



Havering

L O N D O N B O R O U G H

CABINET MEETING
19th JULY 2017

HAVERING LOCAL PLAN
INDOOR SPORTS AND LEISURE
FACILITY STRATEGY 2016



LONDON BOROUGH OF HAVERING INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2031

NOVEMBER 2016

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LONDON BOROUGHOF HAVERING
INDOOR SPORT AND LEISURE FACILITIES STRATEGY 2016 - 2031

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EXECUTIVE SUMMARY

The London Borough of Havering (LBH) has a number of challenges in relation to its community sports facility infrastructure which is ageing, limited in size, scale and offering and does not currently represent a modern sport and physical activity offer for the 21st century. This not only applies to the Council's community sports facilities but also school sports facilities, with at least 50% requiring investment to bring them up to an acceptable standard for both school and community use.

Havering will also be changing over the coming years and there are a number of key factors which will influence residents' leisure needs and work patterns. Havering is growing and the most recent Greater London Authority (GLA) projections indicate a population increase of 13.7% (+34,109) through to 2031.

In addition to this the profile of the population is going to change with significant increases in the 0 – 15, 16 – 24, 35 – 44, 55 – 64 and 65+ age groups; alongside decreases in the 25 – 34 and 45 – 54 year olds. However, it is also notable that many of these changes are not straight line increases and that there is a real ebb and flow to the population increase over the period. The only consistent growth is within the 65+ age group.

The development of Crossrail will have a significant impact in Romford, not only bringing economic growth but driving up demand for affordable housing. LBH has responded by identifying several large sites for re-development notably in Romford, Rainham and Hornchurch.

In addition to the demographic and transport related changes Havering has the continued challenges of tackling ill health attributable to physical inactivity, particularly obesity in children and adults is a high priority as is tackling multiple and health deprivation.

One third of adults in Havering meet the adult NHS activity target of one session of 30 minutes moderate activity per week. Many of the examples of how to be active at all ages involve playing sport or engaging in a physical activity typically hosted in a sports centre or swimming pool. Encouraging all residents to be more active whether via sport or other forms of physical activity is key to improving health outcomes and helping to address many of the health issues facing the area, a key target for both central and local government.

London Borough of Havering's Sport and Physical Activity Strategy has the vision:

"To transform lives through participation in, and enjoyment of, sport and physical activity".

The Indoor Sport and Leisure Facility Strategy for LBH is for the 15 year period 2016 to 2031. It not only provides a framework to support the sports facility requirements in line with the Local Plan but is also the sports facility infrastructure response to enable the Council and its partners to deliver the Sport and Physical Activity Strategy vision.

The underpinning assessment of provision was drawn up in accordance with Sport England Assessing Needs and Opportunities (ANOG) Guide for Indoor and Outdoor Sports Facilities 2014. The Strategy is also in line with Sport England's key facility planning drivers of 'Protect', 'Enhance' and 'Provide' and, thus, provide a focus for the Borough to work with key stakeholders to provide facilities that will meet the sport and physical activity needs of its current and future resident population.

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The Recommendations for this Indoor Sport and Leisure Facilities Strategy 2016-2031 are summarised below, with the full rationale provided further in the document:

Recommendation No.1 – Romford Leisure Development

Support and, as appropriate, facilitate the Romford Town Centre Leisure Development comprising:

- ◀ 8 lane x 25m pool
- ◀ Learner pool
- ◀ Ice pad
- ◀ 100 station H&F suite

Continue to work with the Amateur Swimming Association (ASA), England Ice Hockey Association (EIHA) and the National Ice Dancing Association (NISA) to ensure that the best possible use is made of the Romford Leisure Development* for recreation and performance sport.

Recommendation No 2 – Hornchurch Sports Centre

Subject to the conduct of a detailed feasibility study, replace Hornchurch Sports Centre with a 'right sized' facility which, should:

- ◀ Be strategically located so as to optimise accessibility on foot, by cycling and via public transport.
- ◀ Provide a larger water area to cater for unmet existing local club swimming demand and future demand from the growing population
- ◀ Be specified as such to provide a suitable Borough swimming gala venue
- ◀ Provide replacement diving and ancillary dry diving facilities
- ◀ Add to and extend fitness and studio provision
- ◀ Have relevant social, catering and ancillary facilities, car and bicycle parking.

Suggested core provision

- | | |
|--|--|
| ◀ 8 court sports hall | ◀ 120 station fitness suite (minimum) |
| ◀ 8 lane x 25m pool | ◀ Spin studio |
| ◀ 10m x 20m learner pool/diving pool with moveable floor and 2 x 1m, 2 x 3m and 1 x 5m diving boards | ◀ Dance/multi-purpose studios |
| ◀ Dry diving facility | ◀ Café with Wi-Fi |
| | ◀ High quality wet/dry changing facilities |

Recommendation No.3 – South Havering

Subject to a detailed feasibility study, provide in south Havering / Rainham a 'right sized' facility which, should:

- ◀ Be strategically located so as to optimise accessibility on foot, by cycling and via public transport.
- ◀ Provide a substantive water area to cater for current unmet demand and future demand from the growing population
- ◀ Add to and extend fitness and studio provision
- ◀ Have relevant social, catering and ancillary facilities, car and bicycle parking.

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Suggested core provision

- ◀ 4 court sports hall
- ◀ 5 lane x 25m pool
- ◀ Teaching pool
- ◀ Minimum 120 station fitness suite
- ◀ Dance/multi-purpose studios
- ◀ Spin studio
- ◀ Café with Wi-Fi
- ◀ High quality wet/dry changing facilities

Recommendation No.4 – School sports hall stock

On a site by site basis (and linked directly to school long-term commitments to offer full community use programming) investigate the feasibility of upgrading and/or expanding existing or providing new sports hall accommodation with associated office and changing provision to facilitate well managed community use at the following:

- ◀ Chafford Sports Complex
- ◀ Emerson Park Academy
- ◀ Gaynes School Language College
- ◀ Marshalls Park School
- ◀ Redden Court School*
- ◀ St. Edwards C of E School & 6th Form College
- ◀ The Albany
- ◀ The Champion School
- ◀ The Frances Bardsley School For Girls
- ◀ The Royal Liberty School
- ◀ Sanders Draper School & Specialist Science College

Recommendation No.5 – Specialist sports provision

To work closely with key local clubs and/or NGBs to assist them to develop/ improve specialist sports facilities to meet local need.

Athletics

- ◀ Assist Havering AC and associated jogging clubs to improve access to the track facilities at Hornchurch Stadium.
- ◀ Assist Havering AC to investigate the potential for development of multi-sport indoor/ covered training facilities supporting entry level participation and winter training.
- ◀ Consider whether and how to develop opportunities for marked running routes within the urban areas of LBH to meet the demands of recreational runners.

Cycling

Where funding allows, invest in making roads safer and providing off road cycling routes, not only to encourage safe cycling but also to enhance access to the network of community sports facilities.

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Gymnastics

Assist the local gymnastics clubs to find an affordable venue of appropriate quality at which they can accommodate permanent fixed equipment and associated club facilities. A facility of this nature could attract strategic and financial support from British Gymnastics.

Indoor Tennis

To address the absence of public indoor courts in Havering, work with local tennis clubs to develop air halls and floodlighting to facilitate all year round play.

'myplace'

Work with myplace to investigate the potential to provide a specialist table tennis centre.

Recommendation No.6 – Consider the co-location of other services within new leisure developments

Many local authorities have sought to develop fewer, better quality facilities and enhance their offer by developing a more 'commercial' range of facilities alongside wider health and wellbeing service providers. Recent developments of new community leisure facilities throughout the UK have followed three key themes within their design and offering, namely:

- ◀ Core facilities which meet local need and demand for sport and physical activity and enable the operator to deliver a cost effective service with minimal subsidy.
- ◀ Additional activity areas which provide a financial return by addressing a gap in the market or enhancing the core offer.
- ◀ Co-located with other service providers which enhances working relationships across 'civic' partners and improves service delivery to the community.

Therefore, LBH should consider how it might integrate or co-locate other services (e.g. library, health centre, council contact centre, etc.) within the development of new leisure facilities as identified in recommendations 2 and 3. This not only enhances the wider leisure offer by enabling the operator to offer services to residents who might not otherwise go into a leisure centre, but also enables other services to reach a wider market. This also reflects the aspiration and funding priorities identified within Sport England's Strategy: *Towards an Active Nation*.

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INTRODUCTION

This is the Indoor Sport and Leisure Facility Strategy for the London Borough of Havering (LBH) for the fifteen year period 2016 – 2031. Strategy recommendations are drawn from the accompanying and underpinning Assessment Report, researched and prepared between July – October 2015 by specialist sport and leisure consultancy, Knight Kavanagh and Page (KKP). Both the Assessment Report and Strategy were prepared in accordance with the guidance from Sport England contained in the document 'Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (ANOG)', Sport England, December 2014.

Havering has an aspiration, and need, to consider its facilities planning particularly in the context of an aging stock of leisure facilities; future growth needs; changing economic and demographic profile of the area.

The focus of this Strategy is to provide clear direction to all partners so that together they can plan and develop a more modern, efficient and sustainable range of Community based Sport and Leisure facilities that Havering requires. This will ensure residents have the opportunity to be physically active and healthier and where appropriate develop their sporting ambitions within their local community.

The consultant team would like to thank officers from LBH, Sport England, London Sport, national governing bodies of sport (NGBs), the Havering Sports Council and other organisations for the time and ideas they have contributed to the assessment and subsequent strategy formulation. All agencies will need to continue to work together to deliver this strategy.

Strategic context

This Indoor Sports Facilities Strategy sets out the indoor facility infrastructure requirements needed within Havering to enable the Council to deliver its Corporate Plan vision of '*Clean Safe and Proud*'.

- ◀ We want Havering to be clean and to look after our environment for future generations.
- ◀ We want you to be safe – whether you're a pensioner walking through a town after dark, or a young child growing up without the security of a loving home.
- ◀ And we want you to be proud to live in Havering – where we respect each other, value our traditions and work together to improve our quality of life.

The Council's vision within its Sport and Physical Activity Strategy is: "*To transform lives through participation in, and enjoyment of, sport and physical activity*".

At a national level the two key policy drivers for sports facilities are contained within the Government's Strategy Sporting Future and Sport England's Towards an Active Nation. In addition to these there are a number of other national and regional policy documents including:

- ◀ National Planning Policy Framework 2012
- ◀ Strategic Planning: Effective Co-operation for Planning Across Boundaries 2015
- ◀ Public Health England: Everybody Active Every Day, October 2014
- ◀ London Plan 2015
- ◀ London Sport – Blueprint for a Physically Active Sporting City

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Sporting Future: A new strategy for an active nation

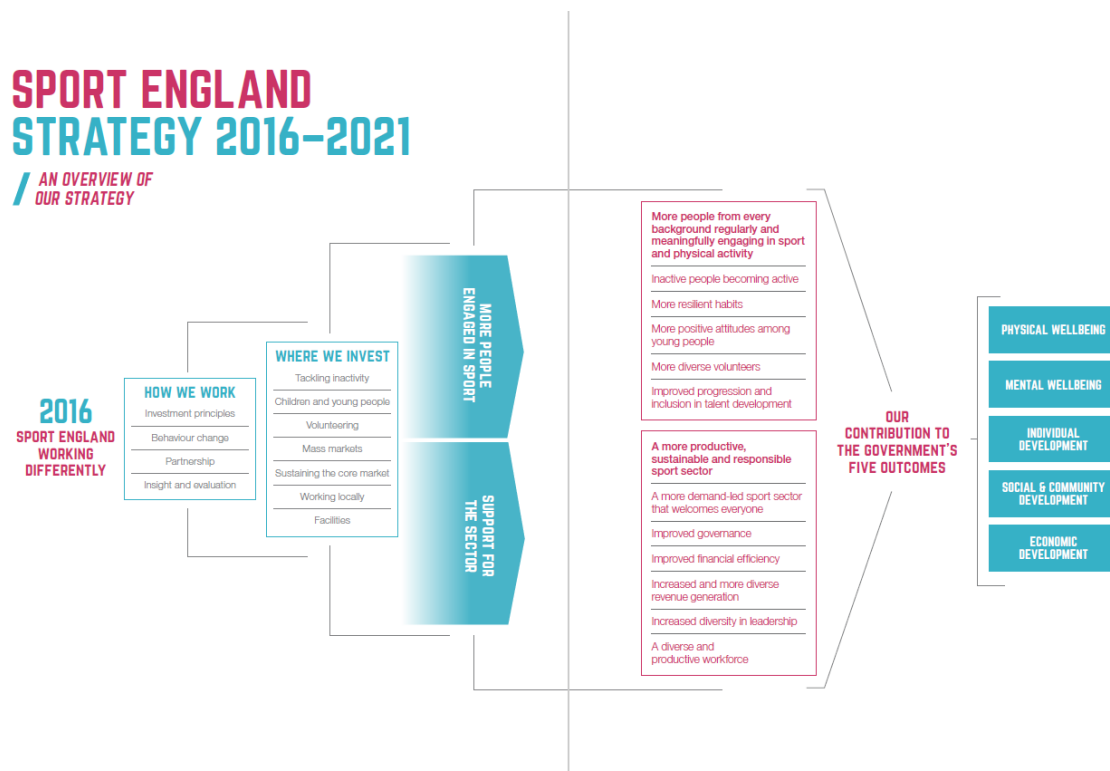
The Government published its strategy for sport in December 2015. This strategy confirms the recognition and understanding that sport makes a positive difference through broader means and that it will help the sector to deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development. In order to measure its success in producing outputs which accord with these aims it has also adopted a series of 23 performance indicators under nine key headings, as follows:

- ▶ More people taking part in sport and physical activity.
- ▶ More people volunteering in sport.
- ▶ More people experiencing live sport.
- ▶ Maximising international sporting success.
- ▶ Maximising domestic sporting success.
- ▶ Maximising the impact of Major Events.
- ▶ A more productive sport sector.
- ▶ A more financially and organisationally sustainable sport sector.
- ▶ A more responsible sport sector.

Sport England: Towards an Active Nation

Sport England's response to the Government's strategy was to develop Towards an Active Nation:

Figure 1 Sport England Strategy 2016-2021



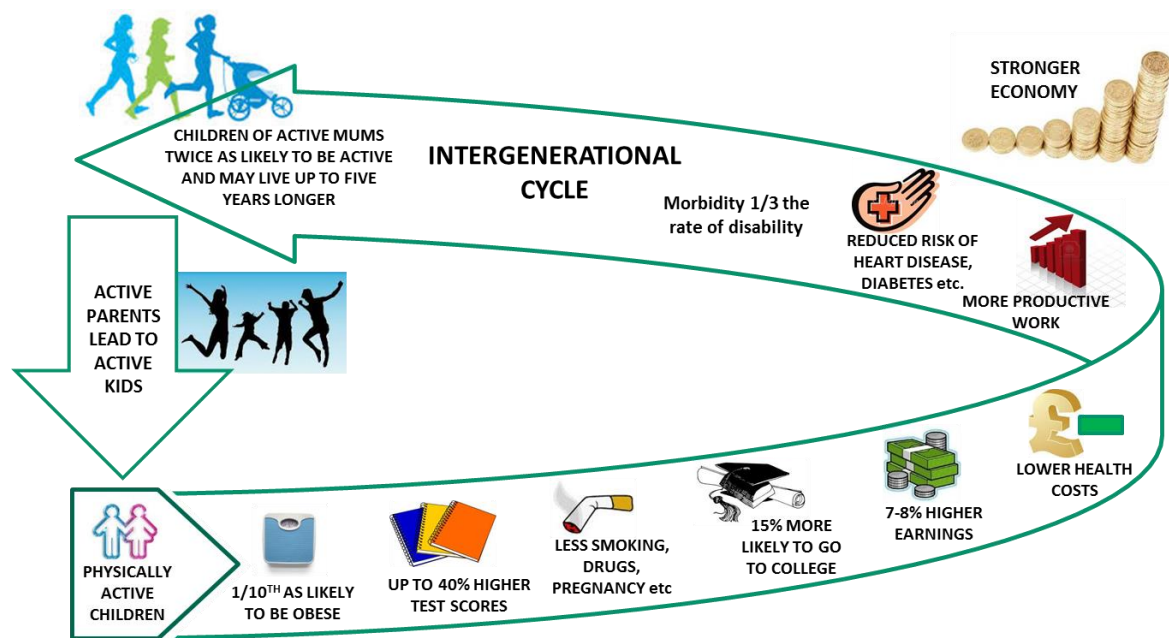
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Sport England has identified that it will invest in:

- ✦ Tackling inactivity
- ✦ Children and young people
- ✦ Volunteering – a dual benefit
- ✦ Taking sport and activity into the mass market
- ✦ Supporting sport's core market
- ✦ Local delivery
- ✦ Facilities

It is clear that increasing participation in sport and physical activity and the health and wellbeing benefits that this delivers is the key driver for LBH and its partners. This is particularly important in the context of getting the inactive to become active and ensuring that interventions are targeted at underrepresented groups. The wider benefits derived from having a more active population are highlighted in the following intergenerational cycle which clearly demonstrates the impact beyond the sports field.

Figure 2: Intergenerational cycle



Based on 'Designed to move' © Nike Inc.

It is clear that having high quality and appropriate 'places to play sport and be physically active' are an integral part of the mix that delivers health and wellbeing benefits as well as wider economic gains to LBH and as such should be viewed and valued within this context. It is also clear that this links into Sport England's new strategy 'Towards an Active Nation' which sets out the following vision:

'We want everyone in England regardless of age, background or level of ability to feel able to engage in sport and physical activity. Some will be young, fit and talented, but most will not. We need a sport sector that welcomes everyone – meets their needs, treats them as individuals and values them as customers'.

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Sport England has identified that its highest priority for investment will be tackling inactivity. In addition to this it will continue to invest in facilities, but that there will be a focus on multi-sport and community hubs which bring together other services such as libraries and doctor's surgeries.

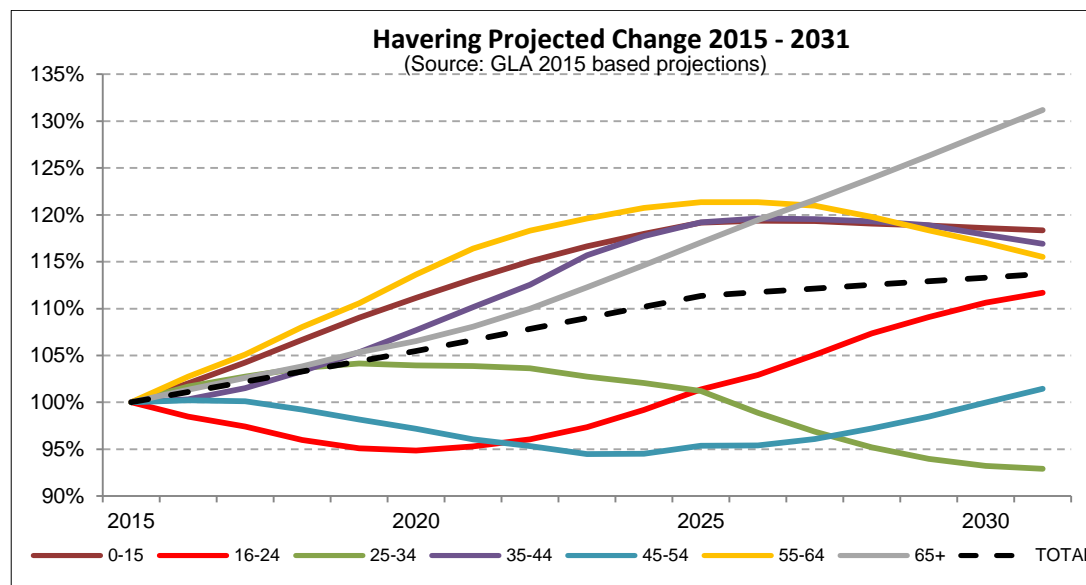
Therefore, high quality and appropriate 'places to play sport and be physically active' are important in delivering increased participation in sport and physical activity which is part of the foundation of improving health and wellbeing among Havering's residents. However, it is not enough just to have the right facilities in the right places, they also need to be programmed and priced appropriately to ensure that activities are appropriate for specific target groups and that cost is not a barrier to access.

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ABOUT HAVERING

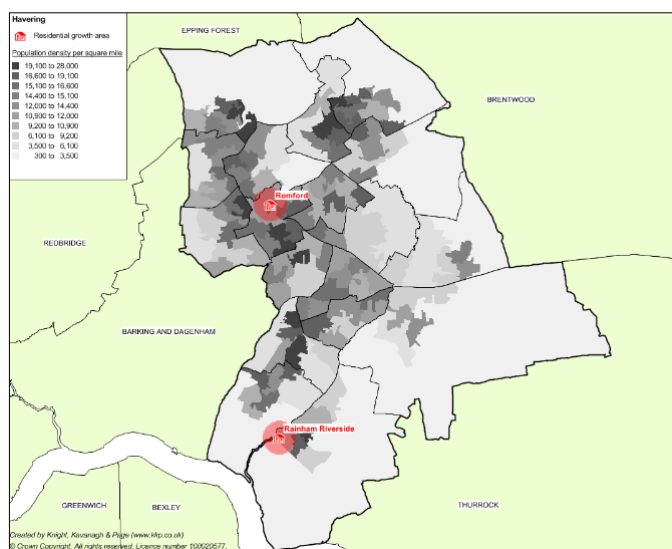
The current total population of Havering (2014 MYE) is 244,729. The most recent Greater London Authority (GLA) projections indicate a rise of 13.7% in Havering's population (+34,109) over the 16 years from 2015 to 2031. LBH has five key settlement areas, Romford, Harold Wood, Harold Hill, Upminster, Hornchurch and Rainham.

Figure 3: Projected population change (2012 -2031)¹



Havering's changing population will have implications for the Council and its partners in the delivery of physical activity and health and wellbeing programmes. There will be significant increases in all age groups other than the 25 – 34 and 45 – 54 year olds. The main area of change will be within the 65+ age group which will increase by over 30%.

Figure 4 Key residential growth areas in LBH



In 2014 Havering had an estimated 99,230 dwellings, accommodated 97,500 household at an average of 2.6 persons per dwelling. The London Plan has set a new house building target for Havering of 1,170 new dwellings per annum. As such there will be significant development in Romford Metropolitan Centre and at the London Riverside Opportunity Area in Rainham.

¹ GLA Population Projections 2015 Round

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Another key consideration in development of the main urban extensions is the upcoming investment in Crossrail. Within Havering, Romford, Gidea Park and Harold Wood stations will become part of the Crossrail network. It is anticipated that Crossrail will change the pattern of commuting in London opening up new areas for commuters to live, particularly in east London and Essex.

Havering's main challenge is around health and wellbeing and primarily the inactivity levels of its residents and the impact this creates.

The annual cost to the National Health Service (NHS) of physical inactivity in Havering is estimated to be £4,306,560

Adult and childhood obesity rates in Havering are generally similar to the national rates, reflecting the need to address these at a local level

The childhood obesity rate increases significantly the older a child gets, with 9.6% and 11.3% of Havering's reception year children measured as obese and overweight respectively. By year 6 these figures have risen to 19.9% being obese and 15.1% being overweight. In total, by Year 6, over a third of children in Havering are either overweight or obese.

Coupled with the above Havering performs below national and London activity targets.

- ◀ 35.8% of adults participated in at least 1 x 30 minutes moderate intensity sport per week; the same as the national regional average.
- ◀ 16.1% of Havering's residents are members of a sports club; below the national average of 21.8% (based on the four weeks prior to the AP survey).

Currently the most popular sports in Havering are gym, swimming, fitness and conditioning, athletics and cycling. In all of these activities Havering performs below national and London averages for the percentages of residents participating in these sports.

It is clear that there is a strong relationship between physical inactivity and health and wellbeing challenges in Havering. Havering has high numbers of residents with long term conditions which could be prevented or managed more effectively by physical activity interventions. Therefore, it is important for residents to be able to access high quality local places to play sport and be physically active and have a positive experience which will increase the likelihood that they participate regularly.

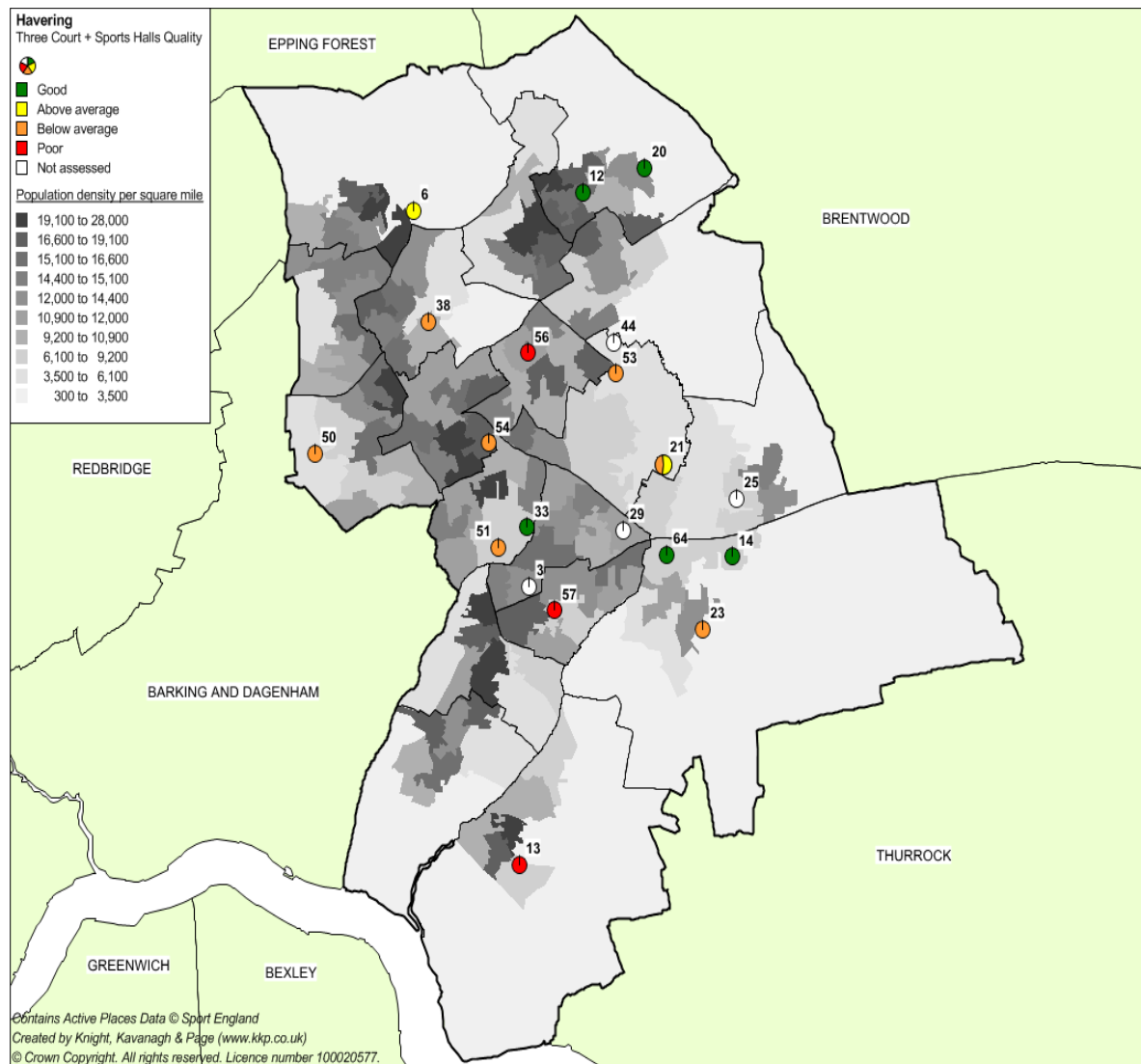
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RESEARCH FINDINGS

Sports halls

There are 21 sports halls in LBH.

Figure 5: 3+ court sports hall provision in Havering location and quality.



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Table 1: 3+ court sports hall provision in Havering - key.

Ref	Site Name	Courts	Condition	
			Sports hall	Changing rooms
3	Abbs Cross Health and Fitness*	4	Not assessed	Not Assessed
6	Bower Park School	4	Above average	Below average
12	Central Park Sports Complex	4	Good	Good
13	Chafford Sports Complex*	4	Poor	Poor
14	Coopers Company & Coborn School	4	Good	Above average
20	Drapers Academy	4	Good	Good
21	Emerson Park Academy	6	Above average	Above average
21	Emerson Park Academy	4	Below average	Above average
23	Gaynes School Language College	4	Below average	Below average
25	Hall Mead School	4	Not assessed	Not Assessed
29	Havering Sixth Form College	4	Not assessed	Not Assessed
33	Hornchurch Sportscentre	8	Below average	Below average
38	Marshalls Park School	4	Below average	Poor
44	Redden Court School*	3	Not assessed	Not assessed
50	St. Edwards C Of E School & 6th Form College	4	Below average	Below average
51	The Albany	4	Below average	Above average
53	The Champion School	4	Below average	Below average
54	The Frances Bardsley School For Girls	5	Below average	Below average
56	The Royal Liberty School	4	Poor	Below average
57	Sanders Draper School & Specialist Science	4	Poor	Below average
64	Sacred Heart of Marys Girls School	4	Good	Above average

(Source: KKP assessment visits made in October 2015)

The majority (65%) of assessed sports halls are below average or poor, with 35% rated as good or above average quality. Public provision at Hornchurch and Central Park leisure centres is good, although there are structural issues at the Hornchurch Sports Complex that will necessitate significant investment. Residents of the south of the borough are poorly served. The only centre in the area which offers community access is Chafford Sports Complex. It is in very poor condition.

Remaining LBH residents can access a sports hall within a 1 mile catchment / 20 minute walk. There is community use at 80% of the school stock. It is however only being used at 47% of its total capacity. Lack of take up is largely due to a combination of poor quality sports halls and therefore no demand, or through choice, schools which do not permit extensive community access.

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Overall, there is no evidence to suggest unmet demand for available sports hall space in LBH. Peak-time at Central Park Leisure Centre and Hornchurch Sports Centre is at capacity. Many schools report having spare capacity at peak and off-peak times. Several school facilities are not available at weekends. This may reflect the poor quality facilities on offer and, in the case of Rainham, the absence of facilities. However, there is potential latent demand for sports halls (i.e. people who wish to take part but have no facilities in which to do so) which is due to no facilities within a specific area or the lack of availability at key times.

The existing supply of sports hall accommodation in LBH has capacity to meet current demand. The quality of the stock on school sites is mixed. The highest quality facility provision is at Coopers Company and Coborn School. Chafford School Sports Complex is clearly at the end of its useful life. The School has aspirations to replace both its main building and its sports facilities via pursuit of external funding sources. It has submitted a planning application to LBH. To date funding applications have been unsuccessful. Subject to DfE approval for the granting of a lease to the Council for the leisure centre, Chafford will remain within the leisure management contract. This will then see a level of investment in the facilities that should improve their condition. LBH facilities at Central and at Hornchurch are at capacity during peak times.

Hornchurch is an old facility and, from a management and user perspective, suffers from having been built in two phases; wet-side in 1956 and dry-side in 1987. Despite a good maintenance regime and some small improvements, elements of the building are not now fit for purpose. The ageing plant and heat management systems are considerably less economical to run than new build modern plant. The new leisure management contract (from October 2016) is, subject to planning, based on the replacement of Hornchurch Sports Centre. If planning is approved, it is expected that the new centre would be open late 2019.

With the exception of the Rainham area, all residents in Havering have access to a sports hall within one mile of home.

The FPM analysis identifies that existing sports hall capacity can accommodate additional demand generated through new housing and subsequent population growth although the quality of many school based facilities may continue to be a barrier, particularly to new participants. Some schools may need to be encouraged to extend community use hours to meet growing demand, particularly if participation rises in accordance with Government targets.

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Swimming pools

There are 14 swimming pools in LBH on ten different sites as illustrated below. With the exception of the pool at the Chafford Sports Complex, pool stock is assessed as good.

Figure 6: Swimming pool provision in Havering

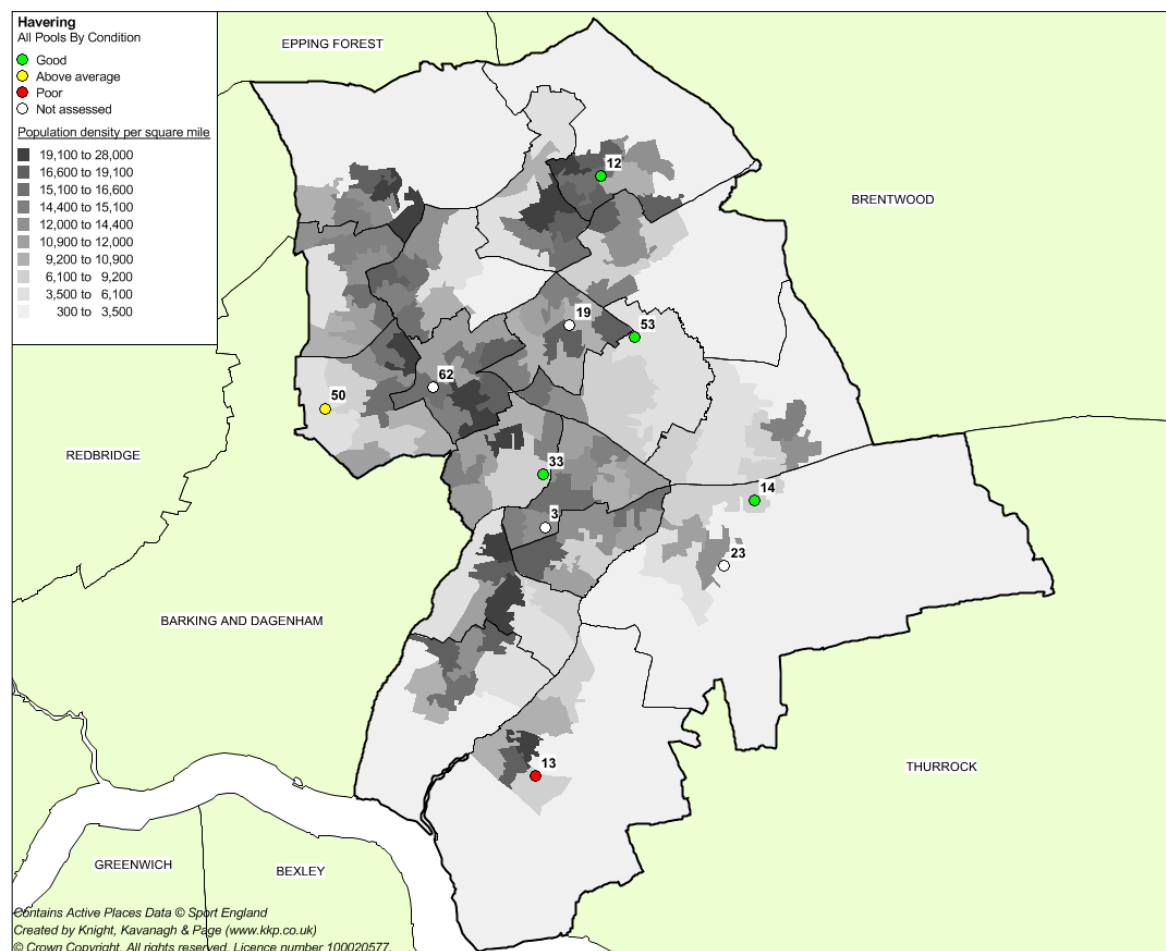


Table 2: Swimming pool provision in Havering - key

Ref	Site	Sub-type	Lanes	Length
3	Abbs Cross Health and Fitness	Main/General	6	25m
12	Central Park Leisure Centre	Main/General	6	25m
12	Central Park Leisure Centre	Learner/Teaching/Training	0	13m
13	Chafford Sports Complex	Main/General	5	25m
14	Coopers Company & Coborn School	Main/General	4	23m
19	David Lloyd Club (Gidea Park)	Main/General	3	25m
19	David Lloyd Club (Gidea Park)	Lido	3	20m
23	Gaynes School Language College	Main/General	0	18m
33	Hornchurch Sportscentre	Main/General	6	33m
33	Hornchurch Sportscentre	Learner/Teaching/Training	0	12m

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Ref	Site	Sub-type	Lanes	Length
50	St. Edwards C Of E School & 6th Form	Main/General	4	25m
53	The Champion School	Main/General	4	25m
62	Virgin Active Club (Romford)	Main/General	4	20m
62	Virgin Active Club (Romford)	Learner/Teaching/Training	0	6m

The new leisure centre in Romford, which is to replace the Dolphin Pool will include an 8 lane x 25m swimming pool and learner pool. The new complex will be a welcome addition to pool provision in Havering, it will not, however, address access issues for residents living in the south of the borough.

The picture for swimming pool provision in Havering is currently positive when compared with many London boroughs. However, the age and condition of the pool at the Chafford Sports Complex, the age of the pool at Hornchurch Sports Centre and the lack of provision in Rainham will make it increasingly challenging for a modern swimming offer to be provided without significant investment and/or new provision. However, it is also noted that there is a commitment within the new leisure management contract to replace Hornchurch Sports Centre and to improve the quality of Chafford School Sports Complex.

The Greater London Authority (GLA) projections anticipate the population of Havering will increase by 65,000 people by 2037. Using the Sport England Facilities Calculator this will create the demand for an additional 700m² of water space. However, this does not take into account the new leisure centre in Romford which will create an additional 500m² of water space. Therefore, consideration will need to be given to increasing provision within any replacement facilities.

Health & fitness

LBH has a good geographical spread of gym/ fitness and conditioning provision and a wide range of health and fitness clubs to meet the needs of different users, from high end to budget facilities. Pay and play gym facilities are on offer at Central Park and Hornchurch and in many community school gyms.

Specific access issues have been identified as follows:

- ▶ Peak-time crowding and lack of peak time capacity, particularly at Central Park and Hornchurch
- ▶ Inability to run concurrent classes due to lack of suitable studio spaces, particularly at Hornchurch and Central sites.
- ▶ The size of the fitness suites at Hornchurch and Central. These are considered to be too small to meet peak demand from members.
- ▶ Increasing market segmentation e.g. spin only clubs.

The demand for fitness suites in which to 'work out' seems set to continue to rise with many users young and old preferring the instant access and flexibility that gyms afford to more traditional teams sports and games. Aspirations to increase the activity levels of the population will add to demand for health and fitness provision as will the projected increase in size of population.

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The above issues have been recognised in the new leisure management contract which will seek to address them through the potential extension of the health and fitness suite at Central Park Sports Complex (subject to planning) and the replacement of Hornchurch Sports Centre with enlarged health and fitness provision.

The fitness market is highly segmented with a 'fitness suite' offering to suit different lifestyles and budgets. Competition between providers is keen and 'new' styles of training are constantly emerging. Currently in vogue are Boot Camps, Kettle Bell workouts, Cross-Fit and Spinning. Flexible space in which to meet new trends is an advantage, as operators compete to attract and retain members.

Within LBH the market for 'fitness suite' facilities is as keen and competitive as ever. It is likely that it will continue to evolve as more people are encouraged to be active. All the operators will need to keep abreast of market developments to keep pace with trends and developments and maintain and grow their membership base.

Budget market entrants, such as Pure Gym are a potential threat to the leisure centre operator's business model as they may have an impact upon fitness provision profitability thus jeopardising the long term sustainability of non-surplus generating elements of sport/leisure provision such as swimming pools and sports halls. To date Havering has seen one key budget gym open up within Romford (i.e. Better – Budget which is part of the GLL network), although not to the extent as in other areas.

LBH needs to consider the future provision of health and fitness facilities at its leisure centres on the basis that health and fitness underpins the cost of operating swimming pools and other facilities which are costly to operate. It is generally advised (by Sport England) that the minimum size of health and fitness facility aligned to a new swimming pool should be in the region of 100 stations as well as group fitness studios. This is on the understanding that Councils will have an aspiration that the facility will operate on a cost neutral basis as a minimum.

Specialist sports provision

LBH has a good range of specialist sports provision, with access to facilities for boxing, indoor bowls, gymnastics, 5-a-side football, tennis and with, the completion of the Romford Leisure Development in 2018, ice sports. More could possibly be done to improve access to the athletics track and to match clubs in other sports with suitable venues at affordable prices. There is further potential at myplace to develop sports activities, for example table tennis.

In addition to this, residents have access to specialist facilities in neighbouring authorities such as the cycling facilities at the Lee Valley Velo Park at Queen Elizabeth Olympic Park which is circa 15 miles from Havering.

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SWOT ANALYSIS

Table 3: SWOT Analysis for LBH

Strengths	Weaknesses
<ul style="list-style-type: none"> Power of sport to attract and engage young people Member and officer support for sport and leisure Knowledge base and experience of LBH and SLM staff Havering Local Sports Council School sport collective Swim schools and programmes GP Referral Programme Walking for Health Programme Voluntary sector clubs Scale of market for fitness 	<ul style="list-style-type: none"> Funding cuts leading to service cuts e.g. shorter opening hours at Chafford Sports Complex Below average to poor quality of many school sports facilities Old/inefficient LBH sports and leisure buildings e.g. Hornchurch Sports Complex and Chafford Sports Complex Health & fitness offer too small at Hornchurch Sports Complex and Central Park Leisure Complex Insufficient studio spaces within the leisure centres to offer variety of class types, particularly at peak times Limited north – south public transport
Opportunities	Threats
<ul style="list-style-type: none"> Emerging Local Plan Crossrail and associated investment in infrastructure Borough regeneration plans and housing growth areas Inward investment in jobs and housing Romford leisure development Capacity in school sport hall provision To do more activity and make use of the space Public health agenda Engagement with NGBs British Gymnastics funding Table Tennis England funding myplace (located adjacent to Central Park Leisure Complex) Future leisure management contract for the leisure centres 	<ul style="list-style-type: none"> Cuts in local authority funding Austerity measures Areas of multiple and health deprivation Adult and child obesity Private sector investment in new gym and fitness facilities undermining the sustainability of public sector / social enterprise offer. Lack of direct control over (and thus possible inability to improve) access to school facilities

VISION AND RECOMMENDATIONS

The following vision and strategic recommendations are informed by the research undertaken when developing the Assessment Report and identified need across the Borough. Therefore, although this is an independent assessment of what LBH and partners need to do in order to provide 'fit for purpose' sport and physical activity facilities and opportunity it does not ignore local environmental and political issues.

Vision

Reflecting the Culture Strategy, the Borough Sport & Physical Activity Strategy is driven by the very simple ambition: *"to transform lives through participation in, and enjoyment of, sport and physical activity"*. Its stated purpose is to *'provide focus and added value to the efforts of everyone involved in the planning and provision of sport & physical activity in Havering, linked to a very clear view of what will be achieved by 2015'*.

The objectives of the sport and physical activity strategy are based on those of the Culture Strategy. Specific actions are set out under three headings: health and well-being, learning and personal development and towns and communities. The specific health and well-being actions are as follows:

- ◆ Provide, co-ordinate and promote a diverse range of quality sport and physical activity opportunities for all ages.
- ◆ Maintain and improve satisfaction at Borough leisure centres.
- ◆ Continue to work with the Amateur Swimming Association (ASA), England Ice Hockey Association (EIHA) and National Ice Dancing Association (NISA) to ensure the best possible use is made of the Romford Leisure Development* for recreation and performance sport.

These specific actions have been incorporated into the strategy recommendations. The recommendations emerging from the needs assessment provide a focus for LBH to work with key stakeholders to provide facilities that will enable the vision to become a reality and allow the Council to meet the sport and physical activity needs of its current and future resident population.

Figure 7: Strategy Framework



The recommendations identified are designed to deliver the above vision over the period 2017–2032. They provide strategic direction for LBH, the Council's leisure operator plus agencies, companies, schools, voluntary sector clubs and organisations which provide facilities and opportunities for residents and visitors to participate.

They have been developed in line with Sport England's key facility planning drivers of 'Protect', 'Enhance' and 'Provide'. Each is supported by a summary rationale drawn from the Indoor and Built Facilities Assessment Report, December 2015.

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Recommendation No.1 – Romford Leisure Development

Support and, as appropriate, facilitate the Romford Town Centre Leisure Development comprising:

- ✦ 8 lane x 25m pool
- ✦ Learner pool
- ✦ Ice pad
- ✦ 100 station H&F suite

Continue to work with the Amateur Swimming Association (ASA), England Ice Hockey Association (EIHA) and the National Ice Dancing Association (NISA) to ensure that the best possible use is made of the Romford Leisure Development* for recreation and performance sport.

Recommendation No 2 – Hornchurch Sports Centre

Subject to the conduct of a detailed feasibility study, replace Hornchurch Sports Centre with a 'right sized' facility which, should:

- ✦ Be strategically located so as to optimise accessibility on foot, by cycling and via public transport.
- ✦ Provide a larger water area to cater for unmet existing local club swimming demand and future demand from the growing population
- ✦ Be specified as such to provide a suitable Borough swimming gala venue
- ✦ Provide replacement diving and ancillary dry diving facilities
- ✦ Add to and extend fitness and studio provision
- ✦ Have relevant social, catering and ancillary facilities, car and bicycle parking.

Suggested core provision

- | | |
|--|--|
| ✦ 8 court sports hall | ✦ 120 station fitness suite (minimum) |
| ✦ 8 lane x 25m pool | ✦ Spin studio |
| ✦ 10m x 20m learner pool/diving pool with moveable floor and 2 x 1m, 2 x 3m and 1 x 5m diving boards | ✦ Dance/multi-purpose studios |
| ✦ Dry diving facility | ✦ Café with Wi-Fi |
| | ✦ High quality wet/dry changing facilities |

Recommendation No.3 – South Havering

Subject to a detailed feasibility study, provide in south Havering / Rainham a 'right sized' facility which, should:

- ✦ Be strategically located so as to optimise accessibility on foot, by cycling and via public transport.
- ✦ Provide a substantive water area to cater for current unmet demand and future demand from the growing population
- ✦ Add to and extend fitness and studio provision
- ✦ Have relevant social, catering and ancillary facilities, car and bicycle parking.

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Suggested core provision

- ◀ 4 court sports hall
- ◀ 5 lane x 25m pool
- ◀ Teaching pool
- ◀ Minimum 120 station fitness suite
- ◀ Dance/multi-purpose studios
- ◀ Spin studio
- ◀ Café with Wi-Fi
- ◀ High quality wet/dry changing facilities

Recommendation No.4 – School sports hall stock

The research findings clearly identified the need to improve the quality of existing school sports hall facilities for both education and community use. There will be a need to investigate the feasibility of upgrading and/or expanding existing or providing new sports hall accommodation with associated office and changing provision to facilitate well managed community use at the following:

- ◀ Chafford Sports Complex
- ◀ Emerson Park Academy
- ◀ Gaynes School Language College
- ◀ Marshalls Park School
- ◀ Redden Court School*
- ◀ St. Edwards C of E School & 6th Form College
- ◀ The Albany
- ◀ The Champion School
- ◀ The Frances Bardsley School For Girls
- ◀ The Royal Liberty School
- ◀ Sanders Draper School & Specialist Science College

In line with the above there will also be a need to ensure that any investment in school stock is accompanied by signed community use agreements to ensure that school sports facilities are guaranteed to be made available for community use.

Recommendation No.5 – Specialist sports provision

To work closely with key local clubs and/or NGBs to assist them to develop/ improve specialist sports facilities to meet local need.

Athletics

- ◀ Assist Havering AC and associated jogging clubs to improve access to the track facilities at Hornchurch Stadium.
- ◀ Assist Havering AC to investigate the potential for development of multi-sport indoor/ covered training facilities supporting entry level participation and winter training.
- ◀ Consider whether and how to develop opportunities for marked running routes within the urban areas of LBH to meet the demands of recreational runners.

Cycling

Where funding allows, invest in making roads safer and providing off road cycling routes, not only to encourage safe cycling but also to enhance access to the network of community sports facilities.

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Gymnastics

Assist the local gymnastics clubs to find an affordable venue of appropriate quality at which they can accommodate permanent fixed equipment and associated club facilities. A facility of this nature could attract strategic and financial support from British Gymnastics.

Indoor Tennis

To address the absence of public indoor courts in Havering, work with local tennis clubs to develop air halls and floodlighting to facilitate all year round play.

myplace

Work with myplace to investigate the potential to provide a specialist table tennis centre.

Recommendation No.6 – Consider the co-location of other services within new leisure developments

In order to provide Havering with a reference point of what other local authorities are developing in relation to their sports facilities networks, it is accurate to state that the majority are developing fewer, better quality facilities and are giving greater importance to the location and travel connections to facilities. Furthermore, many are looking to enhance their offer by developing a more 'commercial' range of facilities alongside a wider health and wellbeing service providers.

Recent developments of new community leisure facilities throughout the UK have followed three key themes within their design and offering, namely:

- ◀ Core facilities which meet local need and demand for sport and physical activity and enable the operator to deliver a cost effective service with minimal subsidy.
- ◀ Additional activity areas which provide a financial return by addressing a gap in the market or enhancing the core offer.
- ◀ Co-located with other service providers which enhances working relationships across 'civic' partners and improves service delivery to the community.

The following table identifies the types of facilities and activity areas included within each and the wider benefits that this delivers for the community.

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Table 4: Modern leisure facility considerations

Core facilities	Additional activity areas	Co-located services
<ul style="list-style-type: none"> • 6 lane 25 metre pool • Teaching pool • Sports hall (size depends on demand and programming) • 80 - 150 station fitness suite • 1x large group fitness studio • 1 x small group fitness studio • Catering hub 	<ul style="list-style-type: none"> • Floodlit 3G pitch • 5-a-side pitches. • Soft play • Spa facilities • Youth play facility (e.g. clip n' climb, interactive activity zones. • High ropes 	<ul style="list-style-type: none"> • Part of a school campus • Library • Health centre / GP surgery • Pharmacy • Police office • Council contact point • Meeting rooms
Benefits	Benefits	Benefits
<p>Enables operators to provide services at minimal subsidy by:</p> <ul style="list-style-type: none"> • Maximising income from health and fitness. • Maximising income from learn to swim. • Offering a range of community based activities. <p>Enables operators to contribute to the wider physical activity and wellbeing agenda by:</p> <ul style="list-style-type: none"> • Offering health based programmes within fitness suites & swimming pools • Being a meeting point and social venue for outdoor physical activities. 	<p>Enables operators to maximise income to underpin the cost of the operation by:</p> <ul style="list-style-type: none"> • Taking a more commercial approach to programming activity areas. • Capturing data on users (e.g. parents) and using this as a way of cross selling core services (e.g. learn to swim). • Providing a return on investment. 	<p>Creation of a leisure and community hub which enables operators to link with other services to contribute to wider physical activity and wellbeing agenda:</p> <ul style="list-style-type: none"> • Offering a wider range of services under one roof. • Reaching residents who would not otherwise enter a sports facility. • Offering programmes and interventions for specific client groups with health and other partners. • Cross marketing and sharing of information to address local needs.

Therefore, LBH should consider how it might integrate or co-locate other services (e.g. library, health centre, council contact centre, etc) within the development of new leisure facilities as identified in recommendations 2 and 3. This not only enhances the wider leisure offer by enabling the operator to offer services to residents who might not otherwise go into a leisure centre, but also enables other services to reach a wider market. This also reflects the aspiration and funding priorities identified within Sport England's Strategy: *Towards an Active Nation*.

Funding to implement the strategy

The Strategy has not addressed in detail how proposals and recommendations will be funded. It is anticipated that there will be no single funding source; rather a mix of sources and solutions will be required to deliver the vision and ambitions of the strategy. These solutions will include:

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- ◀ Further development and implementation of the Havering developer contributions process associated with the development of urban extensions.
- ◀ Use of capital receipts from land disposal, where applicable.
- ◀ Asset rationalisation and use of revenue saving and/or future liabilities to pay back borrowing aligned to capital investment in other sites.
- ◀ Prudential borrowing where an 'invest to save' justification can be made, particularly for longer-term proposals which may be considered in light of the Council's future borrowing strategy.
- ◀ External funding sources aligned to specific facilities and/or sports (e.g. Sport England funding, other charitable grant awards and funding streams).
- ◀ 3rd party borrowing where a suitable, robust business case exists (although this will be more expensive than prudential borrowing).

In general, the majority of new leisure centre developments have been undertaken on the basis of rationalising one or two existing facilities and developing a new larger, better quality facility which is more economical to operate. Furthermore, the new facility mix enables the operator to deliver revenue efficiencies (i.e. operate the facility at zero subsidy or better) which are often used to fund part or all of the capital repayment. A similar approach is undertaken for the refurbishment of existing facilities where increased income offsets the annualised cost of the refurbishment.

It is likely that a combination of the above approaches will be developed for the wide range of projects identified in Havering. This will require a robust approach to business planning to ensure that all investment is financially sound.

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PRIORITIES AND ACTION PLAN

The following action plan provides an overview of the priorities in Havering and a framework for officers and members to work with in order to deliver a network of indoor sports facilities that contribute to meeting the wider needs of Havering's residents:

Importance order	Recommendation	Action	Responsibility	Timescale
1	Recommendation No.1 – Romford Leisure Development Support and, as appropriate, facilitate the Romford Town Centre Leisure Development.	<ul style="list-style-type: none"> Work with the leisure management contractor to develop a proposed programme of activities at the new facility. Liaise with clubs and NGBs (e.g. ASA and swimming clubs) to determine the most appropriate programme of club use at the new swimming pool. Work with relevant governing bodies and clubs to implement the sports development plan for the new ice pad. Work with the leisure management contractor to develop a launch event for the new facility in order that its use is maximised. 	LBH Leisure operator Sports Clubs ASA Ice NGBs	Immediate
2	Recommendation No 2 – Hornchurch Sports Centre Subject to a detailed feasibility study, replace Hornchurch Sports Centre with a 'right sized' facility	<ul style="list-style-type: none"> Commission a detailed feasibility study on the replacement of the facility. Determine the most appropriate facility mix taking into account the need to address increased demand from an increasing population as well as the need to be financially sustainable. Ensure the continued provision of leisure facilities throughout the development period and only rationalise the existing facility once a new facility is delivered. 	LBH Leisure operator Health partners NGBs	Short - medium

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Importance order	Recommendation	Action	Responsibility	Timescale
3	Recommendation No.3 – South Havering Subject to a detailed feasibility study, provide in south Havering / Rainham a 'right sized' facility	<ul style="list-style-type: none"> Commission a detailed feasibility study on the replacement of the facility. Determine the most appropriate facility mix taking into account the need to address increased demand from an increasing population as well as the need to be financially sustainable. Consider the co-location of other 'civic' services within the scope of a new facility development (e.g. health centre, GP, library, etc.) Ensure the continued provision of leisure facilities throughout the development period and only rationalise the existing facility once a new facility is delivered. 	LBH Leisure operator Health partners NGBs Education / School	Short - medium
4	Recommendation No.4 – School sports hall stock Improve the quality of existing school sports hall facilities for both education and community use (i.e. upgrade and/or expand existing or providing new)	<ul style="list-style-type: none"> Liaise with the Council's education team and individual academies to identify priorities for investing in improvements to school sports halls. Seek to ensure that new developments have community use built into the design. Liaise with sports hall specific NGBs to determine if specific technical specifications may be required at certain sites. Ensure that any funding awarded to improve school sports facilities is accompanied by a requirement to sign and implement a community use agreement. 	LBH NGBs Education / School	Short - medium
5	Recommendation No.5 – Specialist sports provision To work closely with key local clubs and/or NGBs to assist them to develop/ improve specialist sports facilities to meet local	<ul style="list-style-type: none"> Assist Havering AC and associated jogging clubs to improve access to the track facilities at Hornchurch Stadium. Assist Havering AC to investigate the potential for development of multi-sport indoor/ covered training facilities. 	LBH Leisure operator NGBs Clubs Education /	Medium

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Importance order	Recommendation	Action	Responsibility	Timescale
	need	<ul style="list-style-type: none"> Consider the development of marked running routes to meet the needs of recreational runners Work with transport and open spaces colleagues to make roads safer and providing off road cycling routes to encourage safe cycling and enhance access to the network of community sports facilities. Work with local gymnastics clubs to identify an appropriate facility at which they can accommodate permanent fixed equipment and associated club facilities. Work with myplace to investigate the potential to provide a specialist table tennis centre. Work with local tennis clubs to develop air halls and floodlighting to facilitate all year round play 	School	
6	<p>Recommendation No.6 – Consider the co-location of other services within new leisure developments.</p> <p>Investigate the potential of co-locating services within new leisure developments</p>	<ul style="list-style-type: none"> LBH Leisure and Planning teams to ensure that other departments and partners are aware of the potential new developments within this Strategy. Work with other departments and partners to determine if there is an opportunity to co-locate key services within any new leisure development. Ensure the scope of any feasibility study for a replacement leisure facility or school sports facility also considers the potential to co-locate complementary services. 	LBH Leisure operator Health partners NGBs Education / School	Short - medium