

<b>Committees</b>	<b>Date</b>
Public Relations and Economic Development Sub-Committee (for information)	5 November 2019
Planning and Transportation Committee (for information)	5 November 2019
Culture Heritage and Libraries Committee (for information)	11 November 2019
Hampstead Heath, Highgate Wood and Queens Park Committee (for information)	13 November 2019
Education Board (for information)	14 November 2019
Epping Forrest and Commons Committee (for information)	18 November 2019
Health and Wellbeing Board (for information)	22 November 2019
Streets and Walkways Sub (Planning and Transportation) Committee (for information)	3 December 2019
Open Spaces and City Gardens Committee (for information)	9 December 2019
Community and Children's Services Committee (for information)	13 December 2019
Hampstead Heath Consultative Committee (for information)	27 January 2020
<b>Subject</b> The City of London Corporation's DRAFT Sport and Physical Activity Strategy for 2020-25	
<b>Report of</b> Kate Smith – Head of Corporate Strategy and Performance	<b>Public</b>
<b>Report Author</b> Sufina Ahmad – Corporate Strategy Manager	<b>For information</b>

## Summary

The Corporate Strategy and Performance Team (CSPT) was asked to develop a Sport and Physical Activity Strategy for the City of London Corporation following a decision in December 2018 at Policy and Resources Committee to invest in sport engagement work. Elected Members reviewed a previous version of the Sport and Physical Activity strategy for 2019-23 at nine Committees and a Members' Breakfast Briefing held between April 2019 and July 2019. Members provided extensive comments, including raising a motion at Court (included at Appendix One), and asked that a new draft be shared at Committees and at a Members' Breakfast for their feedback, and hopefully, endorsement. The new draft, which incorporates all the comments raised, can be found at Appendix Two.

The vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.* The key outcomes and activities include the City Corporation working with others to deliver successful major sporting events for London and the UK, sport engagement activities that strengthen community cohesion, and work that ensures people have

access to and participate in sport and physical activity. The strategy aligns to our Corporate Plan for 2018-23, specifically outcomes 2, 3, 4, 7 and 10. Once the strategy has been shared with all of the Committees listed on page one for their feedback and comments, these will be incorporated in to a proposed final version, which will be presented to Policy and Resources Committee in February 2020 for their approval.

## **Recommendations**

This Committee is asked to:

- i. Review the draft version of the Sport and Physical Activity Strategy – and provide their feedback on it which officers will then incorporate as directed.
- ii. Consider whether or not they will endorse the strategy, subject to the changes requested being made.
- iii. Consider and advise if a budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access.

## **Main Report**

### **Background**

1. In December 2018, Policy and Resources Committee approved a paper setting out a strategic approach to sport engagement activities by the City Corporation, which included the decision to invest in a Sports Engagement Manager, based in the Corporate Affairs Team. Consequently, it was felt that the City Corporation would benefit from a strategy document on sport and physical activity. The CSPT was asked to develop this strategy, which it did through desk-based research and meetings with the following internal and external colleagues:
  - a) Sam Hutchings – Town Clerk’s
  - b) Eugenie de Naurois – Town Clerk’s
  - c) Nick Bodger – Town Clerk’s
  - d) Paul Double – Remembrancer’s
  - e) Daniel McGrady – Community and Children’s Services
  - f) Andrea Laurice – Built Environment
  - g) Gerry Kiefer – Open Spaces
  - h) Xenia Koumi – Community and Children’s Services
  - i) Sam Bedford – Community and Children’s Services
  - j) Simon Cribbens – Community and Children’s Services
  - k) Greg Knight – Community and Children’s Services
  - l) Steve Garrett – Sport England
  - m) Emily Neilan – London Sport.

### **Current Position**

2. The strategy was shared with elected Members at the following Committees for comment:
  - Health and Wellbeing Board (HWB), April 2019
  - Hampstead Heath Consultative Committee (HHCC), April 2019

- Community and Children’s Services (CCS) Committee, May 2019
- Epping Forest and Commons Committee (EF&C), May 2019
- Education Board (EB), May 2019
- Planning and Transportation Committee (P&T) (via email to chairman and deputy chairman), May 2019
- Streets and Walkways (Planning and Transportation) Sub-Committee (S&WSC), May 2019
- Hampstead Heath, Highgate Wood and Queen’s Park (HHHWQP) Committee, June 2019
- Public Relations and Economic Development (PRED) Sub-Committee, to take place on 2 July 2019.

Two additional informal opportunities to comment were requested and arranged:

- A meeting with Richard Sumray, a co-opted Member of HHCC and chair of the Sports Advisory Group, the chairman of HHCC and of HHHWQP and the chairman of EF&C, June 2019; and
- Informal Members’ Breakfast Briefing, on 28 June 2019, for which this pack has been produced so that comments to date and officers’ resultant proposals can be viewed in the round for further comment.

3. Members made substantial comments and have asked that it be presented to all Committees again. A motion was also raised at the Court of Common Council in September 2019. This can be found at Appendix One.
4. The new version incorporates all of the changes and additions suggested and is presented in this paper at Appendix Two, as well as incorporating feedback shared at a Members’ Breakfast Briefing held on 18 October 2019. The main changes to the draft relate to the vision and outcomes and the period of the strategy (2020-25). Information on the sport and physical activity related assets owned and operated by the City Corporation has also been included in the draft, as well as adding in information on the oversight and responsibility for the strategy.
5. For the purpose of this strategy, the City Corporation has defined sport and physical activity as follows:  
*Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.*
6. The City Corporation’s vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.* The City Corporation will work with relevant local, regional and central governments, infrastructure bodies including Sport England and London and Partners, national governing bodies for sport, businesses, civil society organisations, including charities, and individuals and communities directly to deliver the work outlined in the strategy.

7. The three key outcomes the City Corporation aims to achieve are:
  - a) People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.
  - b) High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.
  - c) London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.
8. The City Corporation will achieve these outcomes by building on our existing work and supporting the development and delivery of bids for major sporting events that benefit communities and the economy in London and the UK, alongside events, campaigns and activities that encourage individuals and communities to access and participate in sport and physical activities, including those activities that bring communities together positively.

### **Governance and implementation**

9. Members have asked that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:
  - Community and Children's Services Committee
  - Culture, Heritage and Libraries Committee
  - Epping Forest and Commons Committee
  - Education Board
  - Hampstead Heath Consultative Committee
  - Hampstead Heath, Highgate Wood and Queen's Park Committee
  - Health and Wellbeing Board
  - Hospitality Working Party of the Policy and Resources Committee
  - Planning and Transportation Committee
  - Policy and Resources Committee
  - Public Relations and Economic Development Sub-Committee
  - Streets and Walkways (Planning and Transportation) Sub-Committee.
10. The discussions of the Working Party could include, but not be limited to: approving the action plan for the strategy; ensuring that the strategy is reflected within the relevant departmental business plans and management plans; reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity; investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy; and ensuring activities are delivered within the resources available – monitoring impact and spend to inform resource allocation.

11. This strategy will be delivered through the following departments:
- **Town Clerk's Department** – Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
  - **Department of Community and Children's Services** – Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
  - **Remembrancer's Department** – Events Team.
  - **Department of Built Environment** – Strategic Transportation team.
  - **Open Spaces Department** – Central Management and site-specific teams.

### **Corporate and Strategic Implications**

12. Corporate and Strategic Implications:

This strategy will support the following outcomes and associated high-level activities within the City Corporation's Corporate Plan for 2018-23:

**Outcome 2:** People enjoy good health and wellbeing

**Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.

**Outcome 4:** Communities are cohesive and have the facilities they need.

**Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.

**Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Social Wellbeing, Mental Health, Education, Visitor Destination, Corporate Volunteering and Transport.

13. Security Implications: The City Corporation will ensure that security needs are met when delivering major sporting events, involving Health and Safety, Security and City of London Police colleagues as needed.
14. Financial and Resourcing Implications: Existing officer resource and budgets, including the Hospitality Working Group budget, will be used to deliver the activities outlined in this strategy, including the maintenance of our facilities and the level to which the organisation expects to maintain this. However, decisions need to be made on how funding and resourcing will be prioritised, including if an existing or a new budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access
15. Equalities Implications: All activities will need to comply with the priorities set out in the City Corporation's Equalities and Inclusion Action Plan, ensuring that the diverse needs of individuals and communities this work is aimed at are met.
16. Legal Implications: Any legal agreements or partnerships that the City Corporation considers or enters in to, particularly as part of major sporting events, will need to be signed off by the Comptroller and City Solicitor's department – ensuring that early steer and sign off is sought wherever possible.

## **Conclusion**

17. This Committee is asked to review the Sport and Physical Activity Strategy for 2020-25 and provide their comments and feedback. It is also hoped that this committee will endorse the strategy, subject to the specified changes being made. Please note that once the draft strategy has been reviewed by all of the committees listed on page one, and the relevant changes incorporated, a new proposed final version of the strategy will be shared with Policy and Resources Committee in February 2020 for their approval.

## **Appendices**

Appendix One – Motion raised at the Court of Common Council

Appendix Two – Proposed Final Draft Version of Sport and Physical Activity Strategy, 2019-23.

### **Sufina Ahmad**

Corporate Strategy Manager

T: 020 7332 3724 (Int. Ext. 3724)

E: [sufina.ahmad@cityoflondon.gov.uk](mailto:sufina.ahmad@cityoflondon.gov.uk)

**Motion –**  
*by Dominic Christian*

*To be presented on Thursday, 12<sup>th</sup> September 2019*

*To the Right Honourable The Lord Mayor, Aldermen and Commons*

*of the City of London in Common Council assembled.*

**Motion:-**

That this Honourable Court welcomes the development of a Sport & Physical Activity Strategy for the City of London Corporation which will enhance the City's contribution to London's cultural and community life; build on the existing work of our open spaces, schools, and academies; and support our commitment to the health and wellbeing of City residents, workers, and visitors.

In guiding Officers as they draft the Corporation's strategic vision for sport and physical activity, the Court believes that:

- Sport inspires competitors to achieve the best they can, and celebrates both winning and taking part;
- Sport and physical activity enables participants of all ages to live healthier more active lives;
- Sport unifies society: it is the ultimate social inclusion with participants and spectators drawn together from all backgrounds, helping to develop more cohesive communities;
- Sport produces significant social return, for example by improving mental health and reducing crime, including diverting young people away from gang and knife crime;
- Sport teaches fusion skills which enhance employability, such as teamwork and resilience;
- Sport contributes to London's global brand in offering a comprehensive attractive package to businesses and their staff in a way few other cities can;
- Sport enhances the Corporation's convening power by providing networking opportunities to bring people together informally.

Moreover, this Court notes the wide engagement of the City's business community in sport as commercial partners, as well as supporting staff and community sport activities, using both to strengthen brand and build bridges with domestic and international customers and stakeholders.

It further notes the importance that the Mayor of London and agencies such as London & Partners place on sport, both in growing participation and in bringing more elite competitions to the capital.

This Court therefore commits the Corporation to develop a comprehensive and unified Sport & Physical Activity Strategy which:

- a) supports the development and improvement of our existing sport and physical activity facilities, including those in our open spaces, and their use for both widening participation and hosting elite competitions;
- b) fully involves the City's schools and academies as part of their educational and co-curricular provision;
- c) supports London bids for international elite sport tournaments in accordance with Government, UK Sport and the Mayor of London's priorities, including provision of facilities and hospitality both during bids and once an event has been successfully secured;
- d) as part of our regional strategy, provides appropriate support for hosting bids submitted by other parts of the United Kingdom (where they are not in competition with London);
- e) engages City residents and workers, as well as students in our schools and academies and residents in Corporation housing, in sport and physical activity programmes and events designed to increase participation and improve health and wellbeing;
- f) promotes diversity and inclusion in sport, including women and girls, disability, BAME and LGBTQ+ involvement; and
- g) works alongside the Department for Digital, Culture, Media, & Sport; UK Sport; Sport England; the Sport & Recreation Alliance; London Sport; the Greater London Authority; London Councils; international and national sport federations; and local professional and amateur sports clubs.

In developing the new Strategy, this Court also requests:

- i. the Policy and Resources Committee to put in place:
  - (a) appropriate Member-level governance arrangements for strategic oversight of the Corporation's sport activities and sport engagement; and,
  - (b) being mindful of the ongoing Fundamental Review, appropriate resource allocation for sport, including drawing together existing resources into one identifiable budget;
- ii. the Establishment Committee to ensure that adequate management and operational structures are in place to oversee the delivery of the Strategy.

*Signatories to the Motion, pursuant to Standing Order 12(3):-*

*Dominic Christian  
Caroline Addy  
Rehana Ameer  
Alexander Barr  
Deputy Keith Bottomley  
Karina Dostalova  
Christopher Hayward*

*Alderwoman Susan Langley  
Munsur Ali  
Randall Anderson  
Nicholas Bensted-Smith  
Graeme Doshi-Smith  
Deputy Kevin Everett  
Sophie Fernandes*

*Deputy Jamie Ingham Clark  
Deputy Edward Lord  
Andrew McMurtrie  
Alderman William Russell*

*Alderman Gregory Jones  
James de Sausmarez  
Jeremy Simons  
Deputy Philip Woodhouse*

**Appendix Two:**  
**Draft Version of Sport and Physical Activity Strategy, 2020-25**  
**Strategy Author:** Sufina Ahmad, Corporate Strategy Manager

**Sport and Physical Activity Strategy, 2020-25**  
*For a healthy, active and thriving London*

**Foreword by the Chair of Policy and Resources and Town Clerk**

---

To be added, post approval at officer and Member Committees.

**Deputy Catherine McGuinness**  
Chair of Policy and Resources  
Committee

**John Barradell**  
Town Clerk and Chief Executive

**January 2020**

# Sport and Physical Activity Strategy, 2020-25 – For a healthy, active and thriving London

## Executive Summary

### Our definition of sport and physical activity, based on those used by Sport England and the World Health Organisation

Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

### Why sport and physical activity matters to us

The City Corporation aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan (CP). We want to raise London and the UK's profile globally: driving and inspiring engagement with and participation in sport and physical activity and contributing to London and the UK's attractiveness for individuals, communities and business. This drives improvements in physical and mental health, including tackling health inequalities, individual development, social and community development, including social isolation, and economic development.

### Who we will work with

We will work with relevant local, regional and central governments, sport infrastructure bodies, businesses, civil society organisations, including charities, national governing bodies of sport and individuals and communities to deliver the work outlined in this strategy. We want this strategy to support London as a whole, including our residents, our students, the visitors to our Open Spaces and the businesses and workers we support in the Square Mile.

### Our Vision

*To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.*

### Our Outcomes

*People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.*

**Links to CP Outcomes 2 and 3**

*High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.*

**Links to CP Outcomes 3 and 4**

*London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.*

**Links to CP outcomes 7 and 10**

### Our Activities

- Promote active travel in the Square Mile.
- Commission sport and physical activity services that individuals and communities in the Square Mile want and need.
- Work with Public Health to encourage sport and physical activity in the Square Mile.
- Use our assets to encourage accessible and inclusive sport and physical activity.
- Raise awareness of the benefits of sport and physical activity across our programmes, services, schools and Open Spaces.

- Host, and where needed, co-design inclusive mass participation events for local communities.
- Champion community-led ideas that encourage sport and physical activity and community cohesion.
- Engage businesses, including those in the Square Mile, in mass participation events.
- Work with sport infrastructure bodies, national governing bodies of sport and civil society to drive up sport and physical activity levels.

- Proactively and strategically support the development and delivery of bids and cross-sectoral partnerships for major sporting events.
- Deliver events and activities to celebrate and promote major sporting events.
- Offer a range of relevant services and support to visitors, event organisers, volunteers etc.
- Promote London and the UK's major sporting events offer, including the benefits, nationally and internationally to different audience

### Our Success Measures

This strategy will deliver an increased number of high-quality major sporting and mass participation events in London and the UK, ensuring that the City Corporation is recognised as a key partner within these, as well as a diverse and inclusive sport and physical activity offer that aims to support increased activity levels and improves wellbeing for our residents and workers, our students and those visiting our Open Spaces.

## Introduction and vision

---

The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2025. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's '*Sporting Future*' Strategy; Sport England's '*Towards an Active Nation*' Strategy; Public Health England's '*Everybody Active, Every Day*' Briefing; and the Greater London Authority's (GLA) '*Sport for All of Us*' Strategy.

## Definitions

Our definition of **sport and physical activity** is based on the definitions used by Sport England and the World Health Organisation<sup>1</sup>. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, as per the UK Chief Medical Officer's recommendations. We are defining an **inactive person** as someone who has done less than 30 minutes of moderate intensity activity per week – which is the definition used by Sport England in its '*Active Lives Survey*'<sup>2</sup>. The Chief Medical Officer's definition of an **'active' person** is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes.

## Why sport and physical activity matters

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive<sup>3</sup>. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds<sup>4</sup>.

Investing in sport and physical activity is very much aligned to our own strategic aims set out in our Corporate Plan for 2018-23, to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments. Like Central Government, we agree that sport and physical activity brings significant benefits and improvements to individuals and communities in the UK in the outcome areas listed on the following page:

---

<sup>1</sup> <https://www.who.int/dietphysicalactivity/pa/en/>

<sup>2</sup> <https://www.sportengland.org/research/active-lives-survey/>

<sup>3</sup> <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

<sup>4</sup> <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

## **1. Physical health –**

Sport and physical activity help people of all ages and backgrounds – including children and young people – to live healthier and more active lives. It can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. Sport and physical activity can also offer meaningful opportunities to address and tackle health inequalities. In addition to the health benefits, regular physical activity can help to alleviate the symptoms associated with common physical and mental health conditions, which in turn helps to reduce costs to businesses associated with sickness absence among the workforce.

## **2. Mental health –**

Sport, exercise and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, such as stress, anxiety and depression. This applies in a range of settings, including in public and open spaces, such as parks.

## **3. Individual development –**

Sport and physical activity can positively contribute to improving educational attainment and students' behaviours and attitudes, offering them fusion skills (a combination of creative, technical, cognitive and emotional skills), as well as support the development of characteristics and skills that enhance an individual's employability and wellbeing, such as team working, communication, resilience and problem solving.

## **4. Social and community development –**

Sport and physical activity can bring people together, often from different backgrounds, highlighting the positive aspects of their community and the place where they live, work or study, resulting in greater levels of community cohesion and reducing social isolation. This is often due to the values that sports instil such as respect, friendship, excellence, inspiration, equality, courage and many more.

## **5. Economic development –**

Sport and physical activity create jobs, promote growth, enhance the attractiveness of a place, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and it plays a significant role in supporting the UK Government's the GREAT Campaign, which promotes the UK abroad in a number of areas including our tourism offer. Indeed, sport is seen as an increasingly important political influencing and policymaking tool, as evidenced by the Department for Digital, Culture, Media and Sport, the Foreign and Commonwealth Office, the Cabinet Office and others considering this as part of the British Foreign Policy Group – a group that the City Corporation's Remembrancer is a member also. Ultimately, major sporting events hosted in London and the UK, alongside London and the UK's sport and physical activity offer, contribute to London's global brand by offering a comprehensive and attractive package to businesses and their workers in a way that few other places can.

## Why sport and physical activity matters to us

In addition to all of the above reasons, we are committed to the GLA, Sport England and London Sport's ambitions to make London ***the most physically active city in the world***. As part of this, they are committed to the following two major priority areas, which, given the breadth and quality of our assets, we feel our organisation can contribute to positively:

### 1. Major Sporting Events

London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

### 2. Increased levels of sport and physical activity

All Londoners, including those with visual impairments, physical disabilities, or those who are elderly, can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Additionally, it is our belief that investing in sport and physical activity is essential right now, in the face of:

- Higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England.
- An ageing population and the health and social risks that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England. Social isolation can be experienced by people of all ages and backgrounds, including young adults.
- Challenges to community cohesion – as evidenced in strategies and research by the GLA, often citing how this issue is exacerbated in London due to the levels of transience across different population demographics and the lack of positive diversions for people, such as young people who are at higher risk of being negatively impacted by knife crime in London.
- Reductions in public sector spending on sport and physical activity.
- Economic uncertainty alongside cost of living increases.
- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index.
- Political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

Going forward, **our vision** is:

*To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.*

## **What we will do**

---

### **Our outcomes and high-level activities**

In order to build upon our experience, and fulfil our strategic vision, we have identified the following three outcomes and associated high-level activities –

#### **Outcome 1: People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.**

This means that we will prioritise the following types of activities:

- a) Promote and support active travel, i.e. cycling and walking, for all abilities throughout the Square Mile.
- b) Adopt an evidence-based commissioning approach to the services we commission, using feedback from residents and insights collected through the Sport England ‘Active Lives Survey’. This will include incorporating elements of behavioural science, where relevant and feasible.
- c) Deliver public health-led campaigns for residents and workers in the Square Mile that result in increased access to and safer and healthier participation in sport and physical activity and improved health outcomes.
- d) Use City Corporation-owned assets, such as our cultural venues, our estates, our schools and our Open Spaces to encourage sport, physical activity and recreational activities that are accessible and inclusive for residents, workers, visitors and students – ensuring that they have the facilities that they need.
- e) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and running across City Corporation-owned Open Spaces, and make efforts to ensure that those in the Square Mile are aware of our Open Spaces and feel encouraged to access them.
- f) Raise awareness of the importance of sport and physical activity across our various activities, institutions, including our schools, and assets, including the importance to do this without resorting to performance enhancing substances.

#### Who we will work with:

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile and across our family of schools, as well as the volunteers at and

visitors to our Open Spaces and the relevant local government bodies in these areas. This outcome seeks to support mainly:

- Residents, workers and students that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and students that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

This outcome area will be led on by colleagues in the Community and Children's Services, Built Environment, Town Clerk's – Cultural Services and Open Spaces departments primarily.

**Outcome 2: High profile and inclusive mass participations events strengthen community bonds and encourage more sport and physical activity.**

This means that we will prioritise the following types of activities:

- a) Host and, where needed, co-design mass participation events across our Open Spaces and in the Square Mile that are inclusive and positively engage and benefit local communities, including our residents, workers and local schools, including the City family of schools. Examples of this include Cross Country competitions, Yard Yoga etc.
- b) Champion resident, volunteer and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our Open Spaces, which encourage sport and physical activity and community cohesion.
- c) Engage businesses in the Square Mile and the areas surrounding our Open Spaces in mass participation events as supporters and contributors, e.g. through funding, volunteers etc., as well as providing opportunities for their workforce to be more physically active.
- d) Continue to develop relationships with national governing bodies of sport, sport infrastructure bodies and civil society organisations to encourage more people to engage positively with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with local communities, our residents in the Square Mile, event organisers and visitors to our Open Spaces. This work will particularly seek to target:

- Individuals and communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.
- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.
- Universally targeted interventions that engage the people we work with in the Square Mile and beyond to increase their level of physical activity and

participation in sport. These will also support efforts to engage specific communities and improve health-related outcomes, as outlined above.

This outcome area will be led on internally by colleagues in the Town Clerk's, Community and Children's Services, Built Environment and Open Spaces departments primarily.

**Outcome 3: London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.**

This means that we will prioritise the following types of activities:

- a) Contribute proactively and strategically to all stages of bid development and delivery for London and the UK to host major sporting events.
- b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.
- c) Deliver exceptional events and activities for major sporting events and sports people in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.
- d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.
- e) Facilitate and/or support volunteer training programmes during major sporting events, including major tournaments.
- f) Offer signposting and information services to visitors at major sporting events.
- g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayor.
- h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level and to local communities to drive up their engagement with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

This outcome area will be led on internally by colleagues in the Town Clerk's, Remembrancer's and Built Environment departments primarily, with support from Open Spaces as required.

## **Our sport and physical activity related experience**

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to co-designing and co-delivering major sporting events and mass participation sporting events; encouraging recreation and physical and sporting activities across our 11,000 acres of Open Spaces and in our City family of schools<sup>5</sup>; and designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile. Activities relating to these areas or work include, but are not limited to:

1. **Promoting sport and physical activity:** including campaigns and activities to encourage sport and physical activity among the City's worker and resident populations, such as those delivered through the Business Healthy programme and the Active City Network; running an extensive sport and physical activity offer across our 11,000 acres of Open Spaces, including hosting sporting events at our sites; and ensuring sport and physical activity is prioritised and encouraged for our students across the City family of schools.
2. **Physical recreation:** including encouraging recreational activities to our residents and ensuring our Open Spaces are designed and maintained to encourage positive physical recreation for all.
3. **Commissioned services:** including services and facilities to encourage physical activity and sport engagement among those living or working in the Square Mile, such as exercise on referral and sports development services.
4. **Support for events:** including volunteer training, running information centres, road closures and route planning, delivering cultural events that complement and celebrate sport, and an extensive hospitality offer.

## **Our staffing for this strategy**

To deliver this strategy, we are delighted that we have much in terms of staffing expertise and assets to build upon. Officers that will be involved in delivering this strategy are based in the following departments:

- **Town Clerk's Department** – Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
- **Department of Community and Children's Services** – Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
- **Remembrancer's Department** – Events Team.
- **Department of Built Environment** – Strategic Transportation team.

---

<sup>5</sup> See page 6 of [City of London Corporation Education Strategy, 2019-23](#)

- **Open Spaces Department** – Central Management and site-specific teams.

Where necessary, officer support can be sought from colleagues within the Innovation and Growth department and the Lord Mayor's Office as well.

### **Our assets for this strategy**

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at **Appendix One**, but we recognise that more exist across the City of London family of schools.

### **Our funding for this strategy**

It is only through continued investment in our sport and physical activity related work that we can ensure the successful delivery of this strategy. The funding of sport and physical activity comes from departmental budgets which provide revenue to cover the costs relating to the staffing for this strategy highlighted above, the activities, including commissioned activities, they deliver and the running costs of the assets. It is important to ensure that this work is sustainable and attractive in relation to neighbouring providers. However, we understand that this has to be considered alongside our ambition to offer a diverse sport and physical activity offer for our residents, students, workers and visitors in the Square Mile and beyond to benefit from, as this ensures that all, regardless of their socio-economic background, can be supported by us to engage in sport and physical activity. Consequently, targeted interventions may be introduced to tackle health inequalities and barriers to being active.

Where additional funding is required to extend services to deliver the strategy and support the delivery of these duties, then this can be sought from internal funding streams and grant pots that exist, for example funding for events can be sought from the Hospitality Working Party of the Policy and Resources Committee. Furthermore, from time to time, and where appropriate, activities and events may be sponsored by external stakeholders such as City businesses.

In terms of maintenance of our physical assets, this can be funded in three ways mainly: departmental budgets, internal and/or external fundraising and the Cyclical Works Programme (CWP) if it forms part of the asset management plan. The CWP relates to the entirety of our assets, not just those used for sports and physical activity. It aims to ensure that our assets are maintained and do not fall into disrepair or unplanned disuse, however it does not guarantee that the facilities are brought up to or above changing modern day standards or requirements. The CWP is funded through a central budget and managed by the City Surveyors department. The CWP outlines on an annual basis the work that needs to happen across all sites. The list is compiled and prioritised based on the health and safety, security, equality duties, income stream maintenance, reputational risk and customer/client feedback received for each project listed. If the nature of the work requires capital expenditure, then funding can be applied for through the annual capital bidding process.

The departments which commit finances towards sport and physical activity are Community and Children's Services (circa £75k per annum), Open Spaces (circa £1.7m, based on 2015 data), Built Environment (TBC) and Remembrancer's (TBC).

### **Oversight and responsibility for this strategy:**

Given the way in which this strategy cuts across many different areas of our work, it is recommended that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:

1. Community and Children's Services Committee
2. Culture, Heritage and Libraries Committee
3. Epping Forest and Commons Committee
4. Education Board
5. Hampstead Heath Consultative Committee
6. Hampstead Heath, Highgate Wood and Queen's Park Committee
7. Health and Wellbeing Board
8. Hospitality Working Party of the Policy and Resources Committee
9. Planning and Transportation Committee
10. Policy and Resources Committee
11. Public Relations and Economic Development Sub-Committee
12. Streets and Walkways (Planning and Transportation) Sub-Committee

The discussions of the Working Party could include, but are not limited to, the following:

1. Approving the action plan for the strategy, ensuring that all identified activities align to at least one of the three identified outcome areas, as well as ensuring that the strategic outcomes outlined above are reflected within the relevant departmental business plans and management plans.
2. Reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity, which are part of the strategy's overarching performance and impact framework and can be tracked as part of the Corporate Performance Framework.
3. Investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy, including whether they should continue as they are or be stopped or repurposed .
4. Ensuring activities are delivered within the resources available – monitoring impact and spend to inform resource allocation.

If delivered successfully, this strategy should result in:

1. A diverse and inclusive sport and physical activity offer that reduces inactivity levels and improves the physical and mental health of our residents and workers in the Square Mile, our students and those that access our Open Spaces.
2. An increased number of high-quality major sporting and mass participation events in London and the UK that offer economic, social and/or health benefits for individuals and communities.
3. The City Corporation being recognised as a key partner within bids for and the delivery of major sporting events in London and the UK.

### **Links to our Corporate Plan**

---

Our vision as the governing body of the Square Mile, as set out in our Corporate Plan for 2018-23, is a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments*. This strategy will support the following outcomes and associated high-level activities within the Corporate Plan (CP):

- **CP Outcome 2:** People enjoy good health and wellbeing  
We will:
  - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
  - Raise awareness of factors affecting mental and physical health.
  - Provide advice and signposting to activities and services.
  - Provide inclusive access to facilities for physical activity and recreation.
- **CP Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.  
We will:
  - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
  - Cultivate excellence in academia, sport and creative and performing arts.
- **CP Outcome 4:** Communities are cohesive and have the facilities they need.  
We will:
  - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
  - Support access to suitable community facilities, workspaces and visitor accommodation.
- **CP Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.  
We will:
  - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.

- Promote London for its creative energy and competitive strengths.
- **CP Outcome 10:** We inspire enterprise, excellence, creativity and collaboration. We will:
  - Create and transform buildings, streets and public spaces for people to admire and enjoy.
  - Protect, curate and promote world-class heritage assets, cultural experiences and events.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport and as such, joint action planning will take place wherever possible. All work delivered through this strategy will also comply with the priorities set out in our Equalities and Inclusion Action Plan.

## **Conclusion**

---

We are pleased to commend the many and diverse benefits of sport and physical activity through this strategy. We feel that this strategy will contribute positively to London's cultural and community life, build on the existing work of our Open Spaces and schools, and support the delivery of our statutory duties to protect and improve the health and wellbeing of our residents, workers and students, and to promote the value of sport and physical activity to our visitors.

Ultimately, sport and physical activity delivers positive social, economic and health benefits for all. However, as in our own individual lives, there are both challenges and opportunities when it comes to ensuring sport and physical activity is prioritised, and so we know that we must collaborate with others and commit to learning from our work in this space.

## **Appendix One – Our assets for this strategy**

---

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at Appendix One, but we recognise that more exist across the City of London family of schools, for example:

### **Within the Square Mile –**

1. **Golden Lane Sport and Fitness Centre** – which we have commissioned Fusion Lifestyle to run.
2. **Outdoor Gym** – located between Lower Thames Street and the Thames riverside, between London Bridge and Old Billingsgate, made up of benches with instructions for completing different exercises.
3. **Guildhall Yard** – available to host sport and physical activity events, including Yard Yoga, Police tug of war, Fetcher's archery etc.

4. **Square Mile Streetscape** – available for use in mass participation sporting events, such as London Landmarks Half Marathon, Square Mile relay etc.

## **Outside of the Square Mile**

### **Open Spaces –**

#### **1. Hampstead Heath:**

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Rugby: six grids
- Tennis facilities: 10 hard courts
- Swimming facilities: one lido, three ponds
- Athletics facilities: one full track, one cross country club
- Other facilities: one bowls and croquet club lawn, one outdoor gym, one orienteering course, one outdoor table tennis table, one soft ball pitch and one rounders pitch (marked and used when required), five angling ponds.

#### **2. Golders Hill:**

- Rugby: two grids
- Tennis facilities: two grass courts, four hard courts
- Other facilities: two croquet half-size practice lawns, one junior orienteering course, two outdoor table tennis tables.

#### **3. Hampstead Extension:**

- Cricket facilities: two cricket nets, two cricket squares
- Football facilities: three pitches
- Rugby: three rugby pitches
- Athletics facilities: 70 m and 100m marked for local schools, one junior cross-country club
- Other facilities: marked horse-riding bridle routes.

#### **4. Queens Park:**

- Tennis facilities: six hard courts
- Golfing: one nine-hole pitch and putt
- Other facilities: four trim trail items, two tag rugby team areas from April to August.

#### **5. Highgate Wood:**

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Athletics facilities: 70 m and 100m marked for local schools
- Other facilities: one trim trail.

#### **6. West Ham Park:**

- Cricket facilities: three cricket nets, two cricket squares
- Football facilities: one adult pitch, two junior training pitches, three junior artificial pitches.
- Tennis facilities: 12 hard courts

- Athletics facilities: 400m and 100m running track marked for school sports days
- Other facilities: one outdoor gym, and up to three rounders pitches (marked and used when required).

**7. The Commons:**

- Football facilities: one grass pitch leased to Caterham Pumas on Couldson Common.

**8. Wanstead Flats:**

- Football facilities: 44 pitches in operation, but potential for 60.

**9. Epping Forest:**

- Cricket facilities: two leased cricket grounds.
- Athletics: host several cross-country clubs and Orion Hammers is a running club based in the Forest
- Golf facilities: three leased courses (two are nine hole and one is 18 hole)
- Other facilities: orienteering course, 25 angling lakes, open to horse riding in summer and marked horse riding bridle routes, able to host school sports days.

**10. Chingford:**

- Golfing facilities: one golf course.

*It should also be noted that the Open Spaces listed above can and are used regularly for a variety of mass participation events, and in some cases, as part of major sporting events.*

**End of strategy.**