



Business Plan

2018 - 2021



providing
'Leisure for life'

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



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Chair & Chief Executive Introduction

Welcome to our 2018-21 Business Plan, setting out our ambition and priorities to help people live well and for longer.

Now in our fifth year, it is a good time to briefly look back on our journey so far and to celebrate some of our key achievements.

In this way, we can take confidence from our early success such that it will inspire us to deliver even more in the years to come.

Looking Back

Since 2014, we have achieved savings of over £8.2M for Cheshire East Council's leisure budgets without any reductions in service or centre closures. At the same time we have managed cost pressures of over £1M and yet still invested almost a further £1.5M in new equipment and facilities.

Our charitable reserves have grown as a result of a cumulative trading surplus of over £700,000 and, as a charity, all of this has been and will be reinvested back into our local services and centres for the benefit of local people.

We have seen participation in sport and recreation grow by over 28%, an extra 765,000 customer visits since our launch which equates to over 3.4M visits per annum.

We have seen significant capital investment in leisure too with over £15M spent on the new lifestyle centre in Crewe as well as securing a further £14M in new and improved centres for Congleton, Alsager and Sandbach.

Working alongside Holmes Chapel Parish Council we have opened our first new leisure & community centre at Holmes Chapel and centrally located our Head Office business functions here too.

We have also expanded our Taste for Life café brand into Newcastle-under-Lyme's Jubilee 2 Leisure Centre. We also have four other Taste for Life cafés across Cheshire East.

Culturally we have seen staff satisfaction almost double from 48% at transfer to 91% last time and achieved the prestigious Investors in People accreditation after only 18 months of trading.



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We have seen a few major breakthroughs in our aim to improve people's health & wellbeing by winning the Cheshire East Council Public Health One You contract and Health Innovation Network Escape Pain contract – our first NHS contract. Both were won by a competitive tender process.

The One You contract is seeking to reduce the health inequalities and increase life expectancy across the Cheshire East area. We will work closely with the Public Health team to deliver these outcomes and use this ideal opportunity to help integrate this approach across all aspects of our business, improving our offer to all our customers.

In addition, we have been awarded further contracts; Family Focus and Short Breaks supporting targeted groups to live well and for longer.

Looking Forward

There is already so much planned for the next three years and so many opportunities that it is difficult to know where to start.

During 2018-19, there will be an £8M capital investment in a new pool and refurbished gym & sports facilities at Congleton as well as an overall £5M investment in Alsager Leisure Centre, doubling the existing gym, adding two new fitness studios and an exciting outdoor sports hub and playing pitches. Macclesfield will also receive £4M of investment to double the size of the gym, provide more studios, create a new changing village and introduce a Spa area, including sauna and steam-room at poolside.

Following a detailed tender process, we have been successful in winning the management contract for the planned new sports and fitness centre at Alderley Park. This is due to be opened in summer 2019 and we are looking forward to extending our offer and welcoming customers to these brand new facilities.

We have extended the One You contract and will work collaboratively with the commissioners to co-design the future requirements of this service to help ensure that the programmes meet the needs of the local communities.

Over the duration of this business plan, we are working with Cheshire East Council to improve the offer across five key areas to finish the



job we have started. We aim to improve the leisure offer in the key communities of Knutsford, Middlewich, Nantwich, Poynton and Wilmslow. This will in turn allow more residents to become more active within their locality.

Once investment is realised in these areas, along with opening of Alderley Park, we are targeting over 4M attendances per annum and an increase in membership to exceed 25,000 fitness members. This will contribute to the leisure subsidy being reduced to 10p per person per visit from £1.10 in 2014. We will also meet our target of 40,000 volunteer hours by 2020.

As well as we have done, all this is now in the past and we cannot assume future success will naturally follow. There is always more to do and the challenges ahead are no less significant than they were four years ago.

Our performance to date simply gives us the confidence that we can deliver even more, even better for our customers and to continue our adventure with greater self-belief and a renewed determination.

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Andrew Kolker
Chair



Peter Hartwell
Chief Executive



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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 and Holmes Chapel Parish Council.

Our key services include:

- 15 leisure facilities – full list in Appendix B;
- 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, business and event catering as well as children's party catering;
- Everybody Options concessionary discount programme;
- Everybody Personal Training programme; and,
- Everybody Foundation – a new charity (Registered Charity No. 1174873) that raises funds to support individuals and groups to promote a healthy and active lifestyle.

Over the four years since our inception, we have welcomed 12.1M customer visits and grown the fitness membership base from 8,764 at May 2014 to 18,000 at March 2018.

Locally we are helping to buck the national trend, according to Sport England's Active Lives survey, of a decline in swimming participation. At our centres participation in swimming is on the rise – over the last two years participation in swimming has risen by over 20%.

Working with the local authority and key local partners, we have invested over £20M into key development programmes since 2014. We are working to finalise a further £20M worth of capital investment

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We employ over 900 people and support a network of over 100 volunteers.

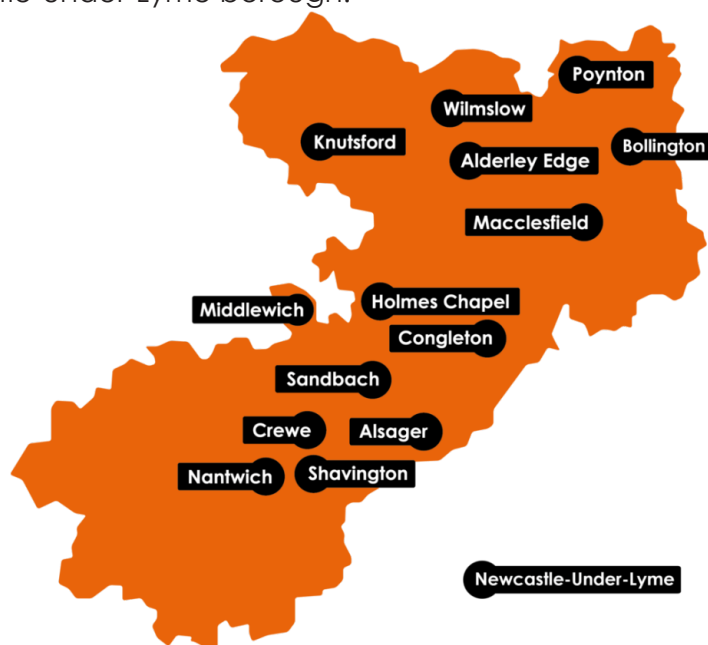
Strategic direction is provided by the independently appointed Board of Trustees. The Board has ultimate responsibility for the governance of the Trust and supports the management team to deliver their strategic aims.

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 15 leisure centres. We also manage the café at the Jubilee 2 in Newcastle-under-Lyme.

The map below illustrates where our current centres and future sites, ones that we have agreements with, are situated. Fifteen, including two in Holmes Chapel, are situated in Cheshire East with one in Newcastle-under-Lyme borough.



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Cheshire East has an estimated current population of 378,800 (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.

Our penetration into the Cheshire East market is 4.8%. This is slightly lower than national average for public leisure providers – 5.1% (Leisure Database Company – State of the UK Fitness Industry Report 2017).

At the beginning of April 2018, our highest single fitness membership age is 16 (540) followed by 17 (486) and then 15 (484). The next largest is age 49 with 391 members.

Even with the younger ages dominating the highest share of our membership, the mean age of our membership is 39 years and 6 months which is only two months older than the national average (UK Active – Moving Communities: Active Leisure Trends 2017 Report).

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, 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.

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In the latest survey, released in October 2018, the amount of people achieving the recommended amount of moderate level physical activity each week grew by 14,500. This equates to an additional 4.7% of the population completing over 150 minutes per week who weren't active at the same time last year. Over two thirds (67.8%) of adults are now meeting the Chief Medical Officer's recommendations.

Table 1 – Level of Physical Activity (Source: Active Lives – October 2018)

England	25.6% (0.0%)	13.8% (+0.1%)	60.6% (-0.1%)	74.4% (0.0%)
North West	26.7% (+3.1%)	13.4% (+1.0%)	59.9% (-4.1%)	73.3% (-3.1%)
Cheshire East	22.3% (+2.1%)	15.0% (+3.8%)	62.7% (-5.9%)	77.7% (-2.1%)
Cheshire West	23.4% (-0.8%)	13.3% (+3.6%)	63.3% (-2.8%)	76.6% (+0.8%)
Warrington	26.2% (+4.1%)	14.0% (-2.1%)	59.8% (-2.0%)	73.8% (-4.1%)



Vison

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.

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Strategic Aims

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

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

Whilst our four strategic aims are broadly self explanatory they are also far reaching. To help us to realise these we have defined what they mean for us now and in the future.

Improve Wellbeing through Physical Activity & Healthy Recreation

We have changed our focus from primarily managing facilities to designing facilities and programmes to help engage targeted demographics to help to improve the health and wellbeing of the local community.

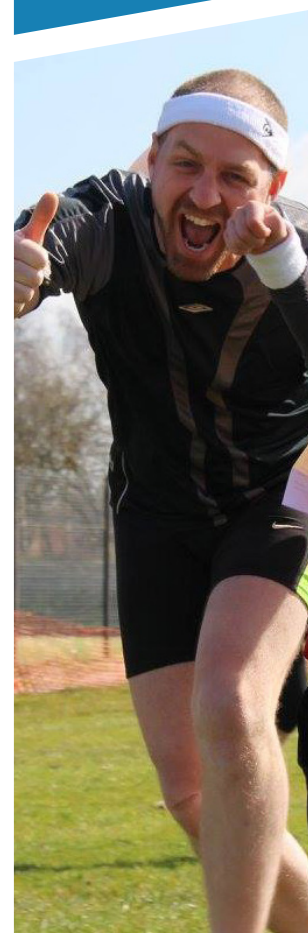
Participation in leisure & sport builds confidence and self-esteem, develops life skills, strengthens community spirit, improves physical health & mental wellbeing, reduces offending, helps employment prospects and raises educational standards.

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

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

We have proved this by initially piloting then being fully commissioned for a variety of integrated health schemes. We have aspirations to do more to benefit more people.

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

Build an Ethical and Sustainable Business

We are looking to build on our strong foundations and continue to develop our charitable trust to ensure we can sustain the high level of performance achieved to date.

Some of our key successes have been lowering the amount of services we are buying back from Cheshire East Council due to embedding new work systems within our business. We have also developed new areas including the Everybody Academy, Taste for Life and the Everybody Foundation.

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

Strong financial management, clear delegations and robust policies on areas such as pricing, investment and reserves are key to our success, in ensuring that we continue to grow the core business and take on new activities in conjunction with our strategic partners that meet our growth principles.

We have demonstrated our ability to improve services quickly and as a result are well placed to continue to expand the scope of our offer to managing other complementary leisure and recreation services. We will work closely with commissioners to achieve this.

In addition, we will work closely with our key partners to maximise the social and financial return on planned investments at Congleton and Macclesfield Leisure Centres. We are also developing detailed delivery schemes for other towns within the borough.

Provide a Great Customer Experience

The majority of our funding, comes from our customers as well as via the Council's management fee, comes from our residents. With the proposed and planned investments, we will reduce the Council's leisure subsidy to below 10p per visit.

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

We will work closely with our key partners to maximise the social and financial return on planned investments

Maximising the use of technology within our processes, including online bookings and joining, will improve the customer journey. We will carefully select which products to invest in. We are still committed staying true to our strong front of house team but investing in technology will provide the tools to provide an improved customer experience.

We will continue to design and deliver services with the needs and expectations of customers and non-users in mind. We continually strive to understand our communities better and tailor our offer to match their requirements. These include targeted offerings, in some cases a premium offer, to meet the needs of the varying communities and to encourage varying demographics to use our facilities.

It is also vital we understand the existing barriers to involvement in leisure activities for individuals and communities, so that we can create the necessary conditions to actively drive increasing participation at every level and at every stage of life.

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

Our most recent customer survey has shown a decrease in scores for the first time in the four years that we have carried this out. In reality, this is being pulled down by customers at sites that don't have as good an offer as at the majority of our sites. As well as the key investment plans proposed, we will work to improve areas that have received lower scores to try to improve these scores for future surveys.

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

Develop our People to be the Best

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

We continue to invest considerably in order to develop our people to

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be the best that they can be; from apprentices to managers and our front line staff, along with our volunteers - to everyone who represents our business in any capacity on our behalf.

Our dedicated HR & Academy teams ensure the investment is planned in line with business growth, utilising the resources available. We are working with CIMSPA and IQL on a number of industry programmes to ensure that Everybody stays at the forefront of development activities for future qualifications and apprenticeship standards. We are also rolling out training and development programmes for all levels within the organisation.

Our People Strategy sets out our commitment to:

1. Be an employer of choice in the local areas and in our sector/ industry
2. Offer a 'total reward deal' linked to high performance
3. Have highly engaged people as part of a learning organisation
4. We deliver services – wherever possible; we seek to directly manage and deliver our products and services, offering employees meaningful employment
5. Build our 'Academy' – continuing to develop internal staff and people in our local communities through a range of high quality training, apprenticeships, employment
6. Our values are at the heart of all that we do as a business:
 - Fit for the Future
 - Working as one
 - Trusted and honest
 - In the service of others
 - Free to do our Best
 - Caring for all

Employee engagement in developing our business has been key in our formative years and will continue to be in order to realise the exciting and ambitious plans ahead. Our Developing Everybody Group, annual staff awards, Raising the Bar recognition / innovation schemes along with clear individual PDR plans & personalised training frameworks will help us achieve maximum engagement. However, the ability for people to take their own decisions and 'be free to do their best' is our strongest and arguably most effective commitment. The health, safety and welfare of all our employees, customers and volunteers is managed in accordance with our legal obligations and

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we deliver comprehensive training to ensure safety is at the forefront of all that we do.

Our commitment to our staff has been reflected in the results of our biennial staff survey. 91.4% of employees in our 2018 staff survey stated that they were satisfied with their job an increase from 84% in 2016 and 48% in 2014.

We will look to sustain the increasing and high level of engagement from 2018 to 2021 and beyond. We will continue to embrace technology to improve communication inside and outside of the business to engage all our people.

We have developed full delivery plans for each strategic aim on pages 24 - 27.

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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.

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Finance

Everybody Sport and Recreation has an annual turnover (excluding notional donations) of over £13M almost £10M of which comes directly from our customers. A further £1.4M is received from grants, service level agreements and health-related contracts.

The balance is funded by Cheshire East Council, as part of their strategically commissioned leisure investment. This targeted commissioning includes a variety of key priority areas including:

- Delivery of 'Options' Pricing Subsidy Scheme
- Sports Development Services including:
 - Talented Athlete Support Service
 - Delivery of Volunteering KPI's
 - Provision of Disability Programmes
 - Management of Bikeability Scheme
- Free memberships for Cared for Children
- Priority and Subsidy of Primary School Swimming
- Free Use for Disability Swimming Clubs
- Facility Provision for Adult Social Care (Care4CE)

Over the next three years, we will be working hard to reduce the council's revenue contributions, via the management fee, to ensure maximum value for money for local residents whilst at the same time ensuring we have a sustainable growth plan. In line of the proposed investment plans, we forecast the leisure subsidy reducing to 10p per person per visit – it was £1.10 in 2014.

We hope to do this through invest to save schemes, improving the leisure estate. This allows commercial growth, through a reduction in the management fee, to pay off the investment. Customers pay through increased usage which is in turn encouraging more of the targeted demographics to get more active – everyone wins.

The table on the next page outlines financial projections for the next three years. It also includes the 2015/16 financial year, our first full year of operation, for comparison.



**Ensure
maximum
value for
money for
local
residents**

	2015/16	2018/19	2019/20	2020/21
Turnover (without donations)	£10.8M	£13.66M	£14.78M	£15.43M
Buyback	£515K	£100K	£100K	£100K
Management Fee	£1.89M	£1.77M	£1.505M	£1.36M
Operational / Contract Income (excluding MF & BB)	£8.4M	£11.79M	£13.18M	£13.9M
Expenditure (with BB)	£10.6M	£13.56M	£14.59M	£15.25M
Annual Surplus	£184K	£102K	£188K	£175K
Undesignated Reserves	£113K	£422K	£595K	£745K
Designated Funds	£280K	£260K	£275K	£300K
Cash @ Bank	£1005K	£935K	£950K	£960K



Marketing

Everybody Sport and Recreation has extensive experience of marketing and communications within the leisure industry. We have a dedicated marketing team that are responsible for all aspects of marketing and promotions. They also lead on major events, developing the Everybody and Taste for Life brand as well quality of service strategies to ensure continuity across our business.

The role of marketing is central to the overarching aims of Everybody, most notably in achieving targets for participation, revenue growth and customer retention through innovative marketing and communication techniques.

We will continue to engage with as many potential users and user groups across the area, targeting them through the most appropriate media and using a variety of techniques in order to effectively communicate with those in our community.

A key element of our marketing department is interpreting regional and national market research including a mix of leisure, sport and other industry data to unpick our local community picture so we can identify the dominant potential customer segments, their motivations, potential barriers and their preferred communication methods.

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Principles for Growth

Growing our business is a key element of our business plan. To help us to select the correct opportunities we have established a set of principles against which we can test growth opportunities.

We see not growing is not an option. Our existing delivery plans, on pages 24 - 27, include our intention to pursue and exploit a number of planned business growth opportunities. These have all been approved by the Board for progression by the Executive Management Team.

These we introduced the principles for growth for three reasons:

- to provide guidance and direction to Executive Management Team to actively pursue business expansion opportunities
- to reassure Trustees, Commissioners, Residents and Customers that we continue to grow an 'ethical & sustainable business'
- to help manage the risks of resource strain (people & financial), potential conflict with charitable objects, 'overreach', poor governance and reduction in service quality standards.

The principles only apply to new contracts or service level agreements. They do not apply to the extension of current contracts, the introduction of new products or existing service innovation.

Given that we are in the fortunate position to be assessing new opportunities, the following criteria will be applied to each business case to ensure we prioritise the right resources to the right opportunity at the right time.

The following criteria are used to assess potential opportunities:

1. **Articles of Association:** fits with our charitable objects and is for 'public benefit'. Helps us deliver our agreed Strategic Aims and Vision. Enhances our reputation.
2. **People:** in line with our People Strategy, Values and Workforce Plan policies. Develops effective, meaningful working relationships with new / existing partners.
3. **Finance:** contributes to our existing fixed costs, covers all new costs and future liabilities. Does not negatively impact on cash flow. Maintains a sustainable business.
4. **Performance:** adds value to core business and contributes to achieving our KPI's. Does not adversely affect current performance.
5. **Geography:** within CE Borough area (Priority 1) or that of



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neighbouring LA's (Priority 2). Opportunities further afield need a specific Board decision.

6. **Market:** exploits a competitive advantage or 'USP'. Allows innovation, adds to overall customer experience. Challenges competitors and manages commercial threats. Responds to National Strategies and Funding Streams.
7. **Pace of Change:** does not adversely affect our organisational capacity in the medium-long term. Consideration is given to managing change, its timing and affect on existing agreed priorities and plans.
8. **Risk:** does not conflict with our Strategic Risk Register or affect our risk appetite.
9. **Political Issues:** does not create political tensions or affect policies commissioned by CEBC / other LA's Commissioners.
10. **Potential:** unlocks further growth opportunities or exploits existing capacity.



Performance

Measuring our performance is key to ensuring that we are achieving our strategic aims and fulfilling the requirements of our partners.

Four years ago we started with a number of local targets, agreed with Cheshire East Council. We have consistently overachieved against these targets. We continue to measure these, every quarter, to check our progress.

In this time, we have expanded our business and are reporting on outcomes and key performance indicators to a host of new partners. These have been designed so that the monitoring requirements are proportional with the size of the programme and investment received as well as demonstrating programme performance at agreed intervals, often against agreed targets.

Each year we have been proud to produce our Annual Report, shared into the public domain via our website, and we will continue to do so.

We have invested in new systems to support us to do this. For example, all of our health programmes are monitored using Refer-All.

In order to ensure we keep track of our performance and take a balanced approach, we have established four key indicators to form the Everybody Scorecard. These areas are considered at all levels to ensure our business is impacting on the desired areas in a balanced way. They are:

- **Social Impact** – measures the change we bring to the lives of the people and organisations we work with.

These can be long term outcomes that we can impact upon if behaviour is sustained or shorter term outputs that suggest potential longer term outcomes may be achieved.

We are also exploring industry recognised, evidence based, social value and return on investment methodologies to quantify and measure the benefits achieved against the broader health and community outcomes we are seeking to impact upon.

The priority will be to measure the effectiveness of what we do against the broader outcomes we are seeking to influence. This 'so what?' test will ensure we deliver a real difference for our

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commissioners and measure what matters most to local people.

- **Commercial** – measure the broadly financial value of areas of our business. Not all need to make a profit but will be reviewed against key metrics.

Financial performance will be monitored at each facility and for each service or product to ensure continued investment is justified and appropriate services are developed and enhanced. Will include some industry recognised metrics that we can use to benchmark internally and externally.

We will seek to secure further capital investment, funded through commercial growth and continue to build our charitable reserves in accordance with our Reserves Policy and charity accounting rules.

- **Customer Experience** – measure the impact we have on our customers using a variety of metrics. These are primarily backwards facing allowing us to benchmark against ourselves and the industry to identify areas where we can roll out good practice and areas for improvement.

We will continue to monitor our customer satisfaction through the annual survey, ongoing mystery shopper visits and customer feedback seeking to improve each year.

We are also incorporating a non-user survey, using industry recognised questions, to establish an evidence base to engaging with some harder to reach groups in our localities.

We continue to monitor key areas such as memberships, interactions, occupancy, health and safety as well as other key metrics.

- **People** – measure how people in the business are supported in their roles, their behaviours and the associated costs.

These include key questions from the biennial staff survey such as staff morale and whether they would recommend Everybody to a friend.

We also monitor absence, turnover and staffing costs as well as



performance of the Everybody Academy and investment in these areas.

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

Within each contract, we report on varying outcomes and associated targets using varying reporting methodologies. These are tailored to each individual situation to meet the requirements of each partner. Where possible we try to co-design these frameworks so that each party understands what is expected of the others.

We will continue to work with the local authority and our commissioners to review the key outcomes and our key performance indicators to ensure they are meeting these.



Delivery Plans for the Strategic Aims

This section outlines the key tasks that will be delivered against each strategic aim. Full definitions and summaries for our approach towards the delivery of each strategic aim can be found on pages 10 - 14.

Improve Wellbeing through Physical Activity & Healthy Recreation

Ref No.	Key Description	Timescale
1.1	Deliver the 'One You' contract across the borough, targeting inactive people and encouraging continued participation. Integrate these services into existing facilities and contracts ensuring a consistent offer to all.	2018 - 2019
1.2	Deliver the CE Leisure Management Operating Contract, growing participation by a minimum of 1% pa and achieving a sustainable impact on all stated social outcomes.	2018 - 2021
1.3	Identify and support talented athletes to maximise their development and help them achieve their optimum goals through appropriate pathways.	2018 - 2021
1.4	Work with CCG's, GP's and a growing range of health partners to develop and explore further interventions and innovative products to help tackle poor health and reduce demand on clinical services.	2018 - 2021
1.5	Review and invest in our sports offer, working closely with local clubs and schools, to enhance and expand the quality and availability of sports facilities. Take advantage of high profile national campaigns and funding streams.	2018 - 2021
1.6	Deliver the 'Family Focus' contract to support families struggling to cope or with complex needs. Contribute to the National Impact Study to demonstrate the benefits of healthy recreation on family outcomes.	2018
1.7	Identify, recognise and promote the achievement of individuals and clubs who make a positive difference to people's lives and inspire others to do so through sport and recreation, through our Everybody Awards.	Annually

Build an Ethical and Sustainable Business

Ref No.	Key Description	Timescale
2.1	Work with CEBC to explore further opportunities to expand our range of services. Demonstrate the business case for the transfer of Libraries & Playing Pitch Management for example. Secure a long-term contract extension for all services.	2018 - 2019
2.2	Develop the new independent Financial and HR / Payroll Systems to simplify business processes and improve the quality of management information available for decision making.	2018
2.3	Work with CE to successfully deliver the new £9M Congleton Leisure Centre. Manage the planned £5M 'Sports Hub' and Leisure Centre investment in Alsager. Work with CEBC to identify and exploit further investment opportunities and improvements.	2018 - 2021
2.4	Monitor and bid for new contract opportunities, in line with our agreed growth strategy, both within CE Borough area and beyond. Review business structure and governance model to reflect all new developments and service growth.	2018 - 2021
2.5	Work with Town and Parish Councils, building on our successful relationship with Holmes Chapel Parish Council, to develop new local sport and recreation facilities and services.	2018 - 2021
2.6	Develop an Investment Strategy for all facilities and services, to align with CEBC's own investment plans and both the Indoor Facilities & Playing Pitch Strategies. Prepare a 3 year investment portfolio for improvements at Poynton, Knutsford, Middlewich, Nantwich and Wilmslow in partnership with CEBC.	2018 - 2019
2.7	Finalise contract negotiations, mobilise resources and launch the new leisure and sport offer at Alderley Park.	2018 - 2019

Provide a Great Customer Experience

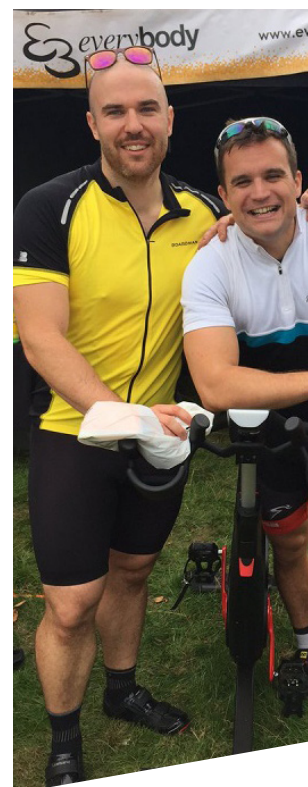
Ref No.	Key Description	Timescale
3.1	Undertake a comprehensive review of our approach to customer services, corporately and at each facility. Evaluate the potential benefits of a centralised Call Centre and other related improvements.	2018 - 2019
3.2	Carry out a pricing review of all services, including exploring a revised 'Options' package, the introduction of an 'Active Card' and a 'Premium' memberships offer. Take account of changes to existing national benefits framework and introduction of 'Universal Credit'	2018
3.3	Develop a new website, improving functionality and user-friendliness, allowing all transactions to be completed online or via 'App' and providing better customer information (see 3.1 above). Focus on raising awareness of and promoting our health and participation strategic aim and delivery.	2018
3.4	Develop and grow our new catering and refreshments product 'Taste for Life'. Launch the new café at Congleton Leisure Centre and enhance the offer at Nantwich Outdoor Pool. Review the existing contracts. Deliver Newcastle-under-Lyme and Bollington cafés in accordance with the agreed proposals.	2018 - 2021
3.5	Secure and deliver the proposal for capital investment into Macclesfield Leisure Centre from 2018 to include improved changing facilities, pool viewing, reception, café areas and expanded gym and studio space.	2018 - 2019
3.6	Carry out Customer Surveys, complemented by regular Pro-Insight Mystery Visits, to monitor satisfaction and implement improvements on a regular basis. Develop a quality assurance framework, building on existing QUEST Accreditation. Seek to engage with non-users.	ongoing
3.7	Develop long term ICT Strategy and carry out comprehensive review of Xn software ensuring all business systems are integrated and fit for purpose. Taking account of recent changes to CE buyback services and planned office system changes.	2018 - 2019

Develop our People to be the Best

Ref No.	Key Description	Timescale
4.1	Develop our Volunteer program to increase opportunities for people to participate in sport and recreation. Reach target of 40,000 volunteer hours by 2020.	2018 - 2021
4.2	Continue to promote the health, safety and wellbeing of all our people, ensuring a safe working environment at all times.	2018 - 2021
4.3	Develop our Apprenticeship program to increase opportunities for careers in Leisure and ensure we have the skills we need for the future.	2018 - 2021
4.4	Maintain IIP Standard by 2018, building on earlier accreditation achieved in 2015, demonstrating continuous improvement in people and performance management.	2018 - 2019
4.5	Develop and implement a comprehensive workforce plan geared to ensuring we recruit and retain the right skills and knowledge, aligning to our priorities and delivery plans. Carrying out reviews of administration and casual / temporary contract use.	2018 - 2019
4.6	Develop and grow the Everybody Academy, providing training and development opportunities for staff, community groups and clubs.	2018 - 2021
4.7	Continue to develop our culture, building on the success since 2014, demonstrating continuous improvement in accordance with our values. Carry out biennial Staff Surveys to monitor satisfaction and host Annual Staff Awards.	2018 - 2021

Appendix A - Company Information

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 8 AA
Company No.	8685939
Registered Charity No.	1156084
Bankers	Barclays Bank, 1 Churchill Place, London, E14 5HP
Solicitors	Bates, Wells & Braithwaite, 2-6 Cannon Street, London, EC4M 6YH
Auditors	Crowe Clarke Whitehill LLP, 3rd Floor, The Lexicon, Mount Street, Manchester, M2 5NT
Company Secretary	Oakwood Corporate Services, 3rd Floor, 1 Ashley Road, Altrincham, Cheshire WA14 2DT
Chief Executive	Peter Hartwell
Executive Directors	Thomas Barton Kerry Shea Paul Winrow
Trustees	Andrew Kolker (Chair) Phil Bland Colin Chaytors Zoe Davidson Helen Gowin Martin Hardy Harry Korkou Richard Middlebrook Steven Percy Kimiyo Rickett Alex Taylor



Appendix B - List of leisure facilities

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

- Alsager Leisure Centre, Hassall Road, Alsager, Cheshire, ST7 2HP
- Barony Park Sports Complex, Barony Road, Nantwich, Cheshire, CW5 5QY
- Congleton Leisure Centre, Worrall Street, Congleton, Cheshire, CW12 1DT
- Crewe Lifestyle Centre, Moss Square, Crewe, Cheshire, CW1 2BB
- Cumberland Arena, Thomas Street, Crewe, Cheshire, CW1 2BD
- Holmes Chapel Community Centre, Station Road, Holmes Chapel Cheshire, CW4 8AA
- Holmes Chapel Leisure Centre, Selkirk Drive, Holmes Chapel, Cheshire, CW4 7DZ
- Knutsford Leisure Centre, Westfield Drive, Knutsford, Cheshire, WA16 0BL
- Macclesfield Leisure Centre, Priory Lane, Macclesfield, Cheshire, SK10 4AF
- Middlewich Leisure Centre, St. Ann's Walk, Off King Edward Street, Middlewich, Cheshire, CW10 9BU
- Nantwich Swimming Pool and Fitness Centre, Wall Lane, Nantwich, Cheshire, CW5 5LS
- Poynton Leisure Centre, Yew Tree Lane, Poynton, Stockport, Cheshire, SK12 1PU
- Sandbach Leisure Centre, Middlewich Road, Sandbach, Cheshire, CW11 1FH
- Shavington Leisure Centre, Rope Lane, Shavington, Crewe, Cheshire, CW2 5DJ
- Wilmslow Leisure Centre, Rectory Fields, Wilmslow, Cheshire, SK9 1BU

We also manage the Taste for Life Café at Jubilee 2 (Brunswick Street, Newcastle-under-Lyme, Staffordshire, ST5 1HG) in Newcastle-under-Lyme.

In addition, we will manage the new sports facilities at Alderley Park once they are completed in spring 2019.

We will also manage the new Taste for Life Café at Bollington Leisure Centre. This is due to open in late 2018.



Appendix C - Strategic Risk Register (Summary)

This section includes a list of the current key risks with their gross risk scores.

A detailed risk register, including controls and mitigating actions, is regularly reviewed and managed by the Executives and Board. New risk are assessed and added as they are identified.

Category	Risk Description	Risk Analysis		Risk Score	
		Impact	Likelihood	Gross	Net
		H/M/L	H/M/L	P/C/I	H/M/L
Strategic	Changes to Council policy on 'ASDVs' outsourcing prevents further transfer of services and growth.	L	M	I	L
	Major capital investment plans withdrawn or scaled down, results in major service disruption or unachievable targets	H	M	P	M
	Further expansion outside of Cheshire East area results in VAT/rate relief challenges	M	M	C	M
	Introduction of new SMT results in loss of key skills & reputational impact	M	L	C	L
	Business expansion beyond main operating contract results in too rapid growth, loss of focus & overstretched resources	H	M	P	M
	Loss of charitable status due to fraud, operating beyond articles of association resulting in financial, reputational & breach of contract	H	M	P	L
	Changes to council commissioned services resulting in loss of service, reputational & financial impact	H	H	P	M

Category	Risk Description	Risk Analysis		Risk Score	
		Impact	Likelihood	Gross	Net
		H/M/L	H/M/L	P/C/I	H/M/L
Financial	Managing financial information with new systems whilst delivering multiple contracts	H	M	P	M
	Cashflow management with competing investment priorities	H	M	P	M
	Pricing Policy inflexible and not targeted resulting in loss of income and failure to target customer groups	M	L	C	M
	Inadequate pension planning results in additional costs, recruitment issues and loss of management fee.	H	M	P	M
	HMRC reviews of taxation challenges	M	L	C	L
Legal	Data Protection requirements changing under GDPR	H	M	P	M
Operational	Adult & Children's safeguarding arrangements for contractors / hirers resulting in risk to customer safety and reputational issues	H	M	C	M
	Major ICT failure resulting in loss of business critical systems for medium term	H	M	P	L
	CEBC scales back planned/ programmed repair & maintenance at major sites	H	M	P	L
	Changes from joint use sites to FAA's resulting in loss of income & additional costs	M	M	C	M

Category	Risk Description	Risk Analysis		Risk Score	
		Impact	Likelihood	Gross	Net
		H/M/L	H/M/L	P/C/I	H/M/L
Operational (cont.)	Major emergency/incident resulting in loss of service & reputational impact	M	M	C	M
	Increased competition from fitness industry resulting in loss of memberships & income	H	M	P	M
	Lack of appropriate Health & Safety/Safeguarding arrangements resulting in increased incidents, claims or damage to reputation	H	M	P	M

Risk Analysis Key	
H = High	
M = Medium	
L = Low	

Gross Risk Key		
P	Primary	5
C	Contingency	3
I	Irrelevant	1

Net Risk Key		
H	High	5
M	Medium	3
L	Low	1







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