

# Everybody Health & Leisure

(Formerly known as Everybody Sport & Recreation)

## Trustees' Report and Financial Statements

Period Ended 31<sup>st</sup> March 2022

**Company Registration No: 08685939      Charity Registration No: 1156084**

## Contents Page

Trustees, Directors, Principal Officers & Advisors	3
Chief Executive's Report	4
Trustees' Annual and Strategic Report	7
Independent Auditors Report	37
Statement of Financial Activities	41
Balance Sheet	42
Cashflow Statement	43
Notes to Financial Statements	45

## Trustees, Directors, Principal Officers & Advisors

Everybody Health & Leisure is a company limited by guarantee and a registered charity governed by its memorandum and articles of association. It was formerly known as Everybody Sport & Recreation until 14<sup>th</sup> April 2022 when its name was officially changed. Company No. 08685939 Charity No: 1156084

### Trustees

The trustees presently serving are:

#### Chair of the Board:

Andrew Kolker

#### Finance & Risk Sub Committee:

Philip Bland

Zoe Davidson

Christopher Gee

#### Customers & Partners Sub Committee:

Kimiyo Rickett

Harry Korkou

Richard Middlebrook

Alex Taylor

#### People & Governance Sub Committee:

Martin Hardy

Colin Chaytors

Suzie Akers Smith

### Auditors

Crowe U.K. LLP, 3<sup>rd</sup> Floor, The Lexicon, Mount Street, Manchester, M2 5NT

### Bankers

Barclays Bank, 38 Market Street, Crewe, CW1 2ET

### Company Secretary

Oakwood Corporate Services

### Principal Officers

Thomas Barton

Chief Executive

Kerry Shea

Director of Health & Communities, Deputy Chief Executive

**Registered Office:** 3<sup>rd</sup> Floor, 1 Ashley Road, Altrincham, WA14 2DT

**Principal Office:** Brooklands, Holmes Chapel Community Centre, Station Road, Holmes Chapel, CW4 8AA



## Chief Executive's Report

Dear everyone,

This is my 8th annual report, once again telling the story of Everybody's continued success... As it happens it is also my last... The one in which I say goodbye. Give or take a few weeks, it is almost exactly 8 years since we started our charity and, in that time, we have achieved so much together to help improve the health of local people and the wellbeing of our communities.

I won't waste what little space I have in this introduction, reminding everyone of everything we have done. I would simply recommend you binge-read the last 8 performance reports, whilst you wait for 'Season Two' to become available...

I only really have time to express my sincere gratitude for everyone at Everybody, so I will just do that.

I would like to thank all our trustees, both past & present, for their wisdom, experience, and encouragement, freely given throughout the last 8 years. We all owe them more than we know, and we would not be the charity we are without them, of that, I am sure.

A special thank you to Andrew, our Chairman, from the very start in October 2013. Believe it or not I had little idea what I was doing back then, I had never been a CEO before, much less worked for a charity... there seemed to be lots to do, and it wasn't clear where to begin!

But having the calm, reassuring and friendly figure of Andrew as my Chairman, to be able to share my hopes & fears to a kind and understanding ear... to speak honestly and without fear of judgement or criticism ... has all been invaluable to me. I have no doubt I would not have been able to do my job without him alongside.

I will remember everyone at Everybody with the utmost pride and a genuine affection. Throughout my working life I have had so many jobs and worked for so many different organisations... but the people at Everybody have undoubtedly been the best to be around... I may be biased of course but the proof is there for all to see, every day, in the centres we manage & services we provide to others. It has been my pleasure working alongside you



all... we worked hard and had fun along the way, and I will miss our Staff Awards night each Christmas.

Representing everyone has been my greatest privilege... reporting on our performance each year has been the most rewarding task and it has always been made easy for me to puff myself up with pride and tell everyone about what we have all done. I think I will miss doing that too.

Finally, I would like to thank all our customers and clients. We wouldn't be here without your support and loyalty and that has been especially true this last couple of years or so.

It has just dawned on me that by the time anyone actually read this annual report I will have been long gone and all but forgotten. Nevertheless, I had to say my "thank you's" properly and that I have done now. Goodbye Everybody.

Peter

**Peter Hartwell**

**CEO Everybody Health & Leisure**

**May 2014 – Feb 2022**

Hello Everybody,

After 8 busy years of working for Everybody, I am proud to now formally contribute to the annual report for the first time as the new CEO, having taken up post during the last quarter of the 2021/22 financial year. I am grateful to our Board of Trustees for the faith they have shown in me & feel very privileged to now lead this fantastic charity and the talented team of people at Everybody.

I have big boots to fill in this role and must take this opportunity on behalf of the Board of Trustees and all staff past & present - to thank Peter for his immense contribution and inspiring leadership since our creation back in 2014.

Whilst this is an opportunity to fondly look back over the past year and in these circumstances across all 8 years of our journey so far, I am even more excited to now look forward... with the organisation in such a great place to

continue to develop & grow, and support even more people across the ever-growing borough in years ahead.

2021/22 was once again a challenging year for all businesses and in particular for a charity in our sector it has required the hard work and considerable good will of all our staff, volunteers and of course; our customers to come through it in such a strong position as set out in this report.

This year has seen us make great strides to recover in all areas of our business – with increased footfall month on month following the continued covid restrictions in the early part of the year.

We warmly welcomed over 2.2 million visitors – more than doubling last year's level of participation. We also saw our fitness membership return to over 19,000 members and our one of proudest achievements was to reach over 9,000 children actively learning to swim at any given time – exceeding all pre-pandemic levels and that even with our Congleton pools currently closed.

It was so pleasing to see mass participation events and partners bookings return, and in particular great to witness our team being able to support clients with acute medical conditions to confidently return to our facilities and services after some time away.

Despite the fantastic year of achievements – there is more to do than ever in 2022 with our need to support the public health agenda clearer than ever... and we can only take on these challenges through strong collaboration and key partnerships with Cheshire East Council, the local NHS providers and by working with the many other like-minded organisations across the Cheshire East area.

I look forward to working with you and for you,

Tom

**Thomas Barton**

**CEO Everybody Health & Leisure**

**1<sup>st</sup> March 2022 onwards**



## Trustees' Annual Report & Strategic Report

Everybody Health & Leisure 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, The Madeley Centre and Bollington Health & Leisure.

Our key services include:

- . 17 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 – on sites 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.

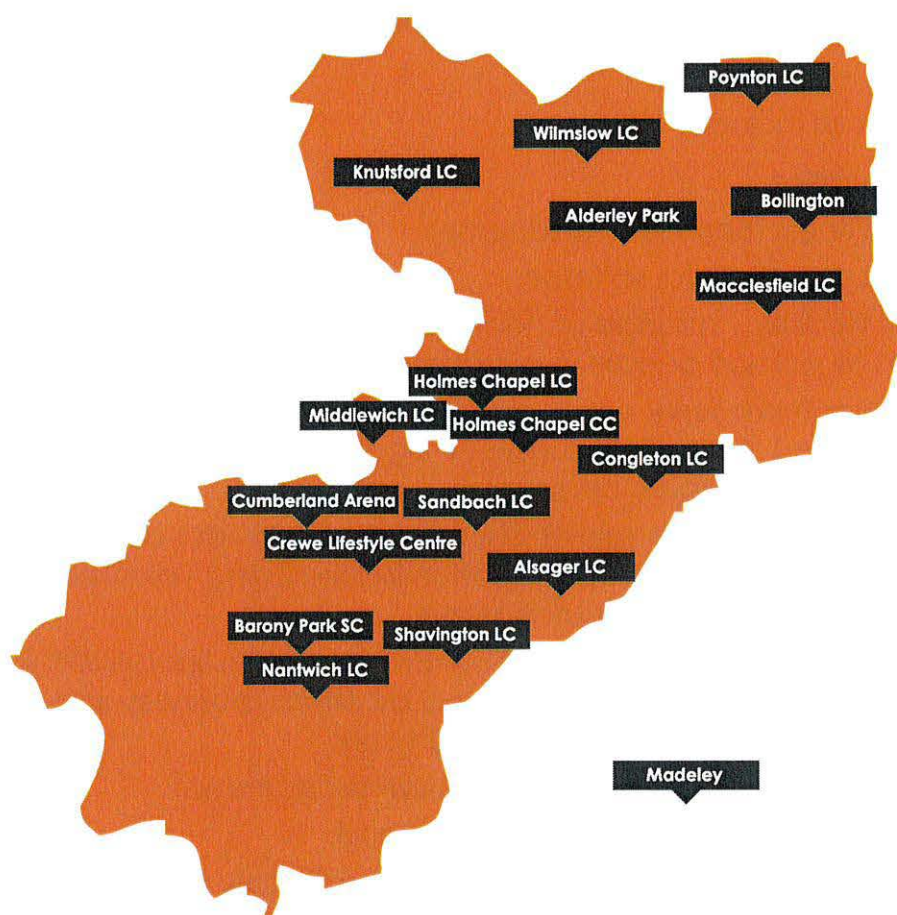
Strategic direction is provided by the independently appointed Board of Trustees. The Board has ultimate responsibility for the governance of the Trust and supports the management team to deliver their strategic aims.

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 17 leisure centres. We also operate two cafés in other leisure facilities.

The map below illustrates where our sites are situated including two in each of Alsager, Crewe, Holmes Chapel, and Nantwich.



Cheshire East has an estimated current population of 398,800 (2021 Census – Cheshire East Council website) of which 50.95% are female and 49.05% are male. This has risen from 370,127 from the 2011 Census.

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 2021 Census shows 73,000 people aged 65 or



over (18.3% of total population) and 12,000 aged 85 or over (3% of total population).

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, 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.

In the latest survey, covering the 12 months from November 2020 to November 2021 – includes 5 months of notable restrictions, two and a half months of full lockdown and two and a half months of significant restrictions.

The level of activity for over 150 minutes per week across Cheshire East is marginally lower than it was last year. However, it is significantly higher than in April 2020 for figures prior to the pandemic when it stood at 61.8%, an increase of 5.3%.

**Table 1 – Level of Physical Activity (Source: Active Lives – November 2021)**

Area	Inactive (<30)	Fairly active (30-149)	Active (150+)
England	27.2% (+0.1%)	11.5% (no change)	61.4% (no change)
North West	28.7% (-0.8%)	11.2% (-0.2%)	60.1% (+1%)
Cheshire East	23.8% (+0.1%)	9.2% (+0.1%)	67.1% (-0.1%)
Cheshire West	21.6% (-3.1%)	10.1% (+1.5%)	68.3% (+4.6%)
Warrington	26.7% (-3.9%)	12.1% (+1.8%)	61.1% (+1.9%)



Participation in our facilities over the last 12 months has been good although overall numbers are impacted by periods during the year when there were restrictions on opening and figures are below pre-pandemic numbers. Recovery has been highly encouraging however and confidence is high for 2022/23.

## 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'.



<b>Working as one</b>	We will all work to the common goal of providing 'leisure for life' and support each other in all we do.
<b>Trusted and honest</b>	We respect and value the input of every person and at all times act with integrity and respect.
<b>In the service of others</b>	We will provide first class facilities and services that are well maintained, inviting, and valued by our customers.
<b>Free to do our Best</b>	Our culture and business processes will support people to act on their own initiative – with innovation being recognised and rewarded.
<b>Caring for all</b>	We will actively seek to involve everyone in all communities, working in partnership and with a passion for people.

We are proud of not only 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 both our key challenges as well as our achievements over the past year.

### Covid-19 Response

The business continued to roll out and follow the Covid-19 risk assessment and manager guidance in light of the governments "Living with Covid" policy which was introduced on the 24th February.

To ensure appropriate measures remained in place and to limit and reduce transmission rates the business continued to roll out the revised return to work policy which requires staff to stay clear of the working environment for a minimum of 5 days, as well as testing negative before returning.

As we were allowed to reduce measures Covid related notices and boards were removed from prominent areas and additional control measures such as sneeze screens started to be removed from a number of facilities.



## Memberships

The Covid-19 pandemic had a significant impact on memberships despite the excellent work done by teams to minimise the effects of long-term closure and reduced availability of facilities.

Prior to the pandemic in March 2020 we had 19,831 fitness memberships, by March 2021 this had reduced to 12,323. The last year has seen a gradual reopening and customers returning to our facilities. We have seen an impressive increase in memberships and by the end of March 2022 there were 19,587 memberships and we were on the brink of returning to pre-Covid levels. Anecdotal evidence suggests that most other operators are still well behind this level of recovery.

The Learn to Swim memberships have recovered even better than fitness memberships.

Prior to the pandemic in March 2020 there were 8,139 memberships, this reduced to 6,458 in March 2021. By the end of March 2022, we had surpassed pre-Covid numbers with 8,712 memberships.

The Learn to Swim team have also successfully reduced their waiting list from 6,672 in March 2021 to 5,512 at the end of March 2022.

## Staffing

Like many organisations, Everybody has seen a shortage of staff in a number of key areas since reopening following the Covid-19 pandemic.

The ASPIRE recruitment programme was created and launched to help meet the needs of aspiring swimming teachers and lifeguards throughout Cheshire East.

The scheme focuses on identifying people with the right interests and personality for these highly important roles through an in-depth recruitment programme that provides successful applicants with high-quality training and development through the Everybody Academy, leading to qualifications and employment.

## Developing Everybody Group

After a hiatus during the pandemic the Developing Everybody Group was relaunched with new members and a focus on creating and maintaining a



happy workplace. The group review all 'Raising the Bar' and 'Innovations' submissions and will consider the following areas on a regular basis:

- People Action Plan focus areas (i.e. those identified from Investors In People assessments, staff surveys & similar)
- Staff Wellbeing
- Social Events & Activities
- Communication/Engagement Initiatives
- Rewards/Recognition/Benefits
- Our Culture – including Behaviours & Values

### Investors in People

We were extremely proud that following an Investors in People assessment in November 2021, we were successfully re-accredited as an Investor in People.

We initially achieved Investors in People in 2015 and have annual reviews, with a full standard assessment every 3 years, which we achieved in 2018 and now 2021.

92 staff were interviewed as part of the assessment in November 2021 with comments including "You definitely feel part of a team. It's like being part of one big family" and "If I am not sure about anything I am always encouraged to just ask."

Other feedback from the assessment included:

- PDR system embedded – A greater consistency in the way people are led and managed.
- Positive communication of return-to-work post lockdown.
- Online training available – significant time and resource committed to learning and development.
- People confirmed ownership of roles and trusted to make decisions – positive motivator for people.
- Kept well informed during pandemic and organised challenges to keep people engaged.
- Recognition and reward of staff – pay progression, sharing in success, staff awards, and instant recognition vouchers issued to staff for above and beyond performance.

Joanne Hamilton, the Investor in People Assessor said:

"The majority of those spoken to feel very strongly that Everybody Sport and Recreation Trust is a good employer to work for. It was noticeable that newer members of staff often compared their experiences of working for the Trust



more favourably to where they had worked previously. A number of those spoken to also have long lengths of service, which indicates that they consider the Trust to be an employer of choice."

#### Case Study – **Knutsford Leisure Centre**

The highly successful cardiac Rehabilitation and Heartbeat programmes received excellent coverage in the Knutsford Guardian newspaper under the headline "Going to the gym helps us keep fit, say heart attack survivors."

The article included an interview with Mabel Taylor, 84, who said "We have a laugh, there is great banter between us... I can walk further, my stamina is better, and I've felt an all-round improvement in my health. Getting back to the gym now after being stuck at home during the pandemic has been wonderful. It definitely helps your mental health. "We want everyone to come back and join us again."

Another user, Derek Reeder, 74, who had a heart attack when he was on holiday in Tenerife in 2004, said "I try and keep fit. We are receiving excellent support from the manager of Knutsford Leisure Centre manager and his team. As time goes on, you need the exercise. People support one another here."

#### **Investment**

We have continued working closely with Cheshire East Council increasing the planned investment to £17 million 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.

In late-2020, we also submitted a business case relating to improving the offer at the Cumberland Arena to improve the access to the site for all users, develop more multifunctional spaces, improve the existing facilities in the building as well as improving the spectator experience at the site. This initial application has been successful but there are still a number of gateways to navigate through. It is still early days, but we will work closely with Cheshire East Council's Regeneration Team and the Crewe Town Board to make the case for the project.



During the periods of closure, a number of planned preventive maintenance works were prioritised enabling a number of projects to take place at times to cause the minimum of impact to users.

### **Alsager Leisure Centre**

The sports hall received significant investment with the replacement of the floor, replacing old wooden coverings on the walls and a new dividing curtain to allow multiple activities to take place safely.

### **Congleton Leisure Centre**

The £10m refurbishment of Congleton Leisure Centre, which started in June 2021, is rapidly progressing with work scheduled to be completed by December 2022 and an opening scheduled for early 2023 following a fitting out by Everybody.

Once completed, the facility will include two new swimming pools, a thermal suite, new gym with state-of-the art fitness equipment, Taste for Life cafe area and a soft play area.

### **Nantwich Leisure Centre**

On 12th February, British Paralympian Dame Sarah Storey officially opened the newly refurbished Nantwich Leisure Centre in February.

The works included a brand-new gym extension, indoor group cycling studio, new-look reception, and Taste for Life.

### **Sandbach Leisure Centre**

The sports hall floor was replaced during the year to provide a safer surface for a number of activities.

### **Wilmslow Leisure Centre**

Everybody launched the Everybody TRAIN concept at Wilmslow Leisure Centre. TRAIN offers 3 different HIIT classes which give maximum benefits through shorter workout times in a small group fitness studio environment.

Significant investment was also made in the refurbishment of the MUGA at the side of the building.

## Environment

Total estimated yearly generation from solar panels is 675,580kWh, this is equivalent to the electricity consumption of one or two of the smaller leisure facilities.

Energy saving measures are in place at Alsager Leisure Centre (Solar PV), Crewe Lifestyle Centre (Solar PV & LED lighting), Holmes Chapel Leisure Centre (Solar PV), Knutsford Leisure Centre (Solar PV & LED lighting), Macclesfield Leisure Centre (CHP installation, boiler replacement, Solar PV & LED lighting), Nantwich Leisure Centre (CHP installation, Smart Building controls, Solar PV & LED lighting), Poynton Leisure Centre (Solar PV & LED lighting), Sandbach Leisure Centre (Building Energy Management System, Solar PV & LED lighting), Shavington Leisure Centre (Solar PV) and Wilmslow Leisure Centre (Boiler replacement, Solar PV & LED lighting).

Covid and its aftereffects have negatively impacted building energy efficiency due to requirements to increase ventilation and cease air recirculation.

Future projects are in the pipeline, including ASHPs, more LED replacements, improved BEMS, and more solar PV installations

### Case Study – **Sandbach Leisure Centre**

Sandbach Leisure Centre have provided fitness equipment to Sandbach Boys School to assist in a number of programmes.

The school has noted that “All of the students that have access to the gym from (Everybody) has gone on to show improvement in the rest of the lessons, the area is ideal, and the kids use it every day which really helps to control them, and they can use the gym to “let off some Steam” if they are having a bad day.”

Students have noted improvements in their mental health and general mood that has helped them to focus on other areas of school life and engage in lessons following use of the equipment.

The school also has 13 enrolled on their Talent Athlete Programme who use the fitness suite provided by Everybody, which has created a perfect environment for students to train individually and as a group to maximise their potential. The use of this facility has enabled rehabilitation programmes alongside pre-season training to improve fitness levels that has ensured our athletes can perform at the highest levels.



With the help of this facility some of their athletes have now gone on to represent at national level in athletics and academy level in rugby and netball.

"The equipment is a real benefit and asset to the school, especially when we have seen a great difference in the most challenging kids." Sandbach School

## Everybody Academy

A very busy year for the Academy as we made numerous changes to delivery as Covid-19 recommendations and requirements developed through the year and we moved back to more face-to-face training while still adding content to our e-learning system.

We upskilled some of our trainers to enable us to deliver accredited Mental Health Awareness and Safeguarding training without the need for bringing in external suppliers. We also recruited and upskilled three employees to become casual NPLQ trainers to increase the resilience within the team.

Our mental health awareness programme has now restarted and has provided a number of courses at different levels. As part of our programme to update people who received training prior to the pandemic we partnered with Mentell, a local charity who provide safe and confidential spaces for men to talk.

We have identified additional areas for future development of our trainers to expand our provision further.

Safeguarding was a more complicated task as we needed to create our own courses. We have developed our initial course, Essential Safeguarding, which is aimed at the majority of our staff and volunteers, we are now in the process of developing further courses aimed at teachers and coaches and managers. Essential Safeguarding was mapped to the CIMSPA Professional Standard and has been accredited by them as a CPD course. We will map our other courses to the standard once developed.

The Academy has supported numerous recruitment campaigns through the Aspire programme to provide the required training and qualifications to successful applicants.

During the year, the Academy facilitated more than 3,500 learning and development interactions to more than 700 employees and volunteers. Following 18 months where offering commercial courses was a major



challenge, 2021/22 was a welcome return to our delivery with more than 260 paying customers accessing our courses, generating more than £40,000 of income.

The Academy had external quality visits from the RLSS and Swim England and not only passed both examinations but received the highest Excellent accreditation from the RLSS. We received much positive feedback from both organisations.

The Academy continues to take an active role in working groups for CIMSPA and RLSS which includes Learning & Development Lead Michelle Hallam, who is part of the RLSS UK National Trainer Assessor (NTA) Steering Group who will collaborate and actively participate in the development and continuation of awards and qualifications for the UK and internationally.

### **Management Development Programme**

We launched our new Management Development Programme during the year and initial applicants to the scheme comprised staff members either aspiring to become duty managers or existing duty managers looking to advance their career and professional development.

Candidates receive constructive feedback and a development plan to help them on their management journey. The programme is a demonstration of our commitment to the ongoing development and progression of our employees.

Further cohorts will be added to the programme in 2022/23.

### **Apprenticeship Programme**

We successfully recruited 9 young people who joined us as Leisure Team member apprentices, completing lifeguard, swimming teacher and gym instructor qualifications over the 18-month period of their apprenticeship.

Apprentices from a previous cohort who were impacted and delayed by the Covid-19 pandemic continued their development and have progressed into roles within Everybody.

We are now in the process of recruiting our 8<sup>th</sup> cohort for Leisure Team, Marketing, IT and Sports Development roles who will start with us in September 2022.



## **Taste for Life**

2021-22 represented another busy year for Taste for Life, we continued to operate six busy cafes throughout the year, and we went on to open our seventh in February 2022 within the fully refurbished Nantwich Leisure Centre.

Alongside operating the cafes, the Taste for Life team delivered more outreach and inhouse events than ever before.

We have increased and developed our staff team to cater for this growth, we have also improved our menus to provide more healthy choices, whilst keeping the old favourites, the introduction of fresh fruit smoothies has proved to be a real hit with our customers.

In partnership with the Everybody Health Team, the Taste for Life staff have supported the Luncheon Club at Holmes Chapel Community Centre. This monthly event provides a social event in the calendar of many local elderly residents, some of whom are isolated and lonely.

The Taste for Life team has also been instrumental in supporting our Sports Development team to provide hundreds of lunches to the young people attending our Holiday Activity Schemes.

## **Volunteering**

We provide a range of volunteering opportunities across Cheshire East including Aquatics Helpers, Ability 4 All helpers, Active Holidays support, Walk leaders, Activators and in Taste for Life.

We work to ensure a sustainable approach for our volunteers, offering pathways to gain experience building self-esteem and confidence. Volunteers are often at the heart of a number of products, services and supporting Everybody staff.

The current cumulative total of volunteer hours at the end of 2021/22 was 43,567.

## **Disability**

We were awarded the Short Breaks contract by Cheshire East Council, to deliver a range of disability and inclusion sport and activity sessions, throughout Cheshire East and launched the Ability for All programme.

Ability for All provides a range of activities for young people with an impairment or additional needs. They offer young people the opportunity to

take part, promote independence, improve their health and wellbeing, and fulfil their potential.

The programme includes delivery of the following Short Break activities including Inclusive Cycling, Activity Hub, Activ8 sessions, School Holiday sessions, and Splash & Play.

During the year we ran 90 sessions under the scheme with more than 1,200 people attending.

A number of other bespoke sessions we run by the team including inclusion activity sessions for local dementia, stroke and visually impaired groups as well as sessions delivered to local SEND schools.

### **Active Holidays**

The Active Holidays programme started in summer 2021, including support for the Holiday Activity and Food Project funded through the DFE. This has enabled us to offer limited spaces for young people on free school meals.

The programme saw 1,517 attendances from the launch to Easter 2022 of which 705 were through the DFE funded scheme.

### **TASS**

There has been a steady increase in applications for the Talented Athlete Scheme since we reopened following the pandemic. There are currently 155 athletes with live memberships and a number in the process of applying to the scheme with growing interest through clubs and athletes alike.

### **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. They can access a variety of activities including attending the gym, going swimming, and playing badminton.

### **Bikeability**

During the year we continued with Level 1, 2 and 3 delivery and reintroduced Bikeability Balance and Learn to Ride following Covid restrictions.

7,550 children, from 119 schools across Cheshire East, completed a Bikeability course during the year which includes 385 children with special education needs.



Funding has been confirmed for 2022/23 allowing us to continue delivery and help develop children's skills and knowledge to keep them safe on their bike.

### **Everybody Healthy**

Our Health partners during the year included South and East Cheshire NHS Trust Cardiac Rehabilitation Service, Central Cheshire Integrated Care Partnership Pulmonary Rehabilitation service, Central East integrated Partnership Long COVID Rehabilitation Service and the Greater Manchester Prehab4Cancer Service

These partnerships allowed us to expand the health services that we provided during the year that included:

- Actilife
- Be Steady Be Safe
- Cancer Exercise Rehabilitation
- Cardiac Rehabilitation
- Chronic Obstructive Pulmonary Disease (COPD) Rehabilitation
- Exercise Referral
- ESCAPE-Pain – for backs, hips, and knees
- Fit to Play
- Long Covid Rehabilitation Exercise Programme
- Move It or Lose It
- Move to Improve

The innovative Long Covid Rehabilitation programme was launched in June 2021 through Everybody funding to ensure that was free and accessible to all.

30 people took part in the first two programmes with patients showing tangible benefits including:

- 77% reduction in fatigue,
- 86% improvement in breathlessness,
- 90% improvement in mental wellbeing,
- 88% improvement in quality of life
- 88% transfer rate onto the exercise referral scheme.

Health partners recognised that the programme showed good practice and have congratulated us in designing and delivering a high-quality service. They have agreed to fund the programme in the future.

### Case Study – Long Covid Rehabilitation Programme

Liz Edwards completed the Long Covid programme at Macclesfield Leisure Centre in February 2022 and moved into the exercise referral programme, attending multi-rehab sessions at Wilmslow for additional follow-on support.

When completing the Long Covid programme, despite there being no significant difference in her test results, she said that before starting the programme she was on a downside spiral and her symptoms were worsening. The course has helped stabilise her symptoms so that she has been able to increase her activity levels, without worsening symptoms.

Liz said "My end of course questionnaire indicated no change from that completed pre-course. Initially disappointed, upon reflection I realised that "no change" was actually very positive. After 20 months of Long Covid, I had become deconditioned and was on a progressive downhill spiral. Six weeks of Covid Rehab classes has halted that spiral. Result!

I greatly valued the chance to mix with others who are "in the same boat", and to discuss and share experiences. Prior to this group, I was the only person I knew with Long Covid, a lonely world where you start to question your own sanity!

After 20 months of largely being stuck at home, I had lost confidence and was particularly nervous about driving. The class gave me the incentive to get in my car and drive the 12 miles to Macclesfield regularly. Recently retired, and unable to continue my voluntary work due to the effects of Covid, the combination of Lockdown and Long Covid meant there were no markers in my week.

The twice weekly rehab sessions have started to put a bit of structure back into my week, which I intend to continue in the multi-rehab classes. This course has been a real tonic and the first step in my rehabilitation. Long Covid is a largely unknown entity, and I appreciate the support and encouragement of the committed instructors on this course".

### Quest

Quest is the Sport England recommended Continuous Improvement tool for leisure facilities and sports development teams, designed to measure how



effective organisations are at providing customer service. It is also supported by CIMSPA, UKActive, the Chief Leisure Officers Association and SPORTA.

We have been committed to Quest for many years and in 2021/22, alongside regular assessments, there were two significant milestones.

Following an intensive assessment process, Crewe Lifestyle Centre became the first Everybody facility to gain an Excellent rating for Quest Plus, designed to test additional areas of a facilities practices and operations.

Meanwhile Shavington Leisure Centre was the only Everybody facility to undertake Quest Recovery, designed to measure facilities following the pandemic. They successfully passed the assessment and received some excellent feedback from the assessor including:

- The levels of cleanliness were to the highest standard. The centre looked, felt, and smelt clean. Team members were seen cleaning high touchpoints in the gym.
- There was some very useful Covid information on the centre's Facebook page. This included photos of team members cleaning spin bikes after classes, messages reminding customers to stick to the one-way system and to wear face masks when in circulation areas.
- There was a clear commitment by the team delivering activities to adhere to Covid-19 secure standards. For example, when entering the centre for the gym session, I was asked if I had used the gym since it had reopened following Covid. I was then provided with information about the one-way system in the gym and the sanitisation requirements.
- All the team spoken to were friendly, helpful, and knowledgeable, this included front of house. There was a consistently high level of customer care throughout the visit.

### **Toy Donation**

In December 2021, we donated over 200 toys and sports equipment to the New Life Church in Congleton and to Barlow Motors Skoda in Crewe, which were distributed to local families alongside food bank hampers and as part of a Cheshire-wide toy appeal.

## Everybody Awards

The Everybody Awards returned in 2021, taking place in October at the prestigious Crewe Hall. The awards recognise exceptional achievements of sporting and community heroes in Cheshire East from the past 18 months.

Over 190 guests enjoyed the evening, hosted by Baroness Tanni Grey-Thompson, Paralympic athlete, DBE, and crossbench peer, with 16 Paralympic medals to her name, 11 of which are gold, and 13 world championship medals.

Keynote Speaker, Adventureman AKA Jamie McDonald shared his spectacular story of challenge and triumph, as well as telling the guests about buying a second-hand bike and cycling 14,000 miles from Bangkok to his hometown Gloucester, UK, passing through dozens of countries. He even had the audience up and running in a challenge during his talk and each guest received a signed copy of his bestselling book "Anyone Can be a SuperHero".

The winners were:

- Sports Personality of the Year – Matthew Rigby- Obstacle Course Racing – Macclesfield
- Young Sports Achiever – Mia Brookes – Snowboarding – Sandbach
- Disabled Sports Achiever – Poppy Maskill – Swimming – Middlewich
- Coach of the Year – Peter Barker – Sandbach Karate Club
- Customer Hero – Jim Painter – Crewe Lifestyle Centre
- Health and Wellbeing – Georgia Mallia – Space4Autism
- Club of the Year – Crewe FC – Football
- Volunteer of the Year – Grace Dodd – Cheshire Youth League Football – Crewe
- Lifetime Achievement – Wilf Saunders
- Chairman's Award – Matthew Townsend – Holmes Chapel

## UKActive Awards

Everybody is a finalist at the 2022 UKActive awards in two categories; New Concept, Design or Build of the Year award and Business Continuity, Recovery & Success following on from Covid-19 Pandemic award.

The project at Nantwich Leisure Centre was the focus for the Design or Build of the Year award:



The concept and build at the newly named Nantwich leisure Centre has transformed the current layout of the building into a vibrant open space which can be easily accessed by all. The introduction of a first-floor state of the art group cycling studio along with a redeveloped fitness suite, which has doubled the previous footprint. Along with group exercise studio which was already in situ, the site really does now have a varied offer to suit all demographics. In addition, the new reception/lobby area served with a Taste for Life has enhanced the overall customer experience and has created a social hub for users to meet and relax.

As part of the project works the leisure Centre has also repurposed some outhouses which previously served as changing rooms to the outdoor brine pool which dates to the 1940's. This area now serves as an extension to the family changing village providing additional family cubical and locker space.

The design and build phase of the project took a ground-breaking approach in working within the BREEAM sustainability assessment. Factors such as Environmental Social Governance (ESG), Net Zero Carbon, Health & Social Impact, Circularity and Resilience and Whole Life Performance are all measures considered and scored against.

The running of the building has also benefitted from state-of-the-art SMART Technology controlling all the heating, airflow and air-conditioning throughout. Along with PV/PI sensors and LED lighting, the building was set a new standard within the estate for being Eco Friendly.

We focused on the excellent work undertaken throughout the business to ensure a rapid recovery and future growth and development for the Recovery from Covid award:

Back in April 2021 following Covid-19 closures our fitness membership levels dropped 38% to under 12,000 members however through targeted "Safe Fitness" marketing campaigns, member re-engagement open days and continuing our "Covid-keeps" such as a virtual fitness offering, new health & fitness programming, and high standards of cleanliness and customer service we have been able to recover to near pre-covid levels reaching in February 2022 over 19,000 fitness members.

Due to changes in our pool programming during Covid-19 we have also been able to maximise pool usage and grow our Learn to Swim Scheme to 8335 members, a growth of 2032 since April 2021.

Through our summer 2021 Active Holiday Scheme, we also saw the impact that Covid has had on our young audiences. We found that 85% of children on a funded place were identified as a weak or non-swimmer, as well as 32% of children who were on a paid place, this led us to provide free swimming lessons to children aged 8 to year 8 over the 2021 Christmas holiday period.

We have developed our targeted health programmes to support those affected by Covid-19 with pilot exercise rehabilitation programmes, which have proved so successful they are now being funded by our local health partners to continue long term.

In our November 2021 Customer Satisfaction Survey our NPS score improved to 52 compared to the last pre-covid survey score of 48 in 2019-20. Our general cleanliness scores improved to 8.5/10.



## Trustees

Everybody Health & Leisure is governed by a Board of up to eleven Trustees. These trustees are appointed by the current Board who take into account a skills matrix and ensure a range of skills and representation from all communities. This is achieved in one of three ways:

- Any individual, based in or operating in Cheshire East is eligible for nomination to the board of trustees.
- Trustees try to ensure ongoing appropriate skills and gender balance, where any gaps are noted, they seek to appoint appropriate skills through an application process.
- Occasionally the trustees may co-opt individuals with relevant skills to strengthen the Board.

All these appointments are then ratified by Trustees at the Annual Retirement Meeting.

The day-to-day management and running of the charity has been delegated to the Chief Executive and other appointed managers.

The executive management team comprises:

**Tom Barton** Chief Executive (appointed 1<sup>st</sup> March 2022)

**Kerry Shea** Deputy CEO

## Governance

### Governing Document

Everybody Sport & Recreation is a company limited by guarantee and a registered charity governed by its memorandum and articles of association, incorporated in England and Wales.

### Trustee Induction and Training

All trustees receive an induction into Everybody Sport & Recreation and receive the appropriate paperwork. During the year the paperwork has been renewed to assist both new and established trustees. In addition, we have embarked on a programme of development including the arrangement of CPD workshops and away days for trustees. These sessions focus on governance issues for trustees including finance, structure and strategic planning.

The Trustees follow wherever applicable the Charity Commission best practise and follow a full internal governance process based upon all elements of the Charity Commission Governance Code.

### Board and Sub Committees

Each Trustee holds a place on one of three sub-committees, People and Governance, Finance and Risk and Customers and Partners. These sub committees take a detailed look at certain areas of the business each quarter and then take reports regarding these areas to the full Board meeting, which takes place every three months.

### Statement of Trustees Roles & Responsibilities

The trustees (who are also directors of Everybody Sport & Recreation for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the trustees are required to:



- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and accounting estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy, at any time, the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware and...
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### Public Benefit

The Trustees of Everybody Sport & Recreation have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties. All activities have been undertaken to further Everybody Health & Leisure's purpose to ensure the promotion and preservation of good health, including but not limited to through community participation in healthy recreation. Activities are not arranged to provide any financial return to members.

### Reserves Policy Statement

Reserves are the resources that a charity has, or can make available to spend, for all of the charity's purposes. The SORP explains the term "reserves", it describes them as that part of a charity's funds that are freely available.

The Charity Commission guidance, CC19, explains that designated funds should be considered when reviewing the charity's reserves, although these are not part of the general reserves. Funds need to be properly designated for a defined purpose, which should be explained in the notes to the accounts.

Prior to the COVID pandemic, the Trustees had reviewed the Trust's reserve policy and have concluded to aim to hold enough free reserves to ensure that the Trust is able to continue all operations and services for a short period should a significant part of our income not be realised. Our current unrestricted reserves at the end of



year seven have increased from £275,111 to £450,554, with our unrestricted designated reserves position moving from £135,255 to £163,109.

The COVID pandemic has made us financially more prudent and has led to us revisiting the amount that we would like to hold in Reserves. We are now aiming for a reserve position of £1.85m which we are predicting will be reached end of year eleven (2024-25).

While the operation of the defined benefit pension scheme does create a financial risk for the organisation, any deficit or surplus in the scheme can be managed over the medium term and so has no immediate impact on our cashflow requirements. Any Exit Contributions paid by the Contractor (Everybody) will be funded by Cheshire East Council through the Management Fee, where an Exit Contribution is paid and there is no future Annual Payment due, the Authority shall make an appropriate additional payment to Everybody. Any risks associated with changes in the level of pension scheme assets and liabilities are therefore disregarded for reserves policy purposes.

Net Assets have increased by £203,297. It should be noted that "Cash at bank and in hand" has decreased by £235,753 primarily due to the receipt in March 2021 of the full year's entitlement to National Leisure Recovery Fund (NLRF) grant which led to an unusually high 20/21 cash balance. This increase in Net Assets relates to a decrease in both "Creditors: amounts due within one-year" and "Creditors amounts due over one year". the details of which are detailed in Note 14.

## Risk Management

The Trustees are fully aware, and take very seriously their responsibility for identifying, assessing and managing the risks of Everybody Sport & Recreation. Risks are identified by the Executive Management Team and reported via the Risk Register to the Trustees.

There are several principal risks and uncertainties.

- . The level of the management fee paid to Everybody Health & Leisure by Cheshire East Council. This fee is negotiated every year and ongoing efficiencies are expected.
- . IT system failure – the IT systems are large and complex with manual interfaces between systems, we have set up a designated fund in order to reduce the risks in this area.

The Risk Register is considered on a quarterly basis by the Finance and Risk Sub Committee, the likelihood of the risk occurring, the impact of such a risk and any mitigating action required/taken is considered and risks scored then RAG (Red, Amber, Green) rated.

Red/High Risks are reported to the full board. The subcommittee take a fully detailed review of every risk on the register on an annual basis.



Principal Risks	Current Controls & Mitigating Actions	Future Action Plan
Major Capital investment plans withdrawn or scaled down, results in major service disruption or unachievable targets	Capital investment complete at Sandbach, Alsager, Nantwich and Macclesfield, with Congleton, Crewe and Middlewich in the pipeline.	Continue with the "Five Towns Business Case" to secure future membership growth which will continue to promote "Leisure for Life"
National COVID - 19 outbreak resulting in site closures	All sites adhere to all government and governing body requirements and guidance. A safety first policy is in place in every operational decision	Continue with safety first approach
Changes to Council commissioned services resulting in loss of service, reputational and financial impact	Fixing the management fee to reflect contractual commissioned services means any changes will require extensive public consultation.	Reputational consequences will be managed through Everybody's communication plans with Cheshire East Council leading on its policy changes.
Inaccurate or inadequate financial information resulting in poor decision making	Strengthened finance team with two new staff who now work closely with sites. New financial system went live April 2017.	Improved reporting made on a more timely basis. Budget holders can "self-serve" and key areas of the business are kept under close scrutiny.
Inadequate pension planning results in additional costs and recruitment issues	Current arrangements with LGPS in place, fully funded by Cheshire East Council	Three-year revaluation funded by Cheshire East Council - increase of £175k per annum. Negotiations underway with Cheshire East BC for a "pass-through" agreement, similar to other Council Alternative Service Delivery Vehicles



## Financial Review

### Investment Powers, Policy and Performance

The policy of Everybody Health & Leisure has been to invest surplus funds in the growth of the business. We aim to carry sufficient cash in the banks' current or higher interest deposit accounts to fund its predicted working capital requirement.

Surplus funds will be deposited in our Business Reserve bank account or in a high interest fixed term bond. This meets the objective of a higher return than average deposit accounts, without risking the funds, while maintaining maximum flexibility to fund new projects. The trustees are mindful of the current low interest rate return on cash deposits and their potential to fall below inflation levels thereby eroding reserves.

### Results for the Year

Everybody Health & Leisure's finances have returned to a surplus position, with an increase in held reserves of £203,297, this follows two concurrent years of deficit which related wholly to the COVID-19 pandemic. By the end of March 2022, our recovery is well on its way with our fitness membership almost back to our pre pandemic levels with 19,000 members and Learn to Swim Scheme bigger than ever with over 9,000 children actively learning to swim at any given time.

Our overall income figure is £18,287,278. This includes £4,115,138 in respect of Donations for the use of the leisure centres which remain under the ownership of Cheshire East Borough Council and Holmes Chapel Parish Council. In addition, £4,768,225 was received relating to Grants and Contracts, of which £2,630,943 refers to income received from Cheshire East Borough Council, £719,640 was received from the Furlough Scheme, the Local Support Grant saw us receive £296,000 and the National Leisure Recovery Fund allocated us £710,791 in year. Income of £9,024,076 was received during the year from customers to our centres and through delivering our contracts, £375,796 trading income was received from our social areas and our investment income in year was just £1,074.

Outgoing resources totalled £19,445,981 for the year, leaving us with a Net Unrestricted Expenditure of £1,158,703 for 2021/22. This Expenditure includes a notional pension service cost of £1,362,000, when this is removed, we are left with a net operating unrestricted surplus of £203,297.

Everybody Health & Leisure's Restricted Funds received no income within the year and incurred no expenditure.

The total Unrestricted Funds as at the end of 2021-22 are £450,554 excluding our designated funds, which equate to £163,109 (as detailed in Note 16).



## Going Concern

Membership income has steadily increased during the year to almost pre pandemic levels and continues to rise steadily. Our Learn to Swim Scheme has capitalised on the new timetabling that we achieved throughout the various lockdown periods and is larger than ever before with a large waiting list still to be brought on board. Costs are still being tightly controlled. The Trustees and the Executive Management Team feel very confident about the future and have full confidence in our Going Concern status.

Note 1.02 further details the Accounting Policy used whilst preparing this set of Accounts in respect of being a Going Concern.

## Funding Sources

Everybody Health & Leisure's principal funding sources for 2021-22 was income relating to charitable activities, our customers provided £9,024,076 of our income in the year.

Our operating contract with Cheshire East Council; this contract refers to the operating of 14 leisure centres across the Cheshire East area until 2029. During 2021-22 this value was included within the total amount received of £2,630,943 including support service costs.

Everybody Health & Leisure's Annual Report and financial statements for the year ended 31 March 2022 have been prepared by the trustees in accordance with the Charities Act 2011. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and reporting by Charities" issued in 2015 and updated in 2018, in preparing the annual report and financial statements of the charity.

## Key Management Personnel

An external company carries out individual job evaluations on each of the Key Management roles, this evaluation includes benchmarking against comparable positions and similar organisations. These results are considered by the People and Governance Sub Committee and a level of remuneration is recommended to the full Trustee board for their approval.

## Fundraising Activities

The charity had no fundraising activities requiring disclosure under S162A of the Charities (Protection and Social Investment) Act 2016



### Related Parties, Partnership Working and Network

The Charity supports many Sports Clubs, Community Groups and Voluntary Organisations with advice around funding, volunteer management and best practice guidance. Everybody Health & Leisure's support of grassroot clubs benefits the wider community by opening up opportunities for people to access sport and recreation activities.

Cheshire East Council are a significant partner and contributes to the delivery of sporting facilities in Cheshire East by providing funding to Everybody Health & Leisure in the form of a Management Fee. This funding also supports the sports development work by enabling children and adults to take part in sporting events out in the community.

Everybody Health & Leisure also holds a 23-year lease on a facility at Holmes Chapel which is owned by Holmes Chapel Parish Council, and a 10-year lease on Alderley Park facility which is owned by Alderley Park Limited. This is in addition to the facilities which are operated from and are owned by Cheshire East Borough Council.

Everybody Health & Leisure participate in several key and strategic partnerships representing the interests of our customers, and the wider Sport and Recreation arena. At a national level, Everybody Sport & Recreation is a member of Community Leisure (the national association of leisure and cultural trusts formerly known as "SPORTA") and UKActive.

### Strategic report

The principal activities of the company over the course of the year are referenced in the Key Achievements section (page 11) of the Trustee's Annual and Strategic Report.

The future developments for Everybody Health & Leisure are referred to in the Chief Executive's Report and the Trustees Annual and Strategic Report.

Everybody Health & Leisure has made no political donations or incurred any such expenditure during the financial year.

The Risk Management Statement is shown on page 30 of the Trustees Annual and Strategic Report. No hedge accounting is used by the company.

The leisure industry is not particularly price sensitive, people choose their provider on a number of different factors, price being one but also quality of offering, range of classes, location, customer service and breadth of facility (e.g. squash, swimming pools etc.). Cashflows are monitored weekly and since many of our customers pay in advance, liquidity risk is easily controlled.



Employee expenditure is the largest portion of cost for Everybody as we operate in a service industry arena, as such our employees are very important to the growth and development of our business.

At Everybody, we encourage new applications from disabled persons into both paid employment and volunteer roles, we have a robust equal opportunities policy, and all managers within Everybody are trained in following and embedding this policy not only for new employees but also for current employees that may become disabled during their current service with us.

We have a budget for equipment adaptations and additional training that may be required for staff that become disabled to allow them to continue in their current role. Should continuing in their current role no longer be viable then solid alternative internal positions will be sought, following consultation with the individual involved and looking at each person's individual circumstances.

At Everybody, one of our strategic aims is to "Develop our people to be the best" and we strive to achieve that with all employees regardless of disability.

We provide employees with information on matters of concern to them as employees, in a number of ways.

Firstly, on an individual basis, all employees attend monthly team meetings with their line manager, have a bi-annual Performance Development Review where they are encouraged to make suggestions for their development (for example request further training or mentoring etc), and regular 1-2-1's with line managers.

Secondly as a whole organisation we have a monthly staff newsletter that is provided to every employee and all employees are encouraged to suggest content, we also hold six-monthly staff presentations to which all employees are invited and involves presentations by the chief executive and Senior Management Teams followed by an open Question and Answer session to which all staff are encouraged to contribute.

To ensure that employees have representation we have established a "Developing Everybody Group" that is made up from representatives from all areas of the business at all levels. This group comes up with ideas, initiatives and holds its own budget to be spent with the remit of 'all employees benefit'.

To encourage the involvement of employees in the company's performance we have implemented a Sharing in Success Scheme, this enables employees to all receive a payment should the company make a surplus.

The Directors at this time can confirm:

a) so far as the Directors are aware, there is no relevant audit information of which the company's Auditor is unaware, and

b) they have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the company's Auditor is aware of that information.

This report, which incorporates the Strategic Report, was approved by the Trustees on 6<sup>th</sup> December 2022 and signed on their behalf by Andrew Kolker.

**Andrew Kolker - Chair, Date: 6<sup>th</sup> December 2022**





## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EVERYBODY HEALTH & LEISURE LIMITED FOR THE YEAR ENDED 31 MARCH 2022**

### **Opinion**

We have audited the financial statements of Everybody Health & Leisure for the year ended 31 March 2022 which comprise Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.



Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees'; remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit or



- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, Charities Act 2011 and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

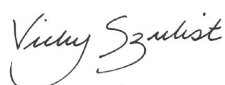


We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and completeness of income. Our audit procedures to respond to these risks included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, sample testing from contract documentation, sample testing of membership fees from the membership database and one-off sale income from till reports.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Vicky Szulist

Senior Statutory Auditor

For and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

The Lexicon  
Mount Street  
Manchester  
M2 5NT

**19th December 2022**



## Statement of Financial Activities period ended 31 March 2022

	Notes	Unrestricted Funds	Restricted Funds	2021-22	2020-21
		£	£	£	£
<b>Income:</b>					
Donations and Legacies	2	4,118,107	-	4,118,107	4,422,735
Charitable Activities	3	9,024,076	-	9,024,076	2,239,383
Other Trading Activities	4	375,796	-	375,796	38,399
Investment Income		1,074	-	1,074	241
Grants & Contracts	5	4,768,225	-	4,768,225	9,403,319
<b>Total Income</b>		<b>18,287,278</b>	<b>-</b>	<b>18,287,278</b>	<b>16,104,077</b>
<b>Expenditure on Charitable Activities</b>					
<b>Other Trading Activities</b>	6	509,412	-	509,412	392,096
<b>Charitable Activities</b>	7	18,936,569	-	18,936,569	16,463,705
Net Gains/(Losses) on investments		-	-	-	-
<b>Total Expenditure</b>		<b>19,445,981</b>	<b>-</b>	<b>19,445,981</b>	<b>16,855,801</b>
<b>Net Income/(Expenditure)</b>		<b>(1,158,703)</b>	<b>-</b>	<b>(1,158,703)</b>	<b>(751,724)</b>
Transfers Between Funds		-	-	-	-
<b>Other Recognised Gains/(Losses)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Actuarial Gains/(Losses) on Defined Benefit Pension Schemes		5,372,000	-	5,372,000	(9,067,000)
<b>Net Movement</b>		<b>4,213,297</b>	<b>-</b>	<b>4,213,297</b>	<b>(9,818,724)</b>
Total Funds Brought Forward		(16,277,634)	-	(16,277,634)	(6,458,910)
<b>Total Funds Carried Forward</b>		<b>(12,064,337)</b>	<b>-</b>	<b>(12,064,337)</b>	<b>(16,277,634)</b>

## Balance Sheet as at 31 March 2022

	Note	31 Mar 22 £	31 Mar 21 £
<b>Fixed Assets:</b>			
Intangible Fixed Assets	11	-	2,923
Tangible Fixed Assets	12	1,608,905	1,900,531
<b>Total Fixed Assets</b>		<b>1,608,905</b>	<b>1,903,454</b>
<b>Current Assets:</b>			
Stocks		65,910	67,382
Debtors	13	475,540	677,359
Cash at bank and in hand		1,534,827	1,770,580
<b>Total Current Assets</b>		<b>2,076,277</b>	<b>2,515,321</b>
<b>Liabilities:</b>			
Creditors: amounts due within one-year	14	(2,600,790)	(3,104,562)
<b>Net Current Assets/(Liabilities)</b>		<b>(524,513)</b>	<b>(589,241)</b>
<b>Total Assets Less Current Liabilities</b>		<b>1,084,392</b>	<b>1,314,213</b>
Creditors: amounts falling due after one-year	15	(470,729)	(903,848)
<b>Net Asset or Liabilities excluding pension Asset or Liability</b>		<b>613,663</b>	<b>410,366</b>
Defined Benefit Pension Scheme Asset or Liability		(12,678,000)	(16,688,000)
<b>Total Net Assets or Liabilities</b>		<b>(12,064,337)</b>	<b>(16,277,634)</b>
<b>Funds of the Charity:</b>			
Unrestricted Funds		450,554	275,111
Unrestricted Designated Funds		163,109	135,255
Pension Reserve	18	(12,678,000)	(16,688,000)
<b>Total Funds</b>		<b>(12,064,337)</b>	<b>(16,277,634)</b>

These Financial Statements were approved and authorised for issue by the Board on 6th December 2022 and signed on their behalf by Andrew Kolker.





## Cash flow Statement as at 31 March 2022

	01 April 2021 – 31 March 2022 £	01 April 2020 – 31 March 2021 £	Table
<b>Cash Flows from operating activities</b>			
Net cash (outflow)/inflow from operating activities	642,224	617,340	1
<b>Cash Flows from investing activities</b>			
Capital Expenditure	(711,051)	-	
Interest Income	1,074	241	
<b>Cash Flows from financing activities</b>			
Loan Received	-	-	
Loan Repayment	(168,000)	-	
<b>Increase/(Decrease) in cash in period</b>	<b>(235,753)</b>	<b>617,581</b>	
Cash & Cash equivalents at the beginning of the reporting period	1,770,580	1,152,999	
<b>Cash &amp; Cash equivalents at the end of the reporting period</b>	<b>1,534,827</b>	<b>1,770,580</b>	2

**Table 1**

	01 April 2021 - 31 March 2022 £	01 April 2020 - 31 March 2021 £
<b>Net movement in funds for the reporting period (as per the statement of financial activities)</b>	(1,158,703)	(751,724)
Adjustments for:		
Pension Service Cost	1,362,000	564,000
Depreciation charges	373,603	192,018
Interest Income	(1,074)	(241)
(Increase)/decrease in stocks	1,472	31,077
(Increase)/decrease in debtors	201,819	(69,702)
Increase/(decrease) in creditors	(136,893)	651,912
<b>Net cash provided by (used in) operating activities</b>	<b>642,224</b>	<b>617,340</b>

**Table 2**

	01 April 2021 - 31 March 2022 £	01 April 2020 - 31 March 2021 £
Cash in hand	1,534,827	1,770,580
<b>Total cash &amp; cash equivalents</b>	<b>1,534,827</b>	<b>1,770,580</b>

### Statement of Net Debt

	As at 01 April 2021 £	Cash Flows £	As at 31 March 2022 £
Cash	1,770,580	(235,753)	1,534,827
Cash equivalents	-	-	-
Overdraft facility repayable on demand	-	-	-
		<b>(235,753)</b>	
Loans falling due within one year	(302,400)	168,000	(134,400)
Loans falling due after more than one year	(278,400)	-	(278,400)
Finance lease obligations	(957,529)	631,998	(325,531)
<b>Total</b>	<b>232,251</b>	<b>564,245</b>	<b>796,496</b>



## NOTES TO THE FINANCIAL STATEMENTS

### 1. Accounting Policies

#### 1.01 Basis of Preparation

The Accounts cover the 12-month period ended 31<sup>st</sup> March 2022; the previous year comparatives refer to the period 1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021. The financial statements are prepared under Companies Act 2006, and in accordance with the Financial Reporting Standard 102 (FRS 102) and follow the recommendations in 'Accounting and Reporting by Charities: Statement of Recommended Practice' issued in 2015 (SORP 2018).

The Trust is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 11 May 2014 (company number: 08685939) and registered as a charity on 10 March 2014 (charity number: 1156084). The address of the registered office is 3rd Floor, 1 Ashley Road, Altrincham, WA14 2DT.

#### 1.02 Going Concern

The Trustees have considered the financial position of the Trust, the levels of free reserves and the 2022-23 budget; consequently, the Trustees believe that the charity is well-placed to manage its business risks successfully.

Whilst the pension liability exceeds the net assets of the Trust, this should not be interpreted as creating a state of insolvency. The liability does not result in an immediate cash commitment and the liability is not expected to crystallise in the foreseeable future. Cheshire East Council provide a guarantee, in relation to all eligible employees, in respect of the Trust's pension obligations.

In the event of the company winding up the Trustees may resolve that any net assets of the Charity after all its debts and liabilities have been paid, be applied, or transferred either directly for the objects of the Charity, or to any institution which is or are regarded as charitable for purposes similar to the objects of the Charity or for use for particular purposes that fall within the objects of the Charity. In no circumstances shall the net assets of the Charity be paid to or distributed among the members of the Charity under this Article 41.

The Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of preparation in the financial statements.

### 1.03 Incoming Resources

Income is credited to the Statement of Financial Activities in the period in which it is receivable. The income and expenditure account is presented in the form considered most appropriate to the current activities of the charity.

Donations and Legacies include an amount equal to notional rental expenditure for the use of Cheshire East Council facilities, in addition to one building owned by Holmes Chapel Parish Council.

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. Included within the Grants and Contracts figure on the face of the accounts is the management fee paid to Everybody by Cheshire East Council.

Charitable Activities Income is where most of our income sits; this includes memberships, class bookings, health programmes, and swimming lessons.

Trading income refers to income generated at all sites currently using the "Taste For Life" branding. This primarily consists of catering, bar and vending income.

Income from investments is included in the year in which it is receivable.

In addition to the income disclosed in the financial statements Everybody Health & Leisure also receives help and support in the form of voluntary assistance. This help and support is not included in the financial statements. This voluntary assistance is very much appreciated.

### 1.04 Fund Accounting

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the fund together with a fair allocation of management and support costs.

### 1.05 Stock Accounting

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete items.



## 1.06 Resources Expended

Resources expended are recognised in the year in which they are incurred.

Direct charitable expenditure is identified as cost incurred directly as a result of running the operations and projects directly aligned with our Charitable Aims.

Trading Activity Costs are those incurred in connection with trading activities of the Trust.

Resources expended are allocated to the particular activity where the cost relates to the activity. However, management, administration and finance staff costs are apportioned based on time spent on each activity.

## 1.07 Intangible Assets and Depreciation

Intangible software and associated costs greater than £12,000 are amortised at a rate calculated to write off the lower of cost or fair market value over its expected useful life. This value was increased from £5,000 during 2021-22.

Depreciation is provided as follows:

<u>Asset</u>	<u>Lifespan</u>	<u>Rate</u>
Software	3 Years	33.3%

## 1.08 Tangible Fixed Assets and Depreciation

Fixed assets, either individually or as a collection of similar items, purchased over the value of £12,000 are capitalised with all assets valued at historic cost. This value was increased from £5,000 during 2021-22.

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

<u>Asset</u>	<u>Lifespan</u>	<u>Rate</u>
Property	24 years or the life of a property lease if less	4.2%
Property Refurbishment	5 years	20%
Gym/Studio Equipment	5 years	20%
General Equipment	5 years	20%
Computers/IT	5 years	20%

During 2021-22, a new depreciation category has also been added. This is five-year period of depreciation for Property Refurbishment costs. This has resulted in an additional £119,223 being charged as building depreciation within Note 12.

### **1.09 Leasing**

Rentals payable under operating leases are charged against income on a straight-line basis over the lease term.

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the charity, are capitalised in the balance sheet and are depreciated over their useful lives. The capital elements of future obligations under leases are included as liabilities in the balance sheet. The interest element of the rental obligation is charged to the profit and loss account over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding.

### **1.10 Deferred Income**

Amounts held as deferred income refer to funds received in the reporting period but specifically held for use in the following financial year due to funds being restricted for use in a future period.

### **1.11 Financial Instruments**

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.



Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Financial Activity.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate, which approximates the amount that the company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset, and the net amount reported in the Balance Sheet when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **1.12 Creditors**

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

### **1.13 Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty**

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

#### **(i) Useful economic lives of tangible assets**

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended



when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See Note 12 for the carrying amount of the property, plant and equipment, and note 1.07 & 1.08 for the useful economic lives for each class of assets.

(ii) Impairment of debtors

The company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 13 for the net carrying amount of the debtors and associated impairment provision.

(iii) Actuarial Assumptions

Everybody Health & Leisure has obligations to pay pension benefits to certain employees who are members of a Local Government Pension Scheme. The cost of these benefits and the present value of the obligation depend on several factors including life expectancy, salary increases and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the Statement of Financial Position. The assumptions reflect historical experience and current trends.

(iv) National Leisure Recovery Fund

The National Leisure Recovery Fund was received in March 2021 with £251,000 being calculated as income due within 2020-21. The remaining funds were carried forward into 2021-22 at a value of £710,791.

## 1.14 Pensions

The Trust participates in the Local Government Pension Scheme (LGPS), with Cheshire West and Chester Council operating as the Administering Authority. The LGPS is a defined benefit scheme. The schemes assets are held separately from the assets of the Trust and are administered by trustees and managed professionally.

Pension scheme assets are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained annually and updated at each Balance Sheet date.

A liability is recognised in the Balance Sheet in respect of the scheme which represents the present value of the defined benefit obligation at the balance sheet date less the fair value of the scheme assets. A full valuation of the liability is calculated by an



independent actuary every three years using the projected units method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid and that have the terms to maturity approximating to the terms of the related pension liability. Actuarial gains and losses are recognised in the Statement of Financial Activities in the year that they arise. Where changes to the Scheme have resulted in past service costs, these are recognised immediately in the Statement of Financial Activities.

Liabilities for the pension scheme are held by Cheshire East Council (the "Authority"), and are covered in the Operating Contract (section 19.0) which states that "To ensure that the Administering Authority does not require the Contractor to put in place any indemnity or bond in respect of the Eligible Employees, the Authority will provide the Administering Authority with a guarantee in a form acceptable to the Administering Authority and the Contractor in respect of the Contractor's obligations to the Administering Authority in respect of Eligible Employees".

Everybody Health & Leisure is reporting an Operating Surplus prior to the Pension Service Costs £203,297 as shown in note 1.15 below. The Service Costs and Pension Movements that we are required to show in our accounts under FRS 102 rules include changes in actuarial assumptions and other adjustments that do not impact on the operational cashflow of the charity.

During the contract negotiations it was agreed with Cheshire East Council, that they would indemnify the Pension Liability for all Everybody Health & Leisure, current and new staff, for as long as the scheme remains open.

On 26 October 2018, the High Court handed down a judgment involving the Lloyds Banking Group's defined benefit pension schemes. The judgment concluded the schemes should be amended to equalise pension benefits for men and women in relation to guaranteed minimum pension benefits. The issues determined by the judgment arise in relation to many other defined benefit pension schemes. The Trustees are aware that the issue will affect the charity and will be making decisions as to the next steps in due course. The Trustees have not yet estimated the overall value of individual adjustments to the Scheme as a whole.

A follow up ruling on 20 November 2020 confirmed that Members who have historically taken a transfer value now have to be included in GMP equalisation assessments and top up payments made where necessary. The Actuary has not made any additional allowance for this follow up ruling.



## 1.15 Operating Surplus (Actuarial Pension Costs Removed)

	Notes	Unrestricted Funds £	Restricted Funds £	01 Apr 2021 – 31 Mar 2022 £	01 Apr 2020 – 31 Mar 2021 £
<b>Income:</b>					
Donations and Legacies	2	4,118,107	-	4,118,107	4,422,735
Charitable Activities	3	9,024,076	-	9,024,076	2,239,383
Other Trading Activities	4	375,796	-	375,796	38,399
Investment Income		1,074	-	1,074	241
Grants & Contracts	6	4,768,225	-	4,768,225	9,403,319
<b>Total Income</b>		<b>18,287,278</b>	<b>-</b>	<b>18,287,278</b>	<b>16,104,077</b>
<b>Expenditure on Charitable Activities</b>					
Other Trading Activities	6	509,412	-	509,412	392,096
Charitable Activities	7	17,574,569	-	17,574,569	15,899,705
<b>Total Expenditure</b>		<b>18,083,981</b>	<b>-</b>	<b>18,083,981</b>	<b>16,291,801</b>
<b>Net Income (Expenditure)</b>		<b>203,297</b>	<b>-</b>	<b>203,297</b>	<b>(187,724)</b>
Transfers Between Funds		-	-	-	-
<b>Operating Surplus / (Deficit)</b>		<b><u>203,297</u></b>	<b>=</b>	<b><u>203,297</u></b>	<b><u>(187,724)</u></b>

## 2. Donations

	01 April 2021 – 31 March 2022 £	01 April 2020 – 31 March 2021 £
Miscellaneous	2,969	-
Use of Buildings Owned by Cheshire East BC	4,059,138	4,362,735
Use of Buildings Owned by Holmes Chapel Parish Council	56,000	60,000
<b>Total Income</b>	<b>4,118,107</b>	<b>4,422,735</b>

During 2021-22, in addition to minimal property revaluations, the property yield reduced from 7.50% to 7.00%. This rate was obtained from the same independent source as in 2020-21. In addition, three new disability bicycles were kindly donated for use within the business whose value totalled £2,719 and a further separate £250 was received specifically to benefit users of Alsager Sports Hub.



### 3. Charitable Activities (Income)

	01 April 2021 – 31 March 2022	01 April 2020 – 31 March 2021
	£	£
Operational Facilities	9,004,187	2,233,703
Partnership & Leisure Development	19,889	5,680
<b>Total Income</b>	<b>9,024,076</b>	<b>2,239,383</b>

### 4. Other Trading Activities (Income)

	01 April 2021 – 31 March 2022	01 April 2020 – 31 March 2021
	£	£
Bar & Catering Income	375,796	38,399
<b>Total Income</b>	<b>375,796</b>	<b>38,399</b>

Catering sites were closed for April & May 2021 due to Lockdowns created by the COVID-19 pandemic. Catering facilities maintained reduced opening hours over several months before becoming fully operational again. A significant loss of 133,616 is reported when compared against the expenditure recorded in Note 6 although this excludes any Furlough Grants which were received as these are accounted for centrally.



## 5. Grants and Contracts

	01 April 2021 – 31 March 2022	01 April 2020 – 31 March 2021
	£	£
CEC Management & Operational Fee's	2,530,443	3,825,482
CEC Support Services	100,500	100,485
Bikeability	250,309	91,243
Health	72,488	49,659
Other Sources	88,054	8,812
Furlough Grant	719,640	4,571,071
National Leisure Recovery Fund Grant	710,791	251,000
COVID – Local Support Grant	296,000	505,567
<b>Total Income</b>	<b>4,768,225</b>	<b>9,403,319</b>

## 6. Other Trading Activities (Expenditure)

	01 April 2021 – 31 March 2022	01 April 2020 – 31 March 2021
	£	£
Staff Costs	328,000	366,076
Bar & Catering Purchase	181,412	26,020
<b>Total Expenditure</b>	<b>509,412</b>	<b>392,096</b>

## 7 Activities (Including Actuarial Pension. Charitable Costs)

	Operational Facilities	Partnership & Leisure Dev	01 April 2021 - 31 March 2022	01 April 2020 - 31 March 2021
	£	£	£	£
Salary, NI & Pensions	7,466,880	428,979	7,895,859	7,245,846
Indirect Employee Costs	45,303	14,621	59,924	89,105
Pension Service Costs	1,196,682	26,728	1,223,410	461,798
Property Costs	4,341,930	-	4,341,930	4,584,369
Transport - Other	1,431	2,564	3,995	3,477
Supplies & Services	1,381,428	321,926	1,703,354	717,624
Financing Costs	618,993	13,348	632,341	555,091
Support & Marketing Costs	2,899,376	155,664	3,055,040	2,783,224
Governance Costs Reallocated	19,161	1,555	20,716	23,171
<b>Total 01 April 2021 - 31 March 2022</b>	<b>17,971,184</b>	<b>965,385</b>	<b>18,936,569</b>	<b>16,463,705</b>
<b>Total 01 April 2020 - 31 March 2021</b>	<b>15,812,680</b>	<b>651,025</b>	<b>-</b>	<b>-</b>



## 8. Support and Governance

	Management & Support Services	Governance Costs	01 April 2021 – 31 March 2022	01 April 2020 – 31 March 2021
	£	£	£	£
Salary, NI & Pensions	1,111,892	-	1,111,892	1,741,858
Indirect Employee Costs	479,303	-	479,303	138,320
Pension Service Costs	138,590	-	138,590	102,202
Property Costs	95,094	-	95,094	39,166
Transport - Other	7,457	-	7,457	5,924
Supplies & Services	1,119,494	20,716	1,140,210	722,675
Financing Costs	103,210	-	103,210	56,250
<b>Total</b>	<b>3,055,040</b>	<b>20,716</b>	<b>3,075,756</b>	<b>2,806,395</b>

Governance costs primarily include External Audit fees, specialist tax advice and Company Secretary fees

## 9. Analysis of Staff Costs, Auditor Costs & Trustee Remuneration and Expenses

The aggregate payroll costs were:	01 April 2021 – 31 March 2022	01 April 2020 – 31 March 2021
	£	£
Salaries	8,326,272	7,945,273
Social Security Costs	513,966	459,049
Pension Costs	716,319	660,055
<b>Total</b>	<b>9,556,557</b>	<b>9,064,377</b>

Within the above costs, it was identified that Redundancy Payment totalling £1,654 were incurred, these costs are included within the SOFA heading of charitable Activities.

Included within the costs identified above which refer to 646 members of staff, the following table details the number of whose total employee benefits (excluding employer pension costs) exceeded £60,000.

Total Employee Benefits £	No. Of Employees 2022	No. of Employees 2021
60,000 – 69,999	-	2
70,000 – 79,999	2	-
80,000 – 89,999	-	-
90,000 – 99,999	1	-
100,000 – 109,999	-	1
<b>Total</b>	<b>3</b>	<b>3</b>

The total salary and pension costs paid to all key management totalled £324,686

Governance costs include Annual Auditor Fees totalling £17,300 for the Statutory Audit (£16,000 in 2020-21) and £4,504 for specialist VAT & tax advisory services (£3,600 in 2021-22)

The Charity Trustees receive no remuneration for their services. No expenses have been reimbursed by the charity to the Trustees during the year. (nil also in 2021-22)

## 10. Staff Numbers

The average number of staff employed (disclosed on a headcount basis) during this financial year is detailed below. Casual staff are included within this table.

2022	No.
Leisure Facilities and Leisure Development	562
Taste for Life and Health	40
Support Services and Academy	44
<b>Total</b>	<b><u>646</u></b>

2021	No.
Leisure Facilities and Leisure Development	649
Taste for Life and Health	51
Support Services and Academy	47
<b>Total</b>	<b><u>747</u></b>



## 11. Intangible Fixed Assets

2021-22	IT Software £	Total £
<u>Cost</u>		
Balance as of 01 April 2021	89,575	89,575
Additions	-	-
As at 31 March 2022	89,575	89,575
<u>Amortisation</u>		
As at 01 April 2021	86,652	86,652
In year charges	2,923	2,923
As at 31 March 2022	89,575	89,575
<u>Net Book Value</u>		
As at 01 April 2021	2,923	2,923
As at 31 March 2022	-	-

The value of amortised Intangible Assets is included within the expenditure heading of the SoFA named "Charitable Activities"

## 12. Tangible Fixed Assets

2021-22	Buildings inc Professional Fees £	Gym Equipment £	IT Equipment £	General Equipment £	Total £
<u>Cost:</u>					
Balance as of 01 April 2021	669,917	324,628	76,744	544,648	1,615,937
Balance as of 01 April 2021 (Finance Lease)	-	1,475,313	114,891	64,482	1,654,686
Additions	-	312,696	8,454	33,963	355,113
Transfers - termination of Finance Leases	-	310,084	29,364	16,490	355,938
Additions (Finance Leases)	-	-	-	-	-
As at 31 March 2022	669,917	2,422,722	229,453	659,583	3,981,675
<u>Depreciation:</u>					
Balance as of 01 April 2021	150,981	217,467	52,764	251,722	672,934
Balance as of 01 April 2021 (Finance Lease)	-	600,784	61,729	34,645	697,158
Charge for the Year	146,892	113,011	15,769	95,008	370,680
Charge for the Year (Finance Leases)	-	548,998	53,163	29,837	631,998
As at 31 March 2022	297,873	1,480,260	183,425	411,213	2,372,770
<u>Net Book Value</u>					
As at 01 April 2021	518,936	981,690	77,143	322,762	1,900,531
As at 31 March 2022	372,044	942,462	46,028	248,371	1,608,904



## 12A. Finance Leases

2021-22	£ Gym Equipment	£ IT Equipment	£ General Equipment	£ Total
<u>Cost:</u>				
Balance as of 01 April 2021	1,475,313	114,891	64,482	1,654,686
Additions	-	-	-	-
As at 31 March 2022	1,475,313	114,891	64,482	1,654,686
<u>Depreciation:</u>				
Balance as of 01 April 2021	600,784	61,729	34,645	697,158
Depn Charge for the Year	238,914	23,798	13,347	276,059
Transfer of Leases	310,084	29,364	16,490	355,938
As at 31 March 2022	1,149,782	114,891	64,482	1,329,155
<u>Net Book Value</u>				
As at 01 April 2021	874,529	53,162	29,837	957,528
As at 31 March 2022	325,531	-	-	325,531

The above Finance Leases Net Book Values are included in Note 12 within the same categories, (Gym Equipment, IT Equipment, General Equipment)

## 13. Debtors

	31 March 2022 £	31 March 2021 £
Trade Debtors	248,913	605,422
Prepayments and Accrued Income	226,627	71,937
<b>As at 31 March 2022</b>	<b>475,540</b>	<b>677,359</b>

£2,197 of Bad Debt has been written off through the Statement of Financial Activity.



#### 14. Creditors: Amounts Falling Due Within One Year

	31 March 2022	31 March 2021
	£	£
Trade Creditors	390,765	58,849
Accruals and Deferred Income	1,702,801	1,849,514
Taxation and Social Security	155,640	487,048
Loans	134,400	302,400
Finance Leases	133,202	332,081
Other Creditors	83,982	74,670
<b>As at 31st March 2022</b>	<b>2,600,790</b>	<b>3,104,562</b>

#### Analysis of Deferred Income Movement

Deferred Income	Brought Forward 2021	Total In Year Deferral	Total In Year Deferral Released	Carried Forward 2022
	£	£	£	£
- Annual Memberships	244,190	933,550	693,297	484,443
- Facility Bookings	-	12,376	-	12,376
- Learn To Swim Scheme	14,398	4,186	-	18,584
- Memberships Income received in March	42,341	32,245	-	74,586
- Various other Projects	7,246	-	7,246	-
- National Leisure Recovery Fund	650,542	-	650,542	-
<b>Total Funds</b>	<b>958,717</b>	<b>982,357</b>	<b>1,351,085</b>	<b>589,989</b>

#### 15. Creditors: Amounts Falling Due After One Year

	31 March 2022	31 March 2021
	£	£
Principal Loan Repayments Repayable Between 1 to 5 Years	278,400	278,400
Principal Loan Repayments Repayable After 5 Years	-	-
Principal Finance Lease Repayable Between 1 to 5 Years	192,329	625,448
<b>Total</b>	<b>470,729</b>	<b>903,848</b>



Two loans exist, both have an interest rate attached to them of 4% above the Bank of England's variable Base Rate. These are both Unsecured Loans.

## 16. Analysis of Charitable Funds

Fund	Brought Forward 2021	Incoming Resources	Outgoing Resources	Gains / (Losses)	Transfers In / (Out)	Carried Forward 2022
	£	£	£	£	£	£
<b>Unrestricted</b>	<b>275,111</b>	18,287,278	(18,083,981)	-	(27,854)	<b>450,554</b>
<b>Pension Reserve</b>	<b>(16,688,000)</b>	-	(1,362,000)	5,372,000	-	<b>(12,678,000)</b>
<b>Designated Funds</b>						
- Staff Membership Scheme	87,226	-	-	-	18,123	105,349
- Training Academy	5,100	-	-	-	(5,100)	-
- Systems Upgrade	23,574	-	-	-	(23,574)	-
- Capital Contributions Received	19,355	-	-	-	(1,019)	18,336
- Management Training	-	-	-	-	39,424	39,424
<b>Total Designated Funds</b>	<b>135,255</b>	-	-	-	<b>27,854</b>	<b>163,109</b>
<b>Total Funds</b>	<b>(16,277,634)</b>	<b>18,287,278</b>	<b>(19,445,981)</b>	<b>5,372,000</b>	<b>-</b>	<b>(12,064,337)</b>

Fund	Brought Forward 2020	Incoming Resources	Outgoing Resources	Gains / (Losses)	Transfers In / (Out)	Carried Forward 2021
	£	£	£	£	£	£
<b>Unrestricted</b>	<b>312,173</b>	16,104,077	(16,291,801)	-	150,662	<b>275,111</b>
<b>Pension Reserve</b>	<b>(7,057,000)</b>	-	(564,000)	(9,067,000)	-	<b>(16,688,000)</b>
<b>Designated Funds</b>						
- Staff Membership Scheme	76,296	-	-	-	10,930	87,226
- Training Academy	5,100	-	-	-	-	5,100
- Systems Upgrade	47,147	-	-	-	(23,573)	23,574
- Capital Contributions Received	20,374	-	-	-	(1,019)	19,355
- Community Projects	137,000	-	-	-	(137,000)	-
<b>Total Designated Funds</b>	<b>285,917</b>	-	-	-	<b>(150,662)</b>	<b>135,255</b>
<b>Total Funds</b>	<b>(6,458,910)</b>	<b>16,104,077</b>	<b>(16,855,801)</b>	<b>(9,067,000)</b>	<b>-</b>	<b>(16,277,634)</b>



Analysis of Net Assets between Funds	Unrestricted Funds	Designated Funds	Total Funds 2022
	£	£	£
Tangible Fixed Assets	1,608,905	-	1,608,905
Current Assets	1,913,168	163,109	2,076,277
Creditors: amounts falling due within one year	(2,600,790)	-	(2,600,790)
Creditors: amounts falling due after one year	(470,729)	-	(470,729)
Pension Liability	(12,678,000)	-	(12,678,000)
<b>Total</b>	<b>(12,227,446)</b>	<b>163,109</b>	<b>(12,064,337)</b>

Analysis of Net Assets between Funds	Unrestricted Funds	Designated Funds	Total Funds 2021
	£	£	£
Intangible Fixed Assets	2,923	-	2,923
Tangible Fixed Assets	1,900,531	-	1,900,531
Current Assets	2,380,066	135,255	2,515,321
Creditors: amounts falling due within one year	(3,104,562)	-	(3,104,562)
Creditors: amounts falling due after one year	(903,848)	-	(903,848)
Pension Liability	(16,688,000)	-	(16,688,000)
<b>Total</b>	<b>(16,412,890)</b>	<b>135,255</b>	<b>(16,277,635)</b>

### Staff Membership Scheme

Income is set aside from the staff membership scheme which is to be used for staff activities, development and benefits during forthcoming years.

### Training Academy

An amount was originally set aside in 2014-15 for the development of Everybody's Training Academy to increase participation in training, recruiting apprentices and establishing our external training offer. This has now been utilised.



## Business System Upgrade

A new Finance and a separate new HR and Payroll system was acquired during 2016-17 and have been fully implemented during 2017-18. A contribution will be made into the General Fund each year equivalent to the original annual revenue charges.

## Capital Contribution Received

A sum of £24,450 was accounted for as income in 2015-16 which was designated to be transferred into the General fund in future years to offset annual depreciation charges made against the revenue account.

## Management Training

A sum of £39,424 has been designated during 2021-22 towards future management development costs.

## 17. Related Party Transactions

Everybody Health & Leisure has a close working relationship with Cheshire East Council (CEC), who nominate two of the eleven trustees of the charity. These two nominated trustees have equal voting rights with the other trustees.

In addition, a close working relationship has also been established with Holmes Chapel Parish Council (HCPC) with Everybody Health & Leisure investing in and operating the Holmes Chapel Community Centre on behalf of the Parish Council.

The following is a summary of transactions with these entities:

		01 April 2021 – 31 March 2022	01 April 2020 – 31 March 2021
		£	£
Donations & Legacies	- CEC	4,059,138	4,217,311
"	" - HCPC	56,000	58,000
Grants and Contracts	- CEC	2,630,943	3,925,967
Loan Interest and Principal Repaid	- CEC	24,754	24,754
Charitable Expenditure	- CEC	4,172,502	4,330,675
"	" - HCPC	56,000	58,000
Everybody Foundation	-	626	-



The above donations relate to an amount calculated for use of the Borough and Parish Council owned facilities at a nil rental, a corresponding equal amount is shown as Charitable expenditure. The "Grants and Contracts" income refers to amounts received from Cheshire East Council for the delivery of various services within the facilities owned by Cheshire East Council. This includes income relating to the purchase of back office and IT support provided by the Council on behalf of Everybody Health and Leisure (which is repaid as expenditure identified as Charitable Activities).

In addition, the following transactions occurred during 2021-22 with organisations which are identified as being Related Parties to Trustees or Senior Managers of the Company:

- Alsager Multi Academy Trust: £19,455 income – facility hire and £110 expenditure relating to facility hire
- Brine Leas School: £85 income – facility hire
- Charity Finance Group: £671 expenditure – annual membership fees
- Fieldfisher LLP: £6,000 expenditure – legal advice

Cheshire East Council have indemnified Everybody Health & Leisure's pension liability (refer to note 1.14). This liability is currently valued at £12,678,000 as at 31 March 2022. The projected amount to be charged to the Operating Profit in the year to 31 March 2023 is expected to be £2,989,000.

	2022 £	2021 £
Amounts due to:		
Cheshire East Council – Various	251,948	60,596
Cheshire East Council – Loan Principal	278,400	580,800
Cheshire East Council – Interest Within One Year	9,515	16,581
Amounts due from:		
Cheshire East Council	206,879	177,682
Holmes Chapel Parish Council	225	-



## 18. Defined Benefit Pension Scheme

The charity continues to operate a defined benefit scheme which is now closed to new employees. The scheme is part of the Local Government Pension Service (LGPS), and "Everybody" has its own assets held within the wider fund. An actuarial revaluation was carried out every three years. The fund is administered by independent trustees who are responsible for ensuring it is funded to meet current and future obligations, the agreed contribution rates for future years are 21.6% for employers and between 5.5% and 10.5%, depending on pay for employees.

### Pension Commitments

	2022	2021
Rate of increase in salaries	3.85%	3.50%
Rate of increase in pensions payment	3.15%	2.80%
Discount rate	2.75%	2.05%
<b>Commutation of Pensions to Lump Sums</b>		
Pre April 2008 service	50%	50%
Post April 2008 service	75%	75%
Assumptions are made to allow future improvements to mortality rates.		
<b>Mortality assumptions</b>		
Life expectancy at 65		
Retiring today		
- Male	21.2 years	21.4 years
- Female	23.8 years	24.0 years
Retiring in the future		
- Male	22.1 years	22.4 years
- Female	25.5 years	25.7 years

The fair value of the scheme assets and the expected rate of return, the present value of the scheme liabilities and the resulting surplus / (deficit), as recognised in the SoFA are:

	2022 £	2021 £
Equities	10,506,300	10,503,180
Bonds	10,256,150	9,133,200
Property	2,751,650	2,283,300
Cash	1,500,900	913,320
<b>Total Market Value of Assets</b>	<b>25,015,000</b>	<b>22,833,000</b>



The actual return on Scheme Assets was £1,666,000 (£3,298,000 in 2020-21)

	2022 £	2021 £
<b>Amounts Recognised in the Statement of Financial Activities</b>		
Employer Contribution	(585,000)	(537,000)
Past Service Cost	-	-
Current Service Cost	1,595,000	935,000
Expected Return on Pension Scheme Assets	(473,000)	(444,000)
Interest on Pension Liabilities	825,000	610,000
<b>Total</b>	<b>1,362,000</b>	<b>564,000</b>
<b>Actual Return on Scheme Assets</b>	<b>1,666,000</b>	<b>3,298,000</b>
<b>Movements in the Present Value of the Defined Benefit Obligation were as follows:</b>		
Opening Defined Benefit Obligation	39,521,000	26,136,000
Contributions by Employees	196,000	191,000
Actuarial Losses / (Gains)	(4,179,000)	11,921,000
Benefits Paid	(265,000)	(272,000)
Interest Cost	825,000	610,000
Current Service Cost	1,595,000	935,000
Past Service Cost	-	-
<b>Closing Defined Benefit Obligation</b>	<b>37,693,000</b>	<b>39,521,000</b>
	<b>2022 £</b>	<b>2021 £</b>
<b>Movements in The Fair Value of Everybody's Share of Scheme Assets:</b>		
Opening Fair Value of Scheme Assets	22,833,000	19,079,000
Interest Income	473,000	444,000
Actuarial Gains and (Losses)	1,193,000	2,854,000
Contributions by Employer	585,000	537,000
Contributions by Employee	196,000	191,000
Benefits Paid	(265,000)	(272,000)
<b>Closing Fair Value of Scheme Assets</b>	<b>25,015,000</b>	<b>22,833,000</b>

The pension scheme has a deficit; this is being addressed through a re-evaluation of employer's contribution at each triannual review. The deficit has reduced in year from £16.7m to £12.7m. The scheme was fully funded at transfer, valued on an 'ongoing' basis. The scheme is valued in different ways by the actuary for different purposes:



The 'ongoing' basis of valuation is used by the actuary to set the funding strategy of the scheme and the contribution rates for the scheme and uses a discount rate that reflects the asset mix that the fund invests, with a degree of prudence, (return on government bonds + outperformance 1.6%). FRS102 reporting requirement gives a more prescribed calculation of the discount rate stating, it must be 'determined by reference to market yields at the end of the reporting period on high quality corporate bonds.'

The contribution for the year ended 31 March 2023 is expected to be £646,000

Cheshire East Council have indemnified Everybody Health & Leisure's pension liability (refer to note 1.14). This liability is currently valued at £12,678,000 as at 31 March 2022.

## 19. Operating Leases

Annual Total	Within the First Year	Within the Second to Fifth Years Inclusive	Over Five Years
	£	£	£
01 Apr 2021 – 31 Mar 2022	9,138	23,287	-
01 Apr 2020 – 31 Mar 2021	31,991	23,272	-

Operating lease payments recognised as an expense totalled £32,016 (£164,013 in 2020-21).

## 20. Finance Leases

Annual Total	Within the First Year	Within the Second to Fifth Years Inclusive	Over Five Years
	£	£	£
<b>01 Apr 2020 – 31 Mar 2021</b>			
Gross Lease Payments Due	365,457	661,900	-
Less Interest Charge	(33,376)	(36,452)	-
Net Lease Charges Due	332,081	625,448	-
<b>01 Apr 2021 – 31 Mar 2022</b>			
Gross Lease Payments Due	143,028	199,270	-
Less Interest Charge	(9,827)	(6,941)	-
Net Lease Charges Due	133,201	192,329	-

The total value of Finance Leases recognised in the Balance Sheet is £325,531



## 21. Financial Instruments

	2022 £	2021 £
<b>Financial Assets that are Debt Instruments Measured at Amortised Cost:</b>		
Trade debtors	335,903	622,335
Accrued Income	139,637	55,024
<b>Total</b>	<b>475,540</b>	<b>677,359</b>
<b>Financial Liabilities Measured at Amortised Cost:</b>		
Trade creditors	390,765	94,139
Loans	412,800	580,800
Finance Leases	325,531	957,529
Accruals	1,112,813	857,624
Other creditors	83,982	74,670
<b>Total</b>	<b>2,325,891</b>	<b>2,564,762</b>
<b>Cash and Term Deposits Total</b>	<b>1,534,827</b>	<b>1,770,580</b>

