



# Revitalise & Reinvent

**Brimhams Active Company Strategy  
2021-2025**

(updated March 2023)

Brimhams Active Ltd is a community health and wellbeing  
company owned by North Yorkshire Council



“If physical activity were a drug, we would refer to it as a miracle cure due to the great many illnesses it can prevent and help treat.”

- Dame Sally Davies  
UK Chief Medical Officer  
(March 2011 to September 2019)



# Foreword



**Cllr Simon Myers,**  
NYC executive  
member for growth  
and culture, leisure,  
sport and housing

**In my new role I am committed to helping shape the future direction of leisure across North Yorkshire so services can successfully contribute to the wider strategic objectives of our new North Yorkshire Council.**

Our new Council is endeavouring to deliver unprecedented transformational opportunities as a result of Local Government Reorganisation across North Yorkshire, and I will be working closely with Brimhams Active and our other leisure services so they can play a key part.

Launched in August 2021, as a local authority owned trading company supported by an unprecedented £45million facility investment programme, Brimhams Active has set out to reinvent conventional leisure services to focus on delivering person centred health and wellbeing outcomes through its unique five ways to wellness offer.

The work of leisure and related services is very important to support people to be physically active and to maintain good health and wellbeing. Our leisure services also provide essential spaces for people, sports clubs and local groups to take part in organised and informal community based sport and recreation. As well as improving the quality of lives through better physical and mental health, this also delivers a welcome economic benefit to our communities.

Brimhams has already achieved remarkable early success and this updated strategy outlines how Brimhams will continue to design and implement a pioneering new service model that is both financially efficient and effective in relation to the measurable outcomes it achieves.

I wish the team at Brimhams all the very best.

# Introduction



**Mark Tweedie,**  
Managing Director

**I am delighted to introduce our updated company strategy. It follows our original version that marked the launch of Brimhams Active in August 2021.**

This strategy is the blueprint to deliver our ambition to reinvent conventional leisure services to a more impactful, person centred health and wellbeing service. And, supported by our unprecedented £45million facility investment programme, this strategy aims to revitalise our services post Covid-19 pandemic.

This is really important because maintaining good health and wellbeing is a UK and a global issue. It creates enormous socio-economic challenges, primarily due to ageing populations and lifestyle related poor health which accounts for around 70% of disease in the UK.

Our vision, mission and aims remain unchanged. We have consolidated our strategic objectives to create a more coherent thread through to our business plan, and also to enable improved performance management through our theme group approach.

Our service offer continues to develop around a range of mind and body interventions, with a broad appeal suitable to meet a wide variety of needs and with movement as the core offer and keystone habit. This is becoming synonymous with our trademark 'Five Ways to Wellness' service model.

We also recognise that wellness is a growing commercial opportunity, so it makes business sense, as well as social sense, to transform our service in this way. We are on the way to creating the successful blueprint for an efficient and effective sustainable business model that delivers both exceptional outcomes and reduces the cost of the service to the Council. So a win-win both ethically and commercially.

The scale of our challenge remains high due to rising health and socio economic inequalities coupled with difficult economic circumstances adversely impacting on the costs of operation. However, the challenge continues to be more than matched by the scale of the opportunities we have within our grasp.

Our facility investment programme coincides with the launch of our new Five Ways to Wellness service offer. We also have the fantastic opportunity to work with more people and partners with new skills and common objectives as part of the newly formed North Yorkshire Council.



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**This updated strategy outlines how we will achieve our vision, and strategic aims and objectives working with North Yorkshire Council from April 2023.**



# Physical Activity Insights

Activity levels in England were increasing until measures to counter the Covid-19 pandemic were introduced in March 2020. The national lockdown led to unprecedented decreases in activity levels between March and May 2020. Overall however, the proportion of adults who were active in England was unchanged compared to the previous year, but there was a small increase in the proportion who were inactive.

Between May 2019 and May 2020 England and the Harrogate district comparative physical activity participation was as follows:

**62.8%**

of people (28.6m) did an average of 150 minutes or more per week compared to 66.9% in the Harrogate district

**25.5%**

of people (11.6m) did less than an average of 30 minutes a week compared to 22% in the Harrogate district

**11.7%**

of people (5.3m) were fairly active but didn't reach an average of 150 minutes a week compared to 11.1% in the Harrogate district

## Overall the data tells us that:

- Men are more likely to be active than women
- Those in routine/semi routine jobs and those who are long term unemployed or have never worked are the least likely to be active
- Activity levels generally decrease with age, with the sharpest decrease coming at age 75+
- Activity is less common for disabled people or those with a long term health condition
- There are differences observed in activity levels based on ethnic background

## HARROGATE DISTRICT

# Demography and Health Insights

### Least deprived in North Yorkshire

The district is the least deprived in North Yorkshire but has areas of disadvantage with an 11 year gap in life expectancy between wards and eight wards where more than one-in-five children grow up in poverty

### 15,600 people with a limiting long term illness

There are approximately 15,600 people aged 65+ with a limiting long term illness and 42% report that their daily activities are limited because of illness

### 40% of adults could improve their diet

Self-reported fruit and vegetable consumption shows that the district is below the England average in consuming the recommended intake of at least five portions of fruit and vegetables per day, data indicates that nearly 40% of the districts adult population could improve their overall diet

### Aging population

The district has an ageing population that is comparatively older than the England average

### 160,533 population

The district's population is estimated to be 160,533 and is increasing but the working-age population is proportionally decreasing

### 2,000 people with dementia

There are nearly 2,000 people aged 65+ with dementia diagnosed in Harrogate, with a further 560 cases thought to be unrecorded, the district has a significantly higher rate of people estimated to have dementia being diagnosed when compared with England (78% verse 69%)

### 4% from minority ethnic groups

Approximately 4% of the district's population is from black, Asian and minority ethnic groups, compared with 15% in England

### 58% are overweight

The proportion of adults who are overweight or obese is 58% which is similar to England at 62%



# Our Offer and our Facilities

*We provide accessible and affordable gym, group exercise, aquatic, recreational sport, therapeutic, relaxation, rehabilitation, day care, cultural and learning activities for health and well-being with ancillary catering and retail facilities.*

1. Harrogate Leisure and Wellness Centre
2. Jack Laugher Leisure and Wellness Centre
3. Nidderdale Leisure and Wellness Centre
4. Knaresborough Leisure and Wellness Centre
5. Starbeck Baths
6. Turkish Baths Harrogate
7. Jennyfield Styan Wellbeing Hub
8. Knaresborough Wellbeing Hub
9. Fairfax Wellbeing Hub
10. Little Explorers Day Nursery





# Facility Investment Programme



Jack Laugher Leisure and Wellness Centre

Phase one opened March 2022, comprising of a six lane **25m pool** with **sauna/steam experience** to replace Ripon Spa Baths and extended dry facilities, including a **re-equipment gym**. Phase two will open in early 2024 and will include a sports hall, two large groups exercise studios and a dedicated group cycling studio



Harrogate Leisure and Wellness Centre

Opening late summer 2023, a complete refurbishment of The Hydro to maintain its **excellent aquatics facilities**, adding a **sauna/steam experience**, a **new look cafe experience** and providing **extended fitness suite** and **group exercise facilities**, including a **dedicated group cycling studio**



Knaresborough Leisure and Wellness Centre

Opening late summer 2023, a new facility to replace Knaresborough Swimming Pool comprising of a **six lane pool** plus **activity pool** with a **flume**, a **sauna/steam experience**, a **gym with a large group exercise studio** plus a dedicated **group cycling studio** and a cafe



Fairfax Wellbeing and Community Hub

It is anticipated that internal reconfiguration will provide a **new studio and meeting space** for **exercise and community group activities**

The investment programme has a focus on introducing modern energy efficiency measures to contribute to ambitious carbon reduction goals.



Our Vision which is our  
Shared Sense of Purpose...



A healthier more  
active population  
living longer more  
independent and  
happier lives



# Our Mission & Values

## Our Mission:

**‘We help people to move more  
and live well and feel great’**

## Our Values:

WE ARE..  
**Inclusive**

We act with kindness  
and integrity respecting  
differences and  
embedding equality  
of opportunity

WE ARE..  
**Ambitious**

We are flexible,  
adaptable and bold  
in our approach to  
delivering excellent  
services as one local  
organisation

WE ARE..  
**Creative**

We are curious,  
inventive, continuously  
learning and look for  
improvements that  
deliver value for  
money

WE ARE..  
**Together**

We are customer-  
focused and work  
collaboratively with all  
partners as one team to  
deliver our shared  
goals



# Our Strategy

## Our Strategic Aims

1. To reduce the proportion of the population that is physically inactive
2. To contribute to reducing health inequalities & particularly obesity in the local community
3. To be sustainable by taking a balanced approach to accessibility, affordability & commerciality in operating leisure services, whilst delivering an excellent customer experience

## Our Strategic Objectives

1. To create **meaningful relationships** with our customers, partners and communities, promoting **accessible, inclusive and tailored opportunities** for participation that centre around the 5 ways to wellness model
2. To provide a **broad and varied health and wellbeing service** that directly meets the needs of our local communities, **encouraging customers** to adopt healthy habits and optimise their health and wellbeing
3. To create a **strong and supportive, values based culture of learning, listening and leadership** where our people are fully **engaged** with the company mission, **rewarded** for effort and **provided opportunities** to reach their potential, ultimately promoting operational excellence
4. To operate an **efficient, effective and sustainable organisation**, embedding a **data driven approach** to decision making through strategic **partnership engagement** and robust **performance management**

# OUR FOCUS ON Retaining Customers

***“People will forget what you said. People will forget what you did. But people will never forget how you made them FEEL.”***

- Maya Angelou

## **Our focus:**

**We will grow participation and revenue by retaining customers which will in turn increase our impact on more peoples health and wellbeing.**

## **We will:**

1. Endeavour to provide great experiences in great places for all our customers
2. Make it our business to understand what our customers want to achieve
3. Educate, empower and help our customers to develop positive habits
4. Encourage and assist our customers to take part in group activities because social interaction is key to wellness and exercise adherence
5. Monitor the frequency of our customer visits and talk to them if their activity levels drop off
6. Help our customers manage through periods when their circumstances might mean their activity levels cease or reduce



# OUR FOCUS ON Inclusion and Diversity

*“Share our  
similarities,  
celebrate our  
differences.”*

- M. Scott Peck

## Our focus:

We have an ongoing commitment to our customers by recognising and celebrating diversity, eliminating discrimination and providing accessible services for everyone. Our goal is to develop services that meet the needs of all our customers, irrespective of disability, gender, age, race, sexual orientation or religion.

## We will:

1. Identify and reduce barriers to participation and develop targeted provision to address health inequalities
2. Recognise that every customer is different and engage with them to discover their requirements
3. Develop a service where individuals are listened to, valued and respected which will improve their wellbeing and resilience and empower them to be the best they can be
4. Recognise that not everyone has the same opportunities in life so we will aim to address these inequalities in partnership with the communities we serve and all our partners

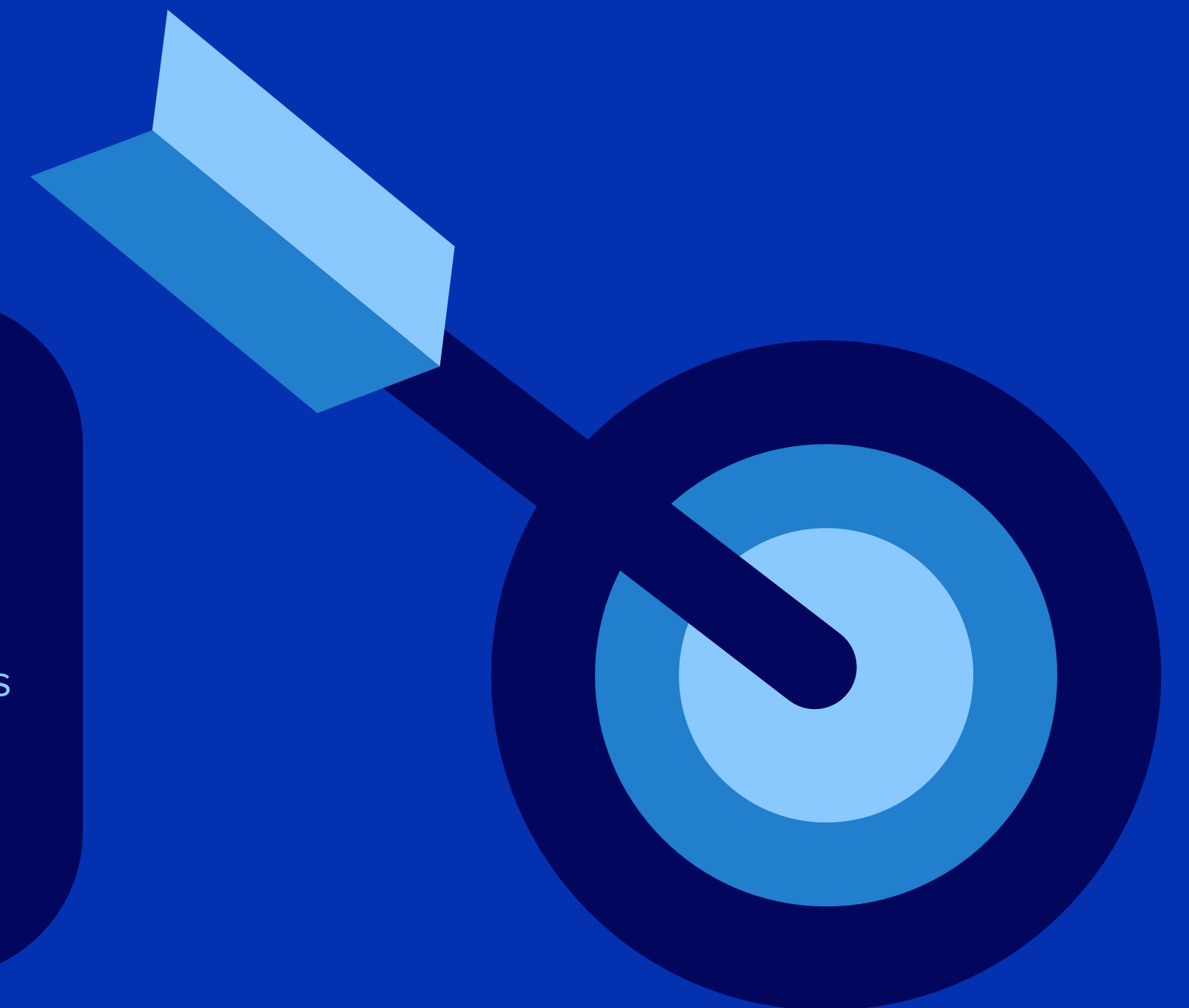


OUR FOCUS ON

# Targeted Services to Address Inequalities

**We will cater specifically for:**

1. People who are chronically inactive
2. People with long term health conditions
3. People with disabilities and additional needs
4. Minority groups with specific needs
5. Young people in care and leaving care





The background features a large, stylized lightbulb held by a hand on the left side. Above it, several other lightbulbs of varying sizes are floating. The color palette is primarily orange and yellow.

# Our Innovative New Approach

## We will:

Progressively make a transformative shift from a conventional leisure service to become a community health and wellbeing company

Be commercially and operationally efficient, but our purpose goes beyond this into genuinely serving our community by helping everyone to move more and live well

Achieve this by designing an innovative holistic health and wellbeing offer through our Five Ways to Wellness service model featuring movement at its core

Know that taking a holistic approach will improve physical and mental wellbeing, both of which are inextricably linked which will lead to people living longer more independent and happier lives

# Our Five Ways to Wellness Model

Our strategy is built around our 'Five Ways to Wellness' with Movement as the core offer and keystone habit to optimise overall health and wellbeing

Movement  
Connection

Mindset

Nutrition

Recovery





# 5 WAYS TO WELLNESS: Movement

**Movement will be our core offer and the keystone habit to drive healthy lifestyle choices**

## **We will:**

**Offer a broad range of universal and targeted services** including a range of exercise modes and intensities to appeal to everyone

**Endeavour to reduce the social, cultural, emotional and economic barriers** to maintaining an active lifestyle and increase the enablers

Focus on ensuring people have a **gentle introduction to exercise** so they **feel comfortable** and leave **feeling really positive**

Provide **accessible exercise** opportunities and **inclusive** publicity materials

**Make exercise fun** and equip people to **self-direct** their regular physical activity

***“Physical activity adds years to life and life to years”***







## 5 WAYS TO WELLNESS:

# Mindset

*Once your mind-set changes everything on the outside will change along with it"*

- Steve Maraboli

### We will:

**Empathetically listen** to our customers so we can help them to **set and achieve** long term personal wellness goals based on an deep understanding of their **strengths and areas for development**, by trying **new things**, building **confidence** and developing **thinking and behaviours** to combat stress and anxiety

# 5 WAYS TO WELLNESS: Nutrition

## We will:

**Help** our customers to know how to **use nutrition and hydration** to optimise their **health and performance**, involving the **planning** and **preparation** of nutritious meals and by providing easy access to nutritious smoothies and meals on the go

*“Let food be thy medicine  
and medicine be thy food”*

- Hippocrates







## 5 WAYS TO WELLNESS: Connection

*“Find your Tribe with  
Brimhams Active”*

*“No one belongs here  
more than you”*

### We will:

**Welcome** our customers to be part of their **wellness Tribe** to build **purposeful new relationships** with people who **share common challenges and goals** and are support to **engage in activities** and new experiences



## 5 WAYS TO WELLNESS:

# Recovery

### We will:

**Help** our customers with strategies to **optimise their sleep** and to **understand and experience mindfulness, meditation, rehabilitation and relaxation** experiences, and **therapies**

*“A calm mind brings inner strength and self confidence, so that’s very important for good health”*

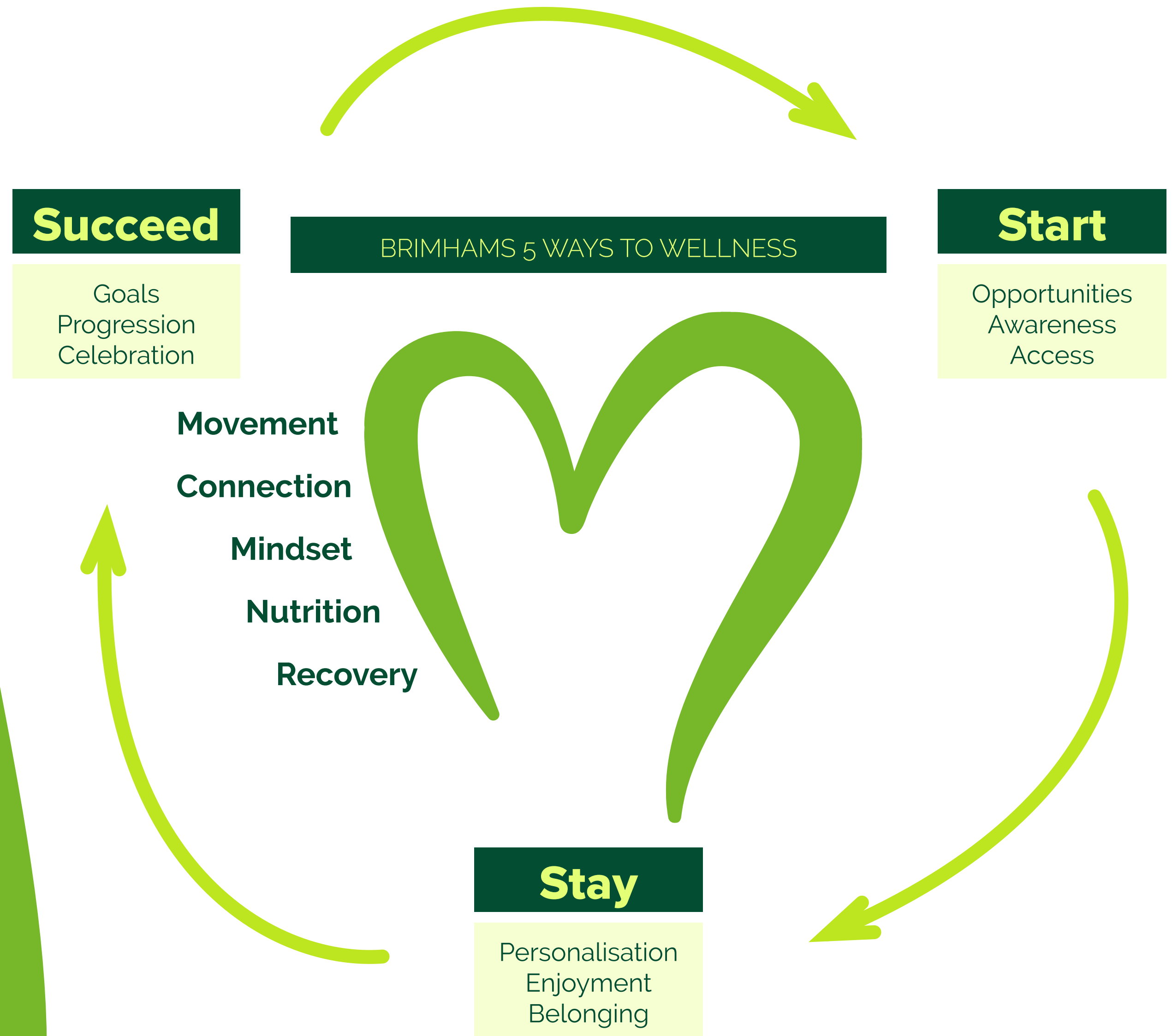
- Dalai Lama



# Our Service Design Principles and Journey

## We will:

- **Design and promote services that are accessible** and make it easy for people to start
- **Design services that suit the widest variety of needs** and help people develop positive habits so they remain committed to staying with us
- **Design services that educate and empower people** to become the architect of their own journey to optimise their health and wellbeing, and so they can experience self-directed success



# Our Headline Performance Goals

*Our headline performance goals feature in our Business Plan with relevant key performance indicators and further objectives / goals categorised into four themed areas of work*

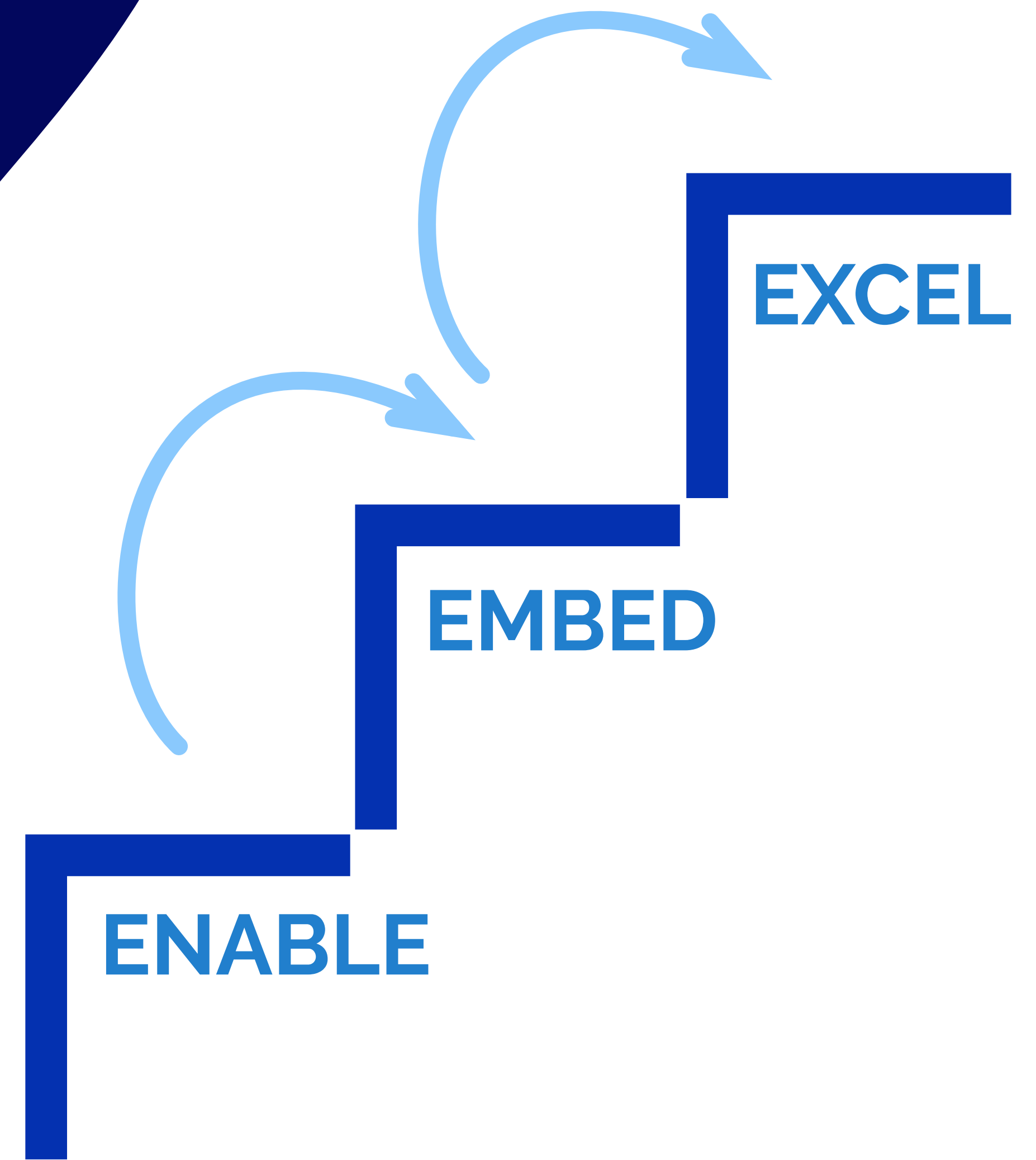
## **We will:**

- Increase participation
- Improve the wellness of our customers
- Improve operating efficiency
- Improve customer satisfaction
- Improve the satisfaction of our people
- Improve our green credentials



# The Phased Journey to Achieve our Goals

Beginning in 2021, over a four year period we will make progress through the phases of enablement, embedding and excellence, we will initially build the capability and capacity to **enable** new ways of working, then we will **embed** and further develop these ways of working before we progress to achieving **excellence** in service delivery and outstanding outcomes.



# Our Enablement Phase

In order to achieve our strategic objectives with excellence we need to initially build capacity and capability..

## We will:

- Design and deliver a **comprehensive People Development Plan**
- Create an exciting new **company brand** and **website**
- Model and embed our **company values** and **behaviours**
- Design and implement our **Five Ways to Wellness** service offer
- Introduce **online customer transactions** and other **self-service options**
- Introduce a **new customer journey** including a comprehensive **personalised induction**
- Redesign our **membership architecture** to appeal to everyone
- Introduce a **market leading corporate wellness service** offer
- Introduce a more **extensive and diverse facility** and community group exercise offer
- Ensure we have **purpose driven partnerships** with clubs and community groups that use our facilities
- Design an **innovative gym exercise** blueprint for all our facilities
- Deliver our **capital investment programme**



# Putting our Strategy into Action

## We will:

**Develop four theme groups** to lead on the key areas of work identified in our Business Plan. Each group will comprise of an expert team responsible for specific objectives. The work led by the theme groups will be underpinned by robust facility operations.

THEME GROUP  
**Finance and Performance**

THEME GROUP  
**Customer Engagement**

THEME GROUP  
**Customer Experience**

THEME GROUP  
**People Development**

# The Focus of our People Development Theme Group

**Our brand will be synonymous with high will, high skill people providing customer focussed exceptional services**

**We will remain committed to developing and supporting our people.**

## **We will:**

- Have great fun and work within a strong values based culture
- Model what we offer so we can better support our customers
- Promote leadership at all levels in our company
- Provide great personal development opportunities
- Promote an inclusive culture and workplace
- Provide quality apprenticeship opportunities
- Promote and facilitate great volunteering experiences
- Recognise and reward the effort and achievement of our people

# The Focus of our Customer Theme Groups

To stimulate and retain participation...

## We will:

- Provide **delightful experiences** for our customers most of the time
- Create deep and **purposeful relationships** with our customers
- **Remove our organisational barriers** that prevent us from creating the relationships we want with our people and customers – meet where they need to be
- **Help our people and customers** to adopt healthy habits

## Customer Engagement

- Initial engagement
- Service marketing
- Selling to the non-user

## Customer Experience

- Ongoing engagement
- Service design/delivery
- Retaining the customer





# Tailoring our Customer Engagement and Experience

- We will work with all our customers individually, initially undertaking a comprehensive personal assessment to understand their starting point, needs and wellness goals.
- We will guide and support all our customers through bespoke pathways to achieve remarkable results.
  1. A bespoke pathway for people who are inactive and are seeking to make a lifestyle change
  2. A bespoke pathway for people who have lapsed with an active lifestyle and want to form a healthy lifestyle habit
  3. A bespoke pathway for people who want to optimise their sports or fitness performance
- We will empower all our customers to be the architect of their own journey to optimise their health and wellbeing.

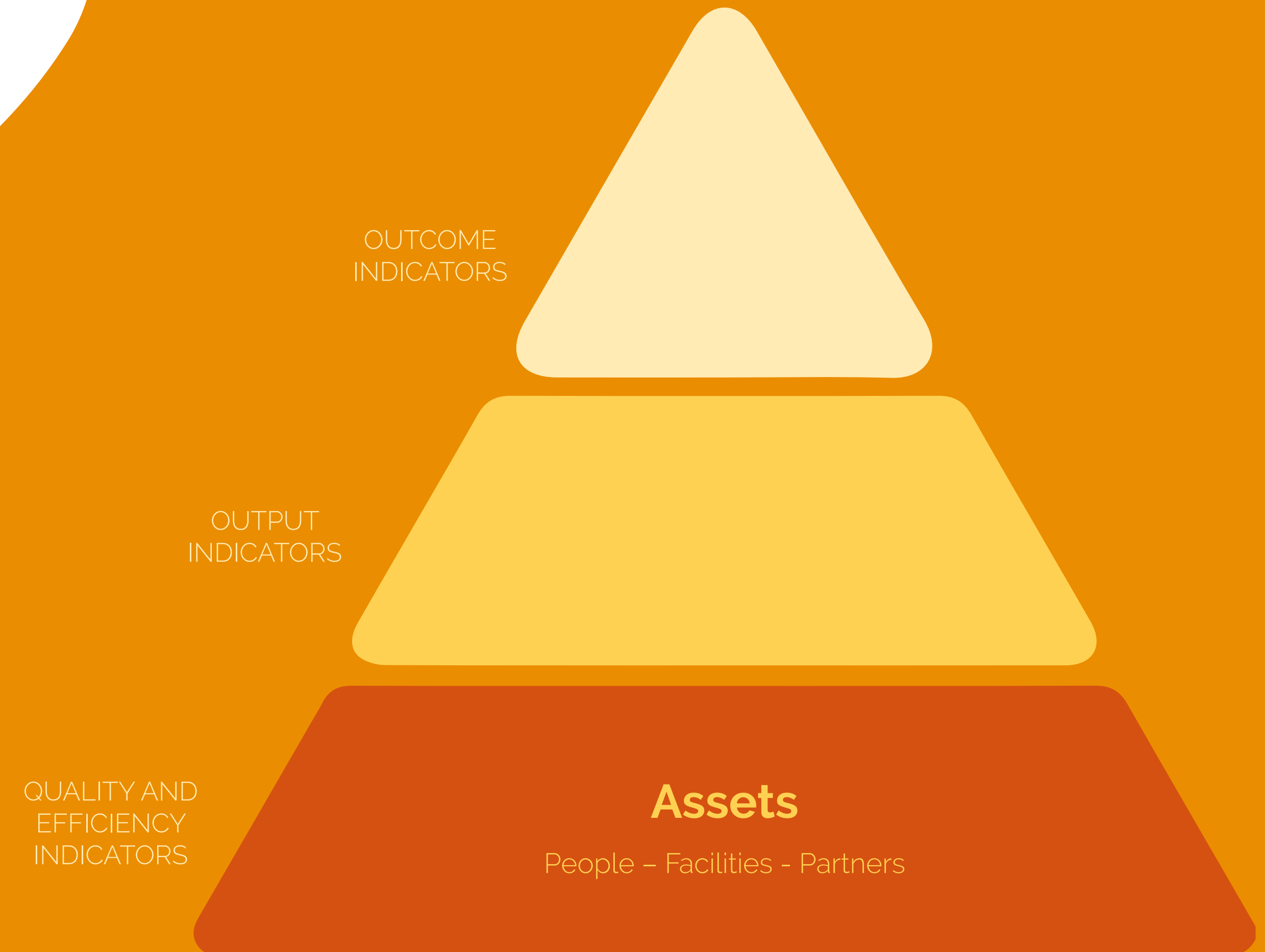


OUR FOCUS ON OUR

# Finance and Performance Theme Group

## We will:

- Always remain **curious** about how we can improve
- Adopt a **consistent approach** to measurement using qualitative data and quantitative output, outcome and impact measures
- **Carefully consider** the background and contextual information we glean when evaluating progress to develop a measured response to action
- Use the insight we glean to direct resources to priorities to make sure we **achieve an appropriate balance** to our commercial and health and wellbeing objectives





**“Stories are just  
as important to  
us as statistics”**



**IAN**

A journey from Fit4Fun participant to health and wellbeing development officer

## Stories from our Brimhams Tribe...

**In my late 30s I found myself really overweight, permanently tired, unable to enjoy the activities and sports I had always taken part in and really unhappy with the way I looked – my self-esteem was at a really low ebb.**

Over 11 months I lost six stones in weight through changing my diet and found I had loads more energy but I no longer had the opportunity to channel that energy in to getting fit and strong again, I didn't know what to do. It was then that I saw a Harrogate Borough Council programme called Fit4Fun to get people either exercising for the first time, or like me, back into regular exercise.

Ultimately, I put on a stone and a half of muscle mass and for the first time in a long while, I liked how I looked. My skin and colour were much healthier than they had been in years. It also helped me regain better control of my diabetes. Then, the Fit4Fun instructors asked if I

would be interested in training to be an instructor too? I jumped at the chance as I was now passionate about what exercise could do for us, both physically and mentally.

So began a journey that led to a career change, several further qualifications,

**“I jumped at the chance to train as an instructor as I was now passionate about what exercise could do for us, both physically**

and ultimately, to me being part of the team at Harrogate Borough Council who had helped me. It's a job I love, helping people live healthier, more active lives.



## Stories from our Brimhams Tribe...

**Stage four lung cancer spread to liver and lymph nodes. I had no surgery, just chemotherapy and radiotherapy. The treatment made me feel very tired, and I actually couldn't do any exercise at all. I found everyday activities a real struggle, due to lack of energy, motivation and just feeling weak all the time.**

The exercise sessions have helped me enormously. My fitness levels and muscle strength have increased. I feel stronger and more confident to do everyday things.

I've made lots of new friends through the exercise classes, and believe the social aspect of the sessions are just as important as the exercise itself.

I find the sessions fun and enjoyable, and this motivate me to keep attending. It's good

to be around others who have gone through similar things to me, and I don't feel silly if I can't do something in the session. Although I won't recover fully from my cancer, I can cope better with it, and I'm sure the exercise plays a big part in this.

**“I feel stronger and more confident to do everyday things. The social aspect of the sessions are just as important as the exercise itself.”**



**ANDREA**

Fit4Future exercise after Cancer  
Class Fairfax Community Centre



## JOHN AND KAREN

### Stories from our Brimhams Tribe...

**Both being very overweight, we spent a year walking everyday, up to seven miles, and controlling what we were eating. There was no weight loss which resulted in us giving up.**

After speaking to the doctor, it was suggested that we join Fit4life, on the understanding that we would commit to losing a pound in weight a week. This resulted in an interesting phone call with Matt. We downloaded the nutrition booklet which is full of useful information, advice and recipes.

We tuned in to the exercise classes with all three leaders which kept us motivated and improved our expectations. We made notes on all our measurements and keep a weekly weight chart. We averaged one pound a week loss, which gave us much encouragement.

After 12 weeks Matt informed us that because we've lost five per cent of our weight we could attend the gym free for 12 weeks. This offered us a great incentive to try even harder. We alternate the gym and swimming

every day and cannot express how grateful we are to have this opportunity. Having lost my parents within weeks of each other two years ago I have been feeling very low. However, exercising with Matt, and the daily gym and swimming, has helped my mood

**“We’re on the right path for the first time in a long time.”**

enormously. I had almost forgotten how to laugh. We have every intention to join the gym permanently, we still have weight to lose but believe we're on the right path for the first time in a long time.





### **Our Theme Groups will:**

- Lead the delivery of the company's aims and objectives
- Receive strategic direction from the Board
- Ensure progress is properly managed - monitored and evaluate.
- Ensure risks and exceptions are identified and managed
- Report to and make recommendations to the Board when necessary

# **Our Shared Theme Group Responsibilities**

# Our Specific Theme Group Responsibilities



# Revitalise & Reinvent Company Strategy 2023



## Our vision

A healthier more active population living longer more independent & happier lives.

## Our mission

We help people to move more and live well & feel great!

## Our aims

1. To reduce the proportion of the population that is physically inactive

2. To contribute to reducing health inequalities & particularly obesity in the local community
3. To be sustainable by taking a balanced approach to accessibility, affordability & commerciality in operating leisure services, whilst delivering an excellent customer experience

START – STAY - SUCCEED

ENABLE – EMBED - EXCEL

### Customer Engagement

**Strategic Objective:**  
To create meaningful relationships with our customers, partners and communities, promoting accessible, inclusive and tailored opportunities for participation that centre around the 5 ways to wellness model.

- We will engage non users through insight led marketing & promotion, & provide a personalised introduction to our services
- We will reduce barriers to access & develop personal & purposeful relationships with customers to meet their individual needs

### Customer Experience

**Strategic Objective:**  
To provide a broad and varied health and wellbeing service that directly meets the needs of our local communities, encouraging customers to adopt healthy habits and optimise their health and wellbeing.

- We will provide tailored services that meet individual customer wellness goals & provide delightful experiences
- We will empower & encourage our customers to become the architects of their own wellness & to sustain healthy habits

### People Development

**Strategic Objective:**  
To create a strong and supportive, values based culture of learning, listening and leadership where our people are fully engaged with the company mission, rewarded for effort and provided opportunities to reach their potential, ultimately promoting operational excellence.

- We will be role models & work within a fun, values based culture that rewards people & provides great personal development opportunities
- We will create a diverse workforce that promotes leadership at all levels & provide great careers & volunteering experiences

### Performance

**Strategic Objective:**  
To operate an efficient, effective and sustainable organisation, embedding a data driven approach to decision making through strategic partnership engagement and robust performance management.

- We will remain curious about how we can improve & adopt a consistent qualitative & quantitative approach to measurement, evaluation & action to improve
- We will use insight to direct resource to priorities & make sure we achieve a balanced approach to commercial & health & wellbeing objectives





**For More Information**

[www.brimhamsactive.com](http://www.brimhamsactive.com)

