

**LONDON
SPORT**

BLUEPRINT FOR A PHYSICALLY ACTIVE SPORTING CITY



**SPORT
ENGLAND**

MAYOR OF LONDON



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BLUEPRINT FOR A PHYSICALLY ACTIVE SPORTING CITY



I am passionate about making London the most physically active sporting city in the world. London has already cemented its place as the premier venue for major events following London 2012 with dozens more to come over the coming eight years; now it's time for the eight million Londoners to follow suit.

I welcome the ambitious target of getting 1million Londoners to be more physically active. In particular, I welcome the approach that this is more than just "sport for sport's sake"; it encourages all forms of physical activity that will help our society, making 1million Londoners less likely to develop serious health issues; making 1million Londoners more likely to be happy; 1million Londoners less likely to suffer from mental health issues.

Achieving this ambitious goal really will make London better for everyone. This will require everyone to contribute, from the London Boroughs and Governing Bodies of sport who work in London, to TfL's promotion of active travel, the health authorities' support in promoting physical activity as a preventive measure, right down to community champions volunteering to make a difference for their communities.

I am passionate about making London the best in the world and the yardstick by which other cities measure themselves. I applaud London Sport's creation and role in helping us to achieve this goal.

Boris Johnson
Mayor of London



Sport England's role is to invest in and advise on grassroots sport to increase participation across England. London has a very important role to play in achieving our vision: it is a rapidly growing city with a population of over 8 million people. London also has challenges which impact on grassroots sport including pressure on open space and the cost of living. I am confident that the creation of London Sport will really enable sport in London to move to the next level through establishing strong and visible leadership to continue the development of the legacy from the 2012 Olympic and Paralympic Games.

Organisations like London Sport are vital to ensure Sport England investment is spent in the right places, using their in-depth knowledge of the real grassroots organisations and individuals who can make a difference. By joining together with other key funding partners such as the Mayor of London and the London Boroughs we can ensure for the first time that this happens.

I warmly welcome the blueprint and its ambitious targets to make London the most physically active sporting city in the world and I know this will make a real difference to community sport in London.

Jennie Price
CE Sport England

WHY LONDON IS SPECIAL

London is different to other places in the UK. Some good things, some not so good. Some are strengths and opportunities; others are weaknesses and threats to achieving our goal of becoming the most physically active city in the world. Some of the characteristics we all recognise in our own perceptions of London, and some are more subtle. It is these elements that this blueprint looks to either exploit or mitigate, to help London to achieve its Vision.



A 'Green' city

Parks and 'green spaces' account for nearly 40% of London, which is far higher in comparison to other major cities such as New York (14.0%) or Paris (9.4%).

9m people by 2020



Growing population

Expected to increase by around 1m by 2020 to over 9m, with nine tenths of this due to natural growth; or put another way, through there being more births than deaths. Consequently, this increase is driven mainly by a predicted 16% increase in children and 20% increase in over 65s.



Massive population in a small area

Over 8 million people live here, making up almost 13% of the UK's population - almost 14% during the working week and even more for one-off events - yet it accounts for just 0.6% of the UK's land.



Major sporting events

London 2012 has provided a physical and emotional legacy, and many more major sporting events coming in the next decade, as well as being home to numerous high profile elite sports teams.



Transport system

Provides quick and cost effective transport to the entire London area, and is used by approximately half of Londoners every day. This not only helps access to facilities, but provides opportunities around 'active travel' (walking and cycling). This has increased dramatically (increase in cycling of 80% since 2002), yet it is estimated that less than half of the theoretical maximum of 60% of travel time is currently by 'active' means.

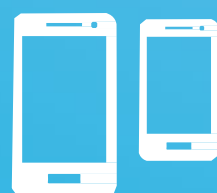


Wealth and economic growth

London has the largest disposable income at £20,238, which is over 50% higher than the North East at £13,329, and the UK average of £15,709. We have massive economic growth, with 841,000 private sector businesses based here (almost 20% of the UK total).

Internet and mobile technology

London has the highest internet usage across the UK, with 70% owning a smartphone and 58% (87% of 16-24 year olds) regularly using it to access the internet on the move; mobile coverage is exceptional, at 98% of London at 3G or better.



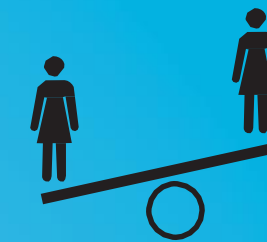
70% ownership

But there are challenges



High rates of inactivity

Half of Londoners are physically inactive, putting them at a higher risk of chronic disease, premature death and lower quality of life. This is even more the case when it comes to people with a disability, with three out of four disabled Londoners inactive.



Massive inequality

London has extremes in terms of financial wealth, health, and physical activity, often in areas neighbouring each other. London has over a quarter of the most deprived areas (defined as 20% most deprived) in England, and has both the two most physically inactive and two least inactive local authorities in the UK.



Time poor

A busy population, reporting a lack of free time.



Cost

London is the most expensive city to live in within the UK, with free land at a premium.



Aging population

With an increase of over 20% in those over 65 predicted by 2020, with numerous associated health and social challenges.



Community building and volunteering challenges

London has an exceptionally transient population, particularly in younger people, with a 'population churn' rate twice that of the rest of the country. This has been identified as a major contributor to the low rate of volunteering that London has.



Numerous stakeholders

London has a high number of stakeholders for one city, both politically and in delivery. This includes 33 local authorities, the same number of health authorities, numerous charities, commercial providers, schools and clubs all providing sporting opportunities in London. This can make consensus and progress challenging.

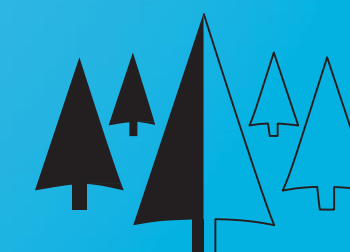


Public sector cuts

Whilst not unique to London, all 33 local authorities in London have needed to make substantial reductions in their expenditure, which will inevitably reduce significantly the amount spent on physical activity and sport in London.

Leisure facilities and open space

London has around half the number of leisure facilities per 100,000 people as the rest of the country, as well as a relative shortage of open space, compared with the rest of the UK.



Vision

To make London
the most physically
active sporting city
in the world

Is this the right Vision?

The Vision for London is difficult to measure accurately, as different countries have different measurements. But that doesn't matter. It is designed to set a clear direction and appetite; not merely to improve, but set the standards for the rest of the world to follow.

Target

An overall target
to get 1,000,000
Londoners more
physically active
by 2020

Why is it important?

It's not just about the physical activity, it's about its benefits:

- 1m Londoners likely to live longer
- 1m Londoners likely to be happier
- 1m Londoners less likely to develop serious chronic illnesses
- 1m Londoners less likely to suffer from mental health issues.

What does this mean?

We realise that all of us could be more active, this is why our target includes everyone: not just the vital aim of getting inactive people to become active, but also those doing a bit to do more. In other words, it's the net gain in the volume of activity. We estimate that around two thirds of the million will be made up of those not currently taking part in physical activity in London, and around a third from getting those already doing something to do more.

Why these areas?

We think these are the five areas that we need to focus on to help us achieve our goals. These aren't revolutionary, but try to take into account both the basic ingredients of physical activity – facilities, grassroots organisations and support workforce – as well as some opportunities such as major events coming to London, and technological advances that could make it easier for everyone to find activity.

Strategic Areas

1

Make it easier for Londoners to find the right activity, stay in it, and achieve their potential

2

Get more resources by making best use of what we have, whilst securing more

3

Support grassroots organisations by making the sector simpler and better

4

Bigger and better workforce to support activity

5

Harness the power of elite sport to create sustained grassroots activity & inspire the next generation of talent

Who will do this?

Everyone. Physical activity and sport is run by thousands of organisations in London, from the more obvious examples of the London Boroughs, Governing Bodies of Sport, and commercial facility operators, to local charities, schools, and clubs. We want everyone to consider what they are doing to contribute to each of the five areas, and to see if we can help them to do more.



1 Make it easier for Londoners to find the right activity, stay in it, and achieve their potential

Physical activity and sport is, to the most part, behind the times. The world has changed unrecognisably over the last decade and continues to change at a pace. Like it or loathe it, physical activity and sport are in competition with other pursuits, most of which are far better at offering their 'products' to the right person.

Technological advances have changed every aspect of how we live our lives, with 58% of us regularly using mobile internet (87% of 16-24 year olds), and over 54% using social networking (91% of 16-24 year olds). This will continue its exponential growth, even accelerating, over the next decade. The business world has exploited this shift to improve the way it offers products to its customers, and the customers have changed the way they consume them.

Physical activity and sport, collectively, has thousands of 'products', all aimed at different people. We need to follow the established methods of the business world to make sure there is a 'product' for everyone, and then that the right one is offered to the right person.

The potential rewards of this area are enormous. Simply re-using established business methods should help to increase the number of people accessing existing activities. The potential of digital promotion alone is massive, and is cheaper than other routes, but it's the expertise in exploiting it that the sector is lacking.

We believe that physical activity and sport needs to be at the forefront of exploiting new opportunities, technological and otherwise; not simply content to try to catch up.

2 Get more resources by making best use of what we have, whilst securing more

There are a lot of resources going into physical activity and sport in London. We need to make sure we are making the most of what's already there before making a case to increase it. Again, the commercial world has some answers for this; hotels drop the price in off peak times to increase occupancy rates and profitability. Similarly, London needs to make sure we identify any opportunities and exploit them to make it more efficient – could organisations work together more closely on programmes to deliver more and simplify the message? Could we pool some of our resources and do some things collectively? Could more schools and private facilities be opened up for the wider public?

This not only gets more 'bang for our buck', but it makes the task of securing more money far easier. A clear, efficient delivery mechanism that can evidence impact for investment is a far more attractive proposition for all concerned.

3 Support grassroots organisations by making the sector simpler and better

Physical activity and sport in London is run through an extensive network of bodies, agencies, clubs, charities and community organisations. Many are reliant on external funding to continue, and many face an uncertain future. These pressures place a huge burden on those running the organisations, many working as a volunteer. London needs to ease this burden by making them simpler to run, eliminating unnecessary administrative burden and simplifying the complex world of funding, freeing up more time to focus on delivering activity.

4 Bigger and better workforce to support activity

Put simply, without the network of coaches, instructors, teachers and volunteers, physical activity and sport would not function. They are the single most important factor in success or failure, yet changes in society are squeezing the amount of free time that people have available. Our ambitious participation target will need a larger workforce to allow it to happen, which will need to come from two sources: attracting new people to the workforce; and motivating people to stay in it.

Supporting people already within it with better training and development, reduced administrative burden, and better recognition and celebration of their work are simple starting points. Improving and simplifying the process of getting involved is another, as many people want to get involved and simply don't know how to go about it. The combination of these should generate a bigger, better workforce to support London in becoming a more active place to live and work.

5 Harness the power of elite sport to create sustained grassroots activity & inspire the next generation of talent

There is no question that elite sport has a massive influence on many people's lives, and a big part of the country's DNA. It has a unique ability to inspire and influence, and London has established itself as the pre-eminent major event destination city in the world. In the eight years following the 2012 Olympics alone, the World Athletics Championships, Rugby World Cup, European Football Championships Semi-Finals and Final, European Swimming Championships, UCI World Track Cycling Championships, and Women's Hockey World Cup will be coming to London, to name a few.

Add in numerous Premier League and Football League football clubs, Premiership Rugby and County Cricket Clubs, and it is clear that London has an unrivalled potential to inspire people through elite sport. The challenge is to harness the physical and emotional legacy into long term sustainable participation, across the whole of London, and in turn help to inspire the next generation of elite sportspeople.



1million
Londoners
more
physically
active by
2020

1million more
people happier,
healthier and
stronger

**LONDON
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LONDON SPORT'S STRATEGY



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FOREWORDS



London Sport has a simple aim: to help get more people in London to be active.

It is vital that we give the right support to people who want to play sport and to grassroots sports clubs in London and the fantastic volunteers that give up their time to run them.

Many of the volunteers that I talk to complain that the level of administration they have to do is massive, and growing. We need to make it easier for people who run clubs to get the help they need without bureaucracies telling them what is best for them, or making life difficult by having to jump through so many hoops to access even small amounts of funding. We rely on volunteers in sports clubs to deliver what we are trying to achieve – to get more people into sport – and we have to do more to help them.

We must also do as much as we can to get more investment into grassroots sport in London – whether it be in the public or private sector – and look at ways of making the different funding ‘pots’ available to go further by getting organisations to work more closely together.

London Sport has a crucial role to play in this respect. It will act in partnership with the numerous organisations involved in sport and physical activity in London, collaborating to help deliver their aims and objectives as efficiently as possible.

This document sets out how we will do that. It will drive our work programme over the coming year as we make a genuine and positive impact on Londoners.

Kate Hoey MP
Mayor's Commissioner for Sport
Chair, London Sport



I took up the role as CEO of London Sport because I was excited by the potential to make a positive impact on the lives of over 8m people. After starting work in September 2014 and meeting the staff, partners and numerous other organisations working in London, I am more certain than ever of London Sport's potential to deliver a step-change in physical activity and sport participation.

The strength of London Sport is its local knowledge, insight and partnerships. This was an inherited strength from the great work of the five London Pro-Actives that London Sport superseded in early 2014. The challenge is to build on this strength whilst also making the most of the opportunities that being one ‘super’ organisation presents.

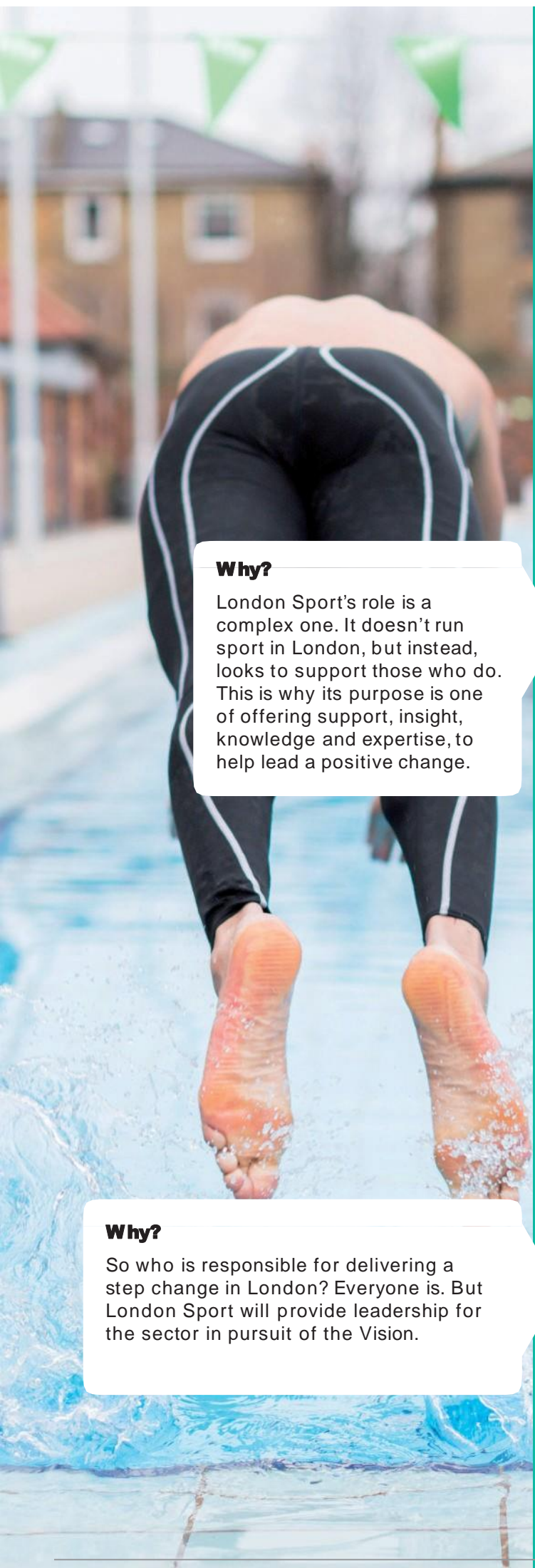
One of my passions is striving to make things simpler. I feel that the sector could take a lead from the commercial world, utilising existing technology and principles that could make it easier and better for all concerned, and London Sport can play a key role in making that happen. That said, this strategy simply lays out the principles and immediate focusses of London Sport. We are proud of our ability to react to changes and opportunities that present themselves, and so we predict that much will evolve significantly over time to help us achieve our goals.

Peter Fitzboydon
CEO, London Sport

WHERE DOES LONDON SPORT SIT?

Everyone needs to contribute to achieving the five objectives below. London Sport is the body that pulls the network together.

- 1 **Make it easier** for Londoners to find the right activity, stay in it, and achieve their potential
- 2 **Get more resources** by making best use of current investment and securing more
- 3 **Support grassroots organisations** by making the structures simpler and better
- 4 **Bigger and better workforce** to support activity
- 5 **Harness the power of elite sport** to create sustained grassroots activity & inspire the next generation of talent



Why?
London Sport's role is a complex one. It doesn't run sport in London, but instead, looks to support those who do. This is why its purpose is one of offering support, insight, knowledge and expertise, to help lead a positive change.

Why?
So who is responsible for delivering a step change in London? Everyone is. But London Sport will provide leadership for the sector in pursuit of the Vision.

HISTORY AND PURPOSE

London Sport was set up in early 2014, by merging the five County Sports Partnerships, known as the London Pro-Actives, into one organisation. The new, bigger organisation, aspires to be far more than the sum of its parts. It has been set up to fulfil a simple purpose:

Our Purpose
Helping physical activity and sport to work better in London

London Sport's role in achieving London's Vision

London Sport's accountability in achieving the Blueprint for a Physically Active London's Vision can be viewed as relatively simple:

Our Responsibility
Whilst there is a collective responsibility for success, if London does not achieve its Vision of becoming the most physically active sporting city in the world, then London Sport will have failed

LONDON SPORT'S TACTICS

London Sport achieves its purpose through a continuous cycle of the following three tactics.



LONDON SPORT'S VALUES

We believe that a step-change in physical activity and sport can be achieved not only by what we do, but equally as important is how we go about doing it. This is because our success is determined by people wanting to work with us. Our core values are:

Simplicity

We strive to simplify everything as much as possible

Improvement

We evaluate and challenge to get the greatest possible impact

Creativity

We explore and encourage new ideas

LONDON SPORT'S IMMEDIATE AREAS OF FOCUS

1 Make it easier for Londoners to find the right activity, stay in it, and achieve their potential

- Analyse supply and demand in all communities in London, to make sure there's the right offer for everyone, especially for underrepresented groups
- Help partners to improve the marketing and communication of their activities
- Create a central database of participants and use it to help get the right offers to reach the right people
- Work with sports governing bodies to ensure there is a clear and effective pathway for talented individuals

2 Get more resources by making best use of current investment and securing more

- Bring groups of partners operating in the same fields together to help create a more unified approach and a more efficient system for London
- Develop and commission programmes directly focussed on public health, particularly through active travel
- Ensure facility development plans are shared between key partners and coordinated wherever possible
- Work with partners to investigate ways of increasing facility occupancy rates and open up currently private facilities to the public
- Maintain a central store of what works and doesn't work, to help guide new activity
- Seek additional investment to pass on to deliverers

3 Support grassroots organisations by making the structures simpler and better

- Provide one central place to get advice on all funding opportunities
- Work with key funders to join up application and monitoring processes wherever possible
- Identify and support new 'growth' sports and activities helping them to become established and sustainable
- Identify and challenge bureaucratic processes to remove them

4 Bigger and better workforce to support activity

- Ensure there is an attractive and consistent route into physical activity and sport volunteering.
- Recognise and reward the value and impact of sports volunteering in London
- Create and promote a central record of training opportunities

5 Harness the power of elite sport to create sustained grassroots activity & inspire the next generation of talent

- Identify and fill gaps in community legacy programmes for major sporting events in London to ensure a community legacy and a route for potential talented athletes
- Evaluate the London legacy of events, and share learnings and best practice
- Help major sports teams in London who wish to have a pan-London effect on grassroots participation

WHAT SUCCESS LOOKS LIKE

We will assess London's overall performance against its target, as well as our own contribution.

Much of London Sport's work is intangible, difficult to quantify, and even more difficult to link directly to overall success. For that reason, we have set the following three-year articulation of success, which will be supplemented with more detailed measures:

Track London's progress

We'll maintain an overall measurement of London's progress towards the overall target

1,000,000 people more active, by 2020

Creation of London Sport

Within 3 years London Sport will be:

1 Understood – Have our remit clearly and consistently understood by all stakeholders

2 Renowned for Insight – Seen as the best at local sport and physical activity insight in London

3 In demand – Have all London stakeholders wanting to work with us

4 Different – Have a reputation as being a breath of fresh air in terms of our simple and creative approach

5 Central – Be the 'go to' partner for advice for anyone wanting to invest in sport and physical activity in London

6 Impactful – Have created excitement and buzz around sport in London

We are a new organisation and so are yet to set the measurements that will chart our progress towards achieving the above and gauging our own impact on London. We will develop a balanced set of performance indicators relating to the effectiveness of our organisation; some across everything we do, and some against individual pieces of work...