
London Borough of Newham

Strategic Leisure Facilities Needs Assessment Update 2021-2038: Appendices

Appendix 1: Relevant National and Local Policies and Strategies

This contextual information is included to make sure that the needs assessment considers all relevant local, regional and national policies and priorities. The focus of this section is to identify corporate priorities for Newham which both influence and can be influenced by Leisure Infrastructure needs and how Newham's leisure facility stock contributes to regional and national policy agendas.

National Strategy

The Government's Sporting Future Strategy 2015

The Department for Culture, Media and Sport, following a consultation paper in 2015, launched the new strategy 'Sporting Future: A new Strategy for an Active Nation' in 2016. The development of the new strategy reflects a need to re-invigorate the nation's appetite for participation in sport following what appears to be a significant reduction in participation (highest profile being swimming), following the upsurge after the 2012 London Olympics.

The sport strategy is targeting five outcomes which each sports organisation, public or private sector, will be measured against:

1. Physical wellbeing;
2. Mental wellbeing;
3. Individual development;
4. Social and community development;
5. Economic development.

Government funding will go toward organisations which can best demonstrate that they will deliver some or all of the five outcomes.

The Delivery of the outcomes will be through three broad outputs:

1. More people from very deprived backgrounds regularly and meaningfully taking part in sport and physical activity, volunteering and experiencing live sport;
2. A more productive, sustainable and responsible sports sector;
3. Maximising international and domestic sporting success and the impact of major sporting events.

The strategy is moving away from the focus on the number of people participating at any moment in time and shifting emphasis to the broader outcomes that sport can deliver, such as the impact sport can have on physical and mental health, building social capital, educational attainment, employability and economic growth.

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Sport England Strategy: Uniting the Movement 2021-2031

Sport England have three key objectives in the new 10 year strategy.

1. Advocating for Movement, Sport and Physical Activity.
2. Joining Forces on Five Big Issues.
3. Creating the Catalysts for Change

The '**Five Big Issues**' are defined as:

Recover and Reinvent

Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.

Connecting Communities

Focusing on sport and physical activity's ability to make better places to live and bring people together.

Positive Experiences for Children and Young People

An unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.

Connecting with Health and Wellbeing

Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.

Active Environments

Creating and protecting the places and spaces that make it easier for people to be active

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Public Health England 'Everybody Active, Every Day - An evidence-based approach to physical activity' 2014

This Public Health England document was put together to help address the problem of increasing inactivity in England and with an aim of increasing both mental and physical health and wellbeing. It states that around one in two women and a third of men in England are damaging their health through a lack of physical activity. It also suggests that this is unsustainable and costing the UK an estimated £7.4bn a year and if current trends continue, the increasing costs of health and social care will destabilise public services and take a toll on quality of life for individuals and communities. The document puts forward regular physical activity and an active lifestyle as a means of preventing many chronic diseases such as cancer and diabetes, and conditions like obesity, hypertension and depression that contribute to premature death.

The document also makes some recommendations on how infrastructure, including sport and leisure facilities, can help in increasing physical activity through thoughtful urban planning and creating transportation systems that promote walking and cycling which will help to create active, healthier, and more liveable communities.

Public Health England suggest that maximising the potential of the assets that already exist such as streets, parks, leisure facilities, community halls, and workspaces is essential for ensuring that physical activity interventions are successful. It is important that any developments in Newham for provision of sport and leisure facilities reflects this aim of providing quality facilities that maximise their potential for community use.

HM Government Childhood Obesity Strategy 2016

Produced by Government with the aim of significantly reducing England's rate of childhood obesity within a 10 year period, this paper proposed 14 actions which looked to respect both consumer choice and economic realities. The 14 actions included increasing physical activity and quality sport and physical activity for schools. Indoor facilities offer that is accessible and caters to young people is key to tackling childhood obesity. As referenced in 3.1, rates of childhood obesity are considerably higher than the national average in Newham.

A Sporting Future for Playing Fields of England – Sport England 2012

Playing fields are one of the most important resources for sport in England. They provide the space which is required for the playing of team sports on outdoor pitches. Yet as open land, particularly in urban areas, becomes an increasingly scarce resource, they often seem to offer a tempting opportunity for other forms of development. Sport England opposes such development in all but exceptional cases, whether the land is in public, private or educational use. It does so because the loss of any part of a playing field may represent the irretrievable loss of an opportunity for participation in pitch sports, and with it the many benefits which sport brings.

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NHS England – Healthy New Towns Programme

The Healthy New Towns programme worked with sites across England to explore how the development of new places could create healthier and connected communities with integrated and high-quality services. Putting Health into Place, learning from the programme, is outlined across 10 principles:

1. Plan ahead collectively
2. Assess local health and care needs and assets
3. Connect, involve and empower people and communities
4. Create compact neighbourhoods
5. Maximise active travel
6. Inspire and enable healthier eating
7. Foster health in homes and buildings
8. Enable healthy play and leisure
9. Develop health services that help people stay well
10. Create integrated health and wellbeing centres

Town and Country Planning Association – Health, Green Infrastructure, Garden Cities & New Towns

The TCPA champions the way places are planned, designed, built and managed and has a significant influence over whether communities can live healthy lives. The built and natural environments are important determinants of health and shape health inequalities.

Green Infrastructure is a network of multi-functional green space and other green features, urban and rural, which can deliver quality of life and environmental benefits for communities. Green infrastructure is not simply an alternative description for conventional open space. It includes parks, open spaces, playing fields, woodlands – and also street trees, allotments, private gardens, green roofs and walls, sustainable drainage systems (SuDS) and soils. It includes rivers, streams, canals and other water bodies, sometimes called ‘blue infrastructure’.

The TCPA has recognised the role of new communities as part of a portfolio of solutions necessary to provide genuinely affordable homes in inclusive, healthy and climate resilient places. The Garden City model is relevant to development at all scales, in new and renewed communities.

The TCPA is campaigning for a new generation of Garden Cities based on modern Garden City Principles. This involves working cross-sector and at all levels of government to influence policy and legislation, raise awareness through guidance and training, and work with real places to explore the barriers, opportunities and practical solutions necessary to make new garden cities a reality. Campaigns are underpinned by research exploring lessons from the past and present, including the New Towns programme.

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Sustrans – National Cycle Network, Active Travel Toolbox

New and improved routes forming part of the National Cycle Network shall:

- Be designed in accordance with current best practice design guidance
- Be designed in collaboration with the local community
- Provide convenient links to key destinations - connecting cities, towns and countryside
- Meet the following nine design principles:
- Be traffic-free or a quiet-way
- Be wide enough to comfortably accommodate all users
- Be designed to minimise maintenance
- Be signed clearly and consistently
- Have a smooth surface that is well drained
- Be fully accessible to all legitimate users
- Feel like a safe place to be
- Enable all users to cross roads safely and step-free
- Be attractive and interesting

Making the economic case for active travel toolkit

Investment in walking and cycling can play a significant role in local economic development. The economic case toolkit includes:

- The evidence base for the economic benefits of active travel.
- A number of tools to help you, including: a strategic investment tool to evaluate the cost and benefits of a multi-intervention programme, a tool to calculate the typical impact of different infrastructure investment schemes, and a tool to estimate the economic benefit from recreational cycling.

Linking active travel and public transport to housing growth and planning toolkit

The UK population is expected to increase by almost 10 million over the next 25 years. Linking housing growth with walking, cycling and public transport will help ensure new developments are built in the right places and with the right infrastructure to enable efficient and sustainable mobility that is attractive for people and businesses. The housing growth toolkit includes:

- How to align housing growth and planning with sustainable transport.
- How to better plan housing growth to enable sustainable transport.
- Delivering sustainable transport infrastructure in new housing developments.

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The role of active travel in improving health toolkit

One of the major attractions of cycling and walking is the positive benefits for public health and wellbeing. Active travel is an important means of building physical activity into our daily routines, also improving air quality and mental health. The health toolkit includes:

- How walking and cycling can improve health and wellbeing in the workforce.
- Improving air quality through active transport.
- The role of walking and cycling in improving mental health.

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Active Design - Sport England Active Design Policy

Active Design is the evidence-based design, development and operational strategies to support healthy communities. Active design promotes the lifestyles change to be more active, improving the individual physical and mental health as well as building stronger communities. Physical Inactivity is responsible for significant health issues and number of deaths worldwide:

“Worldwide, we estimate that physical inactivity causes 6% (ranging from 3.2% in southeast Asia to 7.8% in the eastern Mediterranean region) of the burden of disease from coronary heart disease, 7% (3.9–9.6) of type 2 diabetes, 10% (5.6–14.1) of breast cancer, and 10% (5.7–13.8) of colon cancer. Inactivity causes 9% (range 5.1–12.5) of premature mortality, or more than 5.3 million of the 57 million deaths that occurred worldwide in 2008. If inactivity were not eliminated, but decreased instead by 10% or 25%, more than 533 000 and more than 1.3 million deaths, respectively, could be averted every year. We estimated that elimination of physical inactivity would increase the life expectancy of the world’s population by 0.68 (range 0.41–0.95) years”

Sport England Active Design policy focuses on 3 key objectives - Accessibility, Amenity and Awareness. From those 3 key objectives, 10 design principles have been proposed as those that have the highest potential to promote participation from the communities.

Active Design - 20-Minute Neighbourhood

Initiatives such as the “15min City” or the “20min neighbourhood” are emerging worldwide, as solutions to tackle the interconnected network of social and environmental issues that face our current societies.

The Town and Country Planning Association’s “20-Minute Neighbourhoods: Creating Healthier, Active, Prosperous Communities - An Introduction for Council Planners in England” (March 2021), is a recent example of proposed policy guidance that highlights the importance of the following factors:

- Diverse and affordable homes
- Well-connected paths, streets and spaces
- Schools at the heart of communities

Figure 1: 10 principals of Active Design



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- Good green spaces in the right places
- Local food production
- Keeping jobs and money local
- Community health and wellbeing facilities
- A place for all ages.

The 20-Minute neighbourhood policy focuses on creating appealing and safe walkable environments that provide the services that are required day-to-day: schools, healthcare, shopping and community/leisure facilities. 20 minutes represents the distance that people are willing to walk on a daily basis.

Active Partnerships – Engaging Communities, Transforming Lives

There are 42 Active Partnerships across England who use the power of sport and physical activity to transform lives. Collaborating with local partners across all sports, activities, providers, and audiences, focused on the needs of our local communities to create the conditions for an active nation. Focusing efforts on inactive people and under- represented groups who will benefit the most from an active lifestyle.

Active Partnerships are organisations that recognise activity levels are affected by a complex system of influences and no single organisation or programme can create sustainable change at scale. It is a collaborative whole system approach and do that in a sustainable and climate friendly way, to make active lifestyles the social norm for everyone that benefits themselves, their wider community and the planet whilst addressing the worrying levels of inactivity across England.

A unique feature of the Active Partnerships is their independence, working across all sports, activities, providers and audiences, focused on the needs of their local communities.

A Decade of Decline: The Future of Swimming Pools in England Report 2021 – Swim England

This report highlights the value of swimming in supporting physical and mental wellbeing, individual, social and community development and volunteering. However, for everyone to enjoy the benefits of swimming, it is vital that there are sufficient number and type of facilities in the right locations. There was a huge growth in pools being built from the 1960's onwards. As the average lifespan of a pool is 38 years, many of these pools are now reaching the end of their life or have closed, and it is clear that the number of pools in England is in decline. This, coupled with an increasing population means that there is an urgent need to invest in new facilities or refurbish existing.

Based on current pool build trends, the report estimates that the number of available pools could decrease by more than 40% by the end of the decade; this equates to 2,000 pools. This would mean that 3.86 million people would be unable to participate in the swim activities they enjoy.

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The Covid pandemic has exacerbated this issue. Since the Covid pandemic began, 206 pools have closed, either permanently or temporarily, including 68 public pools. Local authorities are one of the biggest investors in leisure facilities in England and they have faced huge budget pressures in recent years, which has only increased as a result of the pandemic.

Currently, the nation's pools are not evenly distributed with some regions facing a much greater shortage of available pools.

The report recommends the following solutions:

- £1 billion of Government investment and support into public leisure facilities to develop the next generation of pools. This should include funding to build/refurbish pool and funding to support local authorities to undertake a strategic needs assessment; and
- Local authorities that are short of water space as identified through a strategic needs assessment, should include new pool(s) in any Levelling Up Funding application they make.

Securing the Future of Public Sport and Leisure Services September 2021 – APSE, the LGA and CLOA

The report highlights that Councils have supported their leisure providers throughout the Covid pandemic, whilst providers have had to make full use of their financial reserves. However, because many providers operate on low profit margins or are constituted as trusts or charities, they have been unable to secure Government support beyond the Job Retention Scheme (JRS) and the National Leisure Recovery Fund (NLRF), resulting in a projected revenue loss of £411 million for district councils alone, rising to £600 million when unitary and metropolitan councils are included. These acute challenges have led to a renewed recognition of the vital contribution that public sport and leisure services make to communities, bringing communities together, promoting healthy lifestyles, addressing inequalities, and contributing towards a wealth of social value e.g., reducing crime, improving educational attainment.

The world is also facing a climate emergency and since leisure facilities produce between 10 – 40 per cent of district and unitary councils' direct carbon emissions it is vital that the leisure estate be upgraded to achieve net zero targets.

Nearly two thirds of the national leisure estate is ageing and in need of replacement and there is therefore an opportunity to rethink about what our communities will need from our facilities and services in the future and design new, more efficient solutions to help communities be active and stay healthier longer. In addition, the public provision of swimming facilities is essential for ensuring that primary school children, particularly in more deprived areas, can achieve the necessary levels of swimming attainment in the national curriculum.

The report highlights the opportunity to transform the way leisure services and facilities are designed, provided, and delivered. It talks about better integration with the health system (e.g., Integrated Care Systems (ICS) and public health teams), connecting them to active travel routes and '20-minute communities', and creating community hubs by co-locating with wider wellbeing services such as GP surgeries.

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Key recommendations from the report include:

- The new Office for Health Improvement and Disparities (OHID) should take responsibility for embedding the strategic role of public sport and leisure services within health systems and pathways, coordinating with DCMS, MHCLG and local government within England. All nations should consider how best to coordinate public sport and leisure provision across differing departments of Government.
- A £1 billion capital investment into the leisure estate based on established design plans would help to create hundreds of construction jobs, improve efficiency, reduce climate emissions and boost usage. Longer term, it would create new job opportunities and apprenticeships in areas of the sport and leisure industry typically taken by young people.
- The DfE should work with Government departments and councils to map the provision of swimming facilities, and levels of curriculum attainment, investing to address gaps or future gaps in the system and making targeted support available to enable schools to invest in learn to swim and swim safety where the system is currently failing.
- Councils should consider what social value outcomes they want to achieve through public sport and leisure services and design provision, accordingly, including activities such as outreach work to support those who are most vulnerable. These objectives must also be fully embedded into procurement activity and contract management processes.

A Decade of Change for Public Sector Leisure Report – Ukactive (2021)

This paper sets out a vision for the future of Public Sector Leisure (PSL). It is based on a comprehensive consultation with PSL members and provides a roadmap for progress that will enable the survival, recovery and redevelopment of this part of the sector.

The report highlights the importance of PSL and its role in delivering community based physical activity, but also emphasises the fragility of its infrastructure and how the Covid pandemic has accentuated this. Due to the severe financial pressures on Local Authorities and its non-statutory status, PSL delivery has become increasingly focused on driving commercial income, often to the detriment of services that put customers, communities, and outcomes at the heart of their approach.

The consultation highlighted a number of opportunities including, developing a national strategy for PSL, defining PSL role in a whole systems approach to physical activity, reviewing current contract arrangements and approaches, introducing a National Infrastructure Strategy, adopting a more co-ordinated approach to demonstrating social value, collaborating, and developing a long term workforce plan.

Key areas of focus include:

- **Data and Insight** – the need to have strong evidence to support what the industry does e.g., Moving Communities

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- **Standards and Improvement** – setting high unified standards. Sport England and UKactive are developing a set of standards and a new framework for improvement that all parts of the sector can adopt, called The Active Standard.
- **Procurement:** Public Leisure generates £3.3 billion in social value on account of improved health, life satisfaction, educational attainment, and engaging vulnerable groups. The ability of public leisure providers to support health and wellbeing is however, hampered by procurement processes driven by procedure rather than needs. Given the impact on local government finances, there is the danger that the emphasis on commercially driven procurement will increase, to the detriment of targeted community services. Sport England’s Leisure Services Delivery Guidance (LSDG) together with the Strategic Outcomes Planning Guidance (SOPG) will help ensure that social value is at the heart of what public sport and leisure does.
- **Tackling Health Inequalities** – need to take a whole systems approach to support particular groups ensuring the services offered meet their social, physical and emotional needs. Integrate the PLS with national and local health systems.

The reports calls for further financial aid to support PLS as part of a process of long-term transformation. The report outlines a roadmap for transformation.

Future of Public Sector Leisure Report – UKactive (2021)

This report has been developed as the result of insight gathered from leisure providers on the challenges and opportunities in the delivery of public sector leisure. The purpose of PSL is identified as:

‘The delivery of social, economic and health outcomes on both a local and national level whilst also providing affordable, accessible leisure services and facilities to local communities.’

The report highlights the need to transform PSL and the following opportunities were raised:

- Lobby for PSL to be an essential service
- Develop a National Strategy for PSL
- Define PSL role in a Whole Systems approach to physical activity
- Review current contracting arrangements and approaches – moving away from a transactional contractual approach to a more formal relational contract.
- Build Back Better – a National Public Leisure Infrastructure strategy supporting investment, rationalisation, and consolidation of leisure stock.
- More co-ordinated approach to demonstrating Social Value
- Enhance the image and profile of the sector
- Long Term workforce Planning
- Together we are stronger – collaboration and removal of silo working.

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Regional Strategy

The London Plan 2021 – Greater London Authority

The London Plan is the Spatial Development Strategy produced by the Mayor of London, which has been newly updated (March 2021). This plan sets the strategic plan for development in London over the next 20-25 years. The Local Plan is required to be in general conformity with the London Plan. The London Plan is also part of the statutory development plan for the borough and has to be taken into account in the determination of planning applications.

Active Design: The London Plan (2021) - Healthy Streets for London

The Healthy Streets approach is a system of policies and strategies to deliver a healthier, more inclusive city where people choose to walk, cycle and use public transport.

The Healthy Street approach identified 10 evidence-based key indicators that make streets appealing, healthy and inclusive places:

- Pedestrians from all walks of life
- Easy to cross
- Shade and shelter
- Places to stop and rest
- Not too noisy
- People choose to walk, cycle and use public transport
- People feel safe
- Things to see and do
- People feel relaxed
- Clean air

The Healthy Streets for London has put together assessment and implementation tools that should be used as per the Mayor's recommendation.

Figure 2: Healthy Streets for London



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London Sport: Blueprint for a Physically Active City

This document sets out a collective ambition for London to become the most physically active city in the world. Five priority areas are put forward:

1. Make it easier for Londoners to find the right activity for them, remain in it, and achieve their potential
2. Get more resource by making best use of current investment and securing more
3. Support grassroots organisations by making structures simpler and more effective
4. Create a bigger and better workforce to support activity
5. Harness the power of elite sport to create sustained grassroots activity and inspire the next generation of talent.

The LBN Leisure programme and plans for new sites has the potential to contribute towards the first four of these priorities. Facility offers that is fit for purpose and reflective of the needs of the Newham population can enable people to participate in the ways that they want to, lever increased investment into the borough, support local community groups and in turn help grow the leisure workforce in Newham.

Artificial Grass Pitch (AGP) Provision in London 2017-41 (Sport England, Sept 2017) Strategic Assessment of Need

London has as significant amount of unmet demand for provision of AGPs, which is higher than all other England regions. Increasing access for community use to the current equivalent of 43 full size AGPs currently unavailable and located predominately on education sites, would begin to increase supply and access for community use.

Whilst demand is greater than supply, another key feature is the distribution of the demand for AGP's. Based on the location of AGPs and their catchment area, there is very good access to pitches by car. However access by walking or use of public transport is poor, restricting access for those who do not own a car or choose not to travel by car. This highlights the importance of improving public transport and walking accessibility for AGPs.

Sports Hall Provision in London 2017-41 (Sport England, Sept 2017) Strategic Assessment of Need

This executive summary has set out the key findings for the London study for provision of sports halls in both 2017 and then, based on the projected changes in supply and demand for sports halls, the findings for 2041. The theme of the assessment is that demand for sports halls exceeds supply both in 2017 and 2041. However, the scale of the unmet demand for sports halls can be met, in part, by increasing access to sports halls on education sites which currently have no or limited access for community use.

Increasing access to the existing supply of sports halls would also allow for re-distribution of demand across more venues, allowing for a lower level of used capacity of sports halls, especially at the venues in the thirteen London Boroughs where the sports halls are estimated to be very full at peak times. Demand for sports halls is highest in the inner London Boroughs, with lower levels of demand in the other London Boroughs. Access to sports halls is lower in the outer London Boroughs because the larger land area of these Boroughs means there is more distance between the venues.

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For residents without access to a car there is more limited Provision for Sports Halls: Greater London Authority 11 access to sports halls in these Boroughs, highlighting the importance of the need to improve public transport and walking accessibility.

Swimming Pools Provision in London 2017- 41 (Sport England, Sept 2017) Strategic Assessment of Need

This executive summary has set out the London wide findings for swimming pools provision 2017 – 2041. The key finding is that the demand for swimming is greater than supply in both years. The unmet demand for swimming equates to between 28 and 33 pools in 2017 and between 43 and 51 pools in 2041, if each pool was a 25m x 4 lane pool. The variation in the number of pools is because of the varying lane width of a 25m x 4 lane pool.

There are two sources of this unmet demand, the first is lack of swimming pool capacity and this represents 23% in 2017 and is projected to increase to 42% of total unmet demand by 2041. This shows a need to provide more pools. A related finding is that because of the distribution of demand, the pools in some Boroughs are estimated to be very full in both years.

The second source of unmet demand is demand located outside the catchment area of a swimming pool. This is the bigger part of unmet demand and it represents 77% of all the unmet demand in 2017 and 58% in 2041.

Unmet demand from lack of access is predominately demand located outside the walking catchment area of a pool. Of the total 77% in 2017, some 72% is by residents who do not have access to a car and it is 55% of the total 58% in 2041. So residents in these areas have difficulty accessing the pools. The key finding here is the need for a network of local accessible pools by public transport, walking and cycling, so that residents who do not have a car (and this is over 60% of the population in some inner London Boroughs), can have access to a swimming pool. One way of increasing supply is to increase access to swimming pools which have more Provision for Swimming Pools: Greater London Authority 12 limited hours for community use, predominantly those on education sites but also some local authority leisure centre pools. This could address around 10% of the demand deficit, if all these pools were open for community use in the weekly peak period.

Other key findings relate to the London findings being far more significant than for England. For example, the projected increase in demand for swimming in London between 2017 and 2041 is over 16%, compared with just under 10% for England. Also there is projected to be a much higher increase in demand for swimming in London than for England.

North-East London NHS Sustainability and Transformation Plan – October 2016

The ambition of the plan is for people in north-east London (NEL) to live happy and healthy lives. To achieve this, changes are required to how local people live, access care, and how care is delivered. During 2016, 20 organisations across NEL have worked together to develop a sustainability and transformation plan (STP). This builds on positive experiences of collaboration in NEL but also protects and promotes autonomy for all of the organisations involved. Each organisation faces common challenges including a growing population, a rapid increase in demand for services and scarce resources, working together is key to success.

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The joint vision of the plan is as follows:

1. To measurably improve health and wellbeing outcomes for the people of NEL and ensure sustainable health and social care services, built around the needs of local people.
2. To develop new models of care to achieve better outcomes for all, focused on prevention and out-of hospital care.
3. To work in partnership to commission, contract and deliver services efficiently and safely.

North-East London Strategy Delivery Plan – November 2019

The challenges faced over the next five to ten years are stark, and cannot be addressed simply by doing more of the same:

- Substantial population growth (from 2.02m to 2.28m by 2028, 13% growth over the next 10 years).
- Significant variations in clinical quality and outcomes across our health and care economy that need to be tackled in order to make a real impact on health inequalities.
- Significant workforce challenge across both health and care services (with over 4,500 vacancies across our NHS Trusts alone) and our population growth will exacerbate demand for services if we continue to deliver them in the same way.
- Demand is projected to outstrip our resources and capacity which means we need to look at how we provide care and our financial models and systems. These challenges span both health and social care, and mean we need to agree a different way across all our partner organisations to manage financial risk.

In order to continue to respond to the health and care needs of our local population we therefore need to do things radically differently.

Response of the plan needs to be three-fold:

1. Greater emphasis on preventing ill health, and empowering local people to take more control over their health and lifestyle choices (prevention and personalisation)
2. Ensuring the health and care services we do provide are integrated, joined up and appropriate for people's needs (integrated care)
3. Rapidly modernising local approaches to health and care provision, utilising the academic and research base we have in northeast London for the good of our local population (modernisation).

System Operating Plan for NHS in Northeast London April 2019/2020

The plan sets out our priorities and ambitions for the transitional year of 2019/20. It is both the continuation of our 2016 Sustainability and Transformation Plan and reflects our local aspiration to meet the national priorities identified in the Long-Term Plan published this January. This System Operating Plan is the result of work undertaken across the entire northeast London health and care system and has been agreed by each of the NHS organisations across the partnership.

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The challenges outlined in the plan are as follows:

- The highest population growth in London – equivalent to a new borough in the next 15 years
- Significant health inequalities within the local population including higher rates of obesity, cancer, mental health, dementia compared to the wider population.
- A changing population with increasing diversity, people living longer with one or more health issues, and a high reliance on health and care services
- High deprivation with high proportions relying on benefits, experiencing fuel poverty, unemployment and poor housing and environment
- Service quality issues including a high reliance on emergency services, late diagnoses and treatment and access to services particularly primary care
- Health and care workforce with a high turnover, recruitment difficulties and high reliance on temporary agency workers – although there are huge differences across the patch and between providers/sectors
- Funding – there is a gap between the demand and cost of services with the resources available – if we do nothing. This is estimated at £1.2bn over the next 5 years

There is significant variation between each borough/place: health and care outcomes, population, services and quality, relationships between organisations and resource allocation. It is specifically to reflect these differences that we have developed our approach to integrated care, outlined in this Plan, and reflected in the evolving governance structure we have developed for our Partnership.

North East London Integrated Care System Strategy

Following the creation of integrated care systems in England in 2022, NHS North East London is developing a draft strategy for North East London, which will set out its vision and priorities for health and health care. The strategy will build on the NHS plans outlined above. The draft strategy will be published in 2022/2023.

Good Growth by Design 'Connective Social Infrastructure' research inquiry

The London Health Inequalities Strategy (Mayor of London, Sept 2018)

This Good Growth by Design inquiry is one of a series of interrelated research inquiries commissioned by the Mayor of London that investigate key issues of urban design, to ensure we create a city for all Londoners. This report focuses on what can be done to make social infrastructure more effective in supporting social integration.

The evidence base was collected using a mix of research methods: a scoping stage including a literature review and discussions with stakeholders; detailed studies of three London neighbourhoods: Catford², Homerton³ and Surbiton⁴; case studies of social infrastructure models, and a survey of London boroughs and planning authorities. In mid-2020, a follow up round of interviews took place with agencies involved in the case studies and in the three neighbourhoods to explore the impact of COVID-19 on local social infrastructure and to find out how social supports had adapted and flexed in response to the crisis.

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The three areas that were chosen to look at in detail, Catford, Homerton and Surbiton, give different snapshots of London. Catford emerged as an area with strong social networks and well established social infrastructure, with regeneration plans at an early stage.

The Gascoyne Estate in Homerton is a relatively stable community, in a wider area that has been through substantial demographic change. Surbiton is a stable, affluent area where community life is driven by civil society organisations.

Local Strategy

LB Newham Corporate Plan - Building a Fairer Newham 2022-2026 (2022)

Building a Fairer Newham (2022) is the Council's main corporate strategy, it takes forward the achievements of the past four years of work by the Council with a clear purpose to serve the people of Newham. Building a Fairer Newham (2022) outlines actions and desired outcomes across all the Council's priorities, and it is now tasked with delivering. The strategy seeks the delivery of the following objectives:

1. A healthier Newham and ageing well

- The importance of physical and mental health and well-being will be recognised, to ensure we reduce health inequalities through a health integrated approach to planning.
- Healthy lifestyles will be promoted through the creation of healthy environments with clean air, no food deserts and no food swamps.
- We will measure the health, happiness and wellbeing of our residents to monitor the success of developments and the Local Plan.
- **2. An inclusive economy to support people in these hard times**
- All residents will have access to local job opportunities, education, training and skill development.
- Our local economy will be supported through improving the quantity, range and affordability of employment space.
- We will support the delivery of the Capital's first London Living Wage neighbourhood.
- Access to employment through sustainable transport infrastructure and active travel will be improved.
- Business and residents will have access to the utilities and digital infrastructure required to function in the new economy.
- We will create a greener and cleaner future in Newham to tackle the Climate Emergency through creating zero carbon, climate resilient neighbourhoods.

3. People-friendly neighbourhoods with green and clean streets

- We will create well-designed, clean, 15-minute neighbourhoods which encourage physical activity, active travel and reduced car use resulting in greener streets and public spaces.
- Provision of, and access to, high streets, community facilities, open space, will be increased through the delivery of 15-minute neighbourhoods.
- Zero-carbon development will be delivered alongside, retrofitting existing buildings and building climate resilient neighbourhoods, to support tackling the climate emergency.
- We will ensure our unique and diverse heritage is protected and celebrated requiring new development to be well-designed and that old and new buildings are well integrated.

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4. Safer Newham where no-one feels at risk of harm

- Crime and fear of crime will be reduced and safe spaces and streets will be created through the implementation of secured by design and activation principles.

Newham Local Plan 2018

The Local Plan, currently in the process of being reviewed, has the vision of making Newham a great place to live and work. It has the following objectives:

1. Optimise development opportunities in ways that benefit new and existing communities
2. Create high quality places and stable, mixed and balanced communities
3. Deliver good growth
4. Balance Newham's local and strategic roles in meeting jobs, business, infrastructure and housing needs

Improved leisure facilities and a great leisure offer in the borough can help to contribute strongly to the delivery of this plan. Greatly designed and located leisure infrastructure can act as strong network of community facilities where people can socialise and be active. This promotes social cohesion, increases the sense of community and promotes a good relationship between local services and residents. The understanding of gaps in provision can increase resident's accessibility to leisure facilities, in turn enabling people to be more active and thus live healthier lives.

50 Steps to a healthier Newham (HWBS) 2020-2023

The 50 Steps to a Healthier Newham is the Newham Health and Wellbeing Board Health and Wellbeing Strategy developed in conjunction with several partners and aims to tackle the health inequalities that exist within the borough. The 50 Steps covers 12 priority areas for the council and is a call to action to partners, the council and the wider community to work together to make Newham a healthier and happier place. Priority 8 in this strategy focuses solely on supporting an active borough and aims to do this through 4 steps:

1. Develop and promote a universal offer of sport and physical activity for residents in Newham
2. Develop an inclusive programme for the least active adults to participate in sport and physical activity
3. Increase participation of children and young people in physical activity and sport
4. Support place shaping for physical activity, including leisure infrastructure and the wider environment

The 50 Steps and its accompanying evidence base forms the Newham Health and Wellbeing Board Joint Strategic Needs Assessment (JSNA).

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LBN Children and Young People Joint Strategic Needs Assessment – 2021-2023

The Children and Young People's JSNA has been compiled jointly by Newham Council and its external partners across Newham.

It is a comprehensive report detailing the local context for Newham in terms of inequalities, time trends, forecasting future need and strategic implications for children and young people up to 25 years in age. This information, and the strategic implications in particular, will be essential for services when planning for the future.

The JSNA is used to provide evidence for the following Newham Council corporate priorities:

- Priority 1: Making Newham the Best Place for Children and Families - strengthening the wide range of support provided to children and young people, supporting young people to develop and achieve their aspirations, while involving them in decisions that affect them and the services they receive.
- Priority 3: A Strong and Inclusive Economy - building a modern economy that creates good jobs, gives local people the skills and opportunities they need and promotes sustainable development.
- Priority 4: An Environment for All - improving the environment and providing high quality amenities for all, while addressing at the local level the global challenge of climate change and tackling issues such as poor air quality.
- Priority 5: Improving the Quality of Life - Improving our health and social care system and ensuring that Newham is a safer place.
- Priority 6: An Effective and Innovative Council - building an efficient, transparent and modern council that works with and supports our diverse local communities.

Health & Wellbeing Board

The Health and Wellbeing Board is a group of people from different organisations who work together in partnership to improve the health of people in Newham. The organisations that work on this Board include: the London Borough of Newham, including the Mayor of Newham, cabinet members and council officers who manage Adults and Health, Children Services and Public Health; Newham Place Based Partnership; Newham Health and Care Partnership; Newham University Hospital (part of Barts Health NHS Trust); East London Foundation Trust; and HealthWatch Newham, who provides a voice for residents.

The Board produces a joint strategy which shows what it will do to improve health in Newham. This is currently the 50 Steps to a Healthier Newham (2020-2023), led by Public Health.

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The Board has the following roles and responsibilities:

- Make and publish the Joint Strategic Needs Assessment (JSNA) for the area under section 116 of the Local Government and Public Involvement in Health Act 2007.
- Make and deliver a Joint Health and Wellbeing Strategy (JHWS) under section 116A of the Local Government and Public Involvement in Health Act 2007.
- Make and publish a Pharmaceutical Needs Assessment pursuant to Section 128 A of the National Health Service Act 2006 and maintain an up to date map in accordance with that Act.
- Work together in good faith to establish arrangements that support joint commissioning and pooled budgets where appropriate.
- Consider and make recommendations in respect of the relevant commissioning strategy plans, including developing joint commissioning, for local NHS services, health improvement and social care.
- Have regard to the JSNA and the Health and Wellbeing Strategy when developing commissioning plans.
- Promote integrated working between health and social care commissioners and promote joint working with commissioners of services that impact on the wider determinants of health.
- Receive reports from the Chairs of the Newham Safeguarding Adults Partnership board and Newham Local Safeguarding Children Board in respect of matters relevant to the function of the Health and Wellbeing Board pursuant to S199 of the Health and Social Care Act 2012.
- Agree strategic outcomes and performance targets for monitoring by the Board.
- Such other provisions may be required to ensure compliance with the relevant Legislation relating to the function of the Board.

The following are for Council use only:

Appendix 2 – Facility Audits

Appendix 3 – NGB Responses

Appendix 4 – Newham Strategy Consultees

Appendix 5 – Newham School Consultation Analysis

Appendix 6 – Newham Sports Club Analysis

Appendix 7 – Newham FPM Halls Report

Appendix 8 – Newham FPM Pools Report

Appendix 9 – Newham Detailed Facilities Report

Appendix 10 – Newham Demand for Health and Fitness