



London Borough of Bromley Annual Report

1st April 2013 to 31st March 2014



“To be the leading social enterprise that changes people’s lives for the better”



Ten years serving the people of Bromley

Investments

We have invested £12.9 million in local facility upgrades and refurbishments.



Memberships

26% of our members have a discounted membership.

We annually support over 40 elite sports people by providing a free leisure centre membership, through our Sporting Champions Scheme.

ArtsTrain

Since 2008, we have delivered free creative music opportunities to over 1,300 young people, trained over 25 volunteers and awarded 205 accreditations.

Attendances

Attendance figures have risen from 2.49 million in 2004 to over 3 million in 2013.

At our four main leisure sites attendances have increased by over 1 million since 2004 as a result of targeted investment.



In 2004, we had 33,000 attendances by over 60s in our Bromley leisure facilities. And in 2013/14 there were 330,000. That's a 10 fold increase.



Events

As part of the Sport England funded Active Bromley project we delivered a programme of events in partnership with Bromley Council and Pro-Active Bromley between 2008 and 2011.

MyFuture

Since 2008, we have delivered free sports and dance activities to over 1,500 targeted young people, trained over 25 volunteers and awarded 180 accreditations.



Since 2011, we have continued to deliver events and campaigns to encourage people to get and stay active, including five large scale running events.



Golf

We are continuing to work hard to break down the traditional barriers to playing golf. Through our Get Active in Golf programme, we have engaged over 1,600 people in beginner and improver courses.



London Youth Games

We annually deliver Team Bromley at the London Youth Games. We have finished in the top 6 out of the 33 London Boroughs and secured 1st place in 2007, 2008 & 2010.

Contents

Page	2	Ten years serving the people of Bromley
Page	3	Contents
Page	4	Chairman's statement
Page	6	Setting the scene
Page	8	Our customers
Page	10	Children and young people
Page	13	Adults and older people
Page	16	Community engagement events and campaigns
Page	18	Under served communities
Page	21	Investing in our business
Page	22	Previewing 2014/2015

Appendices

Page	23	Appendix 1: Mytime Active governance
Page	24	Appendix 2: Partners
Page	25	Appendix 3: 2015 pricing review
Page	27	Appendix 4: Investment fund proposal

Chairman's statement

Mytime Active is a social enterprise that is committed to providing accessible services that encourage healthy living within Bromley. Children, families, adults and older adults, we believe everyone in the community has the right to an active lifestyle. Our focus is to provide the very best in health, well-being, sports and cultural services and activities within the Borough.

Our customers

Our customers are at the heart of everything we do. In 2013/2014, through our facilities and outreach community settings, we achieved a membership base in excess of 12,500 and attendance figures in excess of three million visitors. We continued to deliver quality affordable services to improve the lifestyles of people living in the Borough.

Children and young people

With 24% of Bromley's population between the ages of 0-15 years, children and young people are an important target group for us to engage in sport and physical activity. In the last year, we achieved increased participation levels by developing initiatives for this target group. This included increasing attendances on our Get Active programmes, securing funding to run a Level 1 England handball course and offering free taster sessions to five different schools in Bromley. We also managed Bromley team entries to the London Youth Games, where they finished third place on the podium and recruited volunteer team managers. Furthermore, we expanded our offering of OFSTED registered childcare provision across Bromley by introducing a new before school club at the Great Hall.

Adults and older people

We have supported adults and older people to lead an active lifestyle through a variety of activities. This included delivering Fresh Start and Heartsmart exercise referral programmes, through which we had over 1,000 people with defined medical conditions referred. In addition, we have developed our Primetime programme, designed for adults 60 years old and over, to ensure activities and timetables meets the needs of older people. This has resulted in the creation of an extensive and varied activity programme that includes 64 dedicated Primetime sessions per week across our seven venues.

Community engagement events and campaigns

We recognise the importance that events and campaigns have in building community cohesion and getting people active. During 2013/14, we delivered a number of events in partnership with a wide range of organisations.

We organised the Mytime 2013 Challenge and had over 3,700 people register to take part in the incentivised points based activity challenge. We also encouraged people to get active through delivering both the 2013 Santa Dash and the 2014 Sports Relief Mile, which saw over 1,000 people participate.

Under served communities

Projects MyFuture and ArtsTrain engage under served communities and empower young people to take ownership of their personal, social and community development.

In addition to Mytime Active's annual funding commitment to MyFuture and ArtsTrain, the projects were successful in achieving external funding bids, which has enabled the development of new partnerships to broaden the reach and scope of the programmes.

Investing in our business

We identified where capital investment was required across our services to better our customer offering within the Borough. We invested over £344,500 to effectively address areas in need of improvement which included:

- Advancing our IT systems
- Upgrading fittings and fixtures at numerous leisure sites including Darrick Wood Swimming Pool, the Spa at Beckenham, the Pavilion Leisure Centre and the Walnuts Leisure Centre
- Carrying out course improvements at Bromley Golf Centre.

This brings the total amount of capital and asset management spend to date to £12.9 million across our Bromley portfolio.

Due to ongoing negotiations with Bromley Council, the investment fund was not allocated.

During 2013/14, we continued to source external funding to support our services and programmes. In the last year, we submitted 12 applications for funding and secured 11 of these bids which totalled over £122,900. This funding has helped us work closer to achieving our vision of being the leading social enterprise that changes people's lives as it has expanded our outreach, particularly amongst under served communities.

We also supported Pro-Active Bromley to submit a funding application to Sport England for £170,000 to support sports clubs and community organisations to increase participation in sport and physical activity.

Attracting and obtaining quality staff and volunteers is central to our success. We do this by investing our efforts in ensuring that colleagues feel appreciated and are provided with opportunities to develop their career. This year, we introduced a nationally recognised leadership programme for staff which has worked towards enhancing their management skills.

We also want to ensure that Mytime Active is a great place to work. In March 2014, we launched a companywide staff survey to hear from employees on how we can make their working lives even better.

We announced in 2014 that Steve Price would be retiring after 10 years as Chief Executive for Mytime Active. We are delighted that he is succeeded by Marg Mayne, who joined us in August. As the former Chief Executive of VSO, and with a career background as a finance professional working within the public and not for profit sector, Marg has a deep understanding of running organisations to fulfil their social purpose, while at the same time applying with commercial disciplines. We look forward to Marg leading Mytime Active through the next phase of our journey.

Through our environmental policy, we strive to minimise our impact on the environment. At an operational level, the company endeavours to be a good neighbour – we manage our emissions (including Co2, light and noise), consumption of water and production of waste.

I hope you look forward to reading the report.

Dennis Barkway,

Chairman, Mytime Active

Setting the scene

As a social enterprise, Mytime Active continues to be governed by a voluntary Board of Trustees, who have delegated the responsibility of administering the charity to a senior leadership team (see appendix 1).

In determining Mytime Active's priorities for 2013/14, consideration has been given to a number of national and local factors.

There is now national recognition that physical activity is important throughout the life course. As highlighted in the local Joint Strategic Needs Assessment:-

- It is central to optimal growth and development in the under 5s, in relation to developing motor skills, promoting healthy weight, enhancing bone and muscular development and for the learning of social skills.
- For 5 to 18 year olds, regular physical activity promotes healthy weight and enhances bone and cardio-metabolic health, as well as enhancing psychological wellbeing.
- People who are physically active reduce their risk of premature death by 30%.
- Regular physical activity in adults over 65 improves cardiovascular fitness and strength and reduces the susceptibility to falls.

Physical activity guidelines for adults and older adults state the minimum recommended levels of activity are: at least 150 minutes (two and half hours) each week of moderate intensity physical activity, in bouts of 10 minutes or more (e.g. 30 minutes moderate activity on at least 5 days a week).

In Bromley with over 66% of the economically active population in employment, only 2.3% unemployed and 13.3% of the population retired, demands for leisure activities continues to be strong. However we know that 38% of Bromley's adults and older people are not achieving the recommended levels of physical activity. We also know that areas of high socio-economic deprivation are more likely to have higher levels of inactivity and some groups, including disabled people, older people and some ethnic minority groups are less likely to be active.

Bromley is the largest geographically of the London Boroughs and we are fortunate to currently manage facilities that serve large areas of the Borough:-

- Beckenham Public Halls and the Spa in Beckenham
- Great Hall and the Pavilion Leisure Centre in Central Bromley
- Crofton Halls, Darrick Wood Pool and Walnuts Leisure Centre in Orpington
- West Wickham Leisure Centre
- Biggin Hill Library and Pool
- High Elms Golf Course in Downe
- Bromley Golf Centre in Bromley Common
- Orpington Golf Centre
- After school / before school childcare services and management of the One O'Clock Club contract.

Taking the above factors into account and considering local demographics, we prioritised the following in 2013/14:-

1. Our customers
2. Children and young people
3. Adults and older People
4. Community engagement events and campaigns
5. Under served communities
6. Investing in our business

1: Our customers

We have committed time and resources to developing both facilities and services which are appealing and affordable for people who live and work in the Borough of Bromley. We recognise the importance of working with a range of partners and funders (listed in appendix 2) in order to reach the diverse communities that Bromley serves.

We continue to offer a range of payment methods which importantly include the option to “pay and play” whenever it suits individuals and families. We also offer a range of memberships, with the option to pay either via a monthly direct debit or one annual payment.

Through our pricing policy, we offer subsidised prices and memberships for a number of target groups including – children and young people, people aged 60 and over and those on low incomes. In addition, through our Sporting Champions Scheme we offer elite sports people free access to our facilities to support their training.

As a result, our membership base across leisure facilities was in excess of 12,500 members during the course of 2013/14. In March 2014, 26% (3,231) of members were in receipt of a subsidised or free membership package:-

- 1,034 concessionary members who were on low income.
- 1,433 Primetime members who are aged 60 and over
- 724 junior members
- 40 elite Sporting Champions.

Members have unlimited access to the gym, the pool and group exercise classes and to make the most of their membership financially - most attend our facilities at least twice per week. In doing so, they are also reaping the health benefits of physical activity and are meeting levels recommended through national physical activity guidelines.

The attendance figures table below supports the fact our “pay as you play” and membership base is growing as we have once again achieved attendance figures in excess of 3.2 million visitors.

Attendance figures

Bromley	09-10 Actual	10-11 Actual	11-12 Actual	12-13 Actual	13-14 Actual
Leisure Centres	1,691,921	1,792,984	1,887,489	2,695,039	2,797,889
Childcare	38,417	35,149	44,454	50,053	52,421
Adventure Kingdom	38,044	41,080	45,567	closed	closed
Halls	273,810	263,311	254,658	258,466	238,110
Golf	106,778	92,634	96,627	112,119	156,406
Total for facilities	2,148,970	2,225,158	2,328,795	3,115,677	3,244,826
Community programmes	99,012	86,469	54,790	33,215	36,558
Total Mytime Active	2,247,982	2,311,627	2,383,585	3,148,892	3,281,384

Sports centres	488,871	538,533	621,679	467,631	156,406
Mytime Active inc sports centres	2,736,853	2,850,160	3,005,264	3,616,523	3,437,790

From the **total Mytime Active** figures above, attendances have risen by 4% across facilities (excluding sports centres) and community programmes from 2012/13 to 2013/14.

Attendances at sports centres reduced in 2013/14 due to the changes made to our leisure provision. We have come away from sports centre provision and transferred our management of the following sites to the schools:-

- Langley Park School for Girls Sport Centre
- Priory Sports Centre
- Darwin Sports Centre.

This has been a partnership process that will provide a positive income stream for the schools. The only exception to this has been the decision to close the sports centre provision of Darrick Wood Sports Centre to the public. This was communicated to the customers with suggestions for alternative arrangements.

In December 2013, discussions regarding the future management of Bromley Tennis Centre (BTC) were initiated. At this time, a four party agreement between Bromley Council, Newstead Wood School, Kent Lawn Tennis Assoc. and Mytime Active was still in situ. An agreement was soon reached that a rationalization of this agreement would be best for all concerned. The contract was tendered and won by Virdes Management who acquired BTC in April 2014 under a portfolio suited to the management of tennis centres. The Council and Mytime Active exited the agreement.

2: Children and young people

With 24% of Bromley's population between the ages of 0-15 years and physical activity crucial to optimal growth and development for children and young people, they are a key target group for Mytime Active. The following section provides a summary of our achievements in providing services for children and young people and encouraging them to be active.

Get Active in Swimming

We re-launched a new and improved "learn to swim" programme 'Get Active in Swimming', to ensure greater structure and progression for participants, through which we recorded an average of 6,600 children learning to swim on a weekly basis in 2013/14. This represents a 10% increase since 2008. The figure also indicates we are teaching 24% of all 0-14 years olds in the Borough to swim.

In 2013, we invested in a registration and monitoring package for Get Active in Swimming. This new feature allows teachers to easily access the ASA curriculum for each of the swimming levels and gives parents access to their child's swimming record. As you can see from the quote below this has been well received by parents:-



"I just want to let you know that we had a look at the learn 2 home portal last night, and it's exactly the kind of thing I was looking for. We can now see exactly what progress is being made, and also the kind of things the teachers are looking for." (Parent of a Get Active in swimming participant)

We also offer swimming programmes to local schools to meet their national curriculum requirements which stipulates: *"All schools must provide swimming instruction either in Key Stage 1 or Key Stage 2. In particular, pupils should be taught to swim competently and confidently over a distance of at least 25 metres"*.

In 2013/14, we delivered school swimming lessons for 56 schools across the Borough.

Get Active in Golf for juniors

In recognition of the physical activity benefits of playing golf, the need to break down the barriers to playing the game and to open up the sport to a wider range of people we launched a structured golf coaching programme in 2013/14 – Get Active in Golf.



The programme has been extremely well received at Bromley Golf Centre with 96 juniors signing up for lessons and recording over 550 attendances. To enhance the programme, we have signed up to the Golf Foundations Junior Golf Passport (JGP) scheme, so it is recognised nationally.

Furthermore, Bromley Golf Centre has received GolfMark, the national accreditation in recognition of the Centre's ability to offer junior and beginner friendly golf facilities. Moving forward the Centre plans to continue building closer links with local schools and the community.

London Youth Games 2013

The London Youth Games is the largest competitive event in Europe for children and young people. The event provides a fantastic opportunity for young people who live or go to school in the Borough to represent 'Team Bromley'. Team Bromley compete against the 32 other London Boroughs as part of the London Youth Games and has finished no lower than 6th place over the last 10 years and have won the event on three occasions.



We are instrumental in managing Team Bromley entries to the Games and recruiting volunteer team managers.

Key statistics from the 2013 season:-

- Over 700 young people aged 6-18 years participated for Team Bromley
- Finished on the podium in 3rd place
- 4 teams won gold, 4 teams won silver, 2 teams won bronze
- Aquathlon and girls' football won gold for the first time
- Bromley entered 43 competitions in 31 different sports
- Girls disability football won gold for the 4th time in past five years
- 74 young people with disability competed across the capital
- 78 volunteers aged from 17 years – over 65 led Bromley teams.



Case study: judo development

Judo was identified as a priority sport for Bromley following low participation figures for the sport in 2012. As a result, in 2013, 26 young people representing four different judo clubs made up the team which also included 11 girls. Overall the girls finished in 7th place and the boys were placed 25th.

Celebration evening

Over 100 young people and volunteer team managers joined the Mayor of Bromley in October 2013 for the annual London Youth Games celebration evening which recognised Team Bromley's fantastic achievement.

Two volunteers in particular were awarded for their commitment during the event by Sport Bromley:-

- Donna Trainer, newly appointed Judo Team Manager won 'Volunteer of the Year' for her pro active approach to working with all Judo clubs across the Borough.
- Athletics Team Manager Jay Galley won 'Coach of the Year' following his dedication to coaching, managing and coordinating the athletics, cross country and mini marathon teams for the past five years.

London Youth Games 2014

As the 2013 London Youth Games were officially closed, the beginning of the 2014 journey started as we entered the cross country event in November. The event kick started the 2014 Games with over 70 Bromley athletes aged between 10 and 17 years joining more than 1,230 young people from across London to complete the tough cross country course on Hampstead Heath. Bromley won the female competition and the boys finished in 4th place overall.



In March 2014, the girls' cricket team finished in a very credible 5th place in this years Youth Games cricket competition.

The team, made up of eight girls aged between 11 and 13 years from six different primary and secondary schools, were selected by Bromley District Cricket Coaching. The girls got through the qualifiers at Harrow Sports Centre and played at the finals event at Lords.

'Hands up for Handball' project

Following a successful application to Balfour Beatty, Mytime Active in partnership with Orpington Satellites Handball Club, were awarded £2,000 to develop a junior handball team in preparation for the 2014 summer Youth Games. The funding will cover costs to run a Level 1 England Handball course and offer free taster sessions to five different schools in Bromley. Young people will then be sign posted onto Orpington Satellites Handball Club to attend weekly training sessions and compete at the Youth Games competition.

Mini marathon

In April 2013, more than 2,000 young athletes competed in the London Mini Marathon, held over the last 5km of the London Marathon course. Trials were held and 46 local athletes aged 11 to 17 qualified to represent Bromley in the three age categories.

We worked with Blackheath and Bromley Harriers to ensure the young people of Bromley had an opportunity to take part.



Play and childcare

This year, we continued to provide OFSTED registered childcare provision across Bromley to support parents who need childcare before and after school. In 2013/14, we opened a new before school club at the Great Hall, which provides childcare for children who attend St Mark's Primary School. We now operate a total of seven after school clubs and four before school clubs.

Over the last 18 months, we have been focusing on improving quality and have a staff team who are fully qualified and experienced in delivering out of school hours care to children. As a result, usage at the clubs has increased, which is reflected in a 15% increase in attendances over the last two years.

During this year, we also provided children's holiday activities at the Spa in Beckenham and Darrick Wood Swimming Pool. Over 1,500 spaces were utilised, further supporting working parents in the Borough.

3: Adults and older people

In line with London Sports vision and the Pro-Active Bromley Strategic Framework, we aim to maintain participation rates across the Borough, and ideally increase levels of physical activity by adults and older people as measured by the Active People Survey. The following section provides an insight into the work we do to support adults and older people to lead an active lifestyle.

Exercise Referral Programmes

Over the last 10 years, we have delivered an exercise referral scheme through which we support adults with a defined medical condition to become active. The scheme provides all patients (who fulfil the referral criteria) with a patient-centred service, which optimises their health and well-being, enhances their quality of life and minimises the risk of specific disease progression or reoccurrence. The service is commissioned annually by Bromley Public Health and incorporates long term management of individual health in relation to physical activity and structured exercise.

Fresh Start, one of the services provided during 2013/2014, is a programme of physical activity designed for people who are currently inactive and have a medical condition such as: arthritis, diabetes, high blood pressure, MS, Parkinson's, stroke, cancer, obesity, osteoporosis or have a 20% risk of developing CVD through NHS checks.

During this year, we received 839 referrals of which 576 went on to complete an initial appointment (67% uptake). 232 (129%) participants completed the programme against the target of 180. We also managed to excel in improved Functional Limitation Profile (FLP) numbers of 271%, improved self esteem of 139% and seven day physical activity recall of 141%.

HeartSmart is the other referral programme of physical activity we offer and is designed for people who have been diagnosed with coronary heart disease.

This year, we received 212 referrals of which 171 went on to complete an initial appointment (81% uptake). 113 (113%) participants completed the programme against the target of 100. We also managed to excel in improved FLP numbers of 260%, and seven day physical activity recall of 234%. We achieved a strong, steady performance in all areas of the HeartSmart programme throughout the year.

Despite the below target uptake, we achieved strong numbers of completers and have gone on to make further improvements to increase retention and seen excellent improvements in functional limitation profile, self esteem and seven day physical activity recall.

Case study: Exercise referral in Bromley

“Frank was referred to our scheme from the cancer unit. He had completed his treatment and was anxious to proceed with his life as his wife was suffering from MS. He wanted to return to previous levels of fitness before the cancer treatment, rebuild muscle and improve his confidence. He handled the exercise programme well and was a regular attendee. When he finished the Fresh Start programme he had increased muscle tone, had lost 2cm from his waist and felt he had a more positive outlook. He wanted to continue with his exercise programme and so took out a membership at the Walnuts. He was also so impressed with the programme that his wife has now been referred and is currently participating at the Walnuts with excellent results.” (Feedback from one of our Exercise Specialists)

Primetime

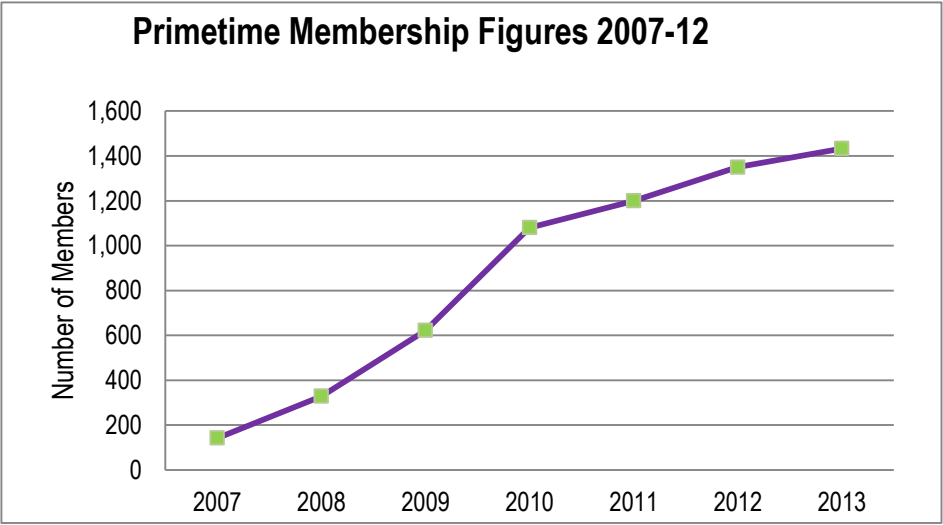
In light of the fact Bromley has an ageing population (23% of the community is aged 60 and over) and the recognised benefits of physical activity for people over 60 (positive impact on physical and mental well being), older people are a key target group for us at Mytime Active.



To ensure we increase the number of people who are 60 and over who are using our facilities and services, we have committed a staffing resource for a Primetime Manager and a part time Primetime Coordinator. They have consulted older people and developed and extended our Primetime programme to ensure the activities and timetable meet the needs of this target group.

The activity programme is now extensive and varied and includes 64 dedicated Primetime sessions per week across seven venues. New to the programme this year is the strength and conditioning classes which meet the needs of older people who are limited in their mobility.

The graph below shows we have significantly increased the number of people aged 60 years and over who have signed up for a subsidised membership. Furthermore, we have increased attendances for this group using our facilities from 33,800 in 2007 to 330,135 in 2012 – a 10 fold increase.



Feedback: “Since I have been doing this class on a Tuesday all the aches and pains that I was suffering from have gone. Previously I was on strong pain killers and in constant pain using a ‘helping hand’ (grabbing tool for disabled) as I was unable to bend. I needed help putting on socks and shoes. My wife is now redundant! This class has made a huge difference to the quality of my life.” (Falls Prevention Class participant at the Spa for three months)

Primetime volunteers

We have also continued to recruit and train a group of Primetime buddies who volunteer their time to support and encourage new and existing users that are 60 and over. We have 24 buddies in place and we recognise their time and commitment with on-going training, support and free access to our leisure facilities.

In summer 2013, our Primetime Manager, Ann Wilbourn was awarded the Bromley Community Links, Volunteer Manager of the Year Award in recognition of all the hard work she does with the Primetime Buddies.

In addition, the Primetime Buddies were shortlisted for Team London 2013 Achievement Awards. The Mayor's volunteering programme for London hosted an event at City Hall to celebrate the excellence of volunteers all over London. Mytime Active's Primetime Buddies were amongst the final six nominees for the Sport and Healthy Living Team Award and were invited to attend the award ceremony hosted by The Mayor of London Boris Johnson.

Although our Primetime Buddies didn't win the award, they were all delighted to have been part of such a prestigious event and honoured to be recognised for the work they do supporting and encouraging older people to keep physically active.



Get Active in Golf

'Get Active in Golf' is Mytime Active's golf teaching brand which was launched in April 2013. Get Active in Golf encompasses all tuition that takes place across our sites, however its USP is the six week 'Beginners' and 'Improvers' lesson programmes, designed and targeted at new and lapsed golfers, offering an affordable option to learn the basics of the game.

The six week course introduces participants to the fundamental elements of the game through fun and engaging group sessions, before taking all participants out on their last lesson to play their first hole of golf and experience the golf course.

Since its launch in April 2013, over 1,000 people have now taken part in one of our six week 'Beginners' or 'Improvers' programmes alone, and with the game of golf in decline across the country, introducing new golfers through the 'Get Active in Golf' programmes is crucial.

4: Community engagement events and campaigns

We recognise the importance that events and campaigns have in encouraging people to get active and stay active and in building community cohesion. During 2013/14, we delivered a number of events in partnership with a wide range of organisations.

Mytime 2013 Challenge

We launched the Mytime Challenge in 2012 to encourage people to get or stay active through an incentivised points based challenge. The Mytime 2013 Challenge was launched in May 2013, with two separate challenges offered – one for golf and one for leisure.

Participants of all ages were encouraged to take part in the Mytime 2013 Challenge as a family or individual and to decide what challenge level to compete in – gold, silver or bronze, ahead of the 18 week period over which the Challenge ran.

Registration totals:-

- Leisure registrations – 2,550 (85% of target) and golf registrations – 1,159 (108% of target)
- Total registrations across leisure and golf – 3,709 (compared to 2,544 registrations in 2012)
- 18.5% completion rate against a target of 20% (compared to 17% completion for 2012).

In order to complete their Challenge, participants scored points for each activity they undertook at Mytime Active leisure and golf sites, and recorded it in their Challenge passport along with a stamp to acknowledge their visit to a site.

There were nine prizes up for grabs for leisure participants and nine prizes for golf participants. Over 30 leisure challengers came along to celebrations at the Pavilion Leisure Centre in October, some to receive prizes and others to simply celebrate their success.

The golf challengers were invited to take part in the Mytime Golf Challenge Cup at Hollingbury Golf course after which they were presented with their prizes during a celebratory dinner.

“The Challenge was a very helpful push to get me fit again. I lost half a stone in weight in eight weeks and feel much better for it. I am continuing to train at Beckenham Spa as it’s now part of my weekly life.” (Leisure Challenger)



“I really enjoyed the Challenge. I am putting a lot of effort into improving my golf now.” (Golf Challenger)

Bromley Santa Dash 2013

Following the success of the first Bromley Santa Dash in 2012, the event returned on 1st December 2013. The Santa Dash was a fun, festive, family event, which saw 750 participants dressed in Santa outfits take on a 2km course.

This event was designed to get people active over the festive period and to launch Christmas in Bromley in partnership with the Town Centre Management team.



Sport Relief Mile 2014

Over 400 local people took part in the Bromley Sport Relief Mile event in March 2014 at Norman Park, Bromley. The event was funded by Pro-Active Bromley and organised by Mytime Active in conjunction with Sport Relief.

The event brought together people of all ages, abilities and backgrounds from across the local community. Participants chose to take part in a one, three or six mile race which for many runners was their first experience of taking part in an organised running event. The Mayor of Bromley, Councillor Noad, watched those taking part in the one mile event.

The event was supported by a number of volunteers who came from a variety of local organisations including Bromley Air Cadets and Penge Sea Cadets. They ensured the day was safe and enjoyable for all who took part.

National Carers Week

In support of National Carers Week 2013, 300 free leisure membership and bowling passes were available for carers living in Bromley. 80 carers utilised this offer and benefited from leisure and bowling facilities.

Community Investment Funding

Since 2006, Mytime Active has distributed £78,000 to 82 different sports clubs and community groups as grants to support increased participation, improved access and build capacity within organisations in order to improve the health prospects of their local community.

Through the 2013-14 Community Investment Fund we have built a strong portfolio of projects that reflect the diverse communities and user groups we are aiming to engage. We awarded 15 grants to sports clubs, charities and community groups, who aim to engage over 1,100 beneficiaries and over 80 volunteers. The funding we have awarded will provide over 670 hours of activity to some of the most under served communities and user groups we serve.

Community Investment Fund – case study

The Avenues Group is a charity which provides a range of services, helping disabled people to be more active and independent. The Avenues Group was awarded one of Mytime Active's Community Investment grants to develop an inclusive golf programme. The funding has provided the participants (including carers and workers) with coaching from one of the Mytime Active golf professionals. The community sessions that especially welcome disabled players, have gained strength and momentum. The players love to play the game and enjoy socialising with other golfers.



Talking numbers

- 24 adults with learning difficulties engaged in the programme
- 14 carers, staff and family members engaged in the golf programme

"I have really enjoyed teaching this group, they are full of energy. The funding has enabled us to build a coaching programme which has really helped to keep the sessions exciting. It is important that golf is made accessible and fun for everyone and this project is a great example of how that can be achieved." (Mytime Golf Pro Jay Taylor)

5: Under served communities

During 2013/14 we committed resources to ensure children, young people and young adults up to the age of 25 years in targeted and under served areas of the Borough, were given access to high quality sport, physical activity and creative music opportunities.

MyFuture

In 2008, in response to community consultation and feedback from Safer Neighbourhood Panels and the Anti-Social Behaviour Unit, Mytime Active launched the Myfuture project. The project is designed to provide quality sports and dance programmes to under served communities and empowers young people to take ownership of their personal, social and community development.



Since 2008, Mytime Active has committed resources to the project and in 2013 we attracted £21,000 of funding from Affinity Sutton, Help a London Child and Streetgames to deliver a range of community sports initiatives.

MyFuture achievements in 2013/14:-

	2013/14	2008/14
Number of hours of sport and dance delivered	320	2,720
Number of young people regularly engaged	275	1,835
Number of training opportunities	140	660
Number of accreditations / qualifications received	21	126
Number of volunteers and coaches trained	16	46

MyFuture is now a key partner in the national Streetgames initiative 'Doorstep Sports Clubs'. MyFuture's Doorstep Sports Club delivers four free sport and physical activity sessions each week to targeted young people. The sessions provide a vibrant and varied sporting offer to young people living in disadvantaged communities.

The programme links with local and regional partners to provide high quality volunteering and training opportunities. This year, we recruited and trained 10 young volunteers who have completed training courses through our link with the Co-operative Streetgames Training Academy.



"Sport is my everything and the chance to do it right here on the estate is good for me and the whole community."
(MyFuture participant)

Community Ambassadors project

Following their successful National Ambassador programme, Affinity Sutton wanted to recruit local community ambassadors. This year, Mytime Active was selected among five other regional providers, to engage and train young community ambassadors to have a positive impact in their local community.

Mytime Active's project is focused around the Orpington area and is led by eight ambassadors aged 16-25 who were recruited by and are now being facilitated by MyFuture project staff.

The project started with the community ambassadors conducting a consultation, in which they surveyed 100 local residents aged 11 and over. The young ambassadors are currently planning a social action project that will address some of the issues raised in the consultation. To this end they are organising a community fun day event in summer

2014 to celebrate local talent and services ranging from sport activities to music and food in order to bring the community together. The young ambassadors hope to use the event to raise money which will be reinvested in positive activities and local services for young people.

The ambassadors have been meeting fortnightly at the Priory School to plan the project and to help with the promotions. The young people have pitched their ideas in a short film which will be going out to various partner organisations.

ArtsTrain

In September 2008, Mytime Active designed, developed and launched the creative music project 'ArtsTrain'. The project introduces new creative music-making opportunities to young people in South-East and Outer London, targeting young people who would not otherwise have access to such provision.



During 2013/14, in addition to Mytime Active's annual funding commitment to ArtsTrain, the project was successful with external funding bids which has enabled the development of new partnerships to broaden the reach and scope of the project. For example:-

- £5,000 grant from Sound Connections allowed us to deliver an exciting music programme with Bromley's autism charity for young people, CASPA.
- £15,200 grant from Youth Music was secured to develop a partnership project with Bexley Music Hub to lead on a project entitled 'The Suburban Orchestra'.
- £29,000 grant from Arts Council England to deliver outreach programmes in schools across Bexley with exit routes into the 'Suburban Orchestra' programme.
- £64,000 grant from Arts Council England to continue and extend the Bromley programme, to support Bexley and for a project in Lewisham with an organisation which works with refugees.

As well as these funded programmes, we have also been commissioned to deliver a range of bespoke programmes in schools, special education needs schools, youth organisations and pupil referral units.

ArtsTrain key achievements in 2013/14

	2013/14	2008/14
Number of tuition hours delivered	585	2,979
Number of YP regularly engaged	420	1,618
Number of training opportunities	164	1,084
Number of accreditations / qualifications received	60	780
Number of volunteers and coaches trained	33	103



During the course of 2013/14 the young people on the ArtsTrain project had a number of performance opportunities, including:-

- Three open mic nights were held at The Churchill Theatre, which were managed by the projects youth panel and enabled local acts and bands to showcase their music.
- A "Songwriting – the Arts and the Business" event at which six acts performed nine original pieces.
- ArtsTrain's 4th London Jazz Festival Gig at Langley Park Concert Hall. The event showcased ArtsTrain's eclectic mix of music, ranging from original rap and songwriting from young people who attend the ArtsTrain open-access sessions and the advanced 'Academy' programme.

"I have been doing music all of my life but this was the first event that I have ever performed alongside a live band."
(K. Jones 19 – Young female rapper)

ArtsTrain working with community groups

CASPA is a charity working in Bromley to meet the needs of children with autism. ArtsTrain and CASPA worked together to develop a programme of inspirational music activities for over 40 young people with high functioning autism and autism spectrum disorders (ASDs). The project was designed to use music as a tool to develop the young people's social and communication skills, build their confidence and increase their chances of full integration into mainstream music provision.

"The ArtsTrain tutors have been amazing. Their management of the young people was just brilliant. The enthusiasm of the young people to engage and take part was just so fantastic." (Sarah Towler - Programme Manager CASPA)

"ArtsTrain has helped me to build my confidence and reduce my anxiety to make me feel happy." (Young person, 16)

6: Investing in our business

Capital investments

We combine commercial success with a strong social and charitable purpose.

Since 2004, capital expenditure and asset management spend has resulted in an investment of over £12,900,000 across our Bromley portfolio.

The capital expenditure associated with our Bromley sites for 2013/14 totalled over £344,500. This investment included a number of upgrades and refits across various sites including: IT upgrades; fixture and fittings upgrades at Darrick Wood Pool, Pavilion, Spa and Walnuts; and improvements at Bromley Golf Course. Due to ongoing negotiations with Bromley Council, the investment fund was not allocated.

We continue to ensure we attract external funders to invest in Bromley and consequently, make applications for external grants to support our programmes and services. In the last year, we submitted 12 applications for funding and secured 11 of these bids which amounted to over £122,900 of external funding. The funding secured supported ArtsTrain, MyFuture, golf and handball development and the London Youth Games.

We supported Pro-Active Bromley to submit a bid to the Community Sport Activation Fund, which was released by Sport England. The bid is for £170,000 of funding to support sports clubs and community organisations across Bromley to increase participation, grow the membership base and to build the capacity of their volunteers.

People and employment

Our team is central to the services we offer and therefore, we recruit, retain and develop quality staff across the business. Our key achievements included:

- The continuation of the New Direction Apprenticeship scheme has seen five successful apprentices take up permanent or casual positions within Mytime Active, along with seven apprentices currently completing their programme this year, with indication that some will find positions within the business.
- The successful implementation of a full engagement survey with all employees, to highlight areas of focus for the business to address.
- Launch of the Leadership Academy to upskill and develop our managers. This is in conjunction with the nationally recognised Institute of Leadership and Management ensuring that the development offered is to the highest standards.

Sustainability and the environment

Through our environmental policy, we strive to minimise our impact on the environment. At an operational level, the company endeavours to be a good neighbour – we manage our emissions (including Co2, light and noise), consumption of water and production of waste.

During 2013, the company established a five year target to reduce energy consumption by 10% and a corresponding reduction in carbon emissions of 10% across all our operations. Half Hour Metering has been established across all the major facilities to improve the tracking of consumption and consultants have been appointed to identify further opportunities for reduction in energy and water consumption.

The company will continue to work closely with Bromley Council and other partners to deliver environmental objectives.

Previewing2014/2015

We are looking forward to Mytime Active progressing under the new leadership of Marg Mayne. Marg will be working with the Board to develop a long-term strategy that will include how we can maximise our contribution to the health and well-being of the residents of Bromley in a way that is commercially sustainable into the future.

We anticipate the strategy will cover three aspects in particular:-

- Restructuring the relationship with Bromley with regards to the long-term provision of leisure services. These discussions are ongoing and we are keen to use this opportunity to build a stronger and more positive partnership going forward.
- Integrating our health, golf and leisure offers to create a stronger focus on well-being and ensure all our customers are aware of and can benefit from all our services.
- Better articulating the value our facilities and services have in respect to social impact and public benefit. This will include gaining a greater insight into our customers and ensuring we meet their needs and aspirations with regard to leading a physically active life.

We have included our 2015 pricing review within appendix 3. This clarifies we are balancing affordability with the need to be financially sustainable. This is crucial in order to re-invest in further facility and service improvements.

Finally, we have outlined our investment fund proposal for 2014/2015 within appendix 4. This includes investment details for the Spa in Beckenham. The Spa is extensively used and we want to ensure it can accommodate a further increase in usage thus supporting the local community to become more physically active.

Appendix 1: Mytime Active governance

The Mytime Active Board of Trustees meets quarterly. Trustees during the 2013/14 period were:-

- E D Barkway
- L W Tutt
- C Whatford
- M Nuttall
- D C Pickup
- M D Oakley
- B Toms
- P Langford
- Cllr T Stevens
- J Heald
- A Hollands

The Board of Trustees have delegated the responsibility of administering the Charity to a senior leadership team, the team has changed during the course of the year and is now made up the following people who meet monthly:-

- Marg Mayne, Chief Executive
- Phil Drury, Finance Director
- Martin Boyce, People Director
- Matthew Roberts, Commercial Director
- Brad Chard, Golf Division Manager
- Adam Smith, Leisure Division Manager
- James McMeckan, Health Division Manager

Risk compliance

The Trustees recognise risk management as one of their key responsibilities. Risks are identified and recorded in the Charitable Company's risk register together with the controls and actions designed to mitigate them. During 2013/14 none of the risks identified have to date materialised into significant liabilities as appropriate action has been taken to limit the potential of these risks.

Responsibilities in relation to for example, health & safety, data protection and safeguarding are taken very seriously and identified risks are reviewed periodically and appropriate action taken where necessary.

Annual audited accounts

The annual audited accounts for 2013/14 have been approved and are available as a public document.

Appendix 2: Our partners

- Bromley Council
- Pro-Active Bromley
- Governing Bodies
 - England Golf
 - Golf Foundation
 - Sporta
- Bromley Public Health
- London Youth Games (LYG) Foundation
- 46 school and sports club partners for Team Bromley as part of LYG
- London Marathon Limited

External funders

- Affinity Sutton
- Streetgames
- Help a London Child
- Arts Council England
- Sound Connections
- Youth Music
- Balfour Beatty

Charities supported

- Cancer Research - £2,443 raised by Primetime through a range of activities e.g. Bollywood evening, cake sales, coffee mornings and a Showgirl workshop.
- Save the Children - £101 raised for Save the Children when staff at Linden House wore their Christmas Jumpers for the day.
- Harris Hospiscare - over £1,000 raised for Harris HospisCare through participating in a rounders tournament hosted by Baker Tilly.
- MacMillan - £2,165 raised as a result of taking part in the 'Worlds Biggest Coffee Morning'.
- Marie Curie Cancer Care - £17,262 raised through Swimathon at West Wickham and Walnuts.

Sponsor

- Life fitness

Accreditations

- Care Quality Commission
- Institute of Leadership and Management
- OFSTED
- Golfmark

Appendix 3: 2015 pricing review

Introduction

Mytime Active is pleased to submit, as part of the Bromley Annual Report 2013/14, its annual pricing review for the next calendar year. The key criteria for this review are comparisons with similar services elsewhere and affordability. Mytime Active understands the need to balance affordability with the need to be financially sustainable.

Harmonisation and simplicity

Mytime Active has adopted a long-term phased approach to reviewing its pricing strategy in order to simplify and harmonise the prices charged and where possible, we aim to standardise prices across the facilities/services. This in turn has been supported by the rationalised membership packages designed to appeal to the various market segments and to target those most in need of subsidy to encourage and support their participation.

A particular issue that remains price harmonisation around historical pricing arrangements made with individual customers and certain groups/clubs that mean that some existing members/clubs/groups are paying significantly less for the same service than others. This is intrinsically unfair and so we have set out to harmonise charges.

Benchmarking with the competition

Mytime Active must ensure prices remain value for money in order to sustain income for the good of the service. Accordingly, a benchmarking exercise is undertaken annually to compare market rates and ensure Mytime Active's prices remain competitive.

In general terms, Mytime Active's prices are in the upper quartile of prices in London and the South East reflecting the quality of the service provided, the need to re-invest in services that meet customer demands and expectations and the socio-demographics of the Borough.

However our membership prices and range of pay as you play programme options and prices continue to compare very favourably with prevailing market rates. On this basis, we are proposing to freeze a number of membership and packaged prices for regular users of the swimming pools, fitness facilities and golf courses at this year's levels

Concessions

In order to ensure affordability by selected groups Mytime Active will continue to promote a wide range of concessionary prices for young people, people with disabilities, people who are aged 60 years and over, people on income support, the unemployed and students in full time education in line with the Council's priorities.

We are still committed to offering free memberships to elite sports people who live in the Borough in order to support their training. In addition, in 2015 we will be offering all Team Bromley London Youth Games participants a free membership to our leisure centres to support their training.

In addition, we heavily subsidise programmes and activities for target groups and in some instances ensure activities are free to the target audience. We do this by sourcing additional revenue into the Borough through external funding.

Proposals

Taking account of the factors above our proposals are based on the following principles:-

1. In setting prices for 2015 we are taking an average % figure for RPI from January to August 2014, which equates to 2.55%, prices will then be rounded to the nearest 5p.
2. A number of our prices have been frozen and these include:-
 - Under 3's swimming will remain free of charge
 - Primetime prices for the 60 plus market, including swimming and group exercise classes;
 - Concessionary prices for those on low incomes, including swimming and group exercise sessions.
 - Gym prices for all users
 - Children's parties, with the exception of exclusive party hire packages where an above inflation increase will be applied.
 - Court hire (badminton and squash) for juniors.
3. In line with inflation increases will be applied to a number of community hirers (some will be frozen) and adult court hire for badminton and squash.
4. Membership prices will have minimal increases applied, all below inflation – with prices frozen for Primetime and Concessionary memberships.
5. We will only pass on above inflation increases to:-
 - group exercise sessions -due to increases to instructor costs.
 - adult, junior and family swimmers - equates to an additional 10p per swim
 - Centre memberships
 - golfers
 - specific groups/clubs in halls and leisure centres who are either commercial or paying below standard rates.
6. Our before and after school childcare provision prices will remain at the current price point until September 2015. If a price increase is to be applied at this time it will be below inflation and in line with a benchmarking exercise.

Consultation and information

Following consultation with the Council, Mytime Active will undertake consultation with customers in support of an effective introduction of new prices from January 2015, in most cases. Customers will be given at least four weeks notice of any changes, and presentations will be made to staff and any customer forums in terms of explaining the reasons behind any increases. Emphasis will be made on service improvements, comparable prices being charged elsewhere, and that surpluses generated are re-invested.

Implementation timetable

Due to the seasonality of services delivered by Mytime Active the implementation timetable agreed previously will continue.

Leisure centres, 1 January 2015

Civic halls, 1 January 2015

Golf courses, 1 April 2015

Childcare, 1 September 2015

Appendix 4: Investment fund proposal

Mytime Active would like to access the investment fund to upgrade the facilities at the Spa.

Summary

- Upgrade of wet and dry changing facilities.
- Rationalisation of soft play service area.
- Extension of soft play provision.
- Reconfigure reception area and install access control system.
- Enlarge gym area and additional gym equipment.
- General refresh in key customers areas

Project cost – up to £330,000

Justification

The planned investment will provide a much better customer experience from when they enter the facility and as they use the facility.

The intention is to open up the reception to provide greater customer circulation and better use of the space. The existing access control will be removed with more strategically placed turnstiles being put in place to allow the community easy access without going through any control mechanism. New signage will be installed to give a greater sense of arrival and allow our customers to locate the services they require with greater efficiency. To create a better flow and welcome for all our customers while still maintaining control of access.

The café area will be re-planned to provide a greater customer experience, the intention is that this area will become more inviting and can be utilised by the local community without necessarily having to use the other facilities. Making the café more accessible and welcoming will increase the enticement for customers and the public to use the facilities. Plus the development of the bar and layout (events) will also support this.

Both changing facilities are in need of refurbishment and do not up hold the standard of the rest of the facilities. With these improvements it will make the customers journey and experience better and assist with membership sales, retention, and customer feedback. Plus allow us to develop programme such as GAIS.

The wet change will undergo refurbishment which includes new flooring, ceiling and updated fixtures which will contribute greatly to the overall customer experience of using the site.

The dry change will undergo a similar refurbishment which will include updated flooring, a new ceiling and updated lockers.

Extension to the upper gym floor and filling in of the staircase. This will create a large free weight area, selected areas for training development areas and enable the gym to have a better flow and sectioning.

This will create a professional feel where we can further develop personal training and get staff to interact more with the members.

This investment will allow the gym membership to continue to grow and maintain its market leading position as we are nearing capacity.

The gym extension is not dependant on West Wickham, but will increase capacity for any increased usage should the West Wickham proposal goes ahead.

Small development and extension on the buzz zone: extension of the toddler area and aspects of the main frame, reduction of kitchen areas to improve floor space and look at potential option to increase capacity. The buzz zone has not had any investment since it opened and the under four areas have high usage so the development is to meet customer demand and also have some sustainability. With the reduction of the café counter this will create more cover space for F&B and also allow more customers in to the area.

The Spa is a very well used leisure centre, investment is required to ensure that its facilities maintain its position in the market place and allow further capacity for growth.