

<b>Congleton Town Council</b> <b>Application for Financial Assistance</b>
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**Part 1: Applicant(s) and Project Details**

<b>Application Reference Number (office use only)</b>	<b>GR14/2122</b>
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1.1	<b><i>Applicant(s):</i></b>	Claire Addis, Fundraising and Marketing Coordinator
1.2	<b><i>Representing:</i></b>	Friends for Leisure
1.3	<b><i>Email Address:</i></b>	████████████████████
1.4	<b><i>Tel No.</i></b>	██████████
1.5	<b><i>Project Title:</i></b>	FFL 'Back to Business' post-covid Congleton Youth Groups
1.6	<b><i>Project Objectives:</i></b>	<p>Provide a full range of face-to-face youth group activities for disabled children and young people (aged 5-21) in Congleton post-covid. They will be able to have fun, socialise and build key life skills while feeling more confident and independent amongst old and new friends. At present we only get funding to cover ages 5-17 so this funding will help us provide activities for 18-21 year olds too, free-of-charge. A range of unique and creative activities will be provided at our CYG and 15Up youth groups, reducing this vulnerable target group's risk of social isolation and loneliness. At least 50 children and young people with disabilities from the Congleton area will benefit positively from the project, as well as the same number of parents/carers who get some much needed respite from their caring roles. We will also work with at least a further 8 young non-disabled volunteers who will benefit from supporting our activities, mixing with disabled children and learning new skills whilst participating more actively in their local communities.</p>
1.7	<b><i>Brief Project Description:</i></b>	<p>After working tirelessly to stay open and adapt our services so we could support disabled children and their families during the pandemic, we are now trying to get back to some kind of 'normal' again by getting all our youth groups back to permanent face-to-face activities. CYG and 15Up participants will benefit massively from being back to their usual methods of operation out in the community. Activities will continue to be wide-ranging, with sessions like discos and bike rides, picnics and tennis, online safety classes and bingo, arts &amp; crafts and meals out.</p> <p>Our talented Project Worker Central has strong relationships with a large section of the Congleton community, supporting hundreds of disabled children and families over the last decade. Friends for Leisure</p>

		<p>would like to apply for a contribution towards her sessional staffing costs of delivering the two youth groups over 1 year to the 18% of beneficiaries who are aged 18-21 as we go back to full face-to-face operation (1 a week, both groups running on a fortnightly basis on different weeks – 20 sessions a year per group).</p> <p>All activities are planned in conjunction with our young people to ensure what we deliver is exactly what they want.</p>
1.8	<b>Details accounts/budgets</b>	<p>Annual accounts for the period ending 31<sup>st</sup> March 2021 are attached for the charity as a whole.</p> <p>Project Budget for 20 CYG and 20 15Up youth group activity sessions face-to-face now that covid restrictions are fully over -</p> <ul style="list-style-type: none"> <li>- 260 hours on average per year for Project Worker Central spent on Congleton youth groups</li> <li>- Hourly cost of Project Worker North - £12.63</li> <li>- £12.63 x 260 hours = £6,567.60</li> <li>- % beneficiaries aged 18-21 = 18%</li> <li>- 18% of £6,567.60 = £1,182</li> <li>- Rounding down to £1,000 for this application ask</li> </ul>

## Part 2: Cost Details / Resources / Timescale

2.1	<b>Total Cost of Project:</b>	£19,000
2.2	<b>Total contribution sought:</b>	£1,000 (or whatever the Council may be able to offer if the full amount is not available)
2.3	<b>What will the money be spent on?</b>	<p>Costs of our Project Worker Central to deliver positive, fun and inclusive activities to disabled young people aged 18-21 living in the Congleton area for which we don't receive funding to support them as they are deemed adults by Cheshire East Council, yet because of their disabilities still require a lot of support. She will lead the two youth groups we provide in Congleton (CYG and 15Up) and ensure that each group enjoys 20 1.5-2 hour sessions a year.</p> <p>Each youth group costs £9,500 per year to run (£19,000 for Congleton area). This includes the costs of activities themselves, venue hire, support staff sessional costs and overheads/management costs. We are only looking for a contribution towards the hourly costs of our Project Worker Central.</p> <ul style="list-style-type: none"> <li>- 260 hours on average per year for Project Worker Central spent on Congleton youth groups</li> <li>- Hourly cost of Project Worker North - £12.63</li> <li>- £12.63 x 260 hours = £6,567.60</li> <li>- % beneficiaries aged 18-21 = 18%</li> <li>- 18% of £6,567.60 = £1,182</li> </ul>

		<ul style="list-style-type: none"> <li>- Rounding down to £1,000 for this application ask</li> </ul>
2.4	<b>Any ongoing costs:</b>	The costs outlined above continue all year round. A majority of costs associated with our 5-17 year olds is covered by Cheshire East Council. Costs such as overheads and management costs are covered by other sources of funding such as Steve Morgan Foundation/DCMS fund. Our volunteers give their support free-of-charge/in-kind.
2.5	<b>Details of confirmed match funding include source</b> Cash:  In kind:	Confirmed cash: <ul style="list-style-type: none"> <li>- Cheshire East Council (funding only for disabled children aged 5-17) = £9,792.63 for full year of sessions</li> <li>- Steve Morgan Foundation / DCMS fund = £2,256</li> <li>- Lee and Bakirgian Family Trust = £300</li> </ul> Total secured - £12,348.63  In-kind donations: <ul style="list-style-type: none"> <li>- The time given by young volunteers helping out at each group (value not specified but usually 1-2 volunteers attend each youth group session to support staff, encourage children and build their confidence whilst making friends)</li> </ul> Pending cash applications: <ul style="list-style-type: none"> <li>- Stafford Trust - £1,500 (result by end March 2022)</li> <li>- St. James Place Foundation - £2,500 (result by end March 2022)</li> <li>- Smaller local trust applications - £1,500 total (results between now and end 2022)</li> <li>- This application, Congleton Town Council - £1,000</li> </ul>
2.6	<b>Resources needed:</b>	Staff, materials for activities if required, venues, promotional materials.
2.7	<b>Estimated timescale of project from start to finish:</b>	End April 2022 – March 2023

### Part 3: Potential Benefits / Outputs

3.1	<b>What are the potential benefits/outputs to residents of Congleton</b>	<i>How will local children and young people with disabilities in Congleton benefit specifically?</i> <ul style="list-style-type: none"> <li>- Having access to wider choice of activities delivered in a safe environment</li> <li>- Making new friends and strengthening existing friendships</li> <li>- Increased levels of confidence and self-esteem</li> <li>- Greater independence</li> <li>- Improved levels of communication</li> <li>- Improved attention and concentration</li> <li>- Improved co-ordination and enhanced memory</li> </ul>
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		<ul style="list-style-type: none"> <li>- Reduced feelings of isolation and loneliness</li> <li>- Development of new skills e.g. problem-solving, creative thinking, multi-tasking</li> <li>- Improvement of existing social and life skills e.g. working as a team, sharing etc.</li> <li>- The opportunity to have fun and relax</li> <li>- Increased participation in their local community</li> <li>- Reduced likelihood of staying at home alone</li> </ul> <p><i>How will local young volunteers benefit in Congleton?</i></p> <ul style="list-style-type: none"> <li>- Increased participation in their local community</li> <li>- Increased understanding of disability issues and the challenges facing young disabled people</li> <li>- Increased skills through accredited training when joining us as volunteers</li> </ul> <p>The lasting benefit is that by bringing local disabled children and young people together to play alongside peers and young volunteers in the Congleton area, they will build genuine and lasting friendships, reducing the likelihood of isolation and loneliness.</p> <p>We will work with up to 16 local disabled young people at each youth group and each session. A maximum of 320 participants will attend each group over a year. (640 across both groups). Some of these will be repeat attendees, others will be new registrations or casual participants. At least 50 disabled children and young people will benefit positively from the groups, as well as the same number of parents/carers, plus approximately 8 young volunteers.</p> <p>Recent feedback from a local family: <i>"FFL helped a very avoidant and introverted young man who was awkward in social situations to have fun, join in activities, learn new skills and make friends which have endured beyond FFL enabling him to meet them in cafes and restaurants, meet for bike rides and join in mainstream society. FFL assisted in the greatest gift of all, the gift of independence."</i></p>
3.2	<b><i>Are there similar services/projects provided in the area</i></b>	<p>Other local charities in the area that offer support to disabled people generally include Cheshire Buddies, Ruby's Fund, Space4Autism and Everybody Sport Recreation. Youth charities in the area include Visyon and Cre8. We work in partnership with all these organisations wherever possible, whether that be joint campaigns, combined service delivery, cross-referrals or coordinating services to ensure we are complementing each other or filling gaps in services rather than duplicating them.</p>

		<p>Sadly some local charities closed down during the pandemic, but we are pleased that we were able to stay open throughout 2020 and 2021, supporting local disabled children when they were at heightened risk of intense social isolation and failing mental health.</p> <p>We are different to other services because of our heavy use of volunteers taking part in our nationally recognised volunteering programme as well as strong focus on promoting integration into the community using public spaces rather than away from the general community. We were innovative during the pandemic by creating a whole programme of ‘virtual’ activities and volunteering opportunities.</p>
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#### Part 4: Evaluation

4.1	<b><i>How will the project be evaluated and who will carry out the evaluation?</i></b>	<p>For every child, a comprehensive review is undertaken to establish a baseline from which outcomes achieved from our projects will be measured against during regular distance travelled reviews (called Outcome Quizzes – developed in conjunction with disabled children). The data is collected in our bespoke charity database. All users will also be asked for regular feedback through informal chats, online polls and ‘Club Captain’ reps (chosen by children themselves at each youth group) who meet throughout each year to discuss how they are feeling, what is going well and what improvements can be made to what we do on behalf of all the children at FFL.</p> <p>Every activity session will be evaluated by the Project Worker Central on completion. An end of project evaluation will also be written at the end of March 2023 to review the overall impact these activities have had for our disabled children and young people across Congleton. This final evaluation will be written by the Charity Manager in conjunction with our Activity Coordinator and Project Worker Central.</p>
4.2	<b><i>Describe how you will promote the Town Council in your project</i></b>	<p>We are eager to promote the Town Council’s involvement with this project as much as possible. We will make a formal announcement and thank you on all social media outlets, on our website, newsletter and in the local press. We will display your logo on our activities flyer sent out termly to all our families (over 250 currently registered on our database). We will also provide you with a Certificate of Appreciation that you can display wherever you wish.</p> <p>Any other suggestions are welcomed and we will facilitate them.</p>



*Signature:*

*Date: 16<sup>th</sup> February 2022*

**FRIENDS FOR LEISURE**

**Annual Report**

**April 2020 - March 2021**

**Friends for Leisure - Registered Office**  
**Ground Floor, Albert Chambers**  
**Canal Street, Congleton.**  
**Cheshire CW12 4AA**  
**Tel: 01260 275333**

**Registered Charity No. 1068991**  
**Registered Company No. 3508369**  
**An Independent Charity**

**Website: [www.friendsforleisure.org.uk](http://www.friendsforleisure.org.uk)**

**E-mail: [info@friendsforleisure.org.uk](mailto:info@friendsforleisure.org.uk)**

## **Friends for Leisure Aims and Objectives**

Disabled children and young people have the same rights to get involved in everyday friendship and leisure activities as other children and young people.

### **Our Aims**

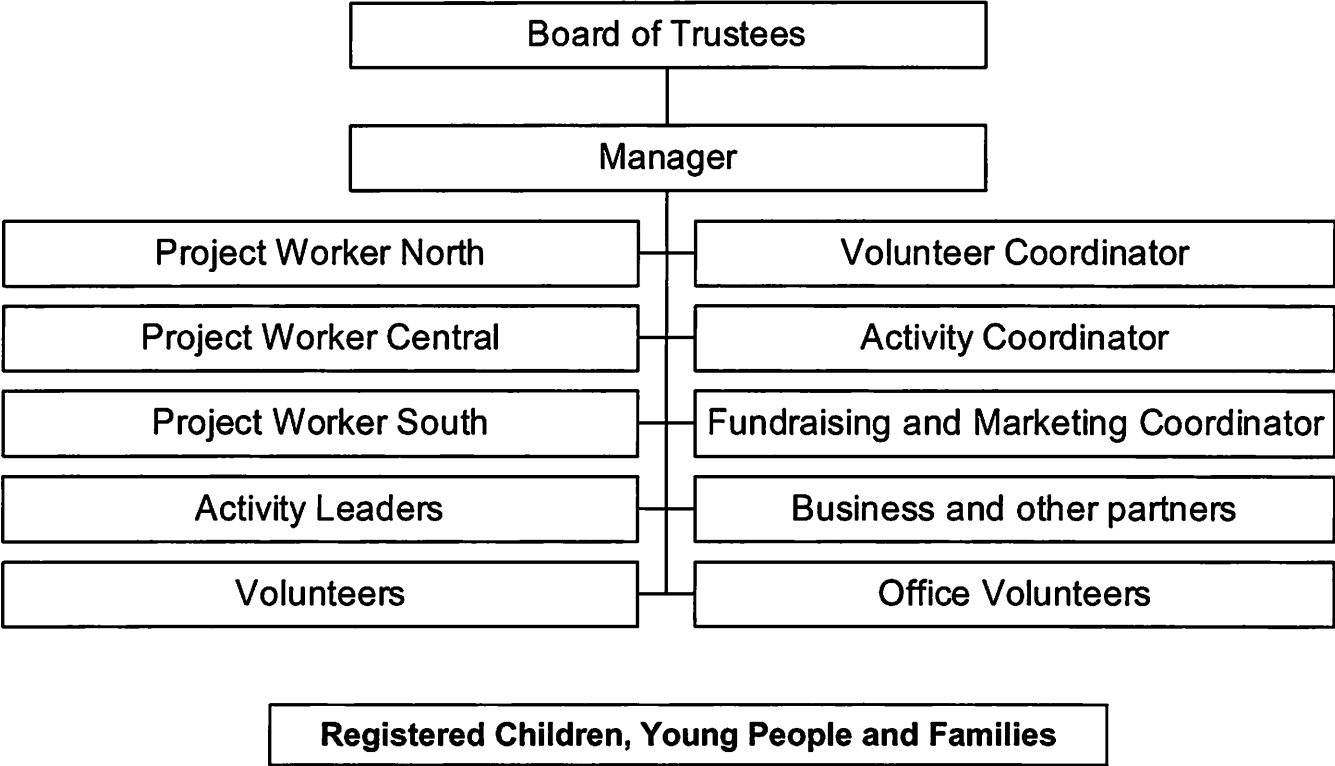
- To establish, promote and develop mainstream leisure and friendship opportunities for children and young people with physical, sensory and learning disabilities aged between five and twenty-one years within Cheshire East.
- To raise awareness about disability issues and the importance of equality and inclusion.

### **Our Objectives**

- To enable disabled children and young people to have access to and participate in everyday leisure activities.
- To create opportunities for disabled children and young people to develop friendships.
- To support young volunteers to develop and maintain positive, supporting friendships with disabled children and young people.
- To provide a flexible and individual service responding to the needs and aspirations of disabled children and young people.
- To consult with disabled children, young people, parents and carers and promote their needs to providers of leisure activities.
- To ensure that our focus is always the leisure needs of the disabled young person.



**Friends for Leisure Organisation Chart**



## The Trustees and Staff at Friends for Leisure April 2019 to March 2020

### Trustees

Paul Walker (Chairman)

Mel Stockdale

David Russell

[REDACTED]

Charles Booth

Tim Slater (from 1/12/2020)

### Staff & Office Support

[REDACTED]	F/T Manager
M [REDACTED]	P/T Project Worker
I [REDACTED]	P/T Project Worker
[REDACTED]	P/T Project Worker
H [REDACTED] e	F/T Activity Coordinator
[REDACTED] y	F/T Volunteer Coordinator
[REDACTED]	P/T Fundraising & Marketing Coordinator
S [REDACTED]	Activity Leader
[REDACTED]	Activity Leader
[REDACTED]	Activity Leader
[REDACTED]	Activity Leader
T [REDACTED]	Activity Leader
C [REDACTED]	Activity Leader
[REDACTED]	Volunteer Treasurer
C [REDACTED]	Volunteer Office Assistant
Darry Wilson	Volunteer Office Assistant
C [REDACTED]	Volunteer Office assistant

### Independent Examiner

[REDACTED] d. (Accountants)

## **Strategic Information**

The trustees are its directors and carry an executive responsibility for the prudent, legal, and ethical running of the charity. Because of these responsibilities, an understanding of the structure and ethos of Friends for Leisure is required. This may be gained by involvement in the day-to-day operations of FFL, attending and observing trustee meetings, understanding the legal requirements and demands placed upon trustees and fully comprehending the underlying ethos of the charity.

Initial and refresher training in charity management is available to new and existing trustees to enable them to gain the necessary skills to perform the task effectively.

Trustees have to be nominated and voted into post at the AGM and a third of trustees must step down each year in rotation and offer themselves for re-election should they wish to do so.

The aim is to strive for a balanced and broad spectrum of skills and experience with representation from all sectors of the charity. Professionally qualified trustees are preferred to cover the financial and legal roles. Although not subject to full audit, annual accounts and reports are professionally reviewed to ensure compliance with Charity Commission guidelines.

Friends for Leisure has a robust recruitment procedure in place whereby all staff and volunteers are subject to an appropriate Disclosure and Barring Service (DBS) check. Unsupervised contact with children and young people is not permitted until the report is received. We also require submission of two references and all trustees, paid staff and volunteers are required to sign the FFL Confidentiality Statement upon joining the organisation.

FFL continues to operate under the Every Child Matters framework and Working Together to Safeguard Children 2018 (a guide to inter-agency working to safeguard and promote the welfare of children).

The trustees of Friends for Leisure are responsible for ensuring that those who benefit from or working with the charity are not harmed in any way through contact with it. Disabled children and young adults may be more vulnerable to abuse and neglect than their non-disabled peers.

Friends for Leisure's safeguarding policies and procedures are designed to promote children's safety and welfare in relation to their contact with the charity. We assess and manage risks, including the following areas:

- Protection of children & vulnerable adults
- Assessment of children and young people
- Planning and assessment of activities
- Photography
- Medication
- Bullying
- Social media
- Physical and emotional abuse
- Neglect
- Child Sexual Exploitation and Child Criminal Exploitation
- Domestic abuse
- Extremism
- Modern slavery

The charity is committed to the inter-agency approach set out in Working Together to Safeguard Children. This statutory guidance sets out how organisations and individuals should work together to safeguard and promote the welfare of children and how practitioners should conduct the assessment of children

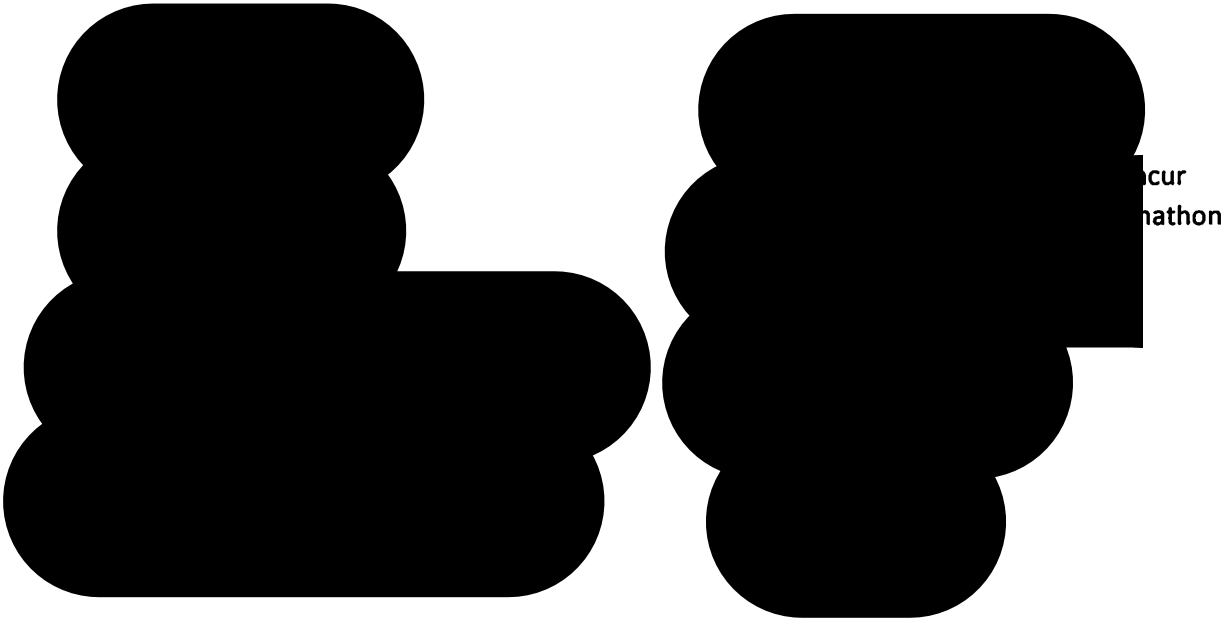
Guidelines produced by the Charity Commission recommend that charities maintain a level of financial reserves and advise that a reserves policy is implemented to explain and justify their agreed reserves level. The trustees have approved a reserves policy. This takes into account the need to cover fluctuations in income, current and longer-term liabilities, committed expenditure and restricted funding. For this purpose, an amount equating to six months' running costs of the charity has been considered to be an appropriate and prudent minimum position and is consistent with similar organisations.

The trustees formally declare that there are no serious incidents (or other matters relating to the charity) that should be brought to the attention of the Charities Commission, that have not been reported.

FFL's strategic direction statement is reviewed on a quarterly basis and is included at Appendix 2 of this report.

Friends for Leisure is extremely grateful to the following individuals and organisations for their generous support during the year.

Thank you also to those people who have undertaken sponsored events, made regular donations by standing order, and those who have Friends for Leisure collection boxes at home.



# **FRIENDS FOR LEISURE**

**A COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31ST MARCH 2021**

**COMPANY REGISTERED NUMBER 3508369**

**REGISTERED CHARITY NUMBER 1068991**

**THESE ACCOUNTS FORM APPENDIX 1 TO THE FULL ANNUAL REPORT**

**FRIENDS FOR LEISURE  
A COMPANY LIMITED BY GUARANTEE  
COMPANY INFORMATION**

**COMPANY NUMBER** 3508369

**CHARITY NUMBER** 1068991

**DIRECTORS**

M Stockdale

P Walker



C Booth

T Slater - appointed 1 December 2020

**REGISTERED OFFICE**

Albert Chambers

Canal Street

Congleton

Cheshire

CW12 4AA

**FRIENDS FOR LEISURE  
A COMPANY LIMITED BY GUARANTEE  
TRUSTEES REPORT  
FOR THE YEAR ENDED 31ST MARCH 2021**

The directors present their report and the financial statement for the year ended 31st March 2021

After three years developing under the umbrella of Macclesfield District CVS, Friends for Leisure became a company limited by guarantee on 11th February 1998 and a registered charity on 1st April 1998.

**PRINCIPAL ACTIVITY**

The main focus of Friends for Leisure is to promote opportunities for children and young people with disabilities to enjoy friendships and participate in the mainstream leisure activities of their choice by building links with leisure groups and clubs, so that children and young people are able to become fully involved in these integrated activities with Friends for Leisure support.

**DIRECTORS**

The directors, who are also the trustees, who served during the year were as follows:

M Stockdale

P Walker

[REDACTED]

[REDACTED]

C Booth

T Slater (appointed 1 December 2020)

**SMALL COMPANY PROVISIONS**

This report has been prepared in accordance with the special provisions within Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

This report was approved by the board on 24/11/2021 and signed on its behalf.

[REDACTED]

**Paul Walker**  
**Chair of Trustees**



**FRIENDS FOR LEISURE  
A COMPANY LIMITED BY GUARANTEE  
CHAIRMAN'S REPORT  
FOR THE YEAR ENDED 31ST MARCH 2021**

This year has been a difficult year for Friends for Leisure. All charities, small and large have struggled to survive the pandemic. Many have shed staff as a consequence. We have been lucky to retain all of our very special and loyal team.

We again received funding from Cheshire East Council through both their Short Term Breaks programme, and, as with other funders, a COVID specific grant. Other important sources of income have been received from BBC Children in Need, including help from their Next Steps Programme, The Steve Morgan Foundation, St James's Place Foundation, Cheshire Community Foundation (iWill Fund), the Russell Trust, the Sobell Foundation, the Albert Hunt Trust, the CAF Emergency Fund, the CO-OP Community Fund, the Garfield Weston Foundation, the National Lottery through both their Awards for All scheme and their Community Fund (in partnership with HM Government), the Tesco Community Fund, the Sir Jules Thorn Charitable Trust, Leeds Building Society and The Ecclesiastical Charities Trust.

Prism have continued to give IT support which has been invaluable, and Thrive Creative have been a great help with regard to marketing the charity.


The general financial status of the charity remains steady. Income received totalled £176,507 and expenditure amounted to £164,116. This left the charity with unrestricted reserves of £90,572 thus allowing the charity to maintain running costs in accordance with the policy of the charity of about six months. It has been a remarkable effort to maintain the unrestricted funds at this level during a pandemic. Unrestricted funds are there to enable a charity like ours to cope with emergencies, yet we have emerged from the pandemic in similar financial health to when we entered it.

The total number of new young people registered amounted to 14, with 224 young people registered at the year end. As of year-end there were 47 young people on our waiting list for one-to-one friendships. We maintained 15 friendship links, 4 buddy links and 7 virtual links during the year as well as holding 10 link meetings, of which 3 were face to face and 7 were virtual. There were 19 new volunteers joining us during the year. Some of these numbers are clearly down on last year, directly because of the pandemic. Once it is over, we hope to climb back up to the numbers previously achieved.

The staff were remarkable in their speedy response to the issues and restrictions created by the pandemic. Contact was maintained with all families and activities were created online. Happy packs were sent out to our young people, their families, and our volunteers. This was a huge success. We also held parent/carer information sessions and created a virtual befriending programme.

I am proud to say that the charity became 25 years of age on 29<sup>th</sup> July 2020. Those who created the charity, and worked for it in the early days were fondly remembered, particularly Barry Wilson, without whom the charity would not exist today. It was unfortunate that the celebrations had to be on Facebook, but Hannah and the rest of the staff organised well attended activity sessions throughout the day, and everyone thoroughly enjoyed our birthday, albeit remotely!

As always, our gratitude should be noted to Gillian and the staff for their efforts during a very difficult year.

  
**Paul Walker**  
Chair of Trustees  
08 July 2021

**INDEPENDENT EXAMINERS REPORT ON THE ACCOUNTS OF  
FRIENDS FOR LEISURE  
FOR THE YEAR ENDED 31ST MARCH 2021  
SET OUT ON PAGES 4 TO 11  
CHARITY NUMBER 1068991      COMPANY NUMBER 3508369**

We report to the charity trustees on our examination of the accounts of the company for the year ended 31 March 2021.

**RESPONSIBILITIES AND BASIS OF REPORT**

As the charity's trustees of the company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied ourselves that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, we report in respect of our examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out our examination, we have followed the directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act).

**INDEPENDENT EXAMINERS' STATEMENT**

We have completed our examination. We confirm that no material matters have come to our attention which gives me cause to believe that:

accounting records were not kept in accordance with section 386 of the Companies Act 2006; or

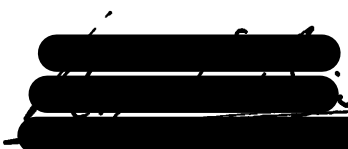
the accounts do not accord with such records; or

the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

the accounts have not been prepared in accordance with the Charities SORP (FRS102).

We have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

1 Church Mews  
Churchill Way  
Macclesfield  
Cheshire  
SK11 6AY

  
Kime O'Brien Limited  
Chartered Accountants

29 September 2021

**FRIENDS FOR LEISURE**  
**A COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31ST MARCH 2021**

		2021			2020		
	Notes	Restricted Funds £	Unrestricted Funds £	Total Funds £	Restricted Funds £	Unrestricted Funds £	Total Funds £
<b>Incoming resources</b>							
Donations	3	-	10,047	10,047	-	15,919	15,919
Fundraising	4	-	2,979	2,979	-	5,542	5,542
Provision of service	5	123,898	-	123,898	86,246	-	86,246
Commissioned Income	6	28,673	-	28,673	38,230	-	38,230
Other grants and income	7	3,612	5,074	8,686	-	6,521	6,521
Activity-related income (Subs. etc)		-	955	955	-	9,432	9,432
Interest		-	33	33	-	201	201
Earned income		-	-	-	-	225	225
Gift aid		-	1,236	1,236	-	1,545	1,545
<b>Total incoming resources</b>		<b>156,183</b>	<b>20,324</b>	<b>176,507</b>	<b>124,476</b>	<b>39,385</b>	<b>163,861</b>
<b>Resources expended</b>							
Salaries		102,530	12,854	115,384	85,476	29,026	114,502
Employer National Insurance		3,564	5,255	8,819	914	7,580	8,494
Employer pension contributions	8	1,014	1,107	2,121	-	1,917	1,917
Travel and Subsistence (staff)		299	13	312	2,958	377	3,335
Vol expenditure		884	-	884	3,397	25	3,422
Governance		18	-	18	-	88	88
Training		744	120	864	-	150	150
Recruitment		-	-	-	-	284	284
Activities		2,855	-	2,855	12,418	161	12,579
Emergency Activities (COVID)		2,585	-	2,585	-	-	-
Stationery		174	-	174	228	25	253
Postage		388	5	393	408	254	662
Telecommunication		1,980	-	1,980	1,710	339	2,049
Rent & utilities		7,761	-	7,761	6,649	1,238	7,887
Insurance		1,641	-	1,641	773	850	1,623
Admin.		1,849	-	1,849	1,997	636	2,633
Publicity and Promotion		389	-	389	500	820	1,320
Equipment		1,192	52	1,244	255	60	315
Other expenditure		-	15	15	-	-	-
Parent/Carer information sessions		622	-	622	350	-	350
<b>Total resources expended</b>		<b>130,489</b>	<b>19,421</b>	<b>149,910</b>	<b>118,033</b>	<b>43,830</b>	<b>161,863</b>
Fundraising costs	9	10,482	2,674	13,156	4,879	4,976	9,855
Capital expenditure	10	1,050	-	1,050	-	43	43
<b>Total Costs</b>		<b>142,021</b>	<b>22,095</b>	<b>164,116</b>	<b>122,912</b>	<b>48,849</b>	<b>171,761</b>
<b>Net movement in funds</b>		<b>14,162</b>	<b>(1,771)</b>	<b>12,391</b>	<b>1,564</b>	<b>(9,464)</b>	<b>(7,900)</b>
Total funds brought forward		32,270	92,343	124,613	30,706	101,807	132,513
<b>Total funds carried forward</b>		<b>46,432</b>	<b>90,572</b>	<b>137,004</b>	<b>32,270</b>	<b>92,343</b>	<b>124,613</b>

The notes on page 6 to 11 form part of these financial statements.

**FRIENDS FOR LEISURE**  
**A COMPANY LIMITED BY GUARANTEE**  
**COMPANY NUMBER 3508369 (England & Wales)**  
**BALANCE SHEET**  
**AS AT 31ST MARCH 2021**

	Notes	2021 £	2020 £
<b>CURRENT ASSETS</b>			
Bank accounts: Deposit account		29,144	29,110
Current account		107,475	123,271
Debtors	11	385	11
		<u>137,004</u>	<u>152,392</u>
<b>CREDITORS: amounts falling due within one year</b>	12	-	(27,779)
		<u>137,004</u>	<u>124,613</u>
<b>REPRESENTED BY:</b>			
<b>Restricted funds</b>			
Albert Hunt Trust		860	-
BBC Children in Need		2,016	2,668
BBC Children in Need Next Steps		216	-
British Science Association		82	82
C4C		166	-
Cheshire Community Foundation iWill Fund		233	3,619
Cheshire Community Foundation Main Grant		3,581	-
Cheshire East Council Early Help Grant		-	(2,207)
Cheshire East Council COVID-19 Response & Recovery Grant		834	-
Cheshire Police Safer Communities		224	372
Commissioned Cheshire East		8,897	1,009
Congleton Town Trust		500	-
COOP Community Fund		4,715	2,204
Crewe Town Council		769	2,275
CRH Charitable Trust		-	11,250
Felicity Wilde Charitable Trust		-	419
Garfield Weston Foundation Fund		10,577	-
John Swire 1989 Charitable Trust		-	880
Macclesfield Town Council		-	6
Morrisons Foundation		116	-
MOTO in the Community		674	1,169
National Lottery Awards 4 All		1,357	-
National Lottery Community Fund		394	-
New Homes Bonus		-	713
Rotary Club of Wilmslow Dean		295	-
Sobell Foundation		3,894	3,607
Steve Morgan Foundation		1,745	806
Tesco Community Fund		1,006	-
The Russell Trust		2,408	493
True Colours Trust		273	2,905
William Dean Trust		600	-
	13	<u>46,432</u>	<u>32,270</u>
<b>General Funds</b>	14	<u>90,572</u>	<u>92,343</u>
		<u>137,004</u>	<u>124,613</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under the provision of Section 477 of the Companies Act 2006. The members have not required the company, under Section 476 of the Companies Act 2006, to obtain an audit for the year ended 31st March 2021. The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared and delivered in accordance with the special provisions applicable to companies subject to the small companies regime.

**M Stockdale**  
Director  
Approved by the Board on 25/11/2021

The notes on page 6 to 11 form part of these financial statement.

**FRIENDS FOR LEISURE  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2021**

## **1 ACCOUNTING POLICIES**

### **Basis of Preparation of Financial Statements**

The accounts have been prepared under the historic cost convention and in accordance with FRS102. The Financial Reporting Standard applicable in the UK and Republic of Ireland (as applied to small entities by section 1A of the standard).

### **Company Status**

The charity is a company limited by guarantee. If the charity is dissolved the trustees/members must contribute such sum (not exceeding £10 each) as may be demanded of them towards payment of the debts and liabilities of the charity.

### **Fund Accounting**

Unrestricted Funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated Funds are funds set aside by the trustees out of unrestricted funds for specific future purposes or projects. Any amounts not utilised are carried forward where the specific purpose or project remains part of the charity's objectives.

Restricted Funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

### **Incoming Resources**

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received, and the monetary value of incoming resources can be measured with sufficient reliability.

### **Resources Expended**

Resources expended are allocated to the particular activities to which they relate. Governance costs are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements.

### **Tangible Fixed Assets and Depreciation**

The trustees have reviewed the company's fixed asset capitalisation and depreciation policies. Assets such as office equipment are not considered to have any realisable value and the capitalisation thereof only serves to overstate the funds available for the beneficiaries of Friends For Leisure.

Accordingly, these assets have been written off in the year of acquisition.

### **Taxation**

The company is exempt from any corporation tax liability due to its charitable status.

## **2 EMPLOYEES**

	<b>2021 Number</b>	<b>2020 Number</b>
Average number of persons employed by the company	<u>13</u>	<u>13</u>

**FRIENDS FOR LEISURE  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2021**

**3 DONATIONS**

Donations and legacies received during the year include those from the following:

APEM Limited	Macclesfield College
Mr I Bradley	Mr W Sequiera
Mr M Dwire	Mr R Shaw
In memory of the late Norah Farrington	Miss G Stockdale
Miss E Fry	Unite Union
Mr Mrs MJ Henderson	West Park Drive COOP
Mrs JF Jenkins	Mr J Wilde
Mr C Jones	Mr PB Wilson
Mrs L Kershaw	Youth in Action

**4 FUNDRAISING**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Includes the following events:		
Handforth Dean Christmas Carols	-	463
Congleton Music Festival	-	337
Congleton Rotary Swimathon	234	-
Sales of donated items	166	148
Waitrose	667	730
Charity Stalls	-	416
Money Boxes	34	251
Congleton Santa Float	-	300
Wilmslow Swimathon	-	527
Tour de France Challenge	-	2,088
2.6 Challenge	1,797	-
Others	81	282
	<u>2,979</u>	<u>5,542</u>
Less fundraising costs	<u>(13,156)</u>	<u>(9,855)</u>
	<u><u>(10,177)</u></u>	<u><u>(4,313)</u></u>

Fundraising costs includes the costs associated with applying for income beyond the fundraising income noted above, such as grant applications.

**FRIENDS FOR LEISURE**  
**A COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31ST MARCH 2021**

<b>5</b>	<b>PROVISION OF SERVICE</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Includes the following:-		
	Albert Hunt Trust	2,000	-
	BBC Children in Need	18,324	19,893
	BBC Children in Need Next Steps	5,261	-
	C4C	300	-
	CAF Emergency Fund	995	-
	Cheshire Community Foundation COVID Grant	6,048	-
	Cheshire Community Foundation iWill Fund	-	5,000
	Cheshire Community Foundation Main Grants	7,538	-
	CCF/DCMS Community Match Challenge	1,400	-
	Cheshire East Council COVID-19 Response & Recovery Grant	1,000	-
	Cheshire East Council Early Help Grant	2,707	-
	Cheshire East Council New Homes Bonus	-	10,331
	Cheshire Police Safer Communities Fund	-	886
	Congleton Town Council	264	230
	Congleton Town Trust	1,000	-
	Co-op Community Fund	2,565	2,307
	Crewe Town Council	-	2,350
	CRH Charitable Trust	-	15,000
	Felicity Wilde Charitable Trust	-	1,000
	Garfield Weston Foundation	20,000	-
	John Swire 1989 Charitable Foundation	-	5,000
	Leeds Building Society Charitable Foundation	-	490
	Localgiving and Postcode Community Trust	-	500
	Morrisons Foundation	600	-
	MOTO in Community Trust	-	2,500
	National Lottery Awards 4 All	7,250	-
	National Lottery Community Fund	4,875	-
	Rotary Club of Wilmslow Dean	295	-
	Sobell Foundation	5,000	5,000
	St James's Place Foundation	2,500	-
	Steve Morgan Foundation	5,527	6,559
	Steve Morgan Foundation COVID Emergency Fund	7,436	-
	SMF/DCMS Community Match Challenge	17,247	-
	Tesco Community Fund	1,166	-
	The Russell Trust	2,000	4,000
	True Colours Trust	-	5,000
	Warburtons Community Grant	-	200
	William Dean Trust	600	-
		<u>123,898</u>	<u>86,246</u>
<b>6</b>	<b>COMMISSIONED INCOME</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Cheshire East Council - Short Breaks for Disabled Children	28,673	38,230
		<u>28,673</u>	<u>38,230</u>
<b>7</b>	<b>OTHER GRANTS AND OTHER INCOME</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Cheshire Community Foundation President's Award	0	1,200
	Congleton Young Peoples Trust Ltd	0	200
	Ecclesiastical Charities Trust	1,000	0
	HMRC Job Retention Grant	3,612	0
	Lee Bakirgian Family Trust	300	0
	Leeds Building Society	1,000	0
	Marketing & Publicity	324	121
	Martyn Bracegirdle Charitable Foundation	500	0
	Pennycress Trust	300	0
	Royal London Community Matters Fund	0	5,000
	Sir Jules Thorn Charitable Trust	1,250	0
	Warburtons COVID Grant	400	0
		<u>8,686</u>	<u>6,521</u>

**FRIENDS FOR LEISURE  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2021**

**8 WORKPLACE PENSION**

A workplace pension is provided through the SALVUS Master Trust.

<b>9 Fundraising Cost</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Marketing and fundraising coordinator	12,628	9,548
Fundraising Expenses	<u>528</u>	<u>307</u>
	<u><u>13,156</u></u>	<u><u>9,855</u></u>

<b>10 Capital Expenditure</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Website Development	<u>1,050</u>	<u>43</u>
	<u><u>1,050</u></u>	<u><u>43</u></u>

<b>11 Debtors</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Prepayments and accrued income	<u><u>385</u></u>	<u><u>11</u></u>

<b>12 Creditors</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Pension Fund	-	529
Accruals and deferred income	<u>-</u>	<u>27,250</u>
	<u><u>-</u></u>	<u><u>27,779</u></u>



**FRIENDS FOR LEISURE**  
**A COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31ST MARCH 2021**

<b>13 Movements of Major Funds</b>	<b>At 01/04/20</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>At 31/03/21</b>
	<b>£</b>	<b>resources</b>	<b>resources</b>	<b>£</b>
		<b>£</b>	<b>£</b>	
Albert Hunt Trust	-	2,000	(1,140)	860
BBC Children in Need	2,668	18,324	(18,976)	2,016
BBC Children in Need Next Steps	-	5,261	(5,045)	216
British Science Association	82	-	-	82
C4C	-	300	(134)	166
CAF Emergency Fund	-	995	(995)	-
Cheshire Community Foundation COVID Grant	-	6,048	(6,048)	-
Cheshire Community Foundation #i Will Fund	3,619	-	(3,386)	233
Cheshire Community Foundation Main Grants	-	7,538	(3,957)	3,581
CCF/DCMS Community Match Challenge	-	1,400	(1,400)	-
CEC COVID Response & Recovery Grant	-	1,000	(166)	834
Cheshire East Council Early Help Grant	(2,207)	2,707	(500)	-
Cheshire East Council New Homes Bonus	713	-	(713)	-
Cheshire Police Safer Communities Fund	372	-	(148)	224
Commissioned Cheshire East	1,009	28,673	(20,785)	8,897
Congleton Town Council	-	264	(264)	-
Congleton Town Trust	-	1,000	(500)	500
COOP Community Fund	2,204	2,565	(54)	4,715
Crewe Town Council	2,275	-	(1,506)	769
CRH Charitable Trust	11,250	-	(11,250)	-
Felicity Wilde Charitable Trust	419	-	(419)	-
Garfield Weston Foundation	-	20,000	(9,423)	10,577
HMRC Job Retention Grant	-	3,612	(3,612)	-
John Swire 1989 Charitable Foundation	880	-	(880)	-
Macclesfield Town Council	6	-	(6)	-
Morrisons Foundation	-	600	(484)	116
MOTO in Community Trust	1,169	-	(495)	674
National Lottery Awards 4 All	-	7,250	(5,893)	1,357
National Lottery Community Fund	-	4,875	(4,481)	394
Rotary Club of Wilmslow Dean	-	295	-	295
Sobell Foundation	3,607	5,000	(4,713)	3,894
St James's Place Foundation	-	2,500	(2,500)	-
Steve Morgan Foundation	806	5,527	(4,588)	1,745
Steve Morgan Foundation COVID Emergency Fund	-	7,436	(7,436)	-
SMF/DCMS Community Match Challenge	-	17,247	(17,247)	-
Tesco Community Fund	-	1,166	(160)	1,006
The Russell Trust	493	2,000	(85)	2,408
True Colours Trust	2,905	-	(2,632)	273
William Dean Trust	-	600	-	600
<b>Total restricted funds</b>	<b>32,270</b>	<b>156,183</b>	<b>(142,021)</b>	<b>46,432</b>
<b>Unrestricted</b>	<b>92,343</b>	<b>20,324</b>	<b>(22,095)</b>	<b>90,572</b>
<b>Total Funds</b>	<b>124,613</b>	<b>176,507</b>	<b>(164,116)</b>	<b>137,004</b>

**FRIENDS FOR LEISURE  
A COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2021**

**14 GENERAL FUNDS AND RESERVES POLICY**

In line with Charities Commission guidelines, the Friends for Leisure Trustees feel it prudent to keep a level of reserve for the charity.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
General funds show a surplus	<u>90,572</u>	<u>92,343</u>
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Funding Requirement:		
To cover shortfall		
6 months running costs, in event of closing down the charity	<u>85,000</u>	<u>85,000</u>

**15 LIMITED LIABILITY AND GUARANTORS**

The liability of the members is limited to a guarantee to contribute a maximum of £10 each in the event of the company becoming insolvent.

**16 COMMITMENTS AND LEASES**

On 1 September 2019 the Charity entered into a lease agreement for office accommodation. The lease will expire on 31 July 2024 and the Charity has the benefit of a break clause, where the lease can be terminated in 1 August 2022. Notice to terminate the lease must be given no later than 31 January 2022. The annual rent is £6,500.

**17 OTHER INFORMATION**

Friends for Leisure is a private company limited by guarantee and incorporated in England.  
Its registered office is:  
Albert Chambers  
Canal Street  
Congleton  
Cheshire  
CW12 4AA

**FRIENDS FOR LEISURE  
STRATEGIC DIRECTION STATEMENT  
2020 - 2021**

<b>BUSINESS AREA</b>	<b>OBJECTIVE</b>	<b>FOCUS &amp; PRIORITY</b>	<b>RESPONSIBILITY</b>	<b>SUCCESS FACTORS</b>	<b>ACHIEVEMENTS BY year ending 31/03/2021</b>
<b>SERVICE PROVISION</b>	Ensure that service provision is reviewed regularly.	<b>P1.</b> Maintain equitable spread of service provision across the borough, responding to identified local need.	Trustees & manager	Equitable and appropriate service offer to all registered young people.	<p>All delivery virtual from March 2020.</p> <p>Some face-to-face group activities resumed from the beginning of September when COVID guidance allowed. Virtual sessions continued.</p> <p>The 25<sup>th</sup> anniversary day on 29<sup>th</sup> July was given over to on-line activities.</p>
<b>PARTNERSHIP WORKING</b>	<p>Continue to build and develop alliances with relevant organisations across the borough.</p> <p>Build relationships with the business community</p>	<p><b>P2.</b> Identify relevant opportunities for collaborative working; including VCFS organisations and leisure providers.</p> <p><b>P2.</b> Promote FFL within the business community to:</p> <ul style="list-style-type: none"> <li>• secure funding</li> <li>• recruit apprentice volunteers</li> <li>• connect skills and expertise</li> </ul>	All staff and trustees	FFL working with other relevant agencies from all sectors.	<p>Virtual sessions have been delivered by existing and new partner providers.</p> <p>We have continued to maintain a relationship with Franklyn Financial Management.</p> <p>We were unable to develop our relationship with MOTO Services in Knutsford due to lockdown, but we hope to revive this when restrictions are lifted.</p>
<b>RESOURCES</b>	<p>Ensure that physical and human resources are in place.</p> <p>Ensure that numbers and skills of staff are maximised to provide the service.</p>	<p><b>P1.</b> Continuous review of office equipment and other physical resources to enable staff team to carry out their duties.</p> <p><b>P1.</b> Maintain the correct balance of skills within the team to enable professional service provision.</p>	Manager and trustees	FFL service is sustainable and professional.	<p>Staff worked from home to comply with COVID safety guidance, using Splashtop Business.</p> <p>No staff changes during this year.</p> <p>On-line staff training has been undertaken.</p>

**FRIENDS FOR LEISURE**  
**STRATEGIC DIRECTION STATEMENT**  
**2020 - 2021**

<b>BUSINESS AREA</b>	<b>OBJECTIVE</b>	<b>FOCUS &amp; PRIORITY</b>	<b>RESPONSIBILITY</b>	<b>SUCCESS FACTORS</b>	<b>ACHIEVEMENTS BY year ending 31/03/2021</b>
<b>FINANCES &amp; FUNDING</b>	<p>Ensure that adequate and sustainable funds are in place, in terms of:</p> <ul style="list-style-type: none"> <li>• current funding meeting immediate needs</li> <li>• being fully aware of funders' requirements and conditions</li> </ul>	<p><b>P1.</b> Undertake rigorous research of funders' individual priorities and changing conditions to inform future applications.</p> <p><b>P1.</b> Improve knowledge of national and local information to prepare for applications.</p>	Trustees, manager and fundraising coordinator	<p>Secure financial future of the charity.</p> <p>Medium- and longer-term funding plans are in place.</p>	<p>Funders included Sir Jules Thorn Foundation, Albert Hunt Trust, Cheshire East Council, Congleton Town Council, Steve Morgan Foundation, BBC Children in Need, National Lottery Community Fund, DCMS, St. James's Place Foundation, Russell Trust and TESCO.</p> <p>Trustees regularly updated on fundraising..</p> <p>Contact has been maintained with funders during the year and funding reports have been submitted.</p> <p>We have been commissioned by Cheshire East Council to deliver Short Breaks from 1/8/21 for 3 years.</p>
<b>OUTCOMES</b>	<p>Ensure that YP are given positive social opportunities for fun and friendship.</p> <p>Support families to help their children achieve their potential.</p>	<p><b>P1.</b> Define baselines, outputs and outcomes</p> <p><b>P1.</b> Review and refresh evaluation systems to demonstrate impact for YP, volunteers and families.</p> <p>Ensure that outcomes reflect:</p> <ul style="list-style-type: none"> <li>• Ethos of FFL</li> <li>• Requirements of funders</li> <li>• CEC young people's plan and national priorities.</li> </ul>	<p>All staff.</p> <p>Involve parents, children and other relevant agencies.</p>	<p>YP and families report improved outcomes.</p> <p>Staff fully aware of evaluation process.</p> <p>Funders satisfied with evidence provided.</p>	<p>During lockdown 1100 happy packs were sent out to young people, volunteers, and parents/carers.</p> <p>Project workers have been undertaking reviews with families and it has become apparent that many people have struggled with mental ill-health. Safeguarding issues have also been reported.</p> <p>An on-line survey was set up to measure the impact of services during lockdown. The feedback has been very positive.</p>

**FRIENDS FOR LEISURE  
STRATEGIC DIRECTION STATEMENT  
2020 - 2021**

<b>BUSINESS AREA</b>	<b>OBJECTIVE</b>	<b>FOCUS &amp; PRIORITY</b>	<b>RESPONSIBILITY</b>	<b>SUCCESS FACTORS</b>	<b>ACHIEVEMENTS BY year ending 31/03/2021</b>
<b>PARTICIPATION OF SERVICE USERS</b>	Ensure that children & YP participate in the strategic and operational planning, development and monitoring of services	<b>P1. Ensure that:</b> <ul style="list-style-type: none"> <li>Parents/carers are represented on the board of trustees</li> <li>Families are kept informed of changes within the organisation</li> <li>Designated trustee works with staff team to identify good practice</li> </ul>	Chair of trustees  All staff and trustees  Designated trustee	YP and families are participating in the strategic planning and implementation of FFL's services.	<b>Young people have been asked to suggest activities – both virtual and face-to-face.</b>  <b>Contact has been made with all volunteers and families during lockdown. We have been surprised to discover how many families do not respond to e-mails, so, where necessary, contact has been made by telephone or post.</b>
<b>INFORMATION AND ADVICE</b>	Promote information and advice that is accessible and appropriate.  Signpost/refer families to other appropriate services.	<b>P2. Make sure that</b> information held by FFL is up-to-date.  <b>P2. Review the means</b> by which families are kept informed.	All  Manager and marketing co-ord.	Robust system of relevant and current information and guidance.	<b>Information about relevant services has been included in all Happy Packs. We have also signposted families to appropriate counselling services where appropriate.</b>
<b>AWARENESS</b>	Develop training services to improve awareness of disability issues and promote inclusion.	<b>P1. Establish links with</b> schools and colleges to promote the sale of training services.  <b>P2. Support leisure and play providers to</b> promote integration and inclusion.	Manager, Activity co-ordinator & designated trustee.	Using education to: promote integration; challenge physical and attitudinal barriers to inclusion; celebrate diversity;	<b>Schools and colleges have not allowed visitors.</b>

**FRIENDS FOR LEISURE  
STRATEGIC DIRECTION STATEMENT  
2020 - 2021**

<b>BUSINESS AREA</b>	<b>OBJECTIVE</b>	<b>FOCUS &amp; PRIORITY</b>	<b>RESPONSIBILITY</b>	<b>SUCCESS FACTORS</b>	<b>ACHIEVEMENTS BY year ending 31/03/2021</b>
TRAINING	Ensure that staff, volunteers and trustees are trained appropriately.	<p><b>P2.</b> All staff to identify relevant training needs.</p> <p><b>P2.</b> Trustees to access relevant training and development opportunities</p> <p><b>P2.</b> Volunteer training programme is maintained.</p>	<p>Manager &amp; staff</p> <p>Trustees</p> <p>Volunteer co-ord.</p>	All staff, volunteers and trustees are competent and confident in their roles.	<p>Staff have undertaken on-line training in:</p> <ul style="list-style-type: none"> <li>• safeguarding,</li> <li>• volunteer management and leadership,</li> <li>• digital safeguarding,</li> <li>• positions of trust,</li> <li>• county criminal exploitation,</li> <li>• sexual imagery.</li> </ul> <p>Safeguarding training has been provided for volunteers via the Cheshire East on-line Learning Lounge.</p>
VOLUNTEERS	Ensure that volunteers are recruited, trained, mentored, supported and valued.	<p><b>P1.</b> Demonstrate the impact of volunteering on:</p> <ul style="list-style-type: none"> <li>• Volunteers</li> <li>• FFL</li> </ul>	Manager and Volunteer Co-ord.	Volunteers are retained and valued Evaluation will inform future funding bids and demonstrate positive outcomes to funders.	<p>Volunteer recruitment was virtual, with Lizzie taking part in Zoom sessions. Charles and Lizzie developed a range of videos for this.</p> <p>Many school and college students had to concentrate on their education because of COVID restrictions.</p> <p>A virtual befriending scheme was piloted, where volunteers do not have to live in the same area as the young people. Facebook adverts were used to seek applications. Interviews, inductions, and training were held via Zoom.</p>

**FRIENDS FOR LEISURE  
STRATEGIC DIRECTION STATEMENT  
2020 - 2021**

<b>BUSINESS AREA</b>	<b>OBJECTIVE</b>	<b>FOCUS &amp; PRIORITY</b>	<b>RESPONSIBILITY</b>	<b>SUCCESS FACTORS</b>	<b>ACHIEVEMENTS BY year ending 31/03/2021</b>
<b>MARKETING &amp; PUBLIC RELATIONS</b>	<p>Ensure that FFL is promoted positively at a strategic and local level.</p> <p>Make better use of social media.</p>	<p><b>P1.</b> Promote FFL in a positive way across the borough.</p> <p><b>P1.</b> Each trustee to develop a marketing/PR strategy to promote the charity</p> <p><b>P1.</b> All staff to seek out and attend relevant networking/PR opportunities</p>	Trustees and staff	FFL is recognised across Cheshire East by all relevant stakeholders	<p><b>Closed Facebook pages for young people and parents/carers used extensively during this year.</b></p> <p><b>There were few opportunities to promote the charity because of COVID restrictions.</b></p>
<b>SAFEGUARDING</b>	Ensure that culture, policies, procedures and practice have a clear focus on effective safeguarding.	<p><b>P1.</b> Regular reviews of activities, risk assessments, policy and procedures.</p> <p><b>P1.</b> Ensure that providers comply with FFL policy.</p> <p><b>P1.</b> Ensure that staff, volunteers and trustees are adequately trained and have up-to-date guidance relating to safeguarding.</p> <p><b>P1.</b> Maintain relevant professional links and networks to ensure that FFL stays up-to-date with national and local safeguarding policy.</p>	<p>All staff &amp; trustees</p> <p>Manager</p>	<p>Parents/carers are confident in FFL's ability to keep their child safe.</p>	<p><b>The activity risk assessment policy has been revised.</b></p> <p><b>As we have resumed face-to-face sessions, COVID-safety risk assessments have been carried out; especially in relation to office working and activity venues.</b></p>

**FRIENDS FOR LEISURE  
STRATEGIC DIRECTION STATEMENT  
2020 - 2021**

<b>BUSINESS AREA</b>	<b>OBJECTIVE</b>	<b>FOCUS &amp; PRIORITY</b>	<b>RESPONSIBILITY</b>	<b>SUCCESS FACTORS</b>	<b>ACHIEVEMENTS BY year ending 31/03/2021</b>
<b>RISK MANAGEMENT</b>	Ensure that a process is in place to identify monitor and manage potential risks in order to minimize the negative impact they may have on FFL.	<p><b>P1.</b> Draw up a risk register and consult with staff and trustees on content.</p> <p><b>P1.</b> Ensure that the risk register is a working document.</p>	<p>Manager</p> <p>All staff &amp; trustees</p>	FFL can identify which risks pose the biggest threat and there are guidelines for handling them.	<b>The risk register is a working document and is reviewed regularly.</b>
<b>COVID-19 RESPONSE</b>	<p>Ensure that the charity's response complies with all Government guidance and that the safety of young people, volunteers and staff is considered.</p> <p>Ensure that funds are secured to enable continuity of service – in whatever format is appropriate.</p>	<p><b>P1.</b> Involve staff and trustees in the return to work risk assessment. Ensure that it is incorporated into all working practices.</p> <p><b>P1.</b> Adapt working practices in areas where face-to-face delivery is no longer possible/practicable.</p> <p><b>P1.</b> Research all potential funding sources.</p>	<p>Manager, trustees and staff</p> <p>Manager and staff</p> <p>Fundraising coordinator and trustees.</p>		<p><b>The COVID return-to-work risk assessment is reviewed regularly with the trustees and staff team.</b></p> <p><b>Virtual delivery has continued in order to maintain COVID-safety.</b></p> <p><b>As we have resumed face-to-face sessions, COVID-safety risk assessments have been carried out, especially in relation to venues.</b></p> <p><b>Trustees were tasked with researching funding opportunities, including corporate sponsorship.</b></p> <p><b>Claire applied for funds to cover salaries and core costs. This protected unrestricted reserves.</b></p> <p><b>Staff meetings and trustee meetings continue to be held via Zoom.</b></p>