



Strategic Outcomes Planning Model

DIAGNOSTIC

V.1

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1	April 2022		CE/LF
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Executive Summary

Max Associates has been commissioned to provide the City Corporation a summarised set of recommendations of steps that could be taken to ensure its sport and leisure provision is:

- fit for purpose;
- value for money;
- joined up and responsive; and
- ambitious and pro-active.

This 'diagnostic' follows the Sport England 'strategic outcomes planning model' (SOPM) of **outcomes**, **insight**, **interventions**, and **commitment**.

As part of the diagnostic, consultation was undertaken with lead officers within Children and Community Services, Strategy, Natural Environment, Planning, Built Environment and Innovation and Growth.

Stage 1 - Strategic Outcomes: findings

- The City Corporation has recently published its London Recharged and Destination City strategies, with key focus on recovering from the pandemic by encouraging talent, innovation and sustainability and setting out a vision of the City as a destination.
- The City's sport and physical activity offer can play a strategic role in these outcomes.
- The City has a 'Sport and Physical Activity' strategy (2020 – 2025) which focuses on the wider benefits sport and activity can harness, within the Square Mile, London and Beyond. However, the Strategy does not appear to have been fully adopted by all departments across the organisation, and no-one appears accountable for its delivery.
- Planning policy in relation to sport and leisure has historically been based on assuming Golden Lane Leisure centre (GLLC) meets residents' needs and that with the right encouragement, the private sector will meet worker's needs.
- Delivery of sports facilities in open spaces aligns to the charitable objectives of the open space, but not to directly to 'strategic outcomes' of the City, although in practice delivery aligns to the 'Sport and Physical Activity' strategy.
- There is no one department / person responsible for sport and physical activity across the City Corporation.

Recommendations – the City Corporation takes steps to:

- Define **strategic outcomes for sport and physical activity across the City** in three core areas:
 - residents;
 - workers – to determine if the City Corporation is providing sport and physical activity for the health and well-being of workers or to encourage to use City facilities / services more; and
 - to attract new audiences into the City.
- Define **strategic outcomes for sport and physical activity across open spaces** between:
 - health and well-being of local people; and / or
 - commercial / financially self-sustaining purposes.
- Agree and implement suitable **governance, accountability, and resource** to deliver the City Corporation's strategic outcomes in relation to sport and physical activity.

Stage 2 – Insight: findings

- Residents have lower levels of physical activity compared to London and the national average; this has worsened since the pandemic started. However, life expectancy, mortality rates from all causes and levels of adult obesity are all better than England averages. A cause of concern is the level of childhood obesity and injuries on roads.
- The workday population was projected at over half a million pre-Covid and there is good information about the type of industries based in the City.
- Post pandemic work patterns are still forming, and office occupancy was stated to be at roughly half pre-pandemic levels in one report in April 2022.
- Worker demography is not known, this may be changing as new working habits form.
- The operator of GLLC has good usage and participant data for the centre, and this can be used to assess its success and future outcomes.
- There is little data on known users of facilities in parks and open spaces, this is down to front of house systems not being suitable, the fact that bookings are often made by one person for team sports (e.g., football), and there are no booking requirements for informal / free activities.
- There is no formal 'assessment of need' of the sports facilities provided. There is little scope to change the facilities at GLLC and assessing need for facilities outside the City Corporation boundary is not the responsibility of City planners. Therefore, much of what is provided for in open spaces is there for historical reasons. An exception to this is the assessment of football pitches at Epping Forest, where demand and supply modelling has been undertaken as part of the 'Park Life' project.

Recommendations – the City Corporation takes steps to:

- Understand the **worker demography** - to understand:
 - their needs from a health and well-being perspective; and
 - the type of programmes and events which would attract them back into the City particularly on Mondays, Fridays and weekends.
- Undertake an **audit of public realm spaces** in the City to identify suitable areas for informal activity / pop-up and meanwhile uses.
- Work with officers implementing the Destination City Strategy – under the theme of 'sports and leisure offer', to engage with workers to understand what **type of activities and events** would encourage them to stay / come into the City.
- To engage with **neighbouring borough residents** to assess **what type of events / programmes** would attract them into the City.
- Implement systems to better **understand the profile of the users of sports facilities within open spaces**. To include:
 - suitable front of house / booking systems; and
 - club and block booking surveys (annually) to assess users' profile
- Officers managing sports pitches to consider more **formal discussion with neighbouring authorities** re: the demand for and supply of the sports pitches in current configuration and future pitch requirements.
- An initial piece of work would be to **review the demand and supply shortfalls by pitch type for each council area surrounding the City's open spaces**.

Stage 3 – Interventions: findings

- **New facilities / events within the City to attract workers and new audiences into the City**
 - Planners have identified a number of locations within the City that could be used to provide new sports / physical activity opportunities. Insight data from stage 2 should be used to assess the viability of these. Examples include Smithfield Market, Barbican, Puddle Dock, and several car parks.
 - There are opportunities for meanwhile / pop-up use, for example riverside - beach volleyball events, use of the Sky Garden and Guildhall.
 - There are opportunities to provide innovative / unique facilities not found elsewhere (i.e., at home or other private facilities), ideally using the characteristics of the Cityscape e.g., abseiling centre down the large buildings / open air pools / 3G pitches on roof tops.)
- **Opportunities in parks and open spaces**
 - Officers have identified opportunities in parks and open spaces to increase usage / sustainability of the sports facilities, particularly at Hampstead Heath (where demography supports good quality/ priced facilities). However, there are limited staff resources to develop these. For example, improving the offer at the lido to include, spa, fitness etc.
- **Delivery of sport and physical activity across the City Corporation**
 - There is little collaboration or joint working across departments in relation to sport and physical activity – although a new structure (Natural Environment) has been implemented which will take time to bed in.
 - There are opportunities to centralise back-office functions and share best practice in respect to policies and procedures.
 - Access and regulatory requirements are a priority for offices in open space which means opportunities to consider sports facility developments / audience development and stronger partnership engagement can be missed. Any future delivery model which could lever in additional 'leisure / sports' expertise / resource would be helpful.
 - The contract to manage GLLC is currently being re-procured, so any changes in delivery need to consider the timescale of the procurement / contract.

Recommendations – the City Corporation takes steps to:

- Consider how development options in relation to Destination City outcomes can be **investigated further with full business cases determined**.
- Consider the range of development options for increasing the scope for physical activity **within public realm and active travel routes** in the City.
- Consider how the **management of sport facilities across the City Corporation could benefit from better collaboration**, whilst being able to reflect local conditions and markets.
- Consider whether this is the **right time to procure a new operator for GLLC** and whether it would be possible to extend the existing operator contract whilst this review is completed.
- Consider how resources could be provided to develop **specific projects for improved facilities in Hampstead Heath**.
- Consider whether providing resources to further promote **community development programmes with local councils / neighbourhood groups in open spaces is a priority** for the City and if so, how it may be resourced.
- Consider whether an **alternative delivery model** would be better suited to manage the sports facilities across departments. This could be from one department operating all

the sports facilities - to achieve standardised approach and economies of scale but could also be compared to a LATC and external contractor model.

Stage 4: Commitment

Once, the City Corporation had undertaken stages 1-3 of the SOPM, Stage 4 is to gain commitment and resource (internally and from wider stakeholders, for example developers / Sport England) to deliver the strategy and monitor progress.

MAIN REPORT

I. Introduction and background

- II. The City of London City Corporation (City Corporation) has a long history of supporting grassroots sport and physical activity across the Square Mile and beyond, through its role as a local authority service provider and manager of various parks and gardens across London.
- III. This is provided through a range of facilities including Golden Lane Leisure Centre (GLLC) in the Square Mile, playing pitches across parks and open spaces and various swimming resources at Hampstead Heath. As an organisation focused on improving the wellbeing of residents and workers, the City Corporation recognises the physical and mental health benefits of participating in sport and physical activity. The City Corporation is therefore keen to ensure that this important area of work continues to be delivered successfully and is prioritised across all its operations.
- IV. As with many other public facing bodies across the UK, the City Corporation is facing a series of challenges in response to budget pressures and the impact of the Covid-19 pandemic. It is therefore an opportune time to consider how sport is delivered across the organisation to ensure stakeholders' needs are met whilst also minimising potential costs. It is also important that this work is joined up, strategic and fit for purpose to ensure the best possible service is delivered now and in the future.
- V. Therefore, the City Corporation is undertaking a review following Sport England's Strategic Outcomes Planning Guidance and in the first instance has commissioned Max Associates to undertake a 'diagnostic check' on the status and strategic direction and to make initial recommendations as to how to maintain and improve the service going forward.
- VI. The primary objectives of this project are:

- Using existing resources available, to compile a complete **list of current sport and leisure facilities and activities that are supported and/or delivered by the City of London Corporation** across the Square Mile and its open spaces.
- To identify all **relevant strategies and stakeholders** involved in the delivery of sport across the City of London Corporation and ascertain where there are gaps in this information.
- Using the above information and assessments of comparable organisations and available guidance, to make a **summarised set of recommendations on steps** that could be taken by the City Corporation to ensure its sport and leisure provision is:
 - **Fit for purpose** - by ensuring a diverse range of stakeholder needs are met and that the City Corporation is appropriately recognised for its contribution to sport across London
 - **Value for money** - by ensuring the City Corporation maximises potential revenue and external funding opportunities from its current sport provision
 - **Joined up and responsive** - by ensuring an appropriate governance and management structure is in place to bring about a strategic and co-ordinated approach to sport delivery across the organisation
 - **Ambitious and pro-active** - by prioritising within the organisation and ensuring it is appropriately resourced to drive forward key aims around sport.

VII. THE CITY

- VIII. The City Corporation is a unique local authority, given the number of residents and workers, as well as the services it manages, which extend outside the City boundary.
- IX. The resident population is circa 9,500, but its workday population pre-Covid was 513,000.
- X. The services managed by the City Corporation include:
- More than 11,000 acres of [green spaces](#), including [Hampstead Heath](#) and [Epping Forest](#);
 - [Billingsgate](#), [Smithfield](#) and [New Spitalfields](#) wholesale food markets;
 - The [Heathrow Animal Reception Centre](#);
 - [Housing](#) across London;
 - A range of [schools and academies](#); and
 - The City Corporation is [London's Port Health Authority](#).

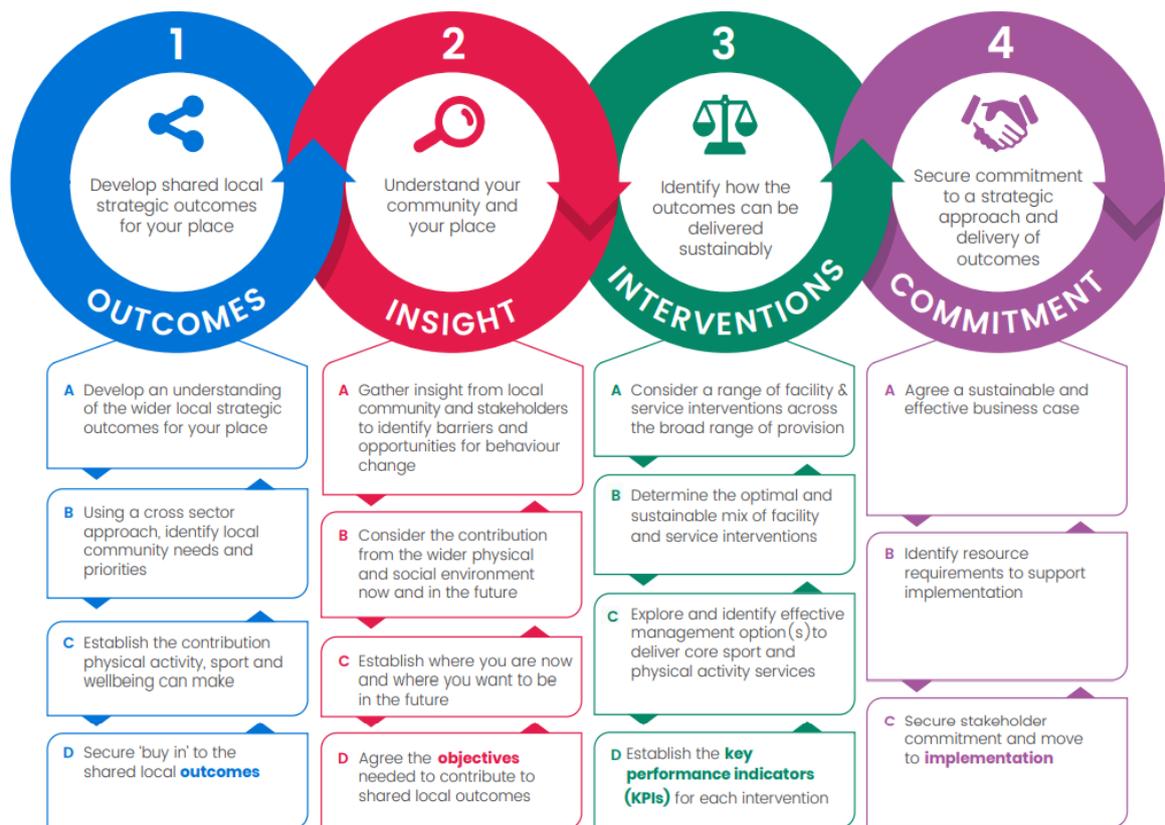
XI. THE SERVICES

- XII. Current delivery of sport and leisure is via Community and Children's Services (GLLC and sports development), Natural Environment (sports facilities in Open Spaces) and Town Clerks Office (Sport Engagement).
- XIII. All delivery is in-house apart from the management of GLLC and sport development, which has been contracted out to an external charitable organisation. The contract is planned to be re-procured this year.
- XIV. There is a new third stream of delivery being considered as part of the implementation of the City Corporation's 'Destination City' strategy. Sport and leisure are being considered as tools to encourage workers and other groups into the City following the coronavirus pandemic.

XV. STRATEGIC OUTCOMES PLANNING MODEL

- XVI. Sport England's 'Strategic Outcomes Planning Guidance' describes an approach that identifies how local outcomes can be delivered for a local community through a range of interventions, both facility and service, in a sustainable and effective way.
- XVII. The guidance shows that having a clear, strategic and sustainable approach to sport and physical activity is essential to making effective investment into provision – both facilities and services.
- XVIII. The model is structured around 4 stages:
- Stage 1** – Outcomes – Develop shared local strategic outcomes for your place;
 - Stage 2** – Insight – Understand your community and your place;
 - Stage 3** – Interventions – Identify how the outcomes can be delivered sustainably; and
 - Stage 4** – Commitment – Secure commitment to a strategic approach and delivery of outcomes

Figure 1 – Sport England Strategic Outcomes Planning Model Approach



XIX. While all local authorities will have some or most of this work in place, this cannot be a 'one size fits all' approach. This report sets out diagnostic support to help identify existing information, strategies, priorities, decisions and partnerships and in so doing, identify:

- areas where additional support is required;
- resource requirements in terms of cost, expertise and time to address those areas;
- key decision points and level of engagement required through the process; and
- the type of output and detail required for decision makers.



Stage 1 - Outcomes

1. **Stage 1 of Sport England's Strategic Outcomes Planning Guidance:**

Develop shared local strategic outcomes for your place

1.1 The four steps within this stage are:

A - Develop an understanding of the wider local strategic outcomes for your place

B - Using a cross sector approach, identify local community needs and priorities

C - Establish the contribution physical activity, sport and wellbeing can make

D - Secure 'buy-in' to the shared local strategic outcomes

1.2 The core objective of this first section is to determine the wider local strategic outcomes for the City Corporation and how sport and physical activity can support their delivery. National and regional strategies in relation to physical activity are considered to establish the wider context.

1.3 **Lead Officer Engagement**

1.3.1 A number of officers who are responsible for delivering / developing policy in relation to physical activity, sport, and wellbeing were identified.

1.3.2 Lead Officers from within the departments listed below have been consulted with as part of this review.

- Community and Children's Services – Responsible for leisure contract and sports development function
- Strategy Team – City of London Strategies
- Interim Director of Natural Environment – Overall open spaces approach and strategic direction
- Superintendent Hampstead Heath – Sport provision on Hampstead Heath
- Superintendent Epping Forest – Sport provision on Epping Forest

- Planning – Local plan and advise on thoughts around sport and leisure locations in the Square Mile
- Built Environment – Active Travel Plan
- Innovation & Growth – How sport fits into the implementation of “Destination City”

1.3.3 One to one engagement sessions were held with each officer in relation to this strategic review of sport and physical activity and the findings supplement the desk-based review.

1.3.4 It is likely that as the project develops, other officers and stakeholders within the City will need to be identified and engaged with.

1.4 **National Strategic Priorities**

1.4.1 A summary of the key strategies and their respective strategy outcomes/KPIs are outlined overleaf from, for example, Sport England, Public Health England (PHE) and the British Medical Association (BMA).

Figure 2 – National Strategies



1.4.2 The infographic below shows the priority of the new government department, the Office for Health Improvement and Disparities, and goes on to highlight the recommendations from the recent House of Lords paper calling for a national plan for sport, health and wellbeing.

1.4.3 These both highlight the focus central government is putting on physical activity and levelling health inequalities as the country recovers from the health and other impacts of the coronavirus pandemic.

Figure 3 – New National Priorities



1.4.4 Finally, the infographic below reminds us of the government's commitment to achieve carbon neutrality by 2050, which is relevant given leisure centres' large contribution to councils' carbon emissions each year.

Figure 4 – Net Zero Commitment



1.4.5 Strategy Implementation Plan: Years 2-4 (2022-2025)

1.4.6 The figure below summarises the key points of Sport England’s first five-year plan to implement the strategy.

Figure 5 – Strategy Implementation Plan: Years 2-4 (2022-2025)



1.5 London and City Corporation Strategies

1.5.1 There are several documents, plans and strategies that cover London and the City Corporation. By identifying the direct and indirect references to sport, physical activity and leisure will enable a whole systems approach. Please see the two figures below which identify the relevant strategies and set out the vision and priorities of the core ones.

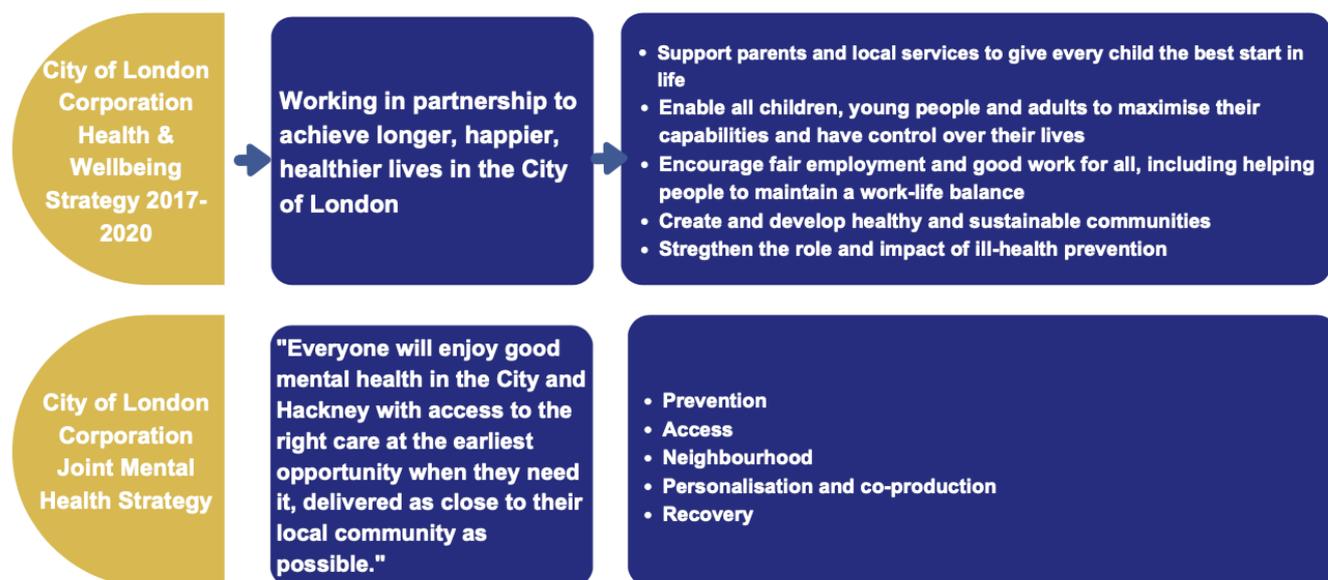
Figure 6 – Key Local Strategies¹



¹ Strategies in red are out of date.

Figure 7 – Strategic Priorities





1.5.2 Most strategies cover at least the next few years, (apart from the health and well-being strategy which is out of date).

1.5.3 On speaking with officers in Corporate Strategy, the **Corporate Plan** is being updated now and will cover 2024 – 2029. Consultation on the strategic direction is currently being undertaken. So now is the time to consider the impact sport and physical activity can have on achieving wider City outcomes.

1.5.4 Early indications are that themes may include:

- Increasing footfall into the Square Mile and providing workers strong reasons to come back to the City
- Providing good vibrant social spaces
- Adding 'social benefit and value'
- 'Greening' the City

1.5.5 The City Corporation has a **joint mental health strategy** with the Borough of Hackney, implemented as part of the integrated care system. The results of the workers survey in the City shows that awareness of Workplace Wellbeing provision services is quite low with over half of respondents thinking that the City services would be of use to them.

1.5.6 **Local plan and planning policy** - The City Corporation doesn't have a playing pitch or indoor built facilities strategy and its Open Space Strategy is out of date. However, an 'Open Spaces and Recreation' audit was undertaken last year in March 2021 and published in January 2022.

1.5.7 In relation to a playing pitch indoor built facilities strategy, these strategies are less relevant to the City Corporation than other local authorities, due it's small resident population and lack of space for playing pitches within its boundary. Specific comments from planners in respect to sport and physical activity facilities are set out below.

Planning Policy

- Planning policies have focused on promoting development of private facilities for workers with GLLC perceived to meet the needs of residents, (as they don't have a large resident population).
- It is noted that the **student population is growing** and this cohort, as well as low-income workers, may not be able to access private facilities.
- So, previously no 'needs' analysis on what residents / workers need in respect to sport, physical activity in the City.
- **Could assess the 'needs' of residents:**
 - profile of residents (demography, health, activity levels)
 - who uses GLLC and therefore who doesn't, and assess barriers to being active (via engagement)
 - consider supply of publicly accessible facilities, (sports halls, pools, fitness, squash, etc.).
- But **workers are different and likely that their home council has included them as part of their 'needs assessment'**. Could review the demography of workers but will need to await updated census data due this year.
- A better way to assess this 'need' could be through the **lens of re-invigorating the City following the Covid-19 pandemic and being attractive to different people, as workers use the City less (due to hybrid working)**.
- City Corporation is considering this now, trying to make the City more diverse and there will be opportunity in forth-coming development sites.
- Planners are **characterising different parts of the City (design related)** - by the characteristics of each area (using GLA - guidance on designs). This approach could be used to identify where there may be opportunities for sport and activity facilities e.g., open space or built facilities.
- Development policies do include small areas of outdoor kit, prominent staircases within buildings and visible urban greening.
- The City Corporation does want its public realm to be used as actively as possible with sport being part of this where possible. For example, the Short Sprint track by riverside.
- In a post-Covid environment may need to re-consider using public realm better to encourage active travel/ transport and informal 'activity' and movement.
- They appreciate that **Policies around sport and leisure may need re-thinking in this changing context**.
- There are lots of spaces in the City which are not well planned but could add value by improving open spaces and provide more grassed spaces. Previously concerns about this due to on-going maintenance costs.
- Same issue with play space, there has been resistance to provide these due to cost of maintenance and management / safety issues. But could have some innovative play space – natural, wooden, water based built into the public realm. (Particularly if close to main tourist attractions and linked to seating / hospitality offers.)
- So, the City Corporation needs to consider **'what kind of place does the City want to be'**? If link with thinking from Destination City, policies need to change.
- The City Corporation could be more outward facing to neighbouring boroughs to be more diverse and inclusive, need to **assess what attracts local people from surrounding boroughs into the City during evenings and weekends**.

1.5.8 **Active travel** is covered in the road danger reduction and Active Travel Plan 2018 – 2023. The City will adopt two broad themes under experimental scheme trials, timed

closures and active travel zones. Further comments in relation to physical activity and active travel are set out below.

Active Travel

- City's mode of active travel is mostly walking (to and from public transport).
- Priority is to encourage more (safe) cycling, but infrastructure in the City does not allow for significant change re: cycle routes.
- But can act as champions for people to get to the City from elsewhere via cycle ways.

1.5.9 Following the coronavirus pandemic, the City has published **London Recharged: Our Vision for London in 2025** and its **Destination City Strategy**.

1.5.10 Discussions with the consultant who is implementing the Destination City Strategy, delved into how sport and physical activity could support the 'Destination City' objectives.

Destination City

- Global Cities provide a holistic approach to a work and life balance. They attract different markets to come to them, they are not just workplaces. Weekends have always been quiet in the City, there was a perception the Square Mile is where people worked, not where people went for leisure. The City is seeking to address this,
- Covid-19 has brought home the urgency of this to the City.
- Therefore, looking to:
 - Ensure the Square Mile is still the place where core businesses and their employees want to be. Understanding that hybrid working will mean less days in the city, but when people are in the City they are likely to be using the time face to face/collaborating and so there is the opportunity to extend this after work hours and ensure they want to use the City's leisure / cultural / retail / hospitality assets.
 - Support tourism - national and international; young people, families, overseas and identify reasons for people to visit and change the perception it is just a 'central business district'.
 - Both will support the vibrancy and sustainability of the City.
- Natural assets, for example Smithfield, Guildhall, St Pauls and Tower of London, will be used as a focus, but widen these to give people more reasons to stay.
- Not looking to brand the 'City', but link with 'London' the brand, and focus on existing assets.
- So, how can sport and leisure support these outcomes?
 - Part of the wider **events programme and temporary activities** - rowing on the Thames, peloton in Sky Garden, watching events outside on big screens, ice skating, Luna cinema, car free days, night walks etc.
 - Or provide **innovative facilities, unique to the City** and not found elsewhere (i.e. at home / other private facilities) – ideally use the characteristics of the Cityscape e.g. abseiling centre down the large buildings / open air pools on roof tops etc.)

- 1.5.11 **Destination City** implementation is starting and so there is an opportunity for sport and leisure to be in the forefront of this delivery. It isn't clear though who will be responsible for taking forward the sport and leisure elements of the strategy.
- 1.5.12 The City Corporation has developed a **Sport & Physical Activity Strategy** which focuses on setting out how it should adapt to the changing environment in which it is working, providing an approach to how the City Corporation demonstrates the impact of its activities and projects and to provide a vision and priorities for Sport and Physical Activity for the five-year period of the strategy.
- 1.5.13 The strategy references working across the Square Mile and beyond, and references working across existing facilities including those in open spaces. References are made to engage residents and workers and calls the City Corporation to support bids for international sports tournaments.
- 1.5.14 The strategy's governance was for a Sport and Physical Activity Working Group to be made up of elected members to oversee the implementation of the strategy. The strategy is to be delivered through five departments. There was a request for an 'appropriate resource allocation for the sport, including drawing together existing resources into one identifiable budget.'
- 1.5.15 Consultation as part of this review suggests that this strategy hasn't been taken forward by all departments. A number of officers didn't reference that their outcomes in relation to sport facilities reflected this strategy. There doesn't appear to be a single budget for sport delivery across the City.
- 1.5.16 It doesn't appear that any department is reporting back in respect to implementing the strategy.

Communities and Children

The strategy has been referenced in the new Services Specification being developed for the new operator and a 'golden thread' of strategic outcomes from the Corporate Plan / Strategy for Sport and Physical Activity and Department outcomes is set out within the services outcomes.

GLLC is part of sports activities and offer, the physical platform for delivering and driving increased participation for residents. Focus is to provide for those who may have limited opportunities elsewhere - e.g., people on low incomes. Service also delivers Public Health programmes on a preventative perspective - referral / weight management programmes for residents, but also City workers, linked to reducing health inequalities.

Delivery for **residents** important; GLLC and other outreach / community work is considered as one. GLLC is the physical asset, and some residents don't access it as within a housing estate, so outreach work also important.

However, you can't escape the fact that GLLC is rooted in one of the City's estates. It is to be a community asset for community benefit. The issue to overcome is still the sense that GLLC is in an estate and 'exclusive to the people within the estate' so people living and working outside the estate may think it is 'not for me'.

The driving ambition for GLLC, for the department, is an asset that delivers outcomes for local resident communities, including those less able to access or afford alternative offers - while providing an attractive offer to those who work and study in the City.

Whilst the focus is mainly on residents, the City is there to provide for all its communities, which includes workers. But it is acknowledged that how this works specifically for sport and leisure is probably not answered.

The private sector is there for those who can afford it. There is no analysis of low-income workers and potentially the assumption is that their home councils will provide facilities and service for them.

Natural Environment

There are no developed strategies which the Natural Environment department are working towards in relation to the delivery of its sport and leisure facilities within its open spaces.

KPIs in relation to sports and leisure can't be provided as the department doesn't currently use them. The department does monitor some participation data, (for example numbers of exercise on referrals, swimmers) but note they need improvement in linking data to demographics and market segmentation and then formulate KPIs.

There are vast opportunities, but no strategic priorities to steer direction as to which should be followed / developed first.

Whilst the open spaces aren't based in the City boundary, who owns / manages the land should not be important. The City is preserving the facilities for the public and so the correct amenities should be provided.

Facilities should be provided which meet community needs, but balanced with a sustainable approach to being modern, used by the wider population and financially self-sustaining.

Whilst there is also the complexity that each site has charitable status, the priorities can align to the charitable objectives. (Based broadly on providing facilities and infrastructure to support health and well-being of local communities.)

Hampstead Heath has recently established a Heath and Well-being forum and the Forum can be a platform for any development to better physical activity outcomes.

Therefore, need to know strategic priorities of the City and also of those councils within which the open space is located.

There are opportunities to link with City objectives, for example in respect to meeting Climate Change commitments.

1.6 Governance

- 1.6.1 Consultation with each of stakeholders suggested that there was no elected member group, or one department responsible for sport and physical activity across the City. Policies in relation to sport and physical activity are either part of other strategies and

the one relevant strategy does not appear to be owned by anyone and therefore there is no accountability / delivery of the strategy.

1.7 Recommendations under [Stage 1](#) are set out below.

Table 1 – Stage 1 Required Input

Outcomes	Source / Action
<p>Strategic outcomes to be defined for sport and leisure across the City owned and managed facilities and services</p>	<p>The outcomes and priorities which sport, and physical activity can support the City Corporation are more easily defined within the Square Mile:</p> <ul style="list-style-type: none"> • Improving health and well-being of all residents • Being a strong contributor in creating a Square Mile where people want to live, work and visit. <p>Interestingly it is not clear if the City Corporation's role is to support the health and well-being of its workers directly for whether it is simply increasing workers dwell times in its sports and leisure facilities to improve the City's sustainability.</p> <p>It is therefore recommended that the strategic outcomes for sport and leisure are more clearly defined within respect to workers within the Square Mile.</p> <p>It is less easy for formal and informal sports facilities in open spaces. The facilities are within other local authority areas and each open space is unique.</p> <p>There is the opportunity to review which City Corporation strategic objectives are relevant to all sports facilities in open spaces, but also have local objectives linked to the council areas adjoining them, and reflecting the charitable objectives and unique nature of both formal and informal sports provision of each open space.</p> <p>As the Corporate Plan is being developed, the future direction / outcomes in relation to sport and physical activity should have its roots within the plan.</p>
<p>Secure Buy In - Stakeholders</p>	<p>The strategic outcomes must have stakeholder buy-in, for example from:</p> <ul style="list-style-type: none"> • Elected members • City Corporation departments • Sport England • Councils within which sports facilities in open spaces are located
<p>Governance</p>	<p>Agree governance for the strategy, including elected member involvement and sign off.</p> <p>Needs one person / department having overall responsibility for the strategic outcomes, although implementation may be difficult if that crosses a number of City Corporation departments. Therefore the City Corporation will need to carefully consider who is responsible for the overall strategic outcome, and who is responsible for delivery.</p> <p>Finally, resource has to be identified for delivery (see stages 3 and 4), for the strategy to become more than a wishfull aspiration.</p>



Stage 2 – Insight

2. **Stage 2 of Sport England’s Strategic Outcomes Planning Guidance:**

Understand your community and your place

2.1 The four steps within this stage are:

A – Gather insight from local community and stakeholders to identify barriers and opportunities for behaviour change

B – Consider the contribution from the wider physical and social environment now and in the future

C – Establish where you are now and where you want to be in the future

D – Agree the objectives needed to contribute to shared local outcomes

2.2 The core objective of this section is to identify data that outlines the current health, demographic, and participation statistics of the “place”, understand who is currently using the services and, therefore, who isn’t using the service / being active and what the barriers are to taking part / using facilities and services.

2.3 It is relatively easy to set out these core datasets for residents and this is done so below. What is more difficult is to understand workers’ profiles and who is accessing sports facilities in open spaces.

2.4 **City health, demographic, and activity levels**

2.4.1 Key statistics in relation to City residents and workers is set out below.

2.5 Residents

2.5.1 The City like other London boroughs has differing projections for current and future populations. The two tables below set out population projections up to 2040 reflecting the City plan, but show current projects between 8,840 and 9,500 residents, growing by between 2%-7% by 2040. ONS projections have growth in 10–24-year-olds and over 55 year olds, with reductions in the 25-54 year olds.

Table 2 – London Dataset Resident Projections

Borough	Year	Male	Female	Persons
City of London	2022	4,500	5,100	9,500
City of London	2040	4,400	5,400	9,700

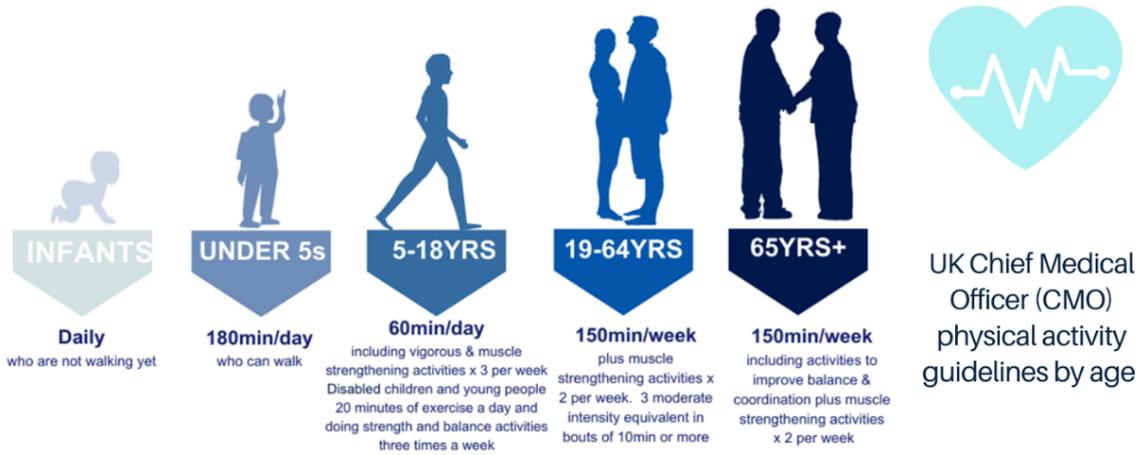
Table 3 – ONS 2018 Demographic Data – City of London

AGE GROUP	2022	2040
0-4	450	405
5-9	578	526
10-14	533	570
15-19	425	583
20-24	482	518
25-29	648	634
30-34	571	558
35-39	526	474
40-44	461	401
45-49	568	507
50-54	696	590
55-59	670	673
60-64	567	646
65-69	499	670
70-74	459	628
75-79	321	506
80-84	212	323
85-89	102	178
90+	71	92
All ages	8,840	9,482

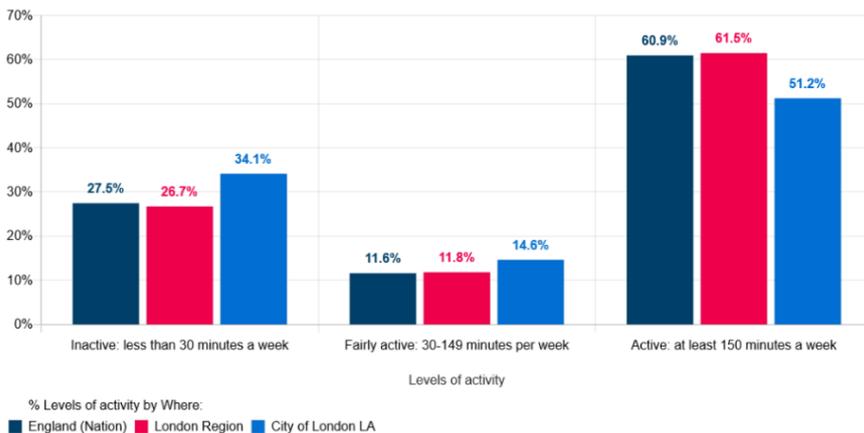
2.5.2 The figure below shows the City’s activity profile, whilst the resident population is low, activity levels are below London and England averages.

Figure 8 – City Corporation’s Physical Activity Profile

City of London Corporation Physical Activity Profile



Levels of activity May 20-21

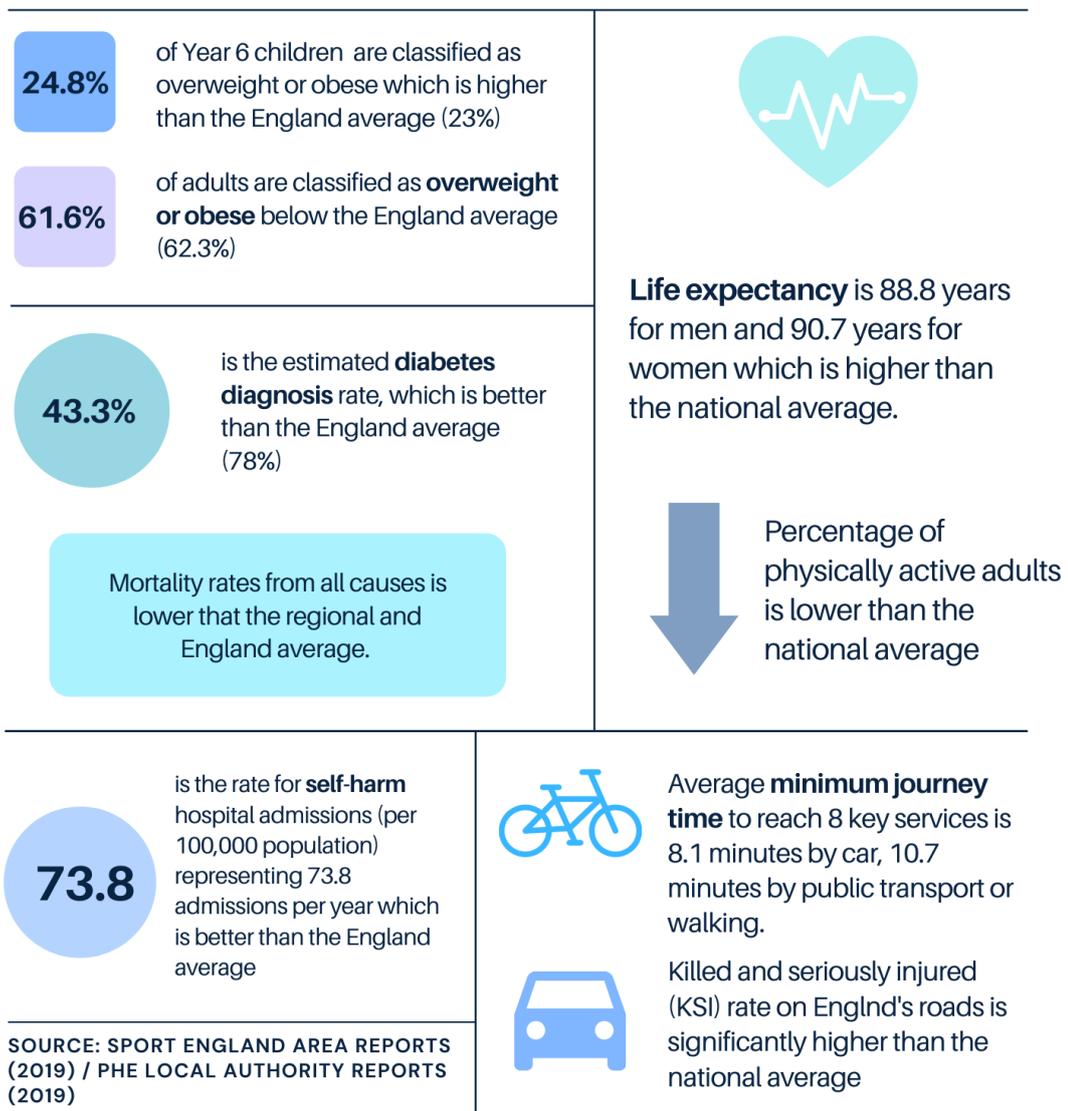


34.1% of adults are categorised as **inactive**, worse than the England average of 27.5%

2.5.3 Residents generally have a positive health profile compared to England averages, however, have a higher level of childhood obesity than average which could cause health issues in the future. Interestingly road accidents are significantly higher than average.

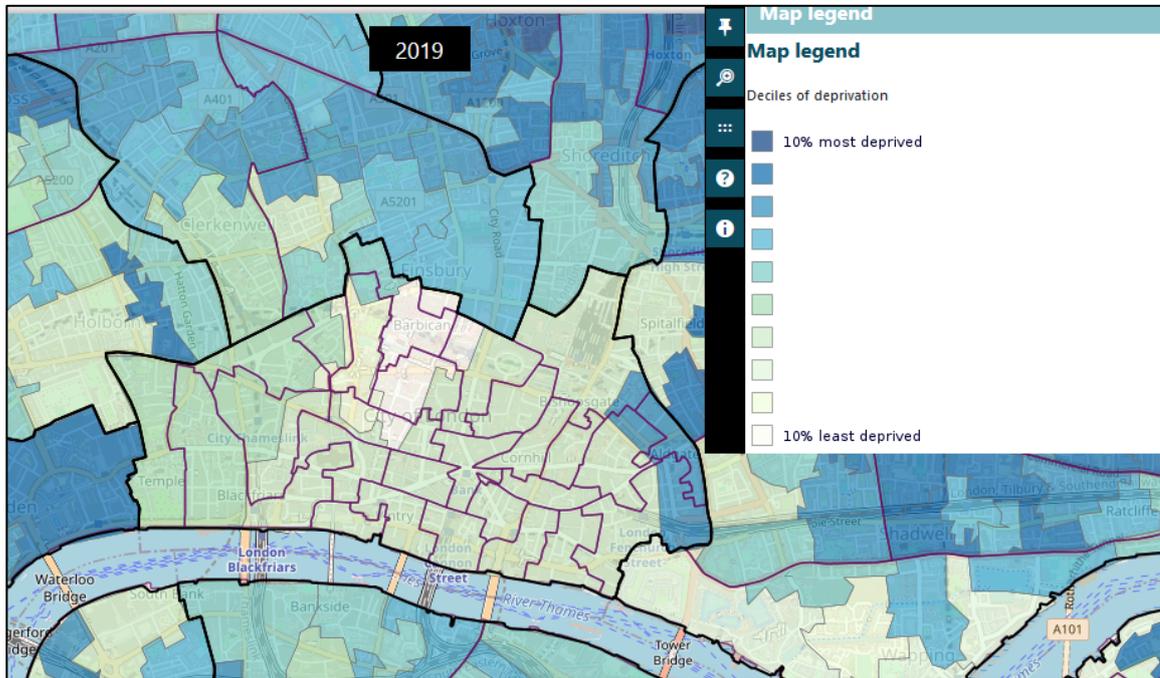
Figure 9 – City Corporation Health Profile

Health Profile



2.5.4 As the map below shows, there are few areas of high deprivation within the City boundary. The east of the City has areas of higher deprivation.

Figure 10 – Areas of deprivation in the City of London



2.6 Workers

2.6.1 The workday population pre-Covid was projected at 513,000 people, however, this is now lower and longer-term habits are still forming.

2.6.2 Employment Trends in the City of London – March 2020 (pre-Covid)

2.6.3 The table below outlines the level of workers in the City across ten years by eight sectors. Total growth across the 10-year was over 50%. (Red indicates a decline and green the highest rise.) Financial employment remains the largest sector followed by profession and estate.

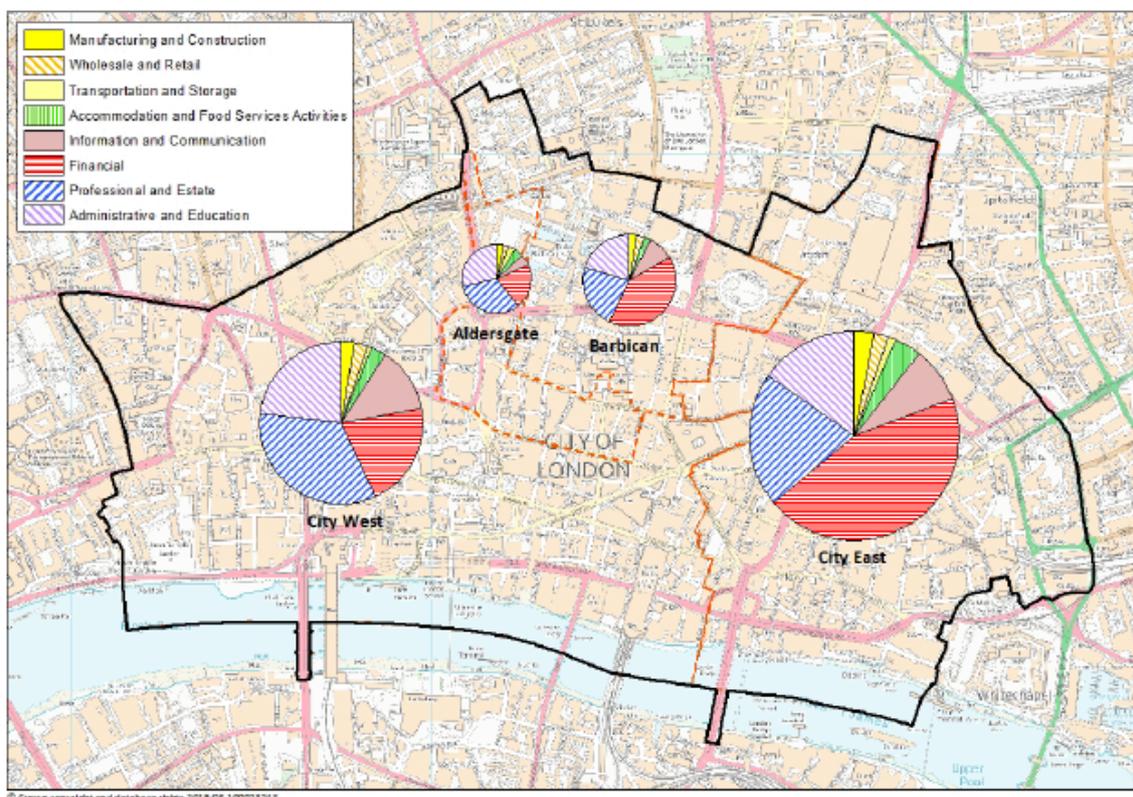
Table 4 – City of London Employment by Sector

Sector	2010	2015	2020	Rise/fall from 2010 to 2020
Financial	151,016	164,060	193,535	42,519
Professional & Estate	93,887	126,850	142,645	48,758
Administrative & Education	50,461	80,690	103,700	53,239
Information & Communication	23,915	36,925	55,815	31,900
Accommodation & Food Service Activities	14,881	21,375	19,745	4,864
Manufacturing & Construction	4,745	7,845	15,755	11,010
Wholesale & Retail	14,752	11,610	13,300	-1,452
Transportation & Storage	2,967	4,775	5,565	2,598
Total	356,624	454,130	550,060	193,436

Source: Office for National Statistics - Business Register Employment Survey

2.6.4 The map below shows the spatial distribution of sectors, with the east of the City still dominated by the financial sector.

Figure 11 – Spatial distribution of Employment by industrial sector.



Source: Office for National Statistics – Business Register Employment Survey

2.6.5 Pandemic Occupancy Levels – April 2022

2.6.6 Longer term work habits are still forming, however an Evening Standard report this April showed office occupancy had reached a high of 42% on a previous Thursday. Weekly average occupancy was about 63% pre-lockdown.

2.6.7 Workers have only slowly returned to their pre-pandemic habits and working from home still remains the favoured option for the majority on Mondays and Fridays. According to Freespace Index, a measure compiled by workplace company Freespace, occupancy for a week in April 2022 was 25% on Monday, 40% Tuesday, 36% Wednesday before the 42% peak on Thursday. However, on the Friday it reduced to 13 per cent. Across the week, it averaged 31% in London, still roughly half pre-pandemic levels.

2.6.8 However, a separate article on data from sandwich chain Pret a Manger suggested the chain's transactions reached 86% of pre-Covid levels in the City and Canary Wharf at the end of March, up from just 29% in January. This may suggest that whilst there may be fewer workers in the City, when there they are eating out more than previously, which could have a positive impact on other services and facilities in the City.

2.6.9 Worker demography

2.6.10 Whilst there is data on the employment sector, if the City Corporation's future focus is on the health and well-being of workers, it would be useful to better understand the make-up of the cohort in terms of income levels / shift work make-up etc. and any permanent changes following the implementation of hybrid working policies.

2.6.11 ONS statistics due out this year will be helpful but, however, may already be out of date given the impact Covid-19 has had on the workforce. In relation to low-income workers, it is likely that there has been a reduction in hospitality workforce, but office security, cleaning and maintenance services are likely to have remained constant whether office workers are in or not.

2.6.12 The City Corporation could consider worker needs and focus on promoting activities for typically less active groups; women, e.g. netball, people with disabilities, low income – as opposed to simply providing sports for the already active (typically male) which the private sector will do (for example fitness, football, squash).

2.6.13 CoLC Workers Survey

2.6.14 The City Corporation commissioned ukactive to undertake a worker survey in late 2020 / early 2021, between lockdown two and three. The survey included an on-line survey and two focus groups. 253 responses were received. The broad themes that were explored included:

- 1) Commuting into the City pre and post Covid-19.
- 2) Activity levels before, during and after the pandemic.
- 3) Barriers and facilitators for enabling active travel and physical activity within the City.
- 4) Existing leisure provision in the City and what could be added.
- 5) Plans and timelines for returning to the City.
- 6) The role of the individual, employer and the City of London in workplace wellbeing.

2.6.15 Key findings from the responses were:

- 15% of respondents were not completing 30 minutes activity per week, which classes them as inactive (which is lower than England average).
- During lockdown, fewer people exercise 'before and after work' compared to pre-lockdown. But they were more likely to **exercise during breaks**, suggesting lockdown had enabled employees to take better advantage of gaps in the working day.
- A high percentage of respondents indicated **that active travel would form part of their commute** on their return to the workplace.
- The main barrier to active travel is **lack of safe routes** at 33% with distance being the second extreme barrier.
- 68% of respondents said they would use designated traffic free walking routes with 44% indicating they would use designated traffic free cycling routes.
- Awareness of the services offered by City Corporation was quite low with **34% being aware of Golden Lane Sport & Fitness Centre, 10% aware of the sports development services and 7% aware of the exercise referral and weight management schemes.**
- To increase activity levels, there was support for freeing up underutilised spaces in the City, for example accessing empty indoor spaces to use for bike facilities or

gyms. Pedestrianisation of the City and traffic reduction during daytime hours were referenced.

- Focus group participants felt one of the main reasons for preventing physical activity in the City was there are few gym options and those that are available are prohibitively expensive. High volume of other gym users / queues to use equipment were also cited.

2.7 User profiles

- 2.7.1 To understand whether the services are meeting local need and strategic outcomes, it is key that the City Corporation knows who is using its services and also therefore who isn't accessing services.
- 2.7.2 It is often easier to track users of indoor and outdoor sports facilities (who have to book), than informal use of parks and open spaces. However, for team bookings, football etc., often information is only obtained from the 'booker' as opposed to all the players.
- 2.7.3 Engagement with City Corporation officers suggest that the GLLC operator has good data of its users, particularly as most are members (and so provide personal information), compared to the sports facilities managed by the Natural Environment department as shown by the feedback below.
- 2.7.4 There are opportunities for known participants of GLLC to be against the resident profile to assess how well the centre is meeting local needs.

Natural Environment

Hampstead Heath

There is limited data on participants.

Access to some participation data, for example, it's known that there are 1.2m visits to West Ham Park, but sensors at Queens Park are not currently functioning.

Very little data re sport facilities users as wrong system in place, bookings are through Eventbrite as opposed to bespoke leisure systems (Gladstone / Legend for example). Therefore, can only access total numbers, not information on participants.

Clubspark is used for the tennis bookings, set up with the LTA, but the City has to pay extra for the data.

It was noted that it is always difficult to gain participant data for team bookings (football / rugby / crickets etc.), as only the data of the person booking is known. Therefore, other methods need to be introduced as well as improved bookings systems.

Option for a better centralised booking system for sports facilities.

Therefore, the profile of the users is not understood, nor the 'reach' of the sports facilities. Having data on all users would improve both marketing and commercialisation of the facilities, but also understanding who the facilities are serving.

Epping Forest

User profile is not known, as little data on all participants.

We are currently working with Football Foundation on a Park Life football project so, they are supporting the officers, with the access of user data to support the wider business plan. This will improve the picture of who is using the pitches.

Would like to get to the bottom of 'who' participants are and where they come from, to better celebrate the 'reach' of the service. However, could be the case that many of the users are able to pay more for the facilities, which questions the priority of the spend to manage the pitches (£125k budget).

Would like to also demonstrate the level of 'informal' sport and promotion of physical activity that takes place across the Forest. However, it is difficult to collate information on all the events and participants of all activity. Activity extends to; cross country, schools' sports days (particularly from Newham), orienteering, cycling, horse riding, races, park runs, schools, health walks.

Much of the informal activity is not paid for and is more focused on women, (than the pitches and golf course, which is predominantly used by men), for example, pram walks, park runs etc.

Communities and Children

The operator provides monthly and annual information to the City Corporation as to visits (by total visits by group, for example over 65-year-olds). As most users are members, **participant** information is provided (for example resident / non-resident, gender, age etc of members.)

In 2019, pre Covid, out of approximately 1,000 members, 36% were residents, 53% corporate (workers) and 11% concessions / students.

In terms of resident members, the 362 members equates to approximately 4% penetration of the overall resident population.

2.8 Community Engagement – residents

2.8.1 In May 2021, shortly after the re-opening following lockdown 3, the City Corporation commissioned London Sport to undertake a resident's survey on behaviours, attitudes and perceptions of physical activity and leisure provision. The report did note lower take up of the survey, by ethnic minority communities and lower income people living in the east of City.

- 276 responses representing 3.12% of the population (ONS 2018).
- Only 56.2% of residents stated they were active for more that 150 minutes + per week, this is lower than the active lives results, but likely reflective of coming out of lockdown, as 50.7% stated they engaged in less physical activity with 18.1% engaging in more.
- Although 82.2% are aware of GLLC, only **47.2% had used the centre.**
- **Swimming facilities stood out as the most in-demand facility** at GLLC, with over 72% selecting it as their 1st or 2nd choice.

- Post pandemic, **traffic free walking and running routes** are expected to be used frequently, as are cycling routes.
- Post pandemic, most people would be **most likely to exercise / be active in a park or open space**, (76%), the next highest being a leisure centre / gym (65%).
- 53% stated they would use **Active Travel** for either their whole commute or as part of their commute for at least 10 minutes.
- **Investment in facilities and parks** is a high priority amongst respondents. Specifically GLLC, it was noted pre pandemic that the building needs maintenance. Also promoting access and connections to local outdoor spaces which could remedy overcrowding.
- Areas of concern amongst residents include the **reduction in and lack of free and affordable physical activities provided within the area**.
- Crime and anti-social behaviour are concerns, **so physical activity / sport targeted at teenagers** could be positive.

2.8.2 **Children's and Community Services** undertook a further survey of residents in **November 2021** prior to commencing the new operator procurement. The questions focused on barriers to being active and using GLLC, centre and community sports programmes, comms, cleanliness, staff, maintenance, and future facility developments. This highlights the approach by the department to engage with residents to understand how improvements can be made to increase physical activity and use of GLLC.

2.9 **Assessment of need – facilities**

2.9.1 There has been no assessment of need for sports and fitness facilities, as previously highlighted. Provision is based on 'what has always been there' or by 'demand for pitches'.

2.9.2 The open spaces are outside the reach of planning officers as they are located in other council areas. Therefore, it would be ideal for the Superintendents who are responsible for sports facilities, to be aware of what the surrounding council's playing pitch strategy / local football facilities plan and/or engage with local councils as to local residents' needs in terms of pitches. Whilst it may not be a priority for the City Corporation to invest in these facilities (to support other borough's sports need, there may be simply operational changes to better meet local requirements. For example, provide junior pitches as opposed to adult ones, if that is the shortfall). There is some local working, but it is mostly ad hoc.

2.9.3 Epping Forest is slightly different; with the Park Life Football project, current and future demand for football has been fully modelled.

Natural Environment

Hampstead Heath

The Superintendent has had informal discussion with Camden, to explore better opportunities for joint delivery, including the delivery of their playing pitch strategy. However, there is not sufficient resource to strengthen these relationships or take development opportunities forward in relation to the Heath's facilities.

<https://localplans.footballfoundation.org.uk/local-authorities-index/camden/camden-local-football-facility-plan/>

For example, the Camden strategy highlights a shortfall of ten full sized 3G FTPs (or equivalents) relative to assessed demand. There could be both community and commercial benefits if any shortfall could be provided on the Heath.

Epping Forest

Epping Forest is surrounded by four councils, with Redbridge, Newham, Waltham Forest being closest to pitches. 40% of Redbridge's provision is at Wanstead Flats, so facilities in Epping Forest are a big contributor to their supply of pitches.

It is hard however, to recover any cost of provision from the councils or accessing CIL funding.

Pitch provision is based on bookings demand, so reactive to the local market. The grounds team have marked out up to 66 pitches in previous years, but overall demand has reduced.

Due to the number of pitches on the site, governing bodies are interested and have undertaken more research than the City Corporation as to the level of demand. For the Park Life project, the Football Foundation has provided full demand modelling for pitches considering population growth etc.

Therefore, whilst this assessment has been undertaken, other stakeholders have taken the lead.

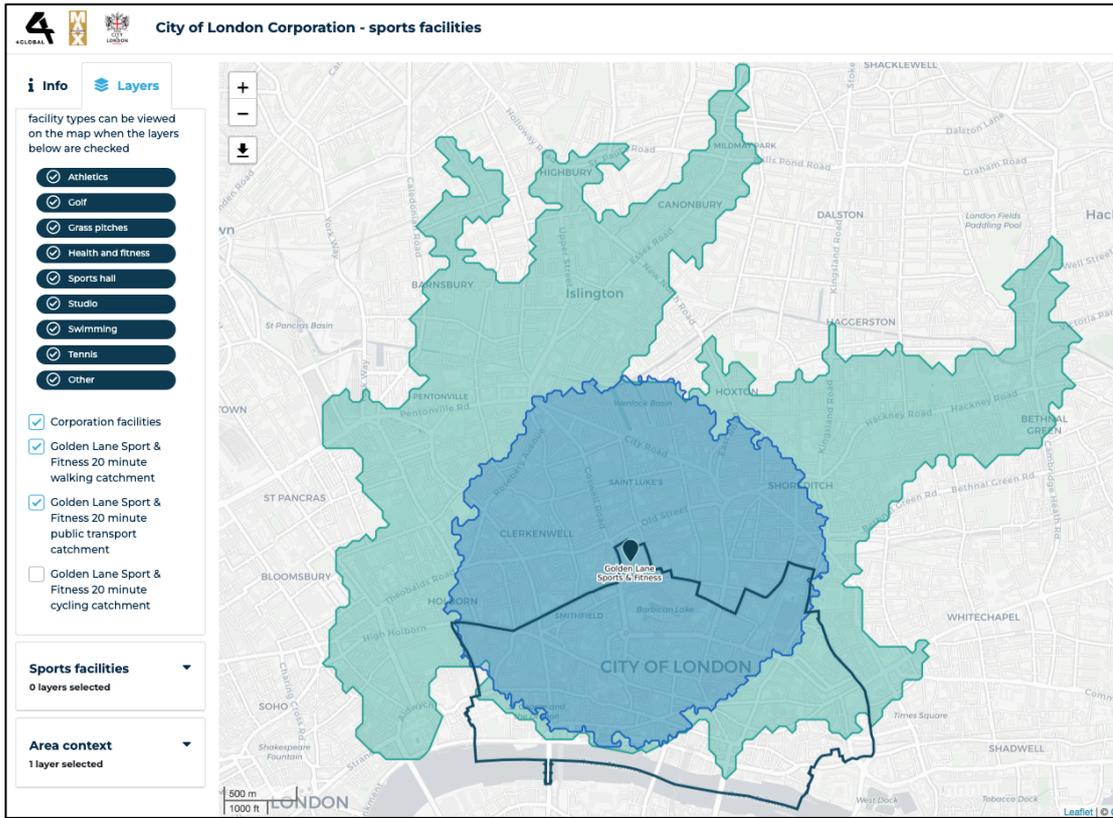
2.10 Facilities Mapping

2.10.1 The City Corporation's managed sports facilities, as well as private fitness facilities, within the City have been mapped. The City Corporation-owned facilities have been mapped by type, and against areas of deprivation, population density and risk of inactivity. Please refer to the weblink below.

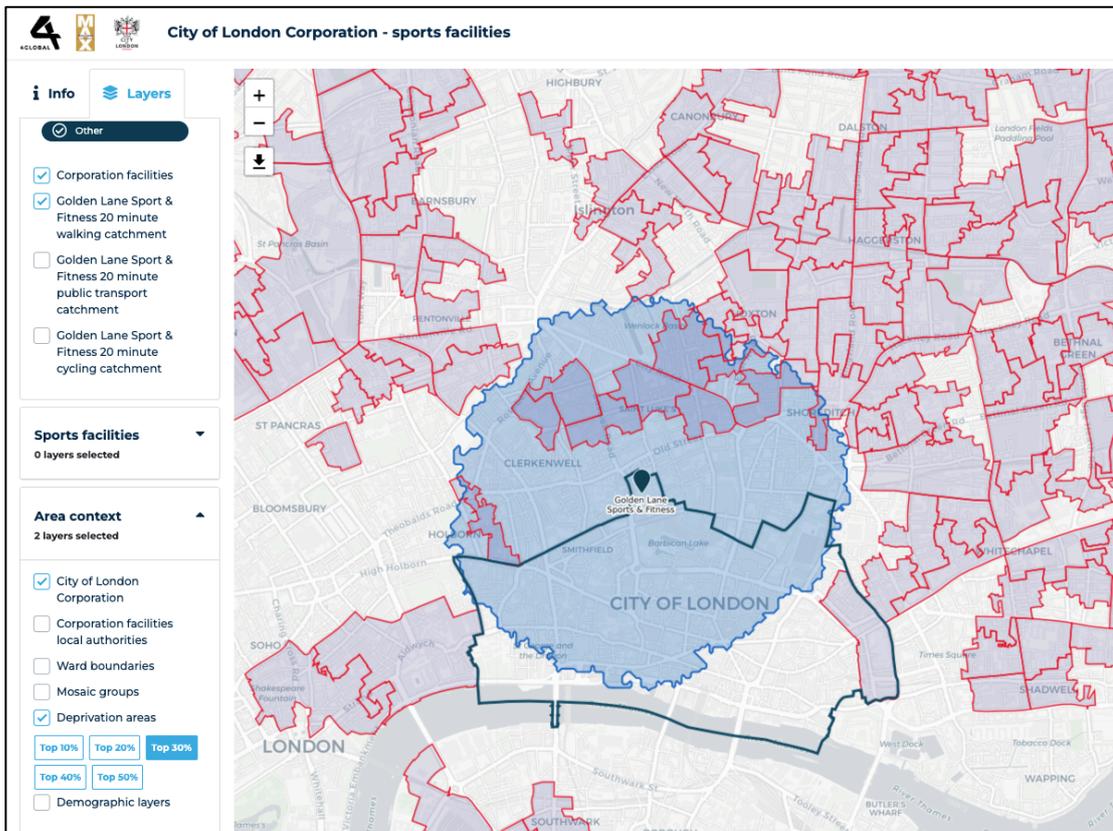
<https://datahubmaps.com/City-of-London-Facilities/>

2.10.2 The map overleaf shows GLLC with a 20-minute walk and public transport catchment. The southeast and southwest of the city is not covered by GLLC's walking catchment, and these are the most deprived areas of the City, as shown by the second map and highlight the importance of community development as well as the centre (due to its location).

Map 1. GLLC and walking / public transport catchment

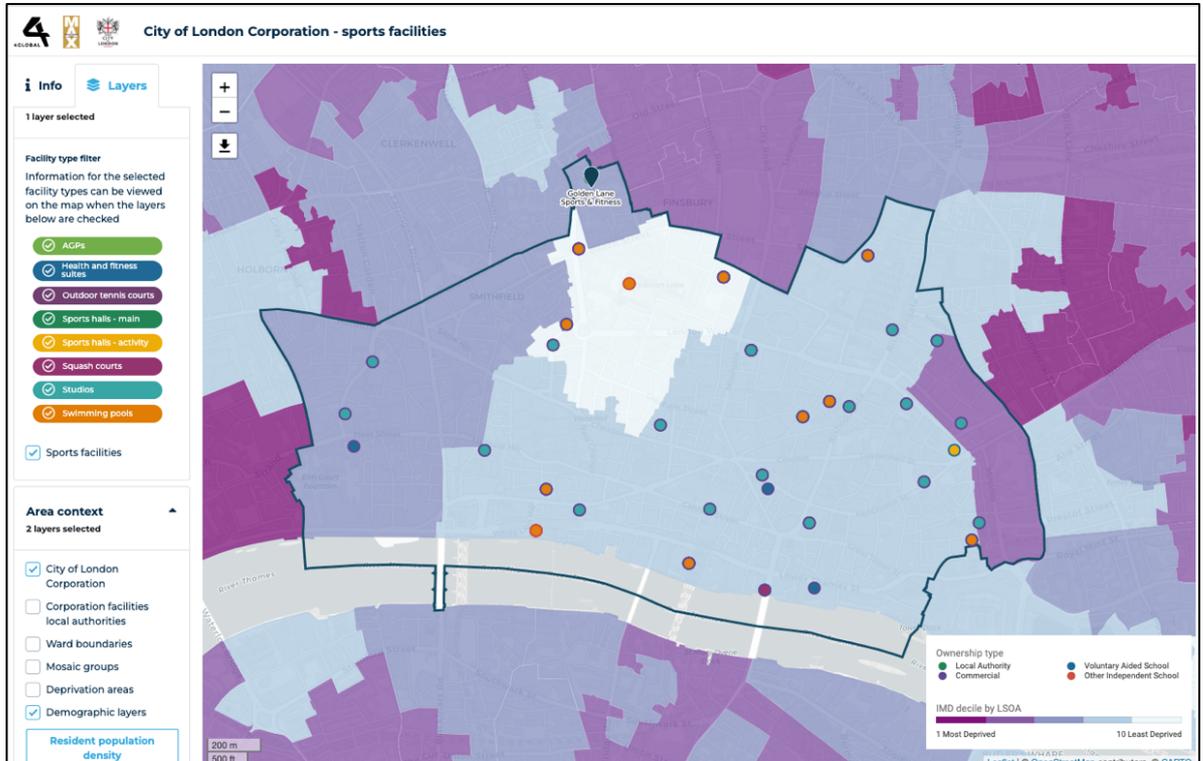


Map 2. GLLC - walking catchment and top 30% areas of deprivation



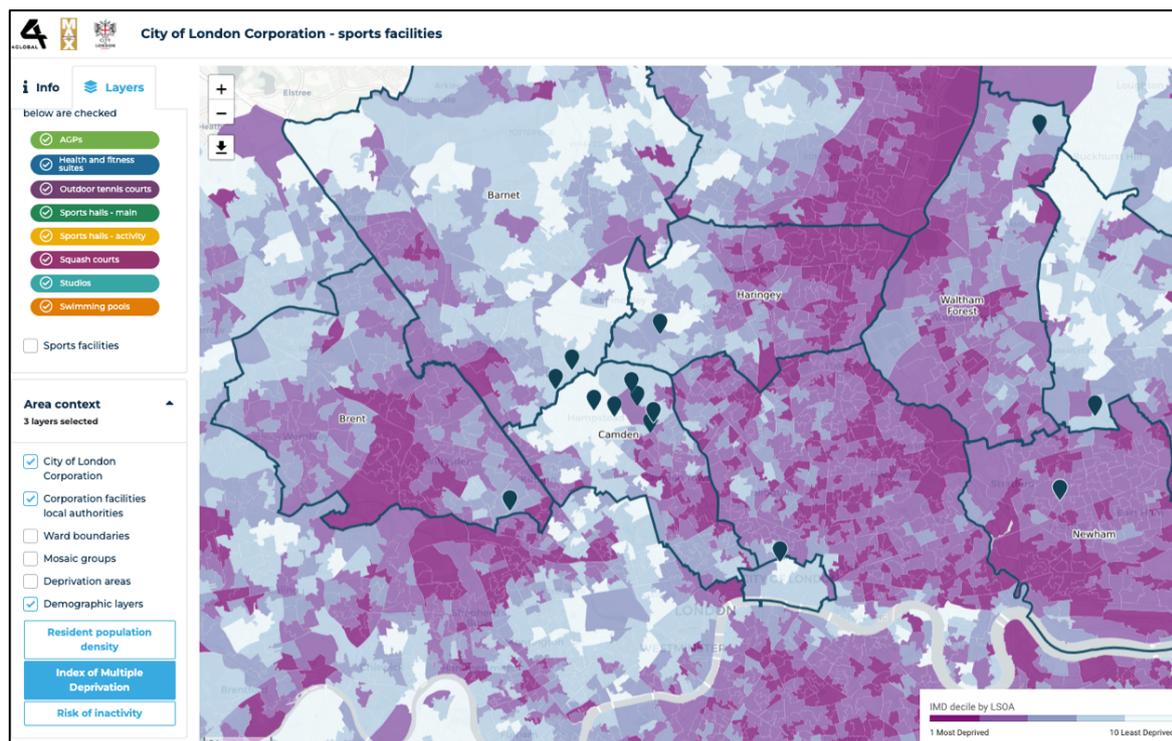
2.10.3 The map below includes commercial and school managed facilities in the City, showing the high density of commercial provision, although even known budget providers 'Pure Gym' who have two facilities to the east of the City charge over £35 per month.

Map 3 Public, Private and Education facilities in the City



2.10.4 Other sports facilities managed by the City Corporation in other council areas are mapped overleaf, against areas of multiply deprivation. Some facilities in Hampstead (Camden) are in areas of very low deprivation compared to the sports pitches in West Ham Park (Newham). This may be one indicator which the City Corporation uses to determine the strategic outcomes for its facilities in these open spaces.

Map 4 All City-owned sports facilities against index of multiply deprivation



2.11 Condition of facilities – GLLC

2.11.1 GLLC requires some City Corporation investment and interior refresh, but the footprint limits any significant redevelopment.

2.12 Active Travel / Active Environment

2.12.1 As mentioned in Sport England Guidance May 2021 *'Physical design principles like co-location, walkable neighbourhoods and integrated cycle networks can be implemented to drive community cohesion and social development. Activation such as park run or community run programmes can further boost physical activity in a space, particularly when targeting certain groups.'*

2.12.2 The City Corporation could undertake an audit of public realm spaces in the City to identify areas suitable for informal activity / pop-up and meanwhile uses.

2.12.3 The City Corporation publishes a regular audit of open spaces on its website, which identifies location and type of space, but not future potential uses, at: <https://www.cityoflondon.gov.uk/assets/Services-Environment/planning-land-use-report-open-spaces-audit-2020.pdf>

2.13 To complete **Stage 2** the following input is required.

Table 5 – Stage 2 Required Input

Insight	Source / Action
Worker's profile	Consider improved ways to monitor the demography of City workers, to understand: <ul style="list-style-type: none"> • their needs from a health and well-being perspective • Understand the type of programmes and events would attract them back into the City particularly on Mondays / Fridays and weekends.
GLLC user profile	Ensure the operator provides participant information compared to the resident profile of the City. This can be used to assess how well the centre is currently meeting resident's needs and how well the centre is targeting priority / low income residents.
Open space sports facilities profile	Implement systems to better understand the profile of the users of sports facilities within open spaces. To include: <ul style="list-style-type: none"> • Suitable FOH / booking systems • Club and block booking surveys (annually) to assess users' profile
Audit and Mapping	Open spaces with sports pitches consider more formal discussion with neighbouring authorities re: the demand for and supply of the sports pitches in current configuration and future pitch requirements. Discussions would need to include how any changes to pitch provision would be funded. Initial piece of work to review the demand and supply shortfalls by pitch type for each council area surrounding the City's open spaces.
Audit and Mapping	Audit community spaces where physical activity / fitness takes place outside formal facilities. (For example, community halls / churches, MUGAs etc).
Audit and Mapping	Undertake an audit of public realm spaces in the City to identify areas suitable for MUGAs, 5-a-side pitches and informal activity / pop-up and meanwhile uses.
Condition Survey	Undertake detailed costed condition surveys of GLLC / lido and other built facilities to determine lifespan and future lifecycle costs.
Worker / community Engagement	Once profile of City-workers is established as hybrid working patterns emerge, commission series of engagement events including workers / low-income workers to understand what barriers exist to participating in physical activity and what encouragement factors would increase participation given the impact of Covid-19 on physical activity habits within the City.
Destination City implementation	Work with officers implementing the Destination City Strategy – under the theme of 'sports and leisure offer', to engage with workers to understand what type of activities and events would encourage them to stay / come into the City.
Destination City implementation	Work with officers implementing the Destination City Strategy – under the theme of 'sports and leisure offer', to engage with neighbouring borough residents to assess what type of events / programmes would attract them into the City



Stage 3 – Interventions

3. Stage 3 of Sport England’s Strategic Outcomes Planning Guidance:

Identify how the outcomes can be delivered sustainably

3.1. The four steps within this stage are:

A – Consider a range of facility and service interventions across the broad range of provision

B – Determine the optimal and sustainable mix of facility and service interventions

C – Explore and identify effective management option(s) to deliver core facility sport and physical activity services

D – Establish the key performance indicators (KPIs) for each intervention

3.2. Having used insight to identify strategic objectives, the focus in **Stage 3** is on what interventions will have the greatest impact on the strategic objectives to make the greatest contribution to local strategic outcomes. Especially in the context of significant financial implications on local government and the local economy as a result of Covid-19.

3.3. By considering the active environment, facility, and service interventions across a broad range of place-based provision, this stage will identify the **optimal and most sustainable mix of facilities and interventions**.

3.4. Some local authorities are exploring transforming traditional leisure provision towards **community wellbeing hubs and more targeted interventions**. This is often combined with a more collaborative partnership-based approach linked to a mixed economy of provision. The City Corporation is planning to also utilise sports and leisure assets and services, as a tool to attract workers and other groups to the City to secure its place as a **global and sustainable City**.

- 3.5. Engagement with officers has highlighted a number of opportunities under each of the three themes.

3.6. Development options within the City

GLLC

- There is limited scope within the footprint of the centre for further sports / fitness development, the centre offers local residents' core facilities, swimming, fitness, hall, outdoor courts. Given the level of resident population, there would be limited demand from residents for additional facilities.

- 3.6.1. Development options to deliver outcomes of increasing activity within the City or / and larger projects to deliver the Destination City Strategy were discussed with planning officers. They set out a number of sites and opportunities that could be implemented. It is recommended that the insight work is undertaken first, to assess demand and then which options would be the most effective in delivering the outcomes. Initial ideas / sites are set out below.

Increasing activity within the City:

- Further the City Corporation's role in negotiating schemes for example **cycle hubs** to support wellness and wellbeing in developments
- **Cycling HUB** including cycling maintenance / storage / training / showers etc. The City Corporation offers cycling training, but it has been hard to get workers to engage, but better results from residents.
- Any walking / cycling provision has to be balanced with issues with collisions (accident rates) as the priority is safety.
- Emerging ideas include **Docklands / Santander cycle hire**.
- Promoting new office space in **London Wall** west (will speak to London Sport about promoting sports opportunities).
- **Boys school** – there is a small football court.
- **Residential estates** – opportunities in some of these are limited as some listed building (Barbican and Golden Lane Estates).
- **Public space in the Barbican** – planned an integration of activity, children's play with planting. But noted some resistance from residents.
- 150 Bishopsgate will have a whole new plaza. It is owned by private developer but could influence open space use.

Delivery against Destination City outcomes:

- There are opportunities for **pop-up or meanwhile** uses – for example on the riverside - sand / beach volleyball. Could identify spaces in the City which could support these activities but need to understand how it would be managed and paid for.
- **Running track** around the City. This may not be feasible practically, as pavements may not be wide enough / need a different running surface.
- Informal sports for example **skateboarding** around St Pauls is very popular. Could find further suitable locations.
- There are options with City Corporation-operated buildings – e.g. **Museum of London**, and the whole of **Smithfield Market** which is likely to become available for alternative uses by the end of the decade.
- There are large parts of this which is open space. (City Corporation owns the market, the issue is that it is currently occupied as a working wholesale market which the City Corporation aims to move to Dagenham Dock later in the 2020s).

- **Barbican** has unused areas – exhibition halls and podium areas and City Corporation has influence over City of London **Girls school** and facilities there (playing fields and swimming pool), note the facilities are only used term time.
- **Puddle Dock** is an opportunity in the longer term but could have meanwhile use.
- Could review use of some **car parks**.
- **Meanwhile / pop up use** – easier to see the opportunities (linked to events programme being considered within Destination City plans.)
- St Pauls open space has **water features**. Can think about the South Bank and think about informal play opportunities given the space in the City.
- Potential pop-up facilities and events include:
 - running races etc.
 - Guildhall Yard - has been used for Gladiatorial displays, so could also be used for sport events / boot camps – businesses competitions.

Destination City ideas:

- Part of the wider **events programme and temporary activities** - rowing on the Thames, peloton in Sky Garden, watching events outside on big screens, ice skating, Luna cinema, car free days, night walks etc.
- Provide **innovative facilities, unique to the City** and not found elsewhere (i.e. at home / other private facilities) – ideally use the characteristics of the Cityscape e.g. abseiling centre down the large buildings / open air pools on roof tops etc.)

3.6.2. Discussions were also had with officers in respect to a unique 'sport' / 'wellness' centre within the City to act as a core 'hub' for sport. It was felt that any facility should be unique and not provide the same offer as the private sector or what workers / visitors could access at 'home'. Ideas included focusing on a City 'Institute of Sport', with anchor tenants / sports administrators / national governing bodies etc.

3.6.3. Apart from the sites considered above, the City is unlikely to have space to provide large stadia, or sports facilities and with the Olympic facilities in east London and recent sign Mayoral sign off to redevelop Crystal Palace, there are already national facilities in greater London.

3.6.4. Therefore, ideas focused on sports administration / wellness and mental health / research and and/or facilities focusing on London's Cityscape as set out above. Further research would be required to determine the vision and role of the facility and how it would support the Destination City outcomes.

3.6.5. Funding options for any development of new facilities would need to be considered, these would include:

- City Corporation capital receipts / reserves
- Revenue surplus to pay back capital investment via prudential borrowing
- Developer contributions; CIL / S106 or
- Grant funding for example from Sport England (<https://www.sportengland.org/how-we-can-help/our-funds/strategic-facilities-fund>) / London Marathon Trust

3.7. Development options within Open Space

3.7.1. Discussion with officers highlighted potential options as set out below.

Facilities – sustainable use

Hampstead Heath

The City Corporation isn't currently harnessing the potential income from the assets, for example the lido.

Whilst the Heath serves some areas of deprivation, there are significant affluent neighbourhoods, and the offer can needs to reflect different demand. **Require a Head of Leisure type post** to support the development of these areas (could also link to the development work with neighbouring councils – so income generating projects could fund 'development' work within local communities.)

Services – to meet local need

Epping Forest

Consider the value of the £125k budget for one sport / sector, as have not historically evidenced what they are 'doing / achieving' with that budget. Consider this against agreed strategic outcomes for the City in relation to the open space.

Could be more focused on 'well-being' than sport and have development officers to focus on this work, however no resources to deliver this.

Across Open Space

The department has huge natural resources and space and so significant opportunities for **commissioned programmes** to take place (compared to for example GLLC.)

3.8. Service Delivery

3.8.1. Two elements were considered within this section, firstly, how delivery of sport and leisure worked across the City Corporation, i.e., partnership working and were the current management options of delivery (mix of in-house / contracted out) suitable for the services going forward.

3.8.2. In respect to working across the City Corporation and collaboration between departments, from engagement with officers, it appears each department is currently working in isolation.

Collaborative working

Hampstead Heath

The Superintendent and Interim Director are relatively new in post, and the new Environmental department has just been established so they are getting to know the new ways of working and culture. However, so far they haven't needed to work with other open space teams (as they have very different sports facilities) nor officers responsible for GLLC.

Consideration of joint-booking systems across open space were discussed, but not taken forward.

Officers have started to engage with other leisure providers.

Epping Forest

Currently under-going a restructure so awaiting the outcomes of the new ways of working.

Superintendents manage their own open spaces, which are all separate charities, so to simply shoehorn into one directorate with a common asset – open space, may not be the right for each of the services. Must consider local requirements and market factors.

However, is useful to share 'policies / operational' procedures as suitable – for example grounds maintenance specifications etc.

Collaboration and opportunities to share experiences and best practice is useful via networking / management days and have benefitted previously from these types of events.

Children and Communities

Currently have little to do with the open spaces management team, consequently no joined up thinking / pricing / marketing etc.

Any joined up working has not been considered before as no obvious benefits for residents of the City. (Some residents won't travel to GLLC from within the City, so less likely use open spaces outside the City.)

However, can see benefits to City in respect to whether the management of the services could be done so more efficiently.

- 3.9. In terms of alternative delivery models, as well as working across the City Corporation, options were discussed in respect to different management models. Given that it is felt that the opportunities within Hampstead Heath are not currently being taken advantage of, once the '**strategic outcomes**' are determined and better **insight data gathered**, it may be worth considering how suitable the current delivery model is.

Hampstead Heath

All currently managed in-house, team's experience is in managing open space more than sports facilities. (However, the Superintendent has a 'leisure' background as well as ecology expertise).

Regarding sports facilities, the department needs to get the basics in place to be efficient and effective to generate income. Need to generate income to secure the future sustainability of the facilities.

So ideally **review the back-office functions** for example on-line bookings and access.

For example, the lido has no dry offer which would complement the water offer as it is such a draw – for example, gym, studios, spa/ wellness area, but no current resource to develop the business case with existing commitments.

Would be beneficial to consider alternative management options to lever in ‘leisure / sports’ expertise to maximise the opportunities of the facilities across the Heath (and wider open space).

Given the position of the traditional operator market following Covid-19, this does not mean contracting out the sports facilities, but could operate differently within City departments, or as an arms-length organisation to the City Corporation.

Children and Communities

Opportunities to have same management model across all 'sporting' facilities managed by the City Corporation, including open spaces. You could specify the outcomes for particular settings within the service agreement /contract.

3.10. Officers in the Children and Communities team are planning to re-procure the GLLC and sports development contract. The term is likely to be more than five years (to be attractive to the market). However, this may need to be reviewed, if for example, it is considered beneficial for a wider scope of the City Corporation’s sports facilities to be managed together, (whether on a contracted out or alternative basis).

3.11. On one hand, the contract is likely to be more attractive to the market if the lido and other sports facilities in Hampstead Heath were included, however, given the early stages of development of improvements/ investment options at the lido, it may not be the right time to procure an operator.

3.12. Therefore, it may be worth considering whether it is possible to extend the current contract, whilst officers determine the future strategy for its wider sports and leisure offer, prior to embarking on a procurement process.

3.13. To complete **Stage 3** the following input is required.

Table 6 – Stage 3 Required Input

Interventions	Source / Action
City Corporation-wide collaboration	Consider how the management of sport and leisure facilities across the City Corporation could benefit from better collaboration, whilst being able to reflect local conditions and markets. Examples of this include: <ul style="list-style-type: none"> • CRM / booking systems, so there is a consistent approach in managing user data

Interventions	Source / Action
	<ul style="list-style-type: none"> • Marketing – for example for summer holidays programmes • Operational procedures and policies • Work experience and apprenticeships • Product / business development • Community / sports development
Activity levels within the City	Consider the range of options for increasing scope for physical activity within public realm and active travel routes in the City.
Destination City actions	Consider how the options in relation to Destination City outcomes can be investigated further with full business cases determined.
Develop investment options in Hampstead Heath	Consider how resources could be provided to develop specific projects for improved facilities in Hampstead Heath – to increase usage and sustainability of the facilities.
Increasing use of open spaces by priority groups.	Consider whether providing resources to further promote community development programmes with local councils / neighbourhood groups in open spaces is a priority for the City and if so, how it may be resourced.
GLLC - asset	Undertake any condition survey / refresh requirements.
GLLC - procurement	Consider whether this is the right time to procure a new operator and whether it would be possible to extend the existing operator contract whilst this review is completed.
Future management models	Consider whether an alternative delivery model would be better suited to manage the sports facilities across departments. Could be introduced in a phased approach. This could be from one department operating all the sports facilities - to achieve standardised approach and economies of scale but could also be compared to a LATC and external contractor model.
KPIs	Develop the KPIs for the facility and service interventions.



Stage 4 - Commitment

4. Stage 4 of Sport England's Strategic Outcomes Planning Guidance:

Secure commitment to a strategic approach and delivery of outcomes

4.1. The three steps within this stage are:

A – Agree a sustainable and effective business case

B – Identify resource requirements to support implementation

C – Secure stakeholder commitment and move to implementation

4.2. This final stage provides a holistic and comprehensive view of the City Corporation's strategic approach and the associated financial and resource implications.

4.3. It brings together all the key outputs from the previous stages into the overarching strategy.

4.4. This stage will provide clarity and confidence that implementation of the proposed mix of provision, facilities (and any investment), and service interventions is affordable, achievable and sustainable. And that delivery will directly contribute to City Corporation's strategic outcomes.

4.5. It needs to satisfy a case for change and optimise value for money in terms of economic, social and environmental benefits. It needs to be financially viable and achievable.

4.6. The steering group must sign-off the strategy, it is important to secure time and resources from the steering group.

4.7. A full report should be presented for approval that summarises key elements of the strategies.

4.8. To complete **Stage 4** the following input is required.

Table 7 – Stage 4 Required Input

Commitment	Source / Action
Strategy	<p>Strategy to be presented to all stakeholders and signed off.</p> <p>Present a fully resourced financial business case for the City Corporation to secure stakeholder commitment to delivery.</p> <p>Business plan to be finalised for any facility / service interventions including income / expenditure / cost of capital etc.</p> <p>Outputs to include:</p> <ul style="list-style-type: none"> • Capital and revenue requirements • Net effect on surplus / subsidy including cost of capital • Impact on trading income and expenditure account • Overall affordability and funding • Confirmation support to the business case. <p>Collaboration / Management review completed and signed off.</p>
Implementation	<p>Budgets update – set out implementation budget and timescales.</p> <p>Set out governance process for sign off and confirmation of all stakeholder commitment.</p>
Appendices	<p>Detailed items such as needs analysis, engagement reports, financial modelling, cost plans, designs etc. can be included as appendices.</p>



Max Associates has been operating for over 20 years and is a market leader in **local authority sport and physical activity consultancy**.

Our Expertise Includes...

Sport England Strategic Outcomes Planning Models

Commissioned to undertake over 20 SOPM reports, with many of those completed achieving successful EOI and Sport England strategic facilities funding.

Leisure and Culture Services Procurement

Undertaken over 30 procurement projects, completing shadow business plans and assessments of all income and expenditure projections for sport and leisure facilities. We are therefore fully conversant of best practice from private operators, consortiums and trusts.

Facility Strategies

Completed over 35 feasibility studies for centres including traditional and innovative / commercial facilities to drive participation and income.

We are on the **Sport England Active Environment Framework of approved suppliers**

We were part of the consortium which launched the **Moving Communities National Database** as part of the National Leisure Recovery Fund from DCMS via Sport England.

Disclaimer

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