,
- Everybody Foundation – a charity (Registered Charity No. 1174873) that raises funds to support individuals and groups to promote a healthy and active lifestyle.

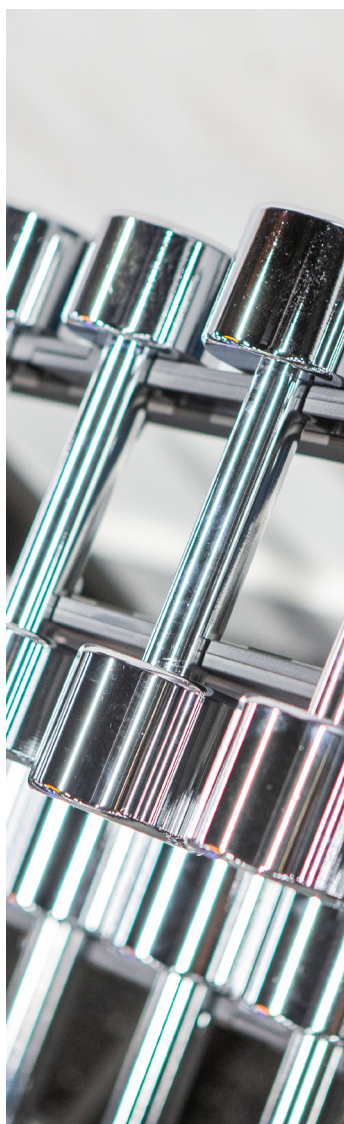
Strategic direction is provided by the independently appointed Board of Trustees. The Board has ultimate responsibility for the governance of the Trust and supports the management team to deliver their strategic aims.

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.

Where we work

The majority of our work is in Cheshire East, in the communities surrounding our 16 leisure centres. We also operate three cafes in other leisure facilities.





The map below illustrates where our sites are situated. Fifteen, including two in each of Crewe, Holmes Chapel and Nantwich, are situated in Cheshire East with two in Newcastle-under-Lyme borough.



Cheshire East has an estimated current population of 378,900 (Cheshire East Council website). This has risen from 370,127 at the last Census (2011).

Cheshire East is noted as having an aging population. According to the Cheshire East Local Plan (paragraph 1.27) there will be a 65% increase in the population aged 65 and above and a 134% increase in the population aged 85 and above by 2030.

The overall population is also expected to increase, due to new housing provision. The overall growth proposition is to deliver at least 36,000 new homes which forecasts an increase in the borough's population of around 58,100 people by 2030.

Getting more people physically active

Supporting people to be more physically active is a key aspect of what we do. Whilst we have a major part to play in this, we work

collaboratively with local partners including Cheshire East Council, Holmes Chapel Parish Council, Newcastle-under-Lyme Borough Council, The Madeley Centre, Bollington Health & Leisure, numerous health partners, local officers from sports national governing bodies and Active Cheshire to address this issue. We also work closely with a number of national partners including ukactive, CIMSPA, Sporta and Health Innovation Network.

The level of physical activity is measured nationally as part of the Sport England Active Lives Survey. Within Cheshire East, participation in physical activity has been growing for the last few years since Sport England redefined these measures.

In the latest survey, released in April 2020 but covering the 12 months from November 2018 to November 2019 – prior to COVID pandemic, the level of activity across Cheshire East is lower than it was last year. This still equates to 61.8% of adults – 190,445 people – being active for over 150 minutes per week.

Table 1 – Level of Physical Activity (Source: Active Lives – April 2020)

Area	Inactive (<30)	Low-active (30-149)	Active (150+)
England	24.6% (-0.5%)	12.2% (-0.1%)	63.3% (+0.6%)
North West	25.8% (-0.5%)	11.9% (-0.6%)	62.3% (+1.1%)
Cheshire East	25.0% (+3.9%)	13.2% (+4.1%)	61.8% (-8.0%)
Cheshire West	23.0% (-1.3%)	11.7% (-1.5%)	65.3% (+2.8%)
Warrington	26.1% (+1.7%)	14.8% (-0.4%)	59.1% (+1.7%)

Within our centres, participation increased based on the previous year up until mid-March with more attendances recorded than ever before within our Cheshire East Council leisure facilities. A decline in mid-March and subsequent closure, directly attributable to the COVID pandemic, meant this was slightly lower than anticipated but 2019/20 was still a record year for participation in leisure.



Vision



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.

Leisure for Life

Our simple vision of providing 'Leisure for Life' requires us to help people live a healthy life of course. It also seeks to make participation in any recreational or leisure activity an enduring habit from the earliest years to later life.

Helping people to live well and for longer

We also have a long-term shared vision with Cheshire East Council, 'helping people to live well and for longer', to emphasise our commitment to positively impacting the health of everyone in the borough of Cheshire East.

By achieving our vision of 'Leisure for Life' we will be making a major contribution towards helping people to live well and for longer.



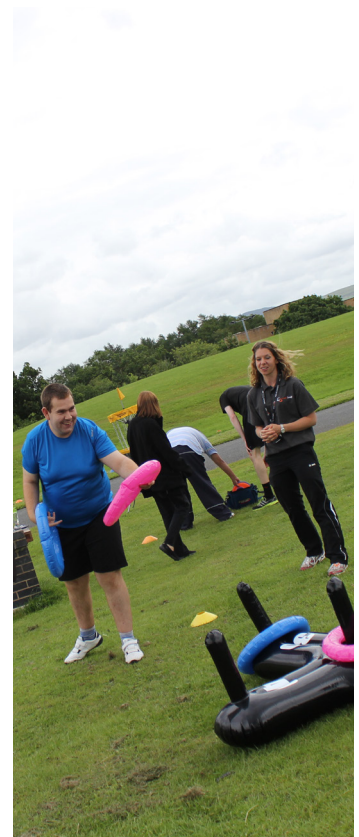
Values

In order to build on our successes to and have an even greater impact on our mission and strategic aims, we will need to continue to work with our values at the heart of all that we do.

These values have guided our thoughts and actions since May 2014 and are the foundation of our way of working.

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.

We are proud of not what we have achieved but also 'how' we have achieved these with everyone committed to the organisation's values. We will continue to engage with our people at every opportunity to ensure all are engaged and supported in a positive manner.



Key Achievements

This section highlights our achievements over the past year. To help to illustrate what we have achieved, we have broken them down under our Strategic Aims.

**Improve Wellbeing
through Physical Activity
& Healthy Recreation**

**Build an Ethical and
Sustainable Business**

**Provide a Great
Customer Experience**

**Develop our People to
be the Best**

Our Strategic Aims help to guide what we do and subsequently what we have achieved.

Improve Wellbeing through Physical Activity & Healthy Recreation

One You

In the first half of the year we completed our delivery of the One You service under the initial three year contract under the following delivery programmes:

- Physical Activity (Active Lives, Fit for Birth)
- Adult Weight Management (Re-Shape)
- Children's Weight Management (Lets Get Movin')
- Falls Prevention (Be Steady Be Safe)
- Healthy Eating (Taste for Life Cookery Courses for Adults, Children & Family Workshops and Fakeaway Classes)

All key performance indicators were achieved, often exceeded, throughout the life of the contract.

In total, 6,367 people have completed one of the programmes. Highlights have included:

70%

Went From Inactive to Active

97%

Lost weight

85%

Improved quality of life score

71%

Improved Mental Health

The overall customer satisfaction rate was 9.5 out of 10 with 65% of completers taking up a follow-on membership.

Health Innovation

In order to support the ongoing demand for existing and future clients,



in November 2019, a new exercise referral scheme for people with long-term medical conditions was launched. We have also continued to offer the follow on classes for previous schemes and the falls prevention programme primarily in Everybody venues.

We managed to retain most of the expertise and experience to deliver the new schemes as well as providing continuity for existing participants. Initial uptake of the new programmes has been good. From November up until mid-March, 502 referrals were received with 65 members completing their programme. Due to the pandemic, the scheme had to be put on hold and is planned to re-commence when it is safe to do so, in line with government guidance, which will enable participants to complete their programme.

During the COVID pandemic, having postponed the sessions and ultimately closed our centres, we needed to do things differently. Support was provided in the form of regular phone calls to vulnerable and elderly members who would usually access their falls prevention programmes and Everybody Healthy rehabilitation classes and online classes were offered including:

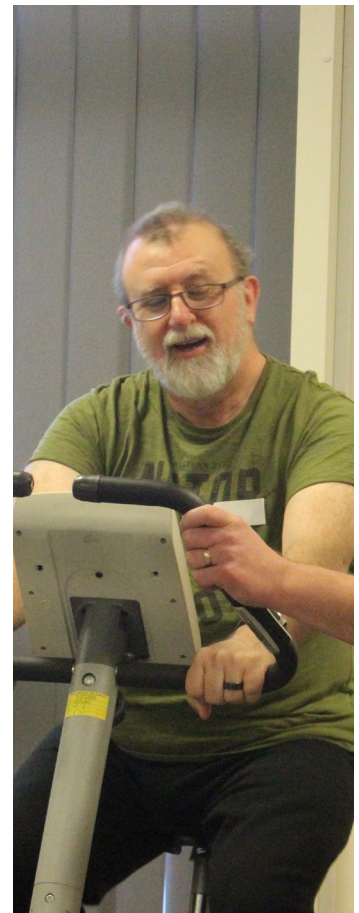
- **Everybody Lower Back** – a class for those who have a non-specific low back pain. The exercises consist of gentle movement and mobility helping to reduce back pain and increase movement.
- **Everybody Mobility** – a class aimed at older adults who are at risk of falling, particularly those who are over the age of 70.
- **Everybody Get Moving** – a gentle exercise routine to improve/help with your flexibility, aerobic capacity, balance and strength.

Case Study: ESCAPE-pain

Joan (Pictured right) is 87 years old, from Holmes Chapel, she has recently completed the ESCAPE-pain class at Holmes Chapel Community Centre. When she began the class she was extremely nervous, she didn't have very good balance and wasn't confident when walking around.

At the beginning, she had a lot of scepticism; she didn't believe that exercising would be able to have the same effect on her pain as medication did. After 3 weeks of ESCAPE-pain classes with instructor Josie Hurst, Joan began to feel a drastic difference; she had a reduction in pain and also started to feel better within herself.

The structure of the class made her feel extremely comfortable and she felt that being around people with similar problems to her helped her gain confidence in the class – she felt like it wasn't just her suffering and knew that other people were going through the same thing.





Joan was shocked in the class as she thought she'd struggle with some of the exercises, but she found that there was nothing she couldn't do and it felt great! The exercises made a vast improvement in Joan's ability and confidence, and the fact that the exercises could be done at home made her more interested in exercising at home.

Since completing ESCAPE-pain, Joan no longer requires the stick that she was dependent on and can walk up and down the stairs with ease. However for Joan, the pain reduction is not the only way her life has improved because of ESCAPE-pain.

Her balance has drastically improved and Joan now feels confident enough to go down to the shops by herself!

Joan has now joined the gym, and along with 3 of her friends that she made at the ESCAPE-pain class, goes to the gym at least twice a week and they all travel there together. The friendships Joan has made from ESCAPE-pain have helped her a lot; they all support and motivate each other.

Joan now enjoys exercising and has set her sights on doing some Aquafit classes next! Joan is extremely grateful for the help she received from Everybody Lifestyle Coach Josie Hurst, they built up a great relationship and Joan now attends Josie's follow on classes, where they continue implementing the exercises. Joan loves the social side of the classes and found the relationship between everyone was a lot of fun, and they made time to make a lot of jokes together.

ESCAPE-pain

ESCAPE-pain is an evidenced based education and exercise programme for people with Osteoarthritis of the knee or hip. We have been successfully delivering this programme since 2018, as commissioned by Health Innovation Network South London (HIN) with funding from secured Sport England to deliver ESCAPE-Pain across the country.

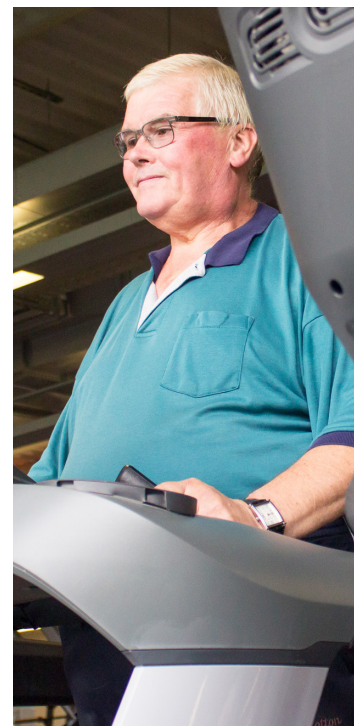
Our scheme, one of the most successful across the country, helped to secure our first Clinical Commissioning Group (CCG) contract by Eastern Cheshire CCG. An initial 12 month pilot programme was commissioned.

Since the start of the programme, 180 people have completed the course over 18 cohorts. 95% of completers increased the amount of physical activity they completed compared to before they started.

According to a report by HIN, they estimate that the programme will have contributed a saving of £204,484 to the health and social care sector over 2.5 years based on the number of completers of this course locally.

We also launched a specific ESCAPE-Pain programme for Lower Backs, in partnership with the Health Innovation Network (HIN) and CCGs. Due to previous successes, HIN approached us to be one of 7 national pilots. Upon completion, the data will be evaluated by HIN with potential to rollout across the country. Our aim is to continue working with the CCGs to ensure ESCAPE-Pain is identified as part of the clinical pathway potentially leading to further commissioning opportunities.

To date, 44 people have started the programme but this has been affected by the COVID pandemic as only 12 managed to complete their programme in March prior to the centres shutting their doors. A number of these people have been supported, during this difficult period, by the 'Everybody Lower Back' virtual class that provides support for their condition and access to exercises that will support their needs.



Volunteers dedicate 40,000 hours of their time to support others

In November 2019, we passed the 40,000 hours of volunteering milestone. This goal, originally set in 2014, has been achieved four months ahead of the original target which illustrates the continued success of the volunteer programme and commitment of individual volunteers.

Commitment of volunteers

Obtaining a milestone such as 40,000 hours has been the result of the commitment of numerous volunteers to the community of Cheshire East – too many to name.

The walking sessions, including Health Walks and Nordic Walking, have been key programmes that have been supported by a number of long serving volunteers. Without them, the programmes would not be able to run and the number of volunteer hours completed would have been considerably lower. Six volunteers have each completed over 500 hours since 2014.

One particular individual, an advocate for Nordic Walking, has contributed an amazing 1/16 of the hours completed since 2014. David Lambert, from Poynton, has contributed over 2,500 hours of his time to support others to get active in the outdoors around Poynton and train new Walk Leaders.





Swim Pool Helper Role

A key reason for spike in volunteering hours in 2018/19 has been the Swim Pool Helper role.

Launched in 2018/19, the role was designed to give volunteers opportunities to support swimming lessons and, at the same time, gain experience of the Swim Teacher role – whilst working alongside and being mentored by them. There were numerous opportunities for volunteers in this role. At its peak, 34 volunteers contributed a monthly total of 316 hours.

In total, this contributed 2,319 volunteer hours in 2018/19. This equated to 29% of the total.

As part of this opportunity, training is provided to the volunteers. In 2018/19, six volunteers completed their Swim Teacher Level 1 and 2. All six progressed into employment with Everybody.

This trend has continued into 2019/20 with 13 volunteers completing their Swim Teacher Level 1 or 2 (up to November 2019). Of these, 12 have become Swim Teachers.

The role has recently been evaluated and has adopted guidance from the Swimming Teachers' Association (STA). The revised role is currently being promoted to bring in the next wave of Aquatics Helpers.

Volunteers Moving in to Employment

In addition to the individuals that have transitioned from Swim Pool Helpers to become Swim Teachers, there are other examples of individuals that have moved in to employment.

One example is, Sean Taylor (Pictured left), from Wilmslow, was volunteering up to 17 hours per week supporting various Sports Development sessions and the Active Holidays programme – totaling over 200 hours in 2018/19. He was introduced through our partnership with Total People (Total People help their learners to progress in to employment with support from their learning advisors). From the experience and confidence, gained through the role, he was successful in obtaining a job as a General Assistant at Wilmslow Leisure Centre.



Volunteering – reaching our 40,000 hours milestone ahead of target!

As outlined within the case study, we reached our longstanding 40,000 hours milestone in November 2019. This is testament to the hundreds of volunteers that have contributed their time to make this possible.

Over the past year 185 volunteers contributed their own time to support us to help people to live a healthy and lifestyle. Collectively they contributed over 6,770 hours across a variety of opportunities.

Disability

The Ability for All programme provides inclusive activities for all ages. Part of this, with funding from Cheshire East Council through Short Breaks, is to deliver activities for children with disabilities with their families. In 2019/20 a total of 173 dry side sessions were delivered resulting in 1,796 attendances. We also delivered 353 Alpha swimming lessons for children and young people with a disability as part of the Short Break Contract. There was also an additional 755 swimming lessons for the children who continued swimming after they had completed their Alpha lessons.

In addition to Short Breaks during 2019/20 Ability for All have also:

- Provided 20 activity sessions children in Home Education resulting in 278 attendances
- Started weekly boccia activity sessions with 119 attendances from the 22 sessions ran
- Supported a range of partners such as Friends for Leisure and Cheshire East Day Services along impairment specific groups with bespoke activities as requested

We continue to take every opportunity to improve accessibility and improve programming for individuals with specific needs. Key aspects of the forthcoming development programmes include improving accessibility for all potential users where feasible. As part of each scheme, our Disability & Inclusion Lead is consulted at the planning stage to ensure everyone's needs are considered at this stage.

Options

The Options membership allows people in various demographics and those in receipt of certain allowances/benefits to enjoy leisure activities at a discounted rate. We have worked with the Council to maintain this offer to ensure the discounts are maintained to encourage access for the whole community.

As of the end of March, nearly a quarter (23.3%) of fitness memberships were held by Options card holders. When looking at all members, 11% have an Options card.





Talented Athlete Support Scheme

Another successful year has seen a 39% growth in memberships to 189 at the end of the year. Athletes are involved in a diverse range of sports including athletics, gymnastics, martial arts, rugby, sailing and snow sports.

We delivered the second Talented Athlete Support Scheme (TASS) Conference. Athletes came together at Holmes Chapel Community Centre to share stories of their journeys to date and their advice with the audience. In addition, we welcomed a number of external hosts to speak about aspects of the mental side of sport, nutrition and keeping robust as an athlete.

The Everybody Sports Awards was a successful evening for athletes from the TASS programme. Winners included Jack Schofield (Sports Personality of the Year – Iron Man Triathlete), Josh Betteley (Disabled Sports Achiever – Middle Distance Runner) and Milly Horsfield (Young Sports Achiever – Judo).

Cared for Children

Supported by Cheshire East Council, we continue to support Cared for Children to access a variety of activities along with their carers and siblings. As of the end of the year, we had 575 members. They can access a variety of activities including attending the gym, going swimming and playing badminton.



Bikeability

Cheshire East Council has a grant, from the Department for Transport, to deliver Bikeability until 2021. We deliver the programme on their behalf and have done for a number of years.

During 2019/20, 6,631 children, from 117 schools across Cheshire East, completed a Bikeability course.

We continue to have a good working relationship with our delivery partner, Cyclist Training Limited. We receive positive feedback from participants and schools alike regarding the scheme.

Everybody Foundation

The Everybody Foundation is an independent charity that raises funds to support individuals and groups to promote a healthy and active lifestyle.

Staff and customers have continued to raise funds to allow the Foundation to provide the grants awarded to date and for the future. Direct support has also been provided by identified roles within the business and each £ raised by the Foundation is matched up to a maximum of £5,000 per annum. Challenges this year have included a solo virtual marathon.

In 2019/20, the Everybody Foundation, has awarded 14 grants for a total of £3,890. Recipients included community sports clubs to develop their volunteers and increase access for local people as well as supporting individuals to reach their potential.

Case Study - Holmes Chapel Boxing Club

In February 2019, Holmes Chapel Boxing Club hosted the first boxing event of its kind in Holmes Chapel, the day, held at Holmes Chapel Leisure Centre, saw over 200 people come through its doors to support the young people taking part in the event. Multiple bouts took place on the day, with many Holmes Chapel residents taking the win in their debutant fight.

Holmes Chapel Boxing Club was awarded a grant from the Everybody Foundation, which allowed them to improve training facilities for their boxers. The club was created to provide a positive alternative to anti social behaviour following reports of organised fights taking place after school. They aim to create a safe, high quality environment for everyone – with everybody welcome.

Supporting causes like the Holmes Chapel Boxing Club is what the Everybody Foundation aims to do. Speaking on the event, Kerry Shea, Director at Everybody Sport and Recreation said, “We are delighted to have supported the boxing club in their first event, held at our facility, which was so successful. They are doing this work to support the community, and this event did not disappoint. A massive well done to all of the people involved.”

All of the coaches at Holmes Chapel Boxing Club work voluntarily and have full time jobs. They are all so proud of the achievements of their members. The club is set to grow even more, with attendance numbers increasing every week – encouraging more and more young people to look into boxing for not only exercise and fun but for mental health support.





Build an Ethical and Sustainable Business

Investment

Over the last year we have seen further significant investment into a number of our sites. Together we are continuing the investment into a number of sites with a focus on modernisation and reducing energy consumption. These have included:

- **Everybody @ Alderley Park**

November 2019, we launched the brand new facility which includes a 60 station gym, two group exercise studios, a sports hall, tennis courts, small sided astroturf, cricket pitch and football pitches. In partnership with Bruntwood and Alderley Park Limited, the facility has a state of the art immersive cycling studio – the Trip by Les Mills.

- **Macclesfield Leisure Centre**

A £4million investment scheme to improve and extend the gym, create village changing, add a spa and steam room, create a dedicated group cycling studio, refurbish an exercise studio and an improved reception. Some of the work will be completed in 20/21 but the benefits are already starting to be realised with a much improved user experience at the centre.

- **Alsager Leisure Centre**

The centre has seen an extensive refurbishment and improvement scheme including an extended gym, now offering 51 pieces of Technogym equipment and a new reception with lift access to the first floor. In addition, a group cycling studio and group exercise studio has been created as well as a large open viewing area for the swimming pool.

- **Alsager Sports Hub**

Provided as part of the housing development at the former Manchester Metropolitan University site, the new site is managed by Everybody. With two full sized astroturf pitches – one sand based and one 3G – and three grass pitches, it is the home of AFC Alsager and Triton Hockey club as well as having a number of other users both of the pitches and utilising the perimeter trim trail.

- **Barony**

Internally, a new studio has been created upstairs and will be serviced by a platform lift. Improvements to the downstairs changing rooms improve the user experience and the relocated reception allows access to the upstairs and provides an informal meeting space. Externally, a perimeter fence has been commissioned to make the site safe with the view of increasing the number of events being held. To be completed in the next few months, conversations are underway with potential event partners.

We have continued working closely with Cheshire East Council, and increased the planned investment to £17million worth of investment through the Council's Medium-term Financial Strategy. The investments into Knutsford, Middlewich, Nantwich, Poynton and Wilmslow are built on a financial model that the increased usage at each facility will repay the cost of the investment. The capital programme will improve facilities and services across a variety of communities.

Pre-construction work commenced at the end of the financial year on the first two projects, Nantwich and Poynton, with detailed planning submissions and hopefully full construction to commence in 2020/21.

Finance – Surplus Position & Business Growth

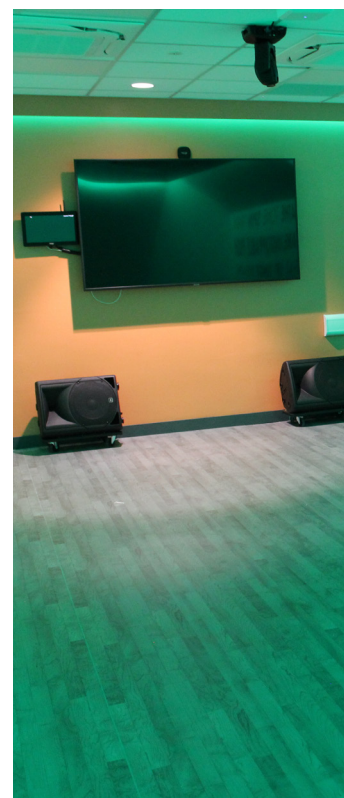
2019/20 was planned to be another successful year which was planned to have generated a surplus of £33,000. However, the COVID-19 pandemic closed all of our sites on 20th March 2020 resulting in a loss of income at the end of the year. In addition, a downturn in customer confidence started to materialise from mid-February which further reduced income receipts. Despite our turnover for the year having increased to £17,595,734, it was insufficient to cover our expenditure of £17,789,45, resulting in a net deficit of £193,717.

This net deficit of £193,717 for 2019-20, is shared between funds which are classed as being either 'Unrestricted Funds' (available for distribution) or 'Unrestricted Designated Funds' (available for specifically designated purposes). These funds have both decreased in size by £174,008 and £19,709 respectively during the year.

Performance Management Framework

2019/20 saw the first full year of our business adopting a bespoke performance management scorecard. It is made up of four sections – social impact, commercial, customer excellence and people. No single area is more important than any other and when put together they equate to the totality of our business.

Our managers and staff review the service performance areas and these are reviewed by our Board of Trustees and shared with Cheshire East Council to ensure we are jointly working towards key outcomes that are 'helping people to live well and for longer'.





Inclusion & Diversity

To support our approach to ensuring there are no barriers to accessing our services and facilities, an internal working group has been formulated. The group, which meets twice per year, ensures that we recognise the differences and treat people according to their needs. Diversity celebrates the ways in which we differ and is about valuing everyone as an individual. This helps, supported by a clearly initiated policy, to ensure that no one regardless of their age, ability or background receives less favourable treatment or is disadvantaged because of a protected characteristic as identified in the Equality Act 2010.

Environment

Considering the environment is a key aspect to building an ethical and sustainable business. The Everybody Environmental Steering Group, with representatives from all centres, monitor current performance and input ideas in to our future environmental commitments. They are responsible for the delivery of the Environmental Policy and sharing learnings with colleagues.

Along with Cheshire East Council Assets Team, we look at ways we can reduce energy usage. This includes investing in modern systems that use less energy and training staff in how to best utilise all systems to ensure optimal energy performance. In line with this, a joint key performance indicator has been agreed – energy usage per visit. Upgrades to equipment will be considered as part of future investment schemes.



Provide a Great Customer Experience

Participation

Level of physical activity participation is increasing across the country. We are also seeing this at a local level, within our centres and community sessions.

This year, with the effect of COVID pandemic, it has made this difficult to track for a full year, as we have previously, as March saw the attendances reduce from normal levels with the initial uncertainty then the full closure on 20th March.

However, up until March, we were slightly ahead of target for our participation key performance indicator that we report to the Cheshire East Council on. These targets will need to be reset to account for this situation.

One area of growth to highlight is adult participation (17-60 years old) which was the primary growth area this year.



Case Study – Macclesfield Leisure Centre 50+ Club

Macclesfield Leisure Centre is home to one of the biggest hidden gems for the older generation in Cheshire East, their 50+ club. Sessions run three times a week and offer the over 50s an opportunity to keep fit by playing badminton, soft tennis and table tennis on Mondays, Wednesdays and Fridays.

People of all ages come to socialise, play and most importantly win! The session not only provides exercise for those who attend, but is used to combat loneliness and gives members an opportunity to meet new friends and likeminded people.

The club is celebrating its 30 year anniversary, with some of the members boasting of their 25+ years dedication to the club. Some of their oldest members are 85 years of age, with some of the youngest around 53 – and the 85 year olds can give them a good game!

Speaking on the importance of the club in his life, member Peter Sutcliffe from Macclesfield said *"it has been more than exercise for me in all the years I have been here, I've made some great friends who I come for a coffee with after playing. It has helped me to stay healthy and fit, I always say you don't stop playing because you are old, you grow old because you stop playing!"*

The session is the only of its kind in Cheshire, with people travelling from around the county to attend.





Memberships

Fitness memberships have grown considerably over the last year. The improved facilities at Macclesfield and Alsager as well as the new Everybody @ Alderley Park have helped with this growth.

As of mid-March, ahead of the full effects of the pandemic, memberships had grown to 19,831 – an increase of 12% since the start of the year.

We have continued to offer our successful Wild Card Scheme. For £5, it enables a new group to access services in flexible ways. They are incentivised by discounts and offers to participate in activities at our centres. Our wild card members increased from 3,361 in 2019/20 – a growth of 3% since last year.

The learn to swim scheme has also seen a growth to 8,134 on the already very busy scheme – an increase of nearly 5% since the start of the year.



Everybody Awards

The Everybody Awards 2019, took place on Friday 11th October at the prestigious Crewe Hall, recognising exceptional achievements of sporting and community heroes in Cheshire East.

Over 190 guests enjoyed the evening, presented by Baroness Tanni Grey-Thompson, Paralympic athlete, DBE and crossbench peer, with 16 Paralympic and 13 world championship medals to her name. Megan Giglia MBE, shared her inspirational journey of how she overcame an Acute Brain Haemorrhage to receive the first gold medal for team GB and achieve two world records at the 2016 Rio Paralympic Games.

Those recognised include:

- Sports Personality of the Year – Jack Schofield (IronMan Athlete)
- Young Sports Achiever of the Year – Milly Horsefield (Judo)
- Disabled Sports Achiever of the Year – Josh Betteley (Para-athlete)
- Coach of the Year – Sammy Hill (Camm Street Fitness Centre)
- Customer Hero – Pauline (Crewe Lifestyle Centre)
- Health & Wellbeing – Elworth Pre-school
- Club of the Year – Crewe & Nantwich Rugby Club Ladies
- Volunteer of the Year – Claire Standley (Cheshire Netball League)
- Young Volunteer of the Year – Abigail Painter
- Chairman's Award – Simon Jones (South Cheshire Amateur Boxing Club)
- Lifetime Achievement – Ron Gill (Macclesfield Seals Swimming Club)



Junior Awards

Children aged 5-11 years old were recognised at the annual Everybody Junior Awards on Saturday 9th November at Holmes Chapel Community Centre; for their inspirational efforts and contributions to local sporting success.

This year's ceremony was sponsored by XN Leisure, SAS Daniels, and Holmes Chapel Parish Council. The winners were:

- Junior Member of The Year – Grace Murray
- Everybody Helper of The Year – Amelia Yoxall
- Everybody Swim Rising Star – Ruby Stonier
- Everybody Family of The Year – The Beevers
- Junior Achiever of the Year – Oliver Johnson
- Sports Personality of the Year (5-8 years old) – Bella McKinney
- Sports Personality of the Year (9-11 years old) – Oliver Edwards
- Junior Superstar Award - Ned Pearson

A special further award, the 'Chief Executive's Award For Courage & Generosity of Spirit', was presented to Lucie Heathcote during her school assembly.

Taste for Life

Another busy year for Taste for Life highlighted by delivering more events than ever before across all sites. More equipment has been bought and staff upskilled to cater for this growth.

The menu has been developed to provide more healthy choices whilst keeping the old favourites. Our loyalty scheme continues to be popular, in the last year we rewarded loyal customers with nearly 6,000 hot drinks.

In partnership with the Health Innovation Team, the Taste for Life staff have supported the Luncheon Club at Holmes Chapel Community Centre. This new group has developed in to a key community resource providing a social event in the calendar of many local elderly residents. Signposting has been provided to the other services in the centre and the wider community.

We opened a new café at the Madeley Centre near Newcastle-under-Lyme. The Madeley Centre is a community hub with a large events space, meeting rooms as well as being home to a few local charities and businesses. The café, open daily, welcomes a variety of visitors to the centre by offering a selection of hot and cold food and drinks. Taste for Life also offers catering for all events varying from community meetings to family functions and everything in between.





Customer Survey

In the winter of 2019, we carried out our annual staff survey. It was moved from its traditional position to later in the year.

All of the key measures had improved collectively and across the majority of sites. We are pleased to share that 'Overall Satisfaction' rose to 8.46 from 7.98 last time.

During August 2019, Leisure-net conducted a survey of non-users to give us a better understanding of their current habits and motivations.

In the areas that we are targeting the securing investment, 32% of people surveyed said they would consider using an Everybody facility and 33% said the driver to join would be 'better equipment/ facilities' and 'improved facilities'.

Develop our people to be the best

Employer of the Year 2019

In November 2019, we were delighted to win the Employer of the Year award at the South Cheshire Chamber of Commerce Business Awards. This award recognised our commercial success and ambition, alongside our strong commitment to supporting and developing our people.

We were so pleased to see the hard work and effort of all our team members recognised in this way. The team of judges in particular commented on the positive balance we have managed to strike - being a vibrant and growing business and having a big heart.

Best Company to Work for – Silver Award

In that same month we received a silver award in the Best Company to Work For category at the North East Cheshire Business Awards. These awards recognise companies that excel in looking after staff and maximising their potential to become a significant player in its industry.

Award winners are those businesses that employees feel proud to work for and which made real and lasting contributions to the benefit of the local community.

Apprenticeship Programme – Cohort 5

We have continued to develop the apprenticeship scheme, adding value to personal development aspects of their progress through the scheme. We have also changed the Academy staffing structure to enable our new role of Learning & Development Lead to have a clear focus on the apprenticeship programme.



A further three have now progressed to permanent roles with us, taking the total to ten, and a further five are due to graduate through the scheme within the next six months. We also have a further six apprentices who are part way through their first year with us.

2019 saw our apprenticeship team plan, organise and deliver the second Apprenticeship event, rebranded as the Holmes Chapel Village Festival. The event was open to staff and the local community and was highly successful with an increase on attendees on the previous year and most importantly creating lots of happy experiences.

At Everybody Sport and Recreation, their apprentices are extremely hardworking and dedicated, and with support from the fantastic Everybody Academy team – they continue to go from strength to strength in their careers.

Holly's story, a Level 2 Fitness Apprentice, is an amazing one. Before starting with Everybody, Holly was having a difficult time, she hadn't been in school since the age of 14, and struggled with mental health issues.

Holly got in contact with the Volunteer Programme at Everybody and was signposted to their Apprentice Scheme. With no qualifications, Holly didn't think she was in with a chance of being offered one but applied 'just in case'. She impressed staff at Everybody and was offered an apprenticeship.

Starting her apprenticeship was what Holly cited as the reason she came out of her shell. The Everybody team supported her in her development and allowed her to work within different sectors of the leisure industry (including lifeguarding, reception work and more).

She began delivering fitness classes and creating programmes for members and decided personal training was where she wanted to be. Holly was determined and fast tracked her apprenticeship. In January, she will be a fully qualified personal trainer, with a growing list of eager clients waiting to work with her.

Holly has won numerous awards, including the Special Apprentice Recognition at the South Cheshire Chamber Awards, where her manager Jade Stone said *"Holly is a real asset to our company and her passion and drive is a real inspiration to other employees. She is a great role model for new apprentices and staff joining the company as she always does her best to support everyone around her."*





Holly has since secured a permanent role at Everybody, working in Holmes Chapel Community Centre and Alsager Leisure Centre. Her long term aims include setting up a programme to support those suffering with mental health through exercise.

When asked what she would say to someone thinking of applying for an apprenticeship with Everybody, she said "just give it a try, you learn more than just your job role. You make friends and grow as a person. I don't know where I'd be if I hadn't started with Everybody, and I am now enjoying looking to the future with the company."

Academy

This led to the introduction of a number of career frameworks, wherever possible based on industry standards, and then modified to ensure that they meet our requirements. These frameworks will form a key part in future development of employees working alongside other support mechanisms to empower managers and staff.

Staff Awards

In November 2019, we held our fourth Staff Awards to recognise team achievements, the contribution of individuals, the long service of our staff and many dedicated volunteers.

The biggest to date, held at Wilmslow Leisure Centre, was attended by over 230 people. Staff reaching key service milestones were celebrated alongside volunteers that have reached milestones in terms of the number hours served.

- Long service awards
 20 years: Nicola Hampton Bennett, Andy Bancroft, Mark Shepherd
 30 years: Alan Broadhurst, Karen Morris, Andy Smith, Gary Foulkes
 40 years: Alaister Beaton
- Volunteer of the Year – Poynton Health Walk Team
- Coach of the Year – Julie Brown
- Innovation of the Year – Gen Caddick
- Fundraiser of the Year – Richard Chadwick
- Manager of the Year – Manus Twomey
- Team of the year – Sandbach Leisure Centre
- Learner of the Year – Holly Brough
- Employee of the year – Michelle Hallam
- Customer hero – Gary Webster
- Special Recognition Award – Alsager Lifesaving Team
- Chairman's Award – Beechmere Incident Team



Finance

Operating Surplus 2019 - 2020

	Notes	Unrestricted Funds	Restricted Funds	01 April 2019 – 31 March 2020	01 April 2018 – 31 March 2019
		£	£	£	£
Income					
Donations and Legacies	2	3,359,880	-	3,359,880	2,497,819
Charitable Activities	3	10,659,577	-	10,659,577	10,227,740
Other Trading Activities	4	868,182	-	868,182	814,690
Investment Income		8,942	-	8,942	6,874
Grants and Contracts	6	2,699,153	-	2,699,153	2,922,366
Total Income		17,595,734	-	17,595,734	16,469,489
<u>Expenditure on Charitable Activities</u>					
Other Trading Activities	6	812,230	-	812,230	723,331
Charitable Activities	7	16,977,221	-	16,977,221	15,534,046
Total Expenditure		17,789,451	-	17,789,451	16,257,377
Net Income (Expenditure)		(193,717)	-	(193,717)	212,112
Transfers Between Funds		-	-	-	-
Operating Surplus / (Deficit)		(193,717)	-	(193,717)	212,112

Company Information

FINANCE & RISK COMMITTEE



Andrew Kolker
BOARD CHAIRMAN



Phil Bland
COMMITTEE CHAIR



Zoe Davidson



Steve Percy
Until 31-05-2019

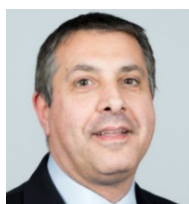


Chris Gee
From 24-10-2019

CUSTOMERS & PARTNERS COMMITTEE



Kimiyo Rickett
COMMITTEE CHAIR



Harry Korkou



Richard Middlebrook



Alex Taylor

PEOPLE & GOVERNANCE COMMITTEE



Martin Hardy
COMMITTEE CHAIR



Suzie Akers-Smith
From 10-07-2019



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

BANKERS:

Barclays Bank
1 Churchill Place,
London,
E14 5HP

SOLICITORS:

Bates Wells
10 Queen Street Place,
London,
EC4R 1BE

AUDITORS:

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

Key Performance Indicators

Participation

Total Attendance
3,658,778

Adult
1,473,527

16 & Under
1,250,791

60+
175,005

One You

6,367
Completers

9.5/10
Customer Satisfaction

70%
Inactive to Active

97%
Lost Weight

85%
Improved quality of life score

71%
Improved mental health

Memberships (16/03/20)

Fitness
19,831
Options Fitness
4,740

Learn to Swim
8,134

Options
6,905

Wild Card
3,485

Volunteering
185 Volunteers
6,770 Hours

Ability for All
173 Activity Sessions
1,796 Attendances
353 Swimming Lessons

Bikeability
6,631
Attendances

Cared for Children
575
Members

Tass
189
Members

2019 Customer Survey

Overall Satisfaction
8.46

Value for Money
8.68

General Cleanliness
8.07

Staff Friendliness
9.06

Staff Politeness
9.09

Staff Knowledge
8.88

NPS
48



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

Head Office: Holmes Chapel Community Centre, Station Road,
Holmes Chapel CW4 8AA

Company Number: 8685939
Registered Charity Number: 1156084

