



City of London Corporation

Sport and Physical Activity Strategy, 2015-2020

Executive Summary



EXECUTIVE SUMMARY

1. The City of London Corporation delivers sport and physical activity within the ‘Square Mile’ primarily through the Golden Lane Sport & Fitness Centre. In 2012, Fusion Lifestyle was appointed to be the managing partner for the delivery of Golden Lane Sport & Fitness and the City’s Sports Development Service. Over the past two years, it has re-opened the refurbished Leisure Centre, increased the Sports Development staff, secured funding from Public Health for Exercise Referral and obtained Quest for Sports Development for the Borough.
2. When Fusion Lifestyle commenced the contract there was an existing Sports and Physical Activity Strategy (titled – *Mile’s More Active*) which has shaped the delivery across the square mile and at locations across London which are owned by the City Corporation. Although it was not fully formally adopted by the City Corporation, it has acted as a guide for the City of Corporation and Fusion Lifestyle since 2012.
3. The Sport, Leisure and Culture Consultancy (SLC) was appointed to support The City of London Corporation and Fusion Lifestyle in the development of a new Sport and Physical Activity Strategy for 2015-2020
4. Specific objectives were:
 - To set out how the City Corporation should adapt to the changing environment in which it is working
 - To provide an approach to how the City demonstrates the impact of its activities and projects
 - To provide a vision and priorities for Sport and Physical Activity for the next five years.
5. The brief envisaged:
 - The development of a comprehensive strategy and action plan for Sport and Physical Activity over the next five years
 - The review of the impact of the previous strategy against its targets
 - The exploration of need within the borough, encompassing the resident and worker populations
6. An in depth strategic review of national, regional and local strategies was undertaken to inform the development of the strategy. This highlighted the priority given to improving health and increasing physical activity and the challenges specific to the City of London including a very high density workday population, limited open space or accessible facility provision, pockets of high deprivation and health inequalities and cultural and estate-based access barriers.
7. The resident and worker populations of the City of London will continue to grow over the coming years. The City’s resident population is following an ageing trend and the proportion of children and young people will remain low. In contrast the worker population will almost certainly retain its current characteristics e.g. dominated by young males. This will increasingly present greater challenges in relation to sport and physical activity, as the contrast between resident demand and worker demand in terms of provision will likely diverge.
8. The population of the City shows a relatively high degree of affluence and good health which often has a positive correlation with physical activity levels, although it should be noted that there are some pockets of greater deprivation and self-reported poorer health within the City.

9. A significantly larger proportion than both the England and London average travel less than 2km to work, suggesting that many of the residents of the City of London are also City workers. Given this proximity to residents' workplaces, there is also a significant opportunity to encourage active travel among residents.
10. The needs of children and young people must also be taken into account. It is estimated that 21% of the 898 0-19 year olds living in the City of London live in low income homes. The prevalence of overweight and obese children in the City and Hackney Teaching Primary Care Trust is also above the national and regional averages, suggesting that physical activity among children and young people needs to be addressed.
11. The distribution of members of Golden Lane Sport & Fitness, the City's principal public leisure facility, shows that a high proportion of members are drawn from the non-resident worker population, presumably due to its proximity to their workplace. Among City of London residents, the majority of members appear to live in the areas immediately surrounding the facility. Few are drawn from elsewhere in spite of the City of London resident discounts. This is even true of residents from the Mansell Street and Middlesex Street estate, although even more significant discount are offered in line with those for residents of Golden Lane. This suggests that there are other factors acting as barriers for these residents.
12. Given the City of London's small size and high density, there is an unsurprising lack of many types of provision.
13. Demand for keep fit / gym activities are generally well provided for in terms of health and fitness facilities and studios. This is due in large part to the high demand for gym provision generated by the large worker population. Accordingly, many of the facilities are aimed at this market, with high-end facilities catering for members only. There are also a reasonable number of pools for the size of the borough although access to these is generally quite restricted. While affluence is high among City of London residents, many of these facilities will be beyond the means of the more deprived groups, particularly in priority areas e.g. in the east of the borough. The need to purchase a membership at many of these facilities could also act as a deterrent to those on lower incomes.
14. Outdoor facilities such as grass and artificial pitches and tennis courts / MUGAs are very limited, and residents will often have to travel to access facilities of this type. This is inevitable given the lack of open space in the City, but efforts should be made to ensure that there is clear signposting to appropriate nearby facilities. Collaboration with neighbouring boroughs to negotiate equitable access terms where resident discounts are in place could also be explored.
15. There are a number of sports halls in the City that are current designated for private use. These could serve as valuable community spaces where a range of inclusive fitness classes could be delivered outside of school hours if community access were to be agreed.
16. The City's leisure and sports development provider, Fusion Lifestyle, runs a number of initiatives and programmes to raise physical activity levels in the borough, however they are challenged by the lack and limitations of facilities and consistency of external funding. Even so, there appear to be a reasonable range of programmes and initiatives to engage with the community. Youth provision in particular appears to be strong, with less provision in place to encourage increased physical activity among inactive adults. Signposting and awareness are key to ensuring the most is made of these programmes in the future.

17. Comprehensive consultation has been jointly undertaken by SLC and Fusion Lifestyle with a number of stakeholders, neighbouring authorities, schools, voluntary groups, residents groups and potential delivery partners.
18. Key findings from the consultation are as follows:
 - The City will always have significant restrictions on opportunities for sport and physical activity and thus a more innovative approach is required to meet people's needs.
 - Across central London there is an issue with sports club capacity and a lack of school / club links which needs to be addressed in many boroughs.
 - Cost and programming of activities are currently significant barriers to participation.
 - There are insufficient facilities / activities for children aged 10-15 and a lack of promotion of activities for elderly residents.
 - Some estates have limited provision and thus opportunities nearby need to be signposted for those that can travel, with more localised solutions for those that cannot.
 - Lack of awareness is a major issue – marketing and signposting of activities need to be improved.
 - Residents need to be made aware of and encouraged / incentivised to utilise facilities and take part in activities away from where they live.
19. Overall, the current level of provision in terms of facilities is reasonable considering the inherent limitations of the borough. There is likely to be very limited scope to increase this in the future, although there is the potential to explore increased access of facilities for residents at off peak times albeit, this would have to be done with the complicity of commercial operators. Increasing awareness of opportunities both within the borough and in neighbouring boroughs would also be of significant benefit.
20. A wide range of programmes are currently being delivered within the borough, with varying levels of success and impact. It is crucial to ensure that these programmes are targeted and marketed efficiently to maximise their impact.
21. There is also scope to enhance programmes delivered in local communities with the aim of engaging inactive groups. These programmes require careful consideration and sensitive delivery to ensure they are targeted to meet the needs of specific resident groups, and would benefit from links with "Community Champions" to encourage uptake and engagement.
22. Programmes aimed at older residents are currently popular, but are likely to be attracting principally the most segments active within this community. Efforts should be made to adapt the programmes on offer to engage less confident residents and those with more significant physical barriers, through taster sessions, use of voluntary group leaders as advocates and adapted programming both in terms of activities offered and venues. It is also possible that the membership requirement for this programme acts as a barrier for some potential participants.
23. The continued impact of existing youth programmes should be ensured through the establishment of links with sports club to provide participants with development pathways and opportunities to engage further in sports in which they have acquired an interest.
24. Initiatives are required to encourage greater use of outdoor space and active travel if this is feasible given the concerns relating to air pollution. The City Corporation may also wish to consider ways in which it can influence people's day to day behaviour to counterbalance the impact of increasingly sedentary lifestyles.

25. The current state analysis has highlighted a range of issues and opportunities which have been developed into three key themes to set the context for strategic action planning.
26. The key themes will be applied to a number of groups within the City of London with varying priority levels. High priority groups include:
 - Low paid City workers
 - Children & young people
 - Older residents
 - BME resident groups
 - Disabled people.
27. Lower priority groups whose needs will also be addressed by the themes include other City workers and working age residents.
28. The three themes are as follows which are explained in greater detail below:
 - Partnership Working
 - Awareness
 - Behaviour Change.

Partnership Working

29. The consultation feedback has highlighted the opportunities that greater collaborative working can develop, both internally within the Corporation and also externally with neighbouring Boroughs and partners in sport and physical activity development. This, combined with the limited physical infrastructure available to residents and workers and reliance on signposting and collaborative working will be a key foundation for the strategy.
30. Key elements of this theme will focus on improving access to facilities and open spaces, cross borough working and coordinated programmes to meet the needs of residents and city workers. To ensure outcomes are evidenced, improved monitoring and evaluation of those programmes will be a key element of this theme.
31. The strategy will be directed and led by a Sport and Physical Activity Strategy Steering Group with key partners represented across Public Health, Adult Skills, Leisure, Parks and Open Spaces and Planning. It is recommended that the draft terms of reference are jointly developed by the project steering group.

PARTNERSHIP WORKING – EXAMPLE FROM ACTION PLAN

ACTION – Increase community access to facilities within City of London.

SUB-ACTION – Engage with commercial partners, TFL, planning, community groups, church leaders, schools (including academies) etc. and use influence to increase community access to facilities.

YEAR 1 TARGET – Identify 3 new facilities with improved access for residents and workers.

Awareness

32. The need for improved awareness of opportunities for residents and city workers is apparent from the analysis and consultation. This theme will seek to address issues such as improving

awareness of low paid city workers and residents of opportunities to improve their health and wellbeing through sport and physical activity.

33. Supporting this theme will be an audit of clubs and groups which provide opportunities for sport and physical activity within reach of residents, many of which are based outside of the City Corporation's boundaries. This audit will form the basis of improved communications and signposting of opportunities for targeted groups and communities within the City of London.
34. Finally, there is an identified need to improve the awareness of referral programmes through employers which presents a real opportunity to support the health and wellbeing of all workers within the Square Mile accessing services provided by the Corporation.

AWARENESS – EXAMPLE FROM ACTION PLAN

ACTION – Identify and communicate physical activity opportunities for low paid City workers

SUB-ACTION 1– Explore research to understand composition, baseline activity levels and needs of low paid City workers

YEAR 1 TARGET – Research commissioned

SUB-ACTION 2 – Establish audit of opportunities for low paid City workers.

YEAR 1 TARGET – Research commissioned

SUB-ACTION 3- Communicate to low paid City workers

YEAR 2 TARGET – Implementation of Communications programme.

Behaviour Change

35. The fundamental challenge coming through the consultation and analysis of data reviewed facing the City Corporation is enabling behaviour change amongst its high risk residents and City workers in relation to their levels of sport and physical activity.
36. It is proposed that this theme provides a key platform for a multi-agency approach to supporting better health outcomes. This theme through its strategic objectives will support the following actions:
 - Encouraging active travel and physical activity opportunities to be integrated into new infrastructure projects. Encourage greater self-awareness and reliance in improving health through public campaigns.
 - Developing specific targeted interventions for low paid City workers / young people / older residents and of differing levels of physical ability linked to target group appropriate signposting and targeted programmes.
 - Developing a Healthy Schools Partnership within the City Corporation's boundaries.
 - Through a co-ordinated campaign across the square mile encourage more active lifestyle choices through day to day activity.

BEHAVIOUR CHANGE – EXAMPLE FROM ACTION PLAN

ACTION – Influence improvement of health and activity levels of City Workers

SUB-ACTION 1– Identify an interface between Public Health and Employers

YEAR 1 TARGET – Interface identified

SUB-ACTION 2 – Deliver Public Health awareness messages particularly around smoking cessation, stress and alcohol abuse.

YEAR 1 TARGET – Develop plan for programme of interventions

SUB-ACTION 3- Encourage employers to sign up to Healthy Workplace Charter or equivalent.

YEAR 1 TARGET – 5 major employers to sign up annually.

37. A strategic action plan has been developed to support the achievement of key outcomes from the three themes identified for the Sport and Physical Activity Strategy. The action plan has been developed as a separate document which will be reviewed and updated annually from April 2016. The action plan, correct as of April 2015 can be found in Section 9 of this report.
38. Implementation of the strategy will be overseen by the city’s Commissioning, Policy and Performance team and reported to the Adult Wellbeing Partnership and the City’s Health and Wellbeing Board.

Partnership Working

#	Action (linked to theme)	#	Sub-Actions	Timeframe	Owner	Partnership support	Resource Implications	Targets		
								Year 1	Year 2	Year 3-5
PW1	Establish Steering Group for the delivery of the five year strategy	1.1	Establish members, terms of reference, structure, action plan delivery etc	April 2015 (3 months from sign off)	Lorna Corbin (Public Health - City of London) TBC	Key stakeholders (list)	Partner time	Meeting 6 x per annum	Meeting Quarterly	Meeting Quarterly
PW2	Increase community access to facilities within City of London	2.1	Engage with commercial partners, political partners (e.g. GLA), TFL, planning, community groups, church leaders, schools including academies etc an use influence to increase community access to facilities	Year 1-5	tbc	Key stakeholders (list) Plus TFL, GLA, London Sport, Neighbouring Boroughs	Partner time	Identify 3 new facilities with improved access for residents and workers	Identify 3 new facilities with improved access for residents and workers	Identify 3 new facilities to significantly improve access for residents and workers
PW3	Increase cross-borough working	3.1	Identify opportunities to share best practice from neighbouring Boroughs	Year 2-5	Fusion	Neighbouring Boroughs	Partner time		Implement 2 x programmes / interventions resulting from collaboration	Implement 3 x programmes / interventions resulting from collaboration
		3.2	Work collaboratively to establish a clubs audit for CoL residents	Year 1	Fusion	Neighbouring Boroughs	£5-10k	Commission research		
		3.3	Work collaboratively to establish a physical activity opportunities audit for CoL residents	Year 1	Fusion		£5-10k	Commission research		
PW4	Establish Monitoring and Evaluation for the strategy	4.1	Monitoring and evaluation from year 1 to year 5 to establish a baseline of activity - method to be determined by Steering Group	Year 1	tbc	Key stakeholders (list)	tbc	Baseline activity levels established for target groups		Repeat research to assess progress
PW5	Assessment of events	5.1	Develop calendar of City of London events related to sport and physical activity and identify where they are located and which are publically funded to support more strategic planning	Year 1	Steering Group	Key stakeholders (list)	Partner time	Calendar developed		
		5.2	Determine need to rationalise / enhance / restructure events calendar	Year 2	Steering Group	Key stakeholders (list)	Partner time		Planning meetings to influence programme across City to address duplication and gaps in provision	

Awareness

#	Action (linked to theme)	#	Sub-Actions	Timeframe	Owner	Partnership support	Resource Implications	Targets		
								Year 1	Year 2	Year 3-5
A1	Improved physical signage to Golden Lane and other facilities	1.1	N/A	Year 3-5	Planning		tbc	Funding for signage sourced	Signage in place	
A2	Identify and communicate physical activity opportunities for low paid City workers	2.1	Explore research to understand composition, baseline activity levels and needs of low paid City workers	Year 1	Public Health	tbc	tbc	Research commissioned		Repeat research to assess progress
		2.2	Establish audit of opportunities for low paid	Year 1	Steering Group	tbc	tbc	Research commissioned		Repeat research to assess progress
		2.3	Communicate to low paid City workers	Ongoing	Steering Group				Implementation of communications programme	Research awareness of City Workers of improved awareness to assess progress
A3	Continue to use City Resident magazine and estate specific newsletters as way of engaging with and seeking feedback from City residents	3.1	Provide targetted copy to publications relating to sport and physical activity opportunities including testimonials etc	Ongoing	Fusion & other partners		Partner time	Regular and coordinated approach to supporting awareness amongst targetted groups linked to evaluation of take up	Regular and coordinated approach to supporting awareness amongst targetted groups linked to evaluation of take up	Regular and coordinated approach to supporting awareness amongst targetted groups linked to evaluation of take up
		3.2	Track referrals from publications to physical activity attendance	Ongoing	Fusion & other partners		Partner time	Evaluation every 6 months	Evaluation every 6 months	Evaluation every 6 months
A4	Marketing	4.1	Determine and deliver appropriate marketing strategy for target groups	Year 2-5	CoL PRO and Fusion Marketing		Partner time		Implement strategy	Implement strategy
		4.2	Measure impact of targetted marketing	Ongoing	Delivery Partners				Monitor effectiveness of strategy	Monitor effectiveness of strategy

#	Action (linked to theme)	#	Sub-Actions	Timeframe	Owner	Partnership support	Resource Implications	Targets		
								Year 1	Year 2	Year 3-5
A5	Increase awareness of self-referral to Referral programmes through employers	5.1	Communicate availability of referral programmes in City through self-referral to non resident City workers	Ongoing	Public Health		Partner time	Establish baseline take up of referral programmes from non city workers	Improved take up of referral programmes from non city workers 10%	Improved take up of referral programmes from non city workers 20%
A6	Communicate audits of clubs and physical activity opportunities to residents, workers etc	6.1	Establish multiple channels for the dissemination of audits of clubs and physical activity opportunities	Ongoing	Multiple Channels - possibly through a branded campaign linked with London Sport	Neighbouring Boroughs, London Sport	Partner time and investment tbc	Delivery of information through targetted Channels	Update of Audit in Year 2 and delivery of information through targetted Channels	Update of Audit in year 3 and delivery of information through targetted Channels

Behaviour Change

#	Action (linked to theme)	#	Sub-Actions	Timeframe	Owner	Partnership support	Resource Implications	Targets		
								Year 1	Year 2	Year 3-5
B1	Continue to encourage active travel through infrastructure and regeneration projects	1.1	Identify and deliver opportunities to encourage increased active travel	Ongoing	Planning		Project related	Evidence of active travel design delivery	Evidence of active travel design delivery	Evidence of active travel design delivery
B2	Influence improvement of health and activity levels of City Workers	2.1	Identify an interface between Public Health and Employers	Year 1	Public Health	CoL contacts with Major Employers	Partner time and investment tbc	Interface identified		
		2.2	Deliver public health awareness messages particularly around smoking cessation, stress, alcohol abuse	Year 2-5	Public Health	Major Employers	Partner time and investment tbc. Seek to identify a sponsor(s) to fund campaign (Charitable Fund)	Develop plan for programme of interventions	Delivery of programme	Delivery and evaluation of programme
		2.3	Encourage employers to sign up to Healthy Workplace Charter or equivalent	Year 1-5	Public Health	CoL contacts with Major Employers		5 major employers to sign up annually	5 major employers to sign up annually	5 major employers to sign up annually
B3	Develop a range of interventions for low paid City Workers in response to research piece in A2	3.1	Following completion of research piece in A2, identify physical activity opportunities that meet the needs of low paid city workers in terms of activity, programming, cost, access and deliver through delivery partners	Year 2-5	Steering Group / Delivery Partners	Delivery Partners tbc	Partner time and investment tbc	Develop plan for programme of interventions	Delivery of programme	Delivery and evaluation of programme
B4	Establish Healthy School Partnership	4.1	Signposting of clubs, progression pathways etc from the club / opportunity audit	Year 2-5	Fusion	Public Health and Education		Develop plan for programme of interventions	Signposting delivered	Signposting delivered and monitored
		4.2	Work towards making Sir John Cass an exemplar of a healthy school	Year 2-5	Fusion	Public Health and Education	Fusion and Sir John Cass School			
		4.3	Explore potential of a research study linked to direct partnership with schools re: activity levels of students and attainment of educational standards	Year 3-5	Public Health	Fusion, Partners	tbc	Research Study brief developed	Research Study implemented	Research Study evaluation

#	Action (linked to theme)	#	Sub-Actions	Timeframe	Owner	Partnership support	Resource Implications	Targets		
								Year 1	Year 2	Year 3-5
B5	Increase range of activities on offer for all young people (residents) and their participation rates	5.1	Gap analysis of provision based on audit of existing clubs / opportunities and audit of current participation levels	Year 1	Fusion	Public Health and Education	Partner time	Gap analysis /audit undertaken	Implement first phase of additional activities highlighted from gap analysis. Review Impact.	Implement second phase of additional activities highlighted from gap analysis. Review impact-target 10 % increase in participation.
B6	Continue to support specific localised health and physical activity opportunities and programmes in existence based on identified need	6.1	Target BME groups, women, families, multi-generational opportunities etc.	Ongoing	Fusion	Public Health and Adult Skills	Possible commissioning opportunities	Ongoing linked to specific targets	Ongoing linked to specific targets	Ongoing linked to specific targets
B7	Continue to provide and enhance programmes for older residents	7.1	Enhance provision for older men and women	Ongoing	Delivery Partners	Public Health and Adult Skills	Possible commissioning opportunities	Ongoing linked to specific targets	Ongoing linked to specific targets	Ongoing linked to specific targets
		7.2	Tier provision to encourage 65+ to engage more and target less active and more socially isolated age groups	Ongoing	Delivery Partners	Public Health and Adult Skills	Possible commissioning opportunities	Ongoing linked to specific targets	Ongoing linked to specific targets	Ongoing linked to specific targets
B8	Encourage more active lifestyle choices through day to day activity	8.1	E.g. encourage use of stairs rather than lift in office buildings or escalators in tube stations etc through signage indicating calories burned per floor	Year 2-5	Public Health		Partner time and investment tbc		Implementation of initiative	Evaluation of initiative