

Committee(s): Communications & Corporate Affairs Sub Committee	Dated: 7 th June 2022
Subject: Review of Sport Provision	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2,3,4,7 and 10
Does this proposal require extra revenue and/or capital spending?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Deputy Town Clerk & Executive Director of Communications and External Affairs	For Decision
Report author: Sam Hutchings, Sport Engagement Manager, Town Clerk's Department	

SUMMARY

Earlier this year Members of the Public Relations Sub Committee approved proposals to undertake a corporate wide review of the City Corporation's sport provision.

Following a tender exercise guided by Sport England's planning guidance a consultant – Max Associates - was appointed to undertake this review.

This report gives Members a chance to consider the consultant's findings following the review into the City Corporation's sport provision and recommendations for improving this service area.

The Sub Committee is asked to consider the report and provide some direction in relation to next steps to address the issues raised in the report and prioritise sport across the organisation going forward.

Recommendations

That, Members:

- (i) Acknowledge the issues raised in the Consultant's report and endorse the City Corporation's ongoing commitment to promoting the benefits of sport and physical activity to all our stakeholders and that this should be a key priority for the organisation going forward
- (ii) Agree that the Sport Engagement Manager should be asked to lead on resolving the issues raised in the Consultant's Report and develop a new sport strategy with clear deliverable outcomes and priorities that are aligned to corporate objectives and stakeholder needs
- (iii) Consider governance arrangements to guide the development and implementation of a new sport strategy

- (iv) Consider the need for enhanced resourcing of sport to reflect the prioritisation of this area of work and efforts to enhance the corporate-wide sport offer

MAIN REPORT

Background

1. As agreed by Members at the last meeting of this Sub Committee, the City's Sport Engagement Manager has been working with colleagues from across the organisation, including Community & Children's Services, Built Environment and Open Spaces, to consider options for enhancing the City's sport offer across the organisation. In line with the first phase of [Sport England's Strategic Outcomes Planning Guidance](#), he appointed an external consultant to undertake a 'diagnostics check' on the current status of our sport and leisure provision and make recommendations on how to maintain and improve this service in future.
2. The primary objectives of this project were:
 - 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

Review Findings

3. The Consultant's report is attached as an appendix and the findings can be summarised under the following headings:
 - a) Strategic Vision – the City Corporation would benefit from a clear strategy for sport that is: linked to the Corporate Plan; has distinct measurable and deliverable targets; is stakeholder led; and is allocated appropriate resources to ensure successful delivery of aims

- b) Corporate Approach – with a clear strategic vision, the City Corporation should adopt a more joined up approach to delivering sport across the organisation, ensuring departments are working together on agreed outcomes that are centrally owned by a single department / officer
- c) Governance – enhanced governance arrangements should form part of the City Corporation’s strategic approach to sport, ensuring greater Member oversight on strategic direction and outcomes, as well as taking advantage of external expertise and better partnership working
- d) Stakeholder Needs – the City Corporation should identify and prioritise the various relevant stakeholders using its sport facilities and activities to ensure their needs are met and also understand how it can widen the pool of users from its diverse local communities
- e) Enhanced Offer – a new sports strategy should be ambitious and creative to reflect the current context and seek to maximise potential user interest whilst also enhancing revenue and investment opportunities
- f) Resources – increased resources, both from internal and external sources, linked to clear deliverable objectives would significantly enhance the delivery of sport across the organisation and lead to improved health and wellbeing as well as other strategic outcomes

Way Forward

- 4. In view of the findings of the report and subject to Members views, it is suggested that the Sport Engagement Manager – reporting directly to the Deputy Town Clerk - should lead on addressing the issues raised by the consultant, including:
 - i. Stakeholder Analysis – with the help of an external consultant, undertake an in-depth review into the diverse range of stakeholders that have access to our sport facilities and services across London to ensure we better understand their needs and ensure we are addressing these requirements in line with our own corporate priorities
 - ii. New Strategy - develop a new Sports Strategy for 2024-2030, aligned to the new Corporate Plan and wider organisational and stakeholder needs, with clear deliverable and measurable objectives that are appropriately resourced and managed. This strategy would initially be focused on the Square Mile in line with Destination City aspirations
 - iii. Member Oversight – consider options to set up clear and accountable arrangements to govern the City Corporation’s strategic direction on sport. Given the remit of this Sub Committee over sport engagement and corporate affairs, it may be felt that oversight of the new sport strategy should be the responsibility of this Sub Committee. Some thought might need to be given to bringing in internal and external representation to reflect different stakeholder groups

- iv. Dedicated Staff – ascertain available internal resources to help fund two new positions that would provide strategic oversight and guidance on sport participation and facility management, which will in turn ensure we drive up interest and potential external funding in our sports assets and services across the organisation. Both posts would report directly to the Sport Engagement Manager to ensure proper accountability in line with strategic outcomes.

Resource Implications

5. Owing to the additional responsibilities that will be taken on by the Sport Engagement Manager it may be necessary to undertake a review of the post's title and status within the organisation, in line with corporate HR procedures. Any additional costs incurred from this, as well as the two new posts, will need to be identified as part of a request for more funding via the Chamberlain.
6. The City Corporation currently spends £80,000 a year on sport engagement, including the Sport Engagement Manager's salary. There is also some spending on sport elsewhere across the organisation, including Community & Children's Services and Natural Environment, which are yet to be calculated. However, it is anticipated an additional spend of approx. £150,000 would be required to meet the extra staffing requirements being proposed. This amount has yet to be allocated and discussions with the Chamberlain on how these additional costs can be accommodated are ongoing. However, it may be felt by Members that a growth bid should be prepared to cover the additional costs.
7. Subject to Members views on the proposals set out in this report, it is suggested that the Sport Engagement Manager report back to the Sub Committee later this year with a progress update on the agreed objectives from this meeting.

Conclusion

8. The City Corporation has much to offer on sport across its assets, public spaces and services. The review undertaken by the external consultant has shone a light on the issues that need to be addressed in order to improve this offer going forward. It is hoped that a new strategic approach to sport with clearly defined outcomes, ownership and resources will serve to enhance the sport facilities and activities operated by the City Corporation for years to come. This will help demonstrate the ongoing value the organisation has to a wide and diverse audience from across London.

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Appendix – Independent Report by Max Associates (Strategic Outcomes Planning Model)