

# **Appendix 1**

## **Mytime Active Annual Report**

**April 2014 – March 2015**



**London Borough of Bromley Annual Report**

**1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015**



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## **Chief Executive's statement**

Mytime Active is a social enterprise committed to providing accessible services that encourage people to be active and adopt a healthy lifestyle. Our employees are committed to encouraging everyone in the community to take part in the services we provide.

### **Our customers**

Our customers are at the heart of everything we do. In 2014/15, across our leisure and golf facilities in the borough, we achieved attendances in excess of three million visits and a membership base which increased to over 13,650. We continue to manage a popular swimming lesson programme, and are particularly proud that we have overcome the national decline in golf participation, with an increase in both member and pay and play rounds across both the golf facilities we manage for the Council, and Orpington Golf Centre which we run independently, but as part of the local portfolio.

Despite this upward trend, Mytime Active continues to experience growing competition from a range of other providers and activities, in particular where our broad leisure centre offer competes against the growing popularity of focused single activities, such as cycling or low cost gym facilities. While we are responding to this in a range of ways, our casual pay and play attendances in activities such as swimming were marginally down year on year, which, in the case of casual swimming in particular, is in line with national trends.

### **Children and young people**

Nearly one quarter of Bromley's population is between the ages of 0-15 years, therefore children and young people are an important target group for us to engage in physical activity. In the last year, we continued to be the biggest provider of children's swimming lessons locally with over 6,600 children learning to swim with us on a weekly basis. We have also introduced the National Junior Golf Passport scheme to teach golf to more children and young people. We continue to manage Team Bromley entries to the London Youth Games, where they finished in fourth place, two places higher than last year. Mytime Active also opened two new childcare clubs at two different schools in the Borough and focused on improving the quality of all the Ofsted registered provisions we operate.

### **Adults and older people**

We have supported adults and older people to lead an active lifestyle through our extensive programme of weekly activities, which include swimming, group exercise, gym programmes, Get Active in Golf lessons, squash, racquetball, table tennis footgolf and walking football. In addition to our weekly core activity programme we offer specialist services for targeted populations. This includes providing Fresh Start and HeartSmart exercise referral programmes for people with defined medical conditions, which saw 400 people successfully completing their programme.

Our Primetime programme, designed for adults 60 years old and over, continues to grow and now has 1,975 members exercising regularly. With funding from Sport England, we have worked in partnership with Age UK Bromley & Greenwich to address the health inequalities that older men face in Bromley by attracting over 270 men to leisure and golf programmes.

## Community engagement – events, campaigns and funding

We recognise the importance that events and campaigns have in building community cohesion and getting people active. During 2014/15, we organised the Mytime 2014 Challenge and had over 2,400 people register to take part in the incentivised, points based activity challenge. We also encouraged people to get active through delivering the 2014 Santa Dash, which saw over 800 people participate.

The Company took pleasure in awarding 14 grants to sports clubs, charities and community groups, who through the grants aim to engage over 600 participants and over 30 volunteers in more than 800 hours of activity.

The company also engaged in excess of 150 local volunteers from children to the elderly, the active to the inactive, acting as buddies, event marshalls, team coaches and club captains.

## Community Projects

The MyFuture and ArtsTrain projects continue to engage and empower young people to take ownership of their personal, social and community development. With match funding from Mytime Active, the projects have sourced revenue funding from external grants. During 2014/15 two in three of our grant applications were successful, bringing in an extra £90,000. The funding secured has supported free sports, dance and creative music activities for young people through the MyFuture and ArtsTrain projects. MyFuture is now nationally recognised as “best in the industry” for shaping young people’s lives after winning the ukactive Flame Award.

The Company provided support to Pro-Active Bromley to submit a successful bid to Sport England for £167,000. The funding is supporting sports clubs and community organisations across Bromley to increase participation, grow their membership base and to build the capacity of their volunteers.

## Investing in our business

Since 2004, capital expenditure and asset management spend has resulted in an investment of over £13m across our Bromley portfolio.

Mytime Active’s capital expenditure associated with our Bromley sites for 2014/15 totalled over £241,000. This investment included a number of upgrades and refits across various sites including: IT upgrades; coursework and fencing at Bromley Golf, investment in the cafeteria and the wet side toilets at the Spa and plant room improvements across the swimming pools.

Throughout the year, we have had ongoing discussions with the Council regarding release of the investment fund. Under our contractual agreement, monies are set aside annually to invest in refurbishment and upgrading the facilities. The monies have not been fully released for 3 years, and cumulative amount accumulated in the fund is now £1.51m, a sum which reflects the extent of underinvestment in the facilities. This is impacting negatively in the service we can offer, with an increasing number of customer complaints about the condition and age of the facilities. It is also a factor in reduced attendances, reduced number of people locally who are engaging in activity, and a less sustainable business model for Mytime Active.

We are submitting the investment plan with this report that has been discussed and adapted in light of feedback from officers. We request that this fund is released in accordance with the Council's commitments under our contractual agreement.

Looking to the future Mytime Active is developing its strategy to focus on all aspects of our customers' well being, across leisure, golf and health. We continue our commitment to our home Borough of Bromley and are excited at the potential of making a real impact on the local population.

The Council has approached us to renegotiate aspects of the current contract and we are keen to respond positively in order to further our joint aims.

I would like to take the opportunity to thank all those who have made this a successful year and I hope you look forward to reading the report.

**Marg Mayne**  
**Chief Executive, Mytime Active**

## Setting the scene

In determining Mytime Active's priorities for 2014/15, consideration has been given to a number of national and local factors.

It is now nationally recognised that physical activity provides many benefits and this is highlighted in the local Joint Strategic Needs Assessment:-

- It is central to growth and development in under 5s.
- 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.

Department of Health guidelines relating to physical activity state adults and older adults should aim to be active daily, and over a week activity should add up to 150 minutes of moderate intensity activity. The Active People Survey continuously measures the number of people taking part in sport across the nation and in local communities. We know in Bromley 41.9% of Bromley's adults and older people are not achieving the recommended levels of physical activity.

Of the 41.9% we know that 25.6% are inactive, which means they do less than 30 minutes of physical activity per week. We also know:-

- Physical inactivity is the fourth largest cause of disease and disability in the UK.
- Physical inactivity directly contributes to one in six deaths in the UK, the same number as smoking.
- There is a three-year difference in life expectancy between people who are inactive and people who are minimally active.

Therefore the challenge remains how to engage and retain these inactive people into programmes of physical activity.

Demand for leisure activities continues to be strong in Bromley and there are a significant number of private and voluntary providers who compete for this leisure market. The 2014 State of the UK Fitness Industry Report reveals that the UK health and fitness industry has more clubs, more members and a greater market value than ever before. However, the report highlights that growth in the industry continues to be driven by strong performance from the low cost market and this low cost option is proving to be a major competitor in the Bromley marketplace.

The leisure facilities we manage include:-

- Beckenham Public Halls and the Spa in Beckenham
- The 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

Nationally, the picture for golf participation is a different story to that of health and fitness. The number of people who play golf regularly is in decline; however, the latest Active People data suggests this downward trend is slowing and the decline in participation is stabilising.

In 2012, Mytime Active acquired Orpington Golf Centre to complement High Elms Golf Course and Bromley Golf Centre. This investment allows Mytime Active to offer affordable golf to a wider audience and develop additional health and well being activities for the local population.

Health is an important part of our business and it is through our health experts that we work closely with Bromley Public Health and the Clinical Commissioning Group to deliver exercise referral programmes for people with defined medical conditions. In 2013 Mytime Active acquired MEND, a world leading child weight management product, which is currently being delivered to Bromley residents via Bromley Healthcare.

Taking the above factors into account and considering local demographics, we continued to prioritise the following in 2014/15:-

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



## 1: Our customers

To ensure we continue to attract a broad cross section of Bromley's residents, we dedicate time and resources to ensure the facilities and services we operate are accessible and affordable. We recognise the importance of working with a range of partners and funders in order to ensure what we offer is relevant to diverse communities.

However we face fierce competition from the low cost single specialist provider, which is a real issue as their offer is very different to the broad base of facilities and services that we manage and an offer we are unable to emulate.

Unlike the private sector, we 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.

Our pricing policy has been developed to 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 and golf facilities was in excess of 13,650 members during the course of 2014/15. 28% (3,839) of our leisure members were in receipt of a subsidised or free membership package:-

- 836 concessionary members on low income.
- 1,975 Primetime members aged 60 and over
- 832 junior members
- 46 elite Sporting Champions in receipt of annual free memberships.
- 150 Team Bromley London Youth Games Participants took up the offer of a free annual membership.

The above 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 reaping the health benefits of physical activity and are achieving the levels of physical activity as recommended by the Department of Health.

We have seen a steady growth in golf memberships at High Elms and Orpington, which is not only very encouraging but goes against the national trend in golf. In addition we have seen a growth in the number of rounds of golf played at our sites. In summary, a total of 1,570 more member rounds have been played across High Elms, Bromley and Orpington Golf Centres and 3,394 more rounds have been played when we include casual pay and play visitors.

## Attendance figures

The attendance figures table below highlights the fact:-

- Leisure has a strong membership base and an excellent take up of Get Active in Swimming, but we've seen a downturn in our pay and play attendances.
- Golf rounds attendances are up year on year despite the national downward trend in golf participation.
- Usage of Beckenham Public Hall, Crofton Hall and The Great Hall is up by 9.6% when compared to last year.
- Childcare attendances are 8% down on the previous year after we handed over the operation of our biggest childcare setting at Crofton Junior School to the school, who wished to directly manage the operation.

<b>Bromley Attendances</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
<b>Leisure Centres</b>	1,691,921	1,792,984	1,887,489	2,695,039	2,797,889	2,540,879
<b>Childcare</b>	38,147	35,149	44,454	50,053	52,421	48,007
<b>Adventure Kingdom</b>	38,044	41,080	45,567	Soft play area moved		
<b>Halls</b>	273,810	263,311	254,658	258,466	238,110	261,002
<b>Golf</b>	106,778	92,634	96,627	112,119	156,406	157,395
<b>Community activities</b>	99,012	86,469	54,790	33,215	36,558	39,818
<b>Total Mytime Active</b>	<b>2,247,712</b>	<b>2,311,627</b>	<b>2,383,585</b>	<b>3,148,892</b>	<b>3,281,384</b>	<b>3,047,101</b>
<b>Attendances that have previously not been recorded for swim lessons, parties, school swimming lessons and club hire</b>						495,547
<b>Total</b>						<b>3,542,648</b>

## 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, this is 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

Our learn to swim programme, Get Active in Swimming continues to be popular with parents locally as we've maintained last year's average of 6,600 children learning to swim at Mytime Active swimming pools on a weekly basis. The figure continues to indicate we are teaching 24% of all 0-14 years olds in the Borough to swim.

We also offer swimming programmes to local schools to meet their national curriculum requirements. In 2014/15, we delivered school swimming lessons for 73 schools across the Borough, compared to 56 schools in 2013/14.

### Get Active in Golf for juniors

We're excited that golf will be introduced as an Olympic sport in 2016, so in advance of this we have decided to use the Golf Foundation's Junior Golf Passport as our coaching support tool; the Junior Golf Passport is the national structured learning programme for children 6 -12 years of age, endorsed by the Professional Golf Association.

From January to March we had nearly 50 juniors sign up for coaching at Bromley Golf Centre, and we are hoping the Olympics will inspire more juniors to take up the sport. In recognition of the work conducted with local primary and secondary schools, Bromley Golf Centre has been recognised as an HSBC Golf Roots Centre.



### London Youth Games 2014

We are instrumental in managing Team Bromley entries to the London Youth Games (LYG) and recruiting volunteer team managers. The London Youth Games is the largest competitive event in Europe for children and young people and provides a great opportunity for young people who live or go to school in the Borough to represent 'Team Bromley' against the 32 other London Boroughs.

### Key statistics from the 2014 season:-

- 820 young people participated in the Games aged from 6 to 18 years
- Finished on the podium in 4<sup>th</sup> place
- The Games engaged with 68 young people with a disability from Bromley
- 44 teams competed for Bromley
- 71 volunteers aged from 17 to 65+ year managed teams
- Mytime Active worked with 46 partners to identify and recruit teams

The Mayor and Leader of Bromley Council, along with over 100 young people and team managers attended a 2014 Celebration Event to recognise Team Bromley's achievement. Dina Asher Smith (British 100m and 200m record holder) gave an inspiring presentation. In addition, Mytime Active announced that all 2015 Team Bromley participants would receive a free leisure membership to support their training. These were distributed from November 2014 and saw over 150 young people take up the offer.

### London Youth Games (LYG) 2015

The 2015 London Youth Games began in November 2014 with Cross Country at Parliament Hill. Over 1,000 young people from across London ran the tough course, and Team Bromley was comprised of 76 young people. The competition was bittersweet for Bromley, with the girls finishing overall in second position. Unfortunately for the boys, the team manager entered a participant who was too old and therefore ineligible for the competition, which resulted in minus 50 penalty points for Team Bromley.

Team Manager Jay Galley said *"Now that the dust has settled, I've had time to reflect on what was a very successful weekend, we won a medal in 6 competitions out of 8. I am extremely disappointed about the mistake, however I am immensely proud of Team Bromley and the way they conducted themselves. We'll come back better and stronger next year."*



In the second competition of the 2015 LYG calendar, the girls' cricket team played their qualifying round in Harrow. The girls' team of seven, from four different schools in Bromley, qualified for the finals at Lords, where they beat all their opponents to be crowned London Youth Games Champions.

### Mini marathon

After working in partnership with Blackheath & Bromley Harriers to coordinate trials, we entered 48 young people aged between 11 and 17 years in the Virgin Mini London Marathon. They competed against 1,500 other young Londoners in the last three miles of the London Marathon. Bromley had huge success throughout the day. Winning teams included U13 boys, U15 boys and girls and U17 girls.

Team Manager Jay Galley said *"The atmosphere throughout the entire day has been electric and I am overwhelmed with the success of all of our teams. The boys' teams especially have shown real progression and the results are getting stronger year on year. What has become increasingly more obvious is how much this event means to our young people, the excitement, nerves and anticipation start to happen as we leave Bromley and travel on the team coach. As soon as the team step out into the starting pens they are moved into an environment of inspiration"*.

## Play and childcare

This year we continued to provide Ofsted registered childcare provisions across Bromley to support parents who require out of hours child care before and after school and during the school holidays. We opened 2 new provisions. A breakfast club at Edgebury Primary School and a breakfast and after school club at Harris Academy – Shortlands. We now operate a total of 9 provisions.

Although we are opening new settings, our attendance figures have decreased. In 2013/14 our total attendance figure was 52,421 compared to 48,007 in 2014/15. This is due to Crofton Junior School taking over operation of their breakfast and after school club, this was a large and well established club, so the handover has impacted attendances.

Over the past 12 months we have improved the quality of service provided, and as a result a number of parents and schools have been in contact requesting our services. There are currently discussions being held with three other schools within the borough.

## Day camps

Day camps at the Spa in Beckenham and Darrick Wood Pool continue to support working parents in the borough, giving them a childcare option during the school holidays. We are in the process of opening another holiday camp at the Walnuts Leisure Centre, which is due to start over the 2015 summer holidays. We recorded over 2,500 attendances at our day camp provision during 2014/15.

## Buzz Zone

We operate three Buzz Zone soft play facilities at The Spa, Pavilion and Walnuts Leisure Centre, which provide children under the age of 10 with a great space to climb, run around and expend energy. During the course of the year, 110,987 attendances were recorded across the three facilities. During 2014 we introduced a healthy options menu for parents and children attending the facilities.



## Children's parties

We offer a comprehensive party programme for children, which takes the organisational headache away from parents and gives the children and their guests a safe environment to have a good physical workout. We offer sports specific parties (e.g. football, trampolining, judo, swimming, bowling), as well as dance and Buzz Zone parties. During the year, 1,940 parents booked a party for their child and 29,000 guests attended the parties.

### 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 11 years, Mytime Active has delivered Exercise Referral schemes through which we support adults with defined medical conditions to become more active. The scheme provides all patients (who fulfil the referral criteria) with a 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 Bromley CCG and incorporates long term management of individual health in relation to physical activity and structured exercise.

Referred patients call the Exercise Referral HUB at Mytime Active, from which they are booked onto Fresh Start or HeartSmart programmes or signposted to various other Physical Activity programmes across the borough. These include Primetime (60+), the Older Men's project, Health Walks, Cycling on prescription and Walking away from Diabetes, many of which are free to the participant.



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

This year 118 participants completed their HeartSmart programme, and data from those completing show excellent improvements in their self esteem and seven day physical activity recall. Participants can continue to exercise after completing the programme through HeartSmart Options classes or by accessing local health walks and other activities. 56% of those who complete choose to take out a Mytime Active leisure membership and take advantage of the unlimited access to the gym, swimming pools and group exercise afforded by their membership.

**Fresh Start** is another one of the services which we manage and deliver. It is a programme of physical activity designed for people who are currently inactive and have a long term medical condition such as arthritis, diabetes, high blood pressure, MS, Parkinson's, stroke, cancer or obesity.

Over the course of the year 354 eligible participants were offered a Fresh Start Initial Appointment and 278 went on to complete the appointment (81% uptake). 123 participants completed the programme against the target of 105. We have also seen positive improvements in seven day physical activity recall and self esteem scores among the participants, along with improvements in blood pressure.

## Fresh Start – Feedback

*“After a routine health check I was surprised to learn that my blood pressure and cholesterol were raised. My GP referred me to the Fresh Start programme to get more exercise to help reduce my blood pressure and cholesterol for a healthier lifestyle. I was very apprehensive about doing exercise as I have a long standing shoulder injury and problems with my neck which at times was very painful. I was taking pain killers most days and had difficulty doing some of the things that I enjoyed. I did not look forward to going to a gym and thought that it wouldn’t do me much good at my age, and anyway, gyms were not my thing!*

*But I needn’t worry at all. As soon as I met with Mark, an Exercise Referral Specialist, I found that he had a very professional approach. I felt that I could trust him as he clearly knew what he was doing. Mark planned a programme of exercise for me over the coming weeks.*

*The best thing has been that the exercises Mark advised me to do have really helped me with my neck and shoulder. I have much more movement in those areas, and now rarely get pain at all. I do some of the exercises at home and can now do things I enjoy such as light gardening. With Mark’s encouragement I am now moving on to do exercises using weights, something that I had never dreamed I could do. I have also joined two walking groups and am generally more active, feeling fitter and happier.” (Glenis, aged 56, Fresh Start participant)*

## National Obesity Awareness Week

Mytime Active was proud to be an official supporter of National Obesity Awareness Week (NOAW) in January 2015. NOAW is intended to put the obesity problem in the national spotlight, and to promote positive change. The key aim of the week was to encourage people to take part in the National New Year’s Resolution, by making a pledge to make sustainable changes to their diet or exercise habits.

As part of the week, Mytime Active organised a number of events to promote the campaign and the great work we are already doing to support people in making healthier choices. For example, we provided health checks at our golf courses and promoted healthy menus at our facilities.

At a National level Marg Mayne chaired a conference, Obesity: A National Epidemic, where leading figures in Public Health and Weight Management delivered thought provoking presentations relating to causes, costs, guidelines and interventions in relation to obesity. Through the conference, Mytime Active’s position as an expert provider of health and well-being services, including evidence based child and adult weight management and health trainers, was profiled and acknowledged by a wide range of stakeholders.

## Primetime



Our Primetime programme continues to support older people in Bromley to be physically active. To ensure more older people are encouraged to be physically active, we have increased our Primetime staffing resource. The Primetime Manager and the Primetime Coordinators have consulted older people and developed and extended our Primetime programme to ensure the activities and timetable meet the needs of this target group.

Over the course of the year we have increased the programme of activities to over 80 sessions per week. As a result, the new weekly programme now includes a walking football session, racquetball, table tennis and Fitsteps, a Ballroom and Latin dance exercise class. Take up of our subsidised Primetime membership has increased year on year by 38%, and of our overall annual attendances 22% were from people who are aged 60 and over, which broadly reflects the fact that 23% of Bromley's population is aged 60+.

We have a team of 24 Primetime buddies who volunteer their time to support and encourage new and existing users aged 60 and over. We continue to recognise their time and commitment with on going training, support and free access to our leisure facilities. Training this year has included Health Champion training, a Disability Hate Crime workshop, Diabetes Prevention, Developing Cultural Awareness and a Dementia Friends course.



### Active Ageing for older men

Following a successful bid to Sport England via the Sporta funding stream, we have launched an Active Ageing project for older men in partnership with Age UK Bromley & Greenwich. Through the eighteen month project we aim to encourage inactive and isolated older men to become physically active.

Ten months into the eighteen month project, we have registered 272 inactive older men onto the programme:-

- Mytime Active has registered 194 men - 42 men have signed up for six free golf lessons and 152 men have opted for the 6 week free leisure membership.
- Age UK Bromley & Greenwich has registered 78 men onto its 12 week Men's Active Lifestyles Programme.

The project was highlighted for its good partnership and practice during a Sporta conference in March. A video diary made by one of our participants was featured at the conference and was extremely well received by delegates.

### Leisurecare

Leisurecare is a referral service which was developed for adults with a learning difficulty and offers structured leisure and social activities at the Pavilion, the Spa and Walnuts on a weekly basis. Due to the need to make budget cuts, Bromley Council has made the decision to withdraw funding for the service. In an effort to sustain and grow the service, we have developed an accessible pay and play model at the three sites. The programme has been promoted to previous Leisurecare clients and will be marketed to wider partners and organisations within and outside of the borough boundaries. We will monitor the uptake and seek feedback on the programme to ensure sustainability.



## 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 (GAiG) 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.

During the year 79 people completed one of our six week 'Beginners' or 'Improvers' programmes, and they recorded over 400 attendances. In addition, we improved the golf skills of a further 498 participants who attended individual lessons or additional group lessons.

## FootGolf

In partnership with the UK FootGolf Association we have introduced an exciting new initiative at both High Elms and Orpington Golf Centres by introducing FootGolf courses. We recorded over 750 rounds of FootGolf at High Elms and over 2,000 rounds at Orpington, demonstrating the popularity of this relatively new and growing sport.



As a result of introducing FootGolf at Orpington we have formed a relationship with Charlton Athletic Football Club and have seen some of their players from the first and second team play FootGolf at Orpington, which provides good profile for the centre.

## 4: Community engagement events and campaigns

To encourage more people to get and stay active and to support community cohesion, we organise and deliver a number of events and campaigns on an annual basis.

### Mytime 2014 Challenge

We launched the Mytime Challenge in 2012 to encourage people to get or stay active through a points based challenge. In 2014 the Challenge took on a new simplified format, focusing on site visits. Each time a participant visited and took part in physical activity in a Mytime Active facility they were awarded a stamp in their passport, which would count toward their chosen Challenge Level.

Registration totals:-

- 2,433 people registered for the Challenge
- 12% completed their challenge and in doing so recorded over 8,800 attendances
- 85 out of 200 randomly selected participants maintained / increased their activity levels during and after the Challenge.

Participants were incentivised through a combination of cash and membership prizes, which were awarded via a prize draw from those who returned their completed passports. As in previous years, we concluded the Challenge by holding a celebration evening for key members of staff and prize winners to come together to celebrate their achievements and to highlight participants' inspirational stories. We received a significant amount of positive feedback from Challenge participants:-

*"I am so glad you are doing this, what a great motivator!" -  
"Many thanks for keeping me active, moving and HAPPY"*

### Bromley Santa Dash 2014

To get people active over the festive period, we organised our third Bromley Santa Dash on 30<sup>th</sup> November 2014. The Santa Dash was a roaring success as 800 participants dressed in Santa outfits took on a 2km course. The event supported the launch of Christmas in Bromley and has become a key part of the Bromley Town Centre Management Teams programme.



### Community Investment Funding

Since 2006, Mytime Active has distributed £90,000 to 96 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 2014/15 Community Investment Fund, we have funded a strong portfolio of projects that reflect the diverse communities and user groups we are aiming to engage.

We awarded 14 grants to sports clubs, charities and community groups, who aim to engage over 600 beneficiaries and over 30 volunteers in more than 800 hours of activity.

## Community Investment Fund – case study



Bromley Canoe Club (BCC) has been an active club within the sporting landscape of Bromley since 1970. The club offers a range of informal and formal training opportunities including a structured coaching syllabus and awards. BCC was awarded one of Mytime Active's Community Investment grants to purchase two kayaks to increase the club's capacity and thus sustainability. The funding will increase participation and improve performance by the youth members of the club in the London Youth Games. 150 junior and adult members aged 10-70 years old will benefit from access to the new kayaks.

*"We are delighted to receive funding from Mytime Active's Community Investment Fund. It has allowed us to purchase two new racing kayaks, helping us to increase participation and improve the clubs and the London Borough Bromley's performance by the youth members at the London youth Games"* (Phillip Richardson – BCC Chairman)

## External funding

We continue to research and source external funding streams through which we can bring additional resources to Bromley to meet our goal of attracting more people to cultural, sport and physical activities. During 2014/15 we made 15 applications for funding and were successful with 11, through which we sourced £90,000 of external funding. The funding secured has supported free sports, dance and creative music activities for young people through the MyFuture and ArtsTrain projects. In addition, we've been able to provide free golf lessons and leisure activities for older men across the Borough with the aim of reducing the health inequalities that exist for older men.

We provided support to Pro-Active Bromley to submit a successful bid to Sport England for £167,000. The funding is supporting sports clubs and community organisations across Bromley to increase participation, grow the membership base and to build the capacity of their volunteers.

## 5: Community projects

During 2014/15 we committed resources to ensure children, young people and young adults up to the age of 25 years in targeted and underserved areas of the Borough were given access to high quality sport, physical activity and creative music opportunities. The projects are small scale in terms of the number of young people we work with, however are high in intensity, benefit and impact.

### MyFuture

Our sports project 'MyFuture' empowers young people from diverse backgrounds facing challenging circumstances to take ownership of their personal and social development. The project delivers year round, bespoke sport and physical activity programmes for young people in two of the most disadvantaged communities in the London Borough of Bromley – Orpington and the Cray Valley wards (ranked 20% most deprived in England by National Deprivation Index Statistics).



The project is recognised as a doorstep sports club by Streetgames. MyFuture's outputs are registering in the top 5% of the 900 Doorstep Sports Clubs across the national network and as a result continues to gain excellent feedback from Streetgames and other partners such as Affinity Sutton.

MyFuture utilises a monitoring and evaluation tool called Sportworks to assess the social impact and cost savings generated by project. During 2014 over £63,000 of actual social savings were measured. Projected social savings were in excess of £943,000. These figures provide evidence of the positive impact of the project.

MyFuture achievements in 2014/15	2014/15	Since 2008
Number of hours of sport and dance delivered	309	3,029
Number of young people regularly engaged	325	2,160
Number of training opportunities	104	764
Number of accreditations / qualifications received	60	186
Number of volunteers and coaches trained	8	54

Through MyFuture we are supporting Pro-Active Bromley to deliver the Community Sport Activation Fund project and in doing so have formed some new partnerships:-

**Carers Bromley:** we developed a project in partnership with the local charity 'Carers Bromley'. The project enabled young carers aged 8-18 to participate in activities which they have limited access to due to lack of practical resources at home. This partnership has supported Carers Bromley to better structure and resource physical activities for this group of young people.



The project launched with a multi sports event at The Walnuts Leisure Centre, offering a programme of physical activity sessions for a group of 24 young people who spend a significant amount of time giving support and care to a disabled family member.

**Unity Church:** we delivered a 10 week community streetdance project based at Unity Church, situated in the heart of Orpington's Ramsden Estate. The project was delivered by MyFuture's professional streetdance tutor.

*"One of our specific aims for our youth club is to encourage the young people to develop new skills and give them opportunity to broaden their experience. The streetdance sessions were ideal for that. The sessions also provided opportunity for energetic exercise that they were happy to engage with and the chance to learn to work together in developing dance routines. All in all a very positive experience."* (Unity Church – Reverend Ray Bell)

**CASPA:** 'MyFuture' formed a new partnership with local autism charity CASPA. MyFuture and CASPA worked together to develop a programme of inclusive sports activities for forty two young people with high functioning autism and autism spectrum disorders (ASDs).

*"The pop up tennis sessions CASPA had were amazing, it enabled our young people to access tennis that ordinarily they would not have been able to access due to the nature of their Autism as unfortunately it provides social and communication barriers along with many other barriers for them to access mainstream clubs and groups. Thank you for giving CASPA and the young people a chance to engage in a sport that has been previously off limits for them."* (Sarah Towler CASPA Operations Manager)

## 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.

Through the ArtsTrain project we have overachieved significantly on all targets set and as a result have worked with over 500 young people across a range of settings, including schools, colleges and outreach venues. Unfortunately a bid to Youth Music for future funding was unsuccessful; therefore we'll increase the amount we seek in our imminent bid to Arts Council England.

<b>ArtsTrain achievements in 2014/15</b>	<b>2014/15</b>	<b>Since 2008</b>
Number of hours of sport and dance delivered	503	3482
Number of young people regularly engaged	490	2108
Number of training opportunities	116	1200
Number of accreditations / qualifications received	50	830
Number of volunteers and coaches trained	40	143



## 6: Investing in our business

As a social enterprise, Mytime Active has to make sure it achieves its charitable mission whilst at the same time being financially sustainable. This means that we aim to generate sustainable returns to reinvest into the communities we serve. As a registered charity Mytime Active doesn't have the ability to raise additional funds from shareholders and must generate all its funds from the contracts the company operates and investments it makes.

The benefit of being a charity with no shareholders (Mytime Active is governed by a voluntary Board of Trustees, who have delegated the responsibility of administering the charity to a senior leadership team - see appendix 1) is that it allows Mytime Active to make long term investments aligned to its vision.

To ensure that Mytime Active is sustainable in the long term, the trustees have set a financial framework to generate an average minimum return on revenue of 5% over the medium term. This framework reflects the risks of the contracts which Mytime operates. The business is able to absorb shocks and have sufficient resources to invest for the long term, which may make early year deficits.

Mytime Active financial performance at end of March 2015 was strong following poor performance in 2013/14. Total revenues of £32.5m were slightly down on previous year (£32.8m), but our operating performance before pensions generated a surplus of £2.1m up for £0.1m in the prior year.

The movement in the pension liabilities continues to have an impact on the business as the liability increased by £0.7m from the previous year.

Due to past investments delivering returns and a strong financial framework, Mytime Active is well placed to be a strong partner to the local authority in continuing to deliver high quality leisure and health services and products.

### Capital investments

Since 2004, capital expenditure and asset management spend has resulted in an investment of over £13m across our Bromley portfolio.

Mytime Active's capital expenditure associated with our Bromley sites for 2014/15 totalled over £241,000. This investment included a number of upgrades and refits across various sites including: IT upgrades; coursework and fencing at Bromley Golf, investment in the cafeteria and the wet side toilets at the Spa and plant room improvements across the swimming pools.

Throughout the year, we have had ongoing discussions with the Council regarding release of the investment fund. Under our contractual agreement, monies are set aside annually to invest in refurbishment and upgrading the facilities. The monies have not been fully released for 3 years, and cumulative amount accumulated in the fund is now £1.51m, a sum which reflects the extent of underinvestment in the facilities. This is impacting negatively in the service we can offer, with an increasing number of customer complaints about the condition and age of the facilities. It is also a factor in reduced attendances, reduced number of people locally who are engaging in activity, and a less sustainable business model for Mytime Active.

We are submitting the investment plan with this report (see appendix 3) that has been discussed and adapted in light of feedback from officers. We request that this fund is released in accordance with the Council's commitments under our contractual agreement.

## People and employment

We believe that our people are key to everything we do at Mytime Active. As a result we have continued to strengthen, develop and align our workforce in providing a valued service to our customers. We have achieved this by:-

- Our apprenticeship programme continues to be a success with a further cohort of recruits this year. Traditional apprenticeship programmes are aimed at 16-24 year olds. At Mytime Active we have no age barrier and continue to recruit apprentices of all ages. We are very proud of this. In addition we want our apprentices, alongside our employees, to have a career with Mytime Active, and we are confident that the majority will be offered permanent employment at the end of this year. In fact, one of our apprentices won the 'Rising Star Apprentice' of the year, and has recently been successful in gaining a management promotion.
- We have also made significant steps forward in our engagement score across the whole of our workforce with an improvement of 6%. Our workforce feels more committed and passionate about what we do than ever before. This is also demonstrated by a significant reduction in turnover, with a marked reduction of 10%.
- We are committed to career development. For example, we currently have 15 managers undergoing professional management development with the Institute of Management level 5 certificate to continue to develop their skills in being great leaders.
- We have introduced a brand new and highly competitive benefits package with various flexible options to benefit all of our employees.
- In order to further reward our employees, we have also launched a new scheme to acknowledge exceptional performance and provide all employees an opportunity to make a demonstrable impact to the company. We are confident that all of our employees can add real value to the performance of Mytime Active and should be rewarded as a result.



Across Mytime Active we have over 250 volunteers supporting health, golf, leisure and partnerships. For example:-

- We have a team of 24 Primetime buddies who volunteer their time to support and encourage new and existing users that are 60 and over. We continue to recognise their time and commitment with on going training, support and free access to our leisure facilities.
- We have over 70 volunteers who support Team Bromley in the London Youth Games. Eleven of the Team Bromley managers who have served for over 10 years were recognised at a reception at the House of Commons. Feedback received:-

*“Thanks for nominating me, it was such a special experience and I felt really inspired listening to world class athletes. Our pupils look forward to the London Youth Games each year and it has such a positive impact on their confidence.”* (Teresa, disability football team manager)

### **Sustainability and the environment**

Through our environmental policy, we strive to minimise our impact on the environment. To this end we started 2015 with a new Biomass energy contract using power supplied from 100% renewable sources. All Mytime Active sites are now using power from the contract.

The renewable energy is supplied by burning organic, plant-based material such as wood-chips and straw pellets. Biomass is considered sustainable because it operates within the existing carbon cycle. Rather than burn coal which releases carbon that would otherwise have remained in the ground, burning plant-based materials means that the equivalent of the carbon released is re-absorbed by plants re-grown to burn once again.

In addition we are also actively replacing electrical components with low energy alternatives where possible.

## Previewing 2015/2016

Senior Leadership Team has worked with the Board and Senior Managers across Mytime Active to develop a long term strategy which determines our future direction through four key themes:-

- Build - building on our strengths and making them better.
- Well being - offering our customers an integrated approach to golf, leisure and health.
- Invest and Grow - growing our impact and making a difference to communities.
- Strengthen and Consolidate – having the right systems, structures and people

The focus for the year is bringing the four themes to life through a well developed business plan that is communicated and delivered across all levels of the organisation.

Bromley Council has approached us to renegotiate the current contract. We are excited by the possibilities that this offers to make a real difference to the well being of Bromley residents and we are responding positively. We remain fundamentally committed to growing and deepening our partnership with the Council which reflects the importance we place on Bromley as our core area of operation.

We have included our 2016 pricing review within appendix 2. Through this we aim to balance the need to be financially sustainable with affordability. This is essential in order to re-invest in facility and service improvements.

Finally, we have outlined our investment fund proposals for the next five years in appendix 3, and we request the Council release the funds due.

## Appendix 1: Mytime Active governance

The Mytime Active Board of Trustees meets quarterly. Trustees during the 2014/15 period were:-

- Dennis Barkway, former Leader of Bromley Council
- Len Tutt, retired Bromley Councillor
- Christine Whatford, former Director of Education & Leisure for Hammersmith & Fulham
- David Pickup, former Director General of the Sports Council
- Mark Oakley, partner with law firm Judge & Priestley
- Tim Stevens, Bromley Councillor
- Johnny Heald, Managing Director at ORB, a market research and polling agency
- Adrian Hollands, Chartered Accountant & senior partner of Baker Tilly
- Nicholas Bennett, Bromley Councillor
- Isobel Gowan, former CEO of a NHS Trust & a Leadership & Organisational Development Specialist
- Michael Evans, Managing Director of Madano a strategic communications company

The Board of Trustees has delegated the responsibility of administering the Charity to a senior leadership team, which is made up of the following people who meet monthly:-

- Marg Mayne, Chief Executive
- Phil Drury, Finance Director
- Martin Boyce, People Director
- Matthew Roberts, Commercial Director
- Mike Evans, Health Director

### **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 2014/15 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, identified risks are reviewed periodically and appropriate action taken where necessary.

### **Annual audited accounts**

The annual audited accounts for 2014/15 have been approved and are available as a public document.

## Appendix 2: Pricing Review 2016

### **Introduction**

Mytime Active is pleased to submit, as part of the Bromley Annual Report 2014/15, its annual pricing review for the next calendar year. The key criteria for this review are comparisons with similar services elsewhere and affordability whilst continuing to drive accessibility and increased participation.

Mytime Active understands the need to balance affordability with the need to be financially sustainable. Our vision is to drive participation through a clear and simple pricing structure that rewards loyalty but encourages those less active.

### **Harmonisation and simplicity – Year 2**

Mytime Active adopted a long-term phased approach in 2015 to review its pricing strategy in order to simplify and harmonise the prices charged, and, where possible, we aim to standardise prices across the facilities/services. We are to advance our membership packages further, whilst maintaining our commitment to those most in need in order to encourage participation. A 'Family membership' will be the core proposition with which we go to market. Not restricted by typical classification, the family membership concept will increase affordability for multiple users under one payment process.

Historical pricing arrangements with individual customers or special groups that were intrinsically unfair are reducing. We have set out to continue this process of harmonisation in order that the pricing of services, products and facilities are transparent and equal to any enquiry in addition to being consistent with comparable groups across the division (swimming clubs for example).

### **Benchmarking with the competition**

Mytime Active must maintain a value for money product to sustain income growth for the good of the service. Accordingly, a benchmarking exercise in addition to our measured position in major sector reports (Leisure Database information) is undertaken annually to compare market rates, penetration and share within our sector. It should be noted that competition is stiff, specifically from the low cost (budget) options available, we are under pressure on costs (see earlier section) and we see the way forward as growing volume by focusing on attracting families and less active people, maximising usage at off peak times and improving retention through customer service, satisfaction and engagement.

### **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 2016 we will be again 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 2016 we are applying a flat 2% increase rounded to the nearest 5p to all casual paying services, with exception(s)
2. A number of our prices have been frozen and these include:-
  - ALL MEMBERSHIP CATEGORIES
  - Under 3s swimming will remain free of charge
  - Primetime prices for the 60+ market, including swimming and group exercise classes
  - Concessionary prices for those on low incomes, including swimming and group exercise sessions
  - Swimming lessons on Get Active in Swimming courses
  - Children's parties, with the exception of exclusive party hire packages where an above inflation increase will be applied
3. In line with inflation, increases will be applied to a number of community hirers (some will be frozen).
4. Our before and after school childcare provision prices will remain at the current price point until September 2016. 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 2016, 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**

Leisure centres: 1 January 2016

Civic halls: 1 January 2016

Golf courses: 1 January 2016

Childcare: 1 September 2016

### Appendix 3: Investment fund proposal

The agreement between Mytime Active and the Council requires Mytime Active to submit proposals to the Council to develop a rolling programme of schemes to access the investment funding (inflated by RPI each year – assumption of 2%).

Due to on going negotiations with the Council during 2013/14, it was agreed a five year investment plan was not submitted as part last year's annual report. As a consequence throughout this year, we have had ongoing discussions with the Council regarding release of the investment fund to invest in refurbishment and upgrading the facilities. We submitted the five year investment plan in April 2015.

The investment monies have not been fully released for 3 years, and the cumulative amount accumulated in the fund is now £1.51m, a sum which reflects the extent of underinvestment in the facilities. This is impacting negatively in the service we can offer, with an increasing number of customer complaints about the condition and age of the facilities. It is also a factor in reduced attendances, reduced number of people locally who are engaging in activity, and a less sustainable business model for Mytime Active.

The tables provided on the following pages have been discussed and adapted in light of comments from officers and highlight our proposed schemes for 2016 to 2021.

The first table, "accumulated monies", gives a breakdown of schemes through which we allocate the £1.51m mentioned above. The schemes are representative of key service area improvements that will cover a number of liabilities. However Mytime Active will not cover further works as per 2.3.3 of the deed of variation.

The investment fund proposal below continues from year 13 of the agreement (2016/17) and the years listed account for the funds in line with the contract having applied the agreed RPI % increases.

Total annual value for each year is as follows:

- Accumulated monies - £1.51m – still to be authorised and allocated.
- Year 13 – 2016/17 = £666,689
- Year 14 – 2017/18 = £680,294
- Year 15 – 2018/19 = £694,178
- Year 16 – 2019/20 = £494,178
- Year 17 – 2020/21 = £504,263

We therefore request release of the accumulated funds of £1.51m and the year 13 funds of £666,689, which total £2.177m.

**Investment Fund 2016/2021 – MAJOR WORKS**

**ACCUMULATED MONIES - WORKS PROPOSED**

Accumulated monies	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
	Pavilion swimming pool upgrades	To increase the swimming pool features at the Pavilion leisure pool.	£500,000	<ul style="list-style-type: none"> <li>• Increase features for the under 8's (water cannons, additional slides and interactive water features).</li> <li>• New flume arrangement (pending feasibility)</li> <li>• Redecoration of swimming pool area (tiling and painting throughout)</li> <li>• Improvement into swimming pool changing rooms</li> <li>• Decrease H&amp;S liabilities / risks.</li> <li>• Reduce landlord liabilities</li> </ul>
	Addition Spa facility improvement (To £330K agreed)	To upgrade the key customer facing facilities to improve fundamental services	£110,000	<p>The following addition requirements:</p> <ul style="list-style-type: none"> <li>• A second access control system to dryside</li> <li>• Decoration throughout dryside of the building including re-tiling changing rooms floors and walls</li> </ul>
	Wetside changing room and sanitary upgrades	To improve the wet side changing facilities across the portfolio	£200,000	The changing Villages at Beckenham Spa. This includes: New changing cubicles, locker arrangements (hire agreement to be considered), showers, toilets and vanity areas.
	Wetside changing room and sanitary upgrades	To improve the wet side changing facilities across the portfolio	100,000	Walnuts and West Wickham Changing rooms (focus on operational improvement, reduce liabilities and improve basic decoration)
	High Elms Club House improvement	To provide access to the 2nd floor of club house (DDA) and introduce downstairs spike bar.	£150,000	Introduce lift to provide access to second floor
	Upgrade facilities at the Walnuts Leisure Centre	To upgrade the key customer facing facilities to improve fundamental services	£140,000	<p>To increase the café provision and improve the under 3's section of the soft play unit – increasing current attendance for this group range.</p> <p>F&amp;B offering to become integrated into current Mytime Active</p>

				offering.
	Gym kit improvements	Rolling programme of gym kit improvements.in response to customer feedback and IFI standards.	£310,000	Full gym kit change-over for the Spa at Beckenham.
<b>Accumulated monies</b>		<b>ACCUMULATED MONIES up to and including 2015/16</b>	<b>£1,510,000</b>	

**Investment Fund 2016/2017 (subject to discussion & agreement)**

<b>2016/17</b>	<b>Project</b>	<b>Project Details</b>	<b>Estimated Allocation</b>	<b>Capital Expenditure Analysis</b>
Year 13	Bromley Golf Course	To install adventure golf into BGC.	£300,000	To install a new user offering of adventure golf. An interactive (Weather proof) offering.
Year 13	Gym Kit Rolling improvements	Gym rolling programme (Walnuts)	£250,000	Full kit renewal for remaining contract length.
Year 13	Portfolio security upgrade (CCTV)	Renewal and upgrade of all CCTV operations in Bromley portfolio.	£116,689	Systems to move onto an IP platform for improved picture and addition sound quality. All saved centrally - improved H&S environment for users.
<b>YEAR 13</b>		<b>Year 13 Funds Available</b>	<b>£666,689</b>	



**Investment Fund 2017/2018 (subject to discussion & agreement)**

2017/18	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
Year 14	Re-introduction of the Spa Health Suite	Feasibility study of unused space	£300,000	For reintroduction or a new use for the Health Suite space (Studio / Room Hire space for lettings / Health suite).
Year 14	IT Upgrades	Portfolio upgrades (both hardware and software)	£380,594	<ul style="list-style-type: none"> <li>• Front of house Computer systems</li> <li>• Communication – Wifi and phones</li> <li>• Software Upgrades.</li> </ul>
<b>YEAR 14</b>		<b>Year 14 Funds Available</b>	<b>£680,294</b>	

**Investment Fund 2018/2019 (subject to discussion & agreement)**

2018/19	Project	Project Details	Estimated Allocation	Capital Expenditure Analysis
Year 15	Environmental Management improvement	To install energy products in line with the environmental programmes to reduce CO2	£300,000	Schemes to be considered – <ul style="list-style-type: none"> <li>• Photovoltaic Power installations</li> <li>• Solar heating</li> <li>• Air source heat pumps</li> <li>• LED lighting fixtures &amp; fittings.</li> <li>• Boiler / burner modifications</li> </ul>
Year 15	Halls Sanitary Improvements.	A schedule of work to improve toilet facilities at Crofton, BPH and GH	£75,000	Improvements to include: <ul style="list-style-type: none"> <li>• DDA toilet facilities at each site</li> <li>• Refresh / replacement of all current facilities including, toilets, sinks, urinals and vanity urinals.</li> </ul>
Year 15	Bromley Golf Course	New equipment purchased as per rolling	£100,000	To refit fit grounds equipment for Bromley Golf Course.

		programme		
Year 15	Gym Kit Rolling improvements	Gym rolling programme (Walnuts)	£219,178	Full kit renewal for remaining contract length.
<b>YEAR 15</b>		<b>Year 15 Funds Available</b>	<b>£694,178</b>	

**Investment Fund 2019/2020 (subject to discussion & agreement)**

<b>2019/20</b>	<b>Project</b>	<b>Project Details</b>	<b>Estimated Allocation</b>	<b>Capital Expenditure Analysis</b>
Year 16	Soft play Equipment refresh	Purchase and replace Buzz zone areas – including possible new features	£144,178	Engage sport and play to improve existing offering and completed maintenance and cleaning programme.
Year 16	Halls decoration and refurbishment programme	Redecorate throughout the 3 borough halls – including furniture, tables and chair purchase	£200,000	In addition to decoration programme to purchase new additional and refreshed trestle tables, and stacking chairs across the estate.
Year 16	Kitchen areas of the Bromley portfolio	Refit as per rolling programme the estate Kitchens – where necessary	£150,000	Kitchen replacement upgrade at Spa, Walnuts, Pavilion,
<b>YEAR 16</b>		<b>Year 16 Funds Available</b>	<b>£494,178</b>  <b>(due to £200k reduction)</b>	

**Investment Fund 2020/2021 (subject to discussion & agreement)**

<b>2020/21</b>	<b>Project</b>	<b>Project Details</b>	<b>Estimated Allocation</b>	<b>Capital Expenditure Analysis</b>
Year 17	West Wickham Gym Kit	Refit of gym kit as per rolling programme	£200,000	Full kit refresh for Wickham (dependent on build)
Year 17	IT Software and Website improvement updates	Bromley portfolio IT upgrades.	£260,000	To include: <ul style="list-style-type: none"><li>• Web / application / kiosk upgrades and improvements.</li><li>• Access control systems upgraded to include new access to card systems.</li></ul>
Year 17	Swimming pool Kit improvement	Purchase of new pool equipment	£44,263	To include, floats, lane ropes, Swim school equipment.
<b>YEAR 17</b>		<b>Year 17 Funds Available</b>	<b>£504,263</b>  <b>(due to £200k reduction)</b>	