

HEALTH OVERVIEW AND SCRUTINY SUB-COMMITTEE

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| Subject Heading: | Havering Obesity Prevention Strategy – Annual Update 2018/19 |
| SLT Lead: | Mark Ansell, Director of Public Health |
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| Policy context: | Report on progress in relation to the Havering Prevention of Obesity Strategy 2016-2019 |
| Financial summary: | No significant implications arising. |

The subject matter of this report deals with the following Council Objectives

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|-------------------------------|-------------------------------------|
| Communities making Havering | <input checked="" type="checkbox"/> |
| Places making Havering | <input type="checkbox"/> |
| Opportunities making Havering | <input type="checkbox"/> |
| Connections making Havering | <input type="checkbox"/> |

SUMMARY

Havering's Prevention of Obesity Strategy 2016-19 and associated action plan was published in April 2016.

The strategy set out our approach towards preventing obesity in Havering, and encouraging our local population to be more active and eat more healthily. This was presented as three interlinked work streams to: -

- Shape the environment to promote healthy eating and physical activity;
- Support a culture that sees physical activity and healthy eating as the norm;
- Prompt individuals to change, primarily through self-help.

The action plan detailed how we would use existing assets and new opportunities to progress these workstreams, and the Health and Wellbeing Board agreed that

an Obesity Prevention Working Group should be formed to periodically refresh and oversee delivery of this rolling annual action plan.

The purpose of this paper is to:-

- Update the Health Overview and Scrutiny Sub-Committee on progress made with implementation of the 2018/19 action plan. Notable highlights during 2018/19 include;
 - Local Implementation Plan 3 submitted incorporating healthy streets approach
 - Health In All Policies approach progressed
 - Embedding of the Healthy Early Years London awards programme
 - Expansion of Infant Feeding Cafés and Starting Solid Foods workshops
 - Ongoing success of the Veggie Run app and brand
 - Partnership approach to rollout of Healthy Pupils Capital Fund
 - Co-delivery of a joint Sugar Smart and Water Refill campaign
 - Piloting of an adult tier 2 weight management programme
 - Launch of the Havering Breastfeeding Welcome Scheme.
- Inform the Health Overview and Scrutiny Sub-Committee of local trends in prevalence of obesity, physical activity and healthy eating. Headline information includes:
 - Prevalence of excess weight remains broadly stable amongst 4-5 year olds but continues to increase amongst 10-11 year olds and adults. Prevalence in Havering is significantly worse than London for 4-5 year olds and adults.
 - Only 13.8% of young people and 65.8% of adults in Havering achieve the recommended levels of physical activity.
 - Half of young people aged 15 (49.2%) and adults (44.7%) in Havering eat the recommended five portions of fruit and vegetables per day.
- Highlight new national and regional publications, campaigns and funding programmes launched in the past year that support or guide our local efforts to prevent obesity;
- Outline plans to refresh Havering's Prevention of Obesity Strategy.

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| RECOMMENDATIONS |
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The Board is asked to: -

- Note progress made with the action plan during 2018/19;
- Note the refreshed action plan for 2019/20

- Note our proposed approach to refresh the Havering Prevention of Obesity Strategy.

REPORT DETAIL

1.0 Update on progress made with implementation of the action plan and future planning

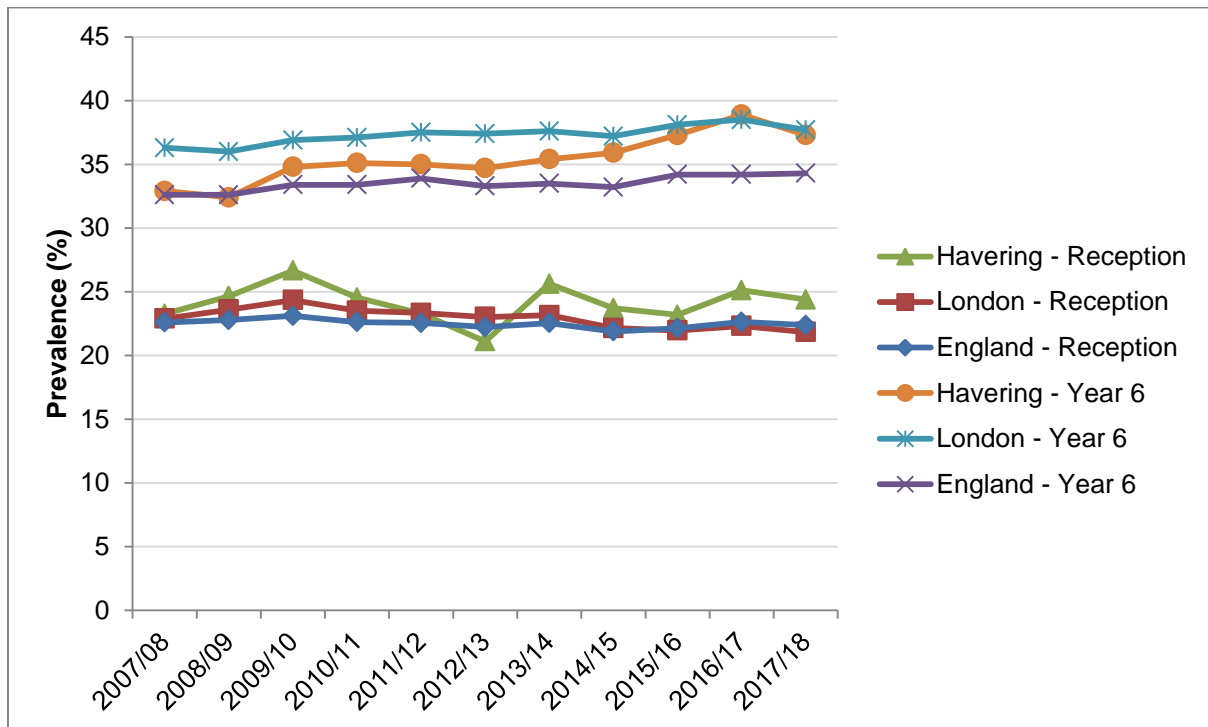
The Obesity Prevention Working Group, led by the LBH Public Health Service and with stakeholders from across the Council and external organisations takes responsibility for delivery of the action plan.

The action plan is provided as Appendix 1. RAG ratings and progress notes have been provided against 2018/19 actions, whilst new actions to be progressed during 2019/20 are indicated in blue in the RAG column.

2.0 Update on local trends in prevalence of obesity, physical activity and healthy eating

2.1 The prevalence of obesity in Havering

Figure 1. Prevalence of Excess Weight (Overweight and Obesity) in Reception and Year 6, Havering London and England, 2007/08 – 2017/18



- National Child Measurement Programme (NCMP) data shows that in 2017/18 prevalence of excess weight (overweight and obesity combined)

amongst Reception children (4-5 year olds) in Havering was 24.4%. Trend data shows that prevalence has remained broadly stable since 2007/08. In 2017/18, prevalence in Havering was significantly worse than England (22.4%) and London (21.8%).¹

- NCMP data shows that in 2017/18 prevalence of excess weight amongst Year 6 children (10-11 year olds) in Havering was 37.3%. There has been an overall increase in prevalence in this age group since 2011/12, in line with the national trend. In 2017/18, prevalence in Havering was significantly worse than the England average (34.3%) but similar to the London average (37.7%).¹
- Prevalence of excess weight amongst adults in Havering, drawn from self-reported height and weight measurements in the Sport England 'Active Lives' survey, was 71.2% in 2017/18. The survey methodology changed in 2016 and thus trend data is not yet available. In 2017/18, prevalence in Havering was significantly worse than both England (62.0%) and London (55.9%).²

2.2 Physical activity amongst adults and children in Havering

- In 2015, only 13.8% of Havering young people (aged 15) surveyed in the What About YOUth? survey reported that they had participated in the recommended minimum of 1 hour of moderate/ vigorous physical activity every day in the past 7 days, similar to London (11.8%) and England (13.9%). 74.1% reported they had a mean daily sedentary time in the last week of over 7 hours per day, significantly worse than across London (69.8%) and England (70.1%). This survey has only been carried out once so trend data is not available.¹
- In Havering in 2017/18, 65.8% of adults surveyed in Sport England's Active Lives survey reported that they achieve recommended levels of physical activity (150 minutes per week according to the Chief Medical Officer's guidance). The survey methodology changed in 2016 and thus trend data is not available. Compared to regional and national averages in 2017/18, Havering is similar to London (66.4%) and England (66.3%).²
- The London Travel Demand Survey shows that on average from 2015/16 to 2017/18, 43% of journeys in Havering were made by active, efficient and sustainable modes of travel (walking, cycling and public transport). This ranks Havering 17th worst amongst the 19 outer London boroughs, ranging from 66% in Brent to 41% in Bexley and Hillingdon.³

2.3 Healthy eating amongst adults and children in Havering

- In 2015, 49.2% of Havering young people (aged 15) surveyed in the What About YOUth? survey reported that they achieve the recommended consumption of fruit and vegetables (5 portions per day). This survey has only been carried out once so trend data is not available. Prevalence in

¹ Public Health England (2018) [NCMP and Child Obesity Profile](#)

² Public Health England (2018) [Public Health Outcomes Framework](#)

³ Transport for London (2018) [Travel in London: Report 11 Data](#)

Havering is significantly worse than the London (56.2%) and England (52.4%) averages.¹

- In Havering in 2017/18, 44.7% of adults surveyed in the Sport England Active Lives survey reported that they achieve the recommended consumption of fruit and vegetables (5 portions) on a 'usual day'. The survey methodology changed in 2016 and thus trend data is not available. This is significantly worse than the London (54.1%) and England (54.8%) averages.²

3.0 Highlights of 2018/19 work to prevent obesity

During the past year, members of Havering's Obesity Prevention Working Group have continued to make collective progress in their efforts to create an environment and culture in Havering that encourages and enables healthy eating and physical activity.

Building on projects and programmes described in the 2017/18 annual report, new and piloted interventions have been embedded during 2018/19 and a number of new programmes introduced. Highlights from actions carried out in the past year include:

3.1 Local Implementation Plan 3 submitted incorporating Healthy Streets Approach

The Healthy Streets approach provides a long-term vision to encourage more people to walk and cycle, by making streets healthier, safer and more welcoming. It seeks to ensure that noise, air pollution, accessibility and lack of seating and shelter are not barriers that prevent people – particularly our most vulnerable people – from getting out and about. In Havering we are implementing this approach through our Local Implementation Plan.

The importance of active travel is demonstrated by the fact that, by mode of travel, the amount of time spent being physically active during an average journey is less than one minute when travelling by car, compared to 8-15 minutes by public transport, 17 minutes on foot and 22 minutes by bicycle. The low level of physical activity participated in by children and adults in Havering (outlined above in Section 2.2) could be significantly increased if they were to walk or cycle as part of trips they already make. Schemes within the LIP3 submission aim to encourage this and have been designed with the Healthy Streets Approach in mind. Examples include:

- Implementation of pedestrian refuges on Squirrels Heath Road and Shepherds Hill which make roads easier to cross, encourage pedestrians from all walks of life and create a more relaxing and safe environment.
- Delivery of air quality initiatives across Havering which will achieve the clean air indicator of the Healthy Streets Approach and also create a more pleasant walking and cycling experience. The Miles the Mole campaign continues to be delivered alongside Air Quality Performance in Education theatre workshops and wider smarter travel work in schools.

Further proposals included in the LIP3 aim to assist in the prevention of obesity through increasing active travel. These include:

- Investment in Bikeability (cycle training programme) which provides skills and confidence for adults and children;
- School and Workplace Travel Planning
- Improved pedestrian access through alleyways
- Review of access arrangements into parks and open spaces
- A1306 Beam Parkway Major Scheme – Transformational scheme along the A1306 creating a Linear Park including pedestrian and cycle links and play areas.
- Greening the Romford Ring Road

3.2 Health in all Policies Approach progressed

Local authorities have a duty to improve health. Taking a 'Health in all Policies' approach ensures this duty is carried out systematically. In 2017/18 a combined Equality and Health Impact Assessment was piloted successfully. In 2018/19, next steps have been to incorporate consideration of health and wellbeing implications into the executive decision-making process.

Every decision the council makes, whether regarding a policy, strategy or delivery of a programme or initiative, has the potential to impact on people who live in, work in and visit Havering. Incorporating a 'Health in all Policies' approach into the decision-making process helps to ensure that positive impacts are recognised or potentially enhanced, and negative impacts are mitigated for or as a minimum shown to have been considered.

Obesity is a prime example of a health challenge that is impacted by multiple interacting factors that include wider social, cultural, environmental and economic impacts as well as individual lifestyle factors. By considering the impact a decision may have on factors such as an individual's behaviour and lifestyle or access to green space, and wider determinants such as quality of housing, access to services and amenities, and opportunities for social interaction, impacts on people being able to eat healthily and be physically active will be accounted for.

The Council's new Key Decisions template, which will include consideration of health and wellbeing implications and risks is due for publication in September 2019.

3.3 Embedding the Healthy Early Years London awards programme

HEYL provides a series of awards (first steps, bronze, silver and gold) through which early years providers develop a whole setting approach to supporting and improving the health of children in their care. The awards framework includes a number of steps to increase healthy eating and physical activity. Following a

successful pilot phase, the Healthy Early Years London (HEYL) awards programme has been rolled out across the borough since June 2018.

At the conclusion of the pilot, three settings in Havering had achieved 'first steps', three had achieved the bronze award and two the silver. By the end of March 2019, this had increased to 41 registered settings, 20 of which had achieved First Steps, seven the Bronze Award and six the Silver Award.

In March 2019 the Deputy Mayor of London, Joanne McCartney, visited Havering to learn more about the approach taken by two of our childcare providers (Little Adventurers nursery and Little Poppets Childcare) in achieving their bronze and silver awards. Actions taken specific to obesity prevention by these settings included children growing their own fruit and vegetables which they then use to produce healthy snacks and menus.

3.4 Expansion of Infant Feeding Cafés and Starting Solid Foods workshops

Promoting breastfeeding and responsive bottle feeding, and the healthy and timely introduction of solid foods, are fundamental to our efforts to tackle obesity from the earliest possible opportunity in a child's life. In the past year, Infant Feeding Café provision has increased from two to three children's centres, with a fourth venue being considered in the Harold Hill area. Starting Solid Foods workshops have increased from one session per month in one centre, to three sessions per month across two centres with an additional session in a third centre being considered.

An evaluation of the first year demonstrated increases in knowledge and confidence of parents in introducing solid foods. Knowledge questions were scored out of 10, with the average increase being 2 points. 72.7% of parents reported increased confidence levels, and the remaining 27.3% reported that their confidence level remained the same. The validity of these findings will be increased in 2018/19 once more workshops have been held and accompanying pre- and post-workshop questionnaires gathered. The evaluation was also useful in highlighting aspects of the workshop that could be emphasised or strengthened and which were particularly welcomed or valued. Facilitator and delegate views are regularly discussed, and content and materials updated via Infant Feeding Steering Group meetings.

3.5 Partnership approach to rollout of Healthy Pupils Capital Fund

In May 2018, the Government made £100m of revenue generated from the Soft Drinks Industry Levy available to schools through the Healthy Pupils Capital Fund. The funding was for capital projects to support children's and young people's physical and mental health by improving and increasing availability to facilities for physical activity, healthy eating, mental health and wellbeing and medical conditions.

39 infant, junior or primary schools in Havering received funding via the local authority (academies received the funding direct). 33 of these schools used the funding to support physical activity and 9 schools used the funding to support healthy eating – note that some schools use the funding for more than one project and some projects

(e.g. food-growing) cover both physical activity and healthy eating. Physical activity projects included playground resurfacing and markings, sport and play equipment, marking out routes for the Daily Mile and scooter parking/ storage. Healthy eating projects included water fountains, dining furniture and development of food growing areas.

OneSource Education Asset Management provided a list of schools and projects to Public Health and support was then offered to schools through the Health and Wellbeing in Schools service to add value to their projects. For example, schools that purchased water fountains were put in touch with the Waste and Recycling Team to link with the water refill scheme, and those that purchased gardening equipment were signposted to resources for food growing in schools.

3.6 Ongoing development of the Veggie Run app and brand

Veggie Run is a game app and brand developed by HES Catering Services that encourages children to make healthy choices and promotes uptake of school meals.

During the game, players aim to collect healthy foods and coins and dodge unhealthy foods. Health-based questions each time a child opens the app support learning. The app has been widely promoted across the borough, and prizes are offered to individuals and schools accumulating the most points. Partnerships have been formed with organisations and companies such as Everyone Active, Stubbers Adventure Centre, West Ham United Football Club and Quorn, to offer prizes that promote physical activity.

The branding and characters associated with the game are used on school menus and Veggie Run branding has been introduced around some canteen serving areas. Branded water bottles and character badges have also been promoted. 76% of primary schools in Havering endorse the app, and it has been downloaded over 23,000 times.

Significantly, school meal uptake in Havering increased by 300,000 meals between April 2018 and April 2019, and is thought to be largely attributable to Veggie Run. Research has shown that only 1.6% of packed lunches meet the school food standards (that all HES Catering primary school meals adhere to), so decreasing packed lunch and increasing school meal consumption is predicted to have a positive impact.

3.7 Delivery of a joint Sugar Smart and Water Refill campaign

Havering Council's Waste & Recycling Team and Public Health Service co-delivered a joint campaign during Recycle Week in September 2018 to raise awareness of the health and environmental benefits of swapping sugary drinks and plastic bottles for tap water and reusable bottles.

Free reusable water bottles and leaflets were distributed at events across Havering to promote the mutually beneficial campaign aims of reducing single use plastics

and waste, whilst encouraging people to use free water refill stations around the borough and reduce sugary drink consumption.

Key to the campaign was making tap water more easily accessible, and local businesses and organisations around the borough were encouraged to register their venues as refill stations the Refill website to help make the healthier choice the easier choice.

3.8 Piloting of an adult tier 2 weight management programme

In 2017, Everyone Active, Havering Council's leisure provider, took over responsibility for delivering the Physical Activity Referral Scheme (PARS) from the Council. PARS is a 12-week gym-based programme that supports adults with a variety of long term conditions, who are referred by their GP, to increase their physical activity levels safely and effectively. Discounted membership is offered at the end of the programme.

This year, Everyone Active built on this by working in partnership with their sister company Everyone Health to pilot a 12 week Tier 2 Weight Management Programme at Hornchurch Sports Centre. The programme incorporated nutrition education along with an exercise class tailored to achieving weight loss. This innovative community-based Tier 2 Weight Management programme attracted 11 participants of which 10 completed the programme. Nine participants lost weight with seven of these achieving the target weight loss of 3-5%. The majority also reported improved self-esteem and eating habits. By locating a weight management programme at Everyone Active sites, the intention is to establish a routine of regular physical activity which helps to encourage longer-term participation.

Everyone Active is investigating funding options to enable it to build on the success of the pilot by continuing delivery of the programme at Hornchurch Sports Centre and expanding to other centres in Havering.

3.9 Launch of the Havering Breastfeeding Welcome Scheme

The aim of the Breastfeeding Welcome scheme is to make it easy for mums to find welcoming and supportive places to breastfeed and to recognise businesses and organisations for promoting and supporting breastfeeding.

Registered venues pledge to ensure the venue is promoted as being breastfeeding friendly, and that staff and volunteers are aware that mothers have a legal right to breastfeed in public and will support them if challenged by a customer or member of the public.

The scheme was soft-launched to Council and NHS premises in June 2018, and publicly launched to other community venues including cafés and restaurants in August 2018. Promotion took place via a press release, social media, Living

magazine, a stand in the Liberty shopping centre during World Breastfeeding Awareness week, and an interview on Time FM.

Registration has also been written into the Healthy Early Years London bronze award framework in Havering.

By the end of March 2019, 29 venues had registered with the scheme. This includes all libraries and children's centres in Havering. The focus in 2019/20 will be on increasing the number of cafés and restaurants registered.

4.0 National and regional publications, campaigns and funding programmes

4.1 Childhood Obesity: A plan for action – Chapter 2

Since publication of the cross-Government 'Obesity: A plan for action – Chapter 2' in June 2018 a number of actions have progressed at national level, including public consultations on restricting promotions of food and drink that is high in fat, sugar and salt and on updating the government buying standards for food and catering services, and launching the Childhood Obesity Trailblazer Programme (see section 4.2). The national plan for action aims to halve childhood obesity by 2030 and significantly reduce the gap in obesity between children from the most and least deprived areas by 2030. This ambition has been reiterated in the vision document 'Prevention is better than cure' published in November 2018 and the NHS Long Term Plan published in January 2019.

Local authorities are strongly encouraged to take bold action including using planning powers to limit over-concentration of fast food takeaways, particularly around schools, as per National Planning Practice Guidance updated in 2017. In Havering this will be fulfilled through a combination of limiting overconcentration any of one type of use set out in our Local Plan, and preventing new outlets opening within 400m of schools in the London Plan.

The role of the public sector in leading by example is highlighted, and support will be provided for local authorities, schools and hospitals to adopt the Government Buying Standards for Food and Catering Services once consultation on strengthening the nutrition standards within these is complete. This consultation was launched by the Department of Health and Social Care in May 2019.

4.2 Childhood Obesity Trailblazer Programme

In November 2018, the Local Government Association launched the Childhood Obesity Trailblazer Programme (COTP) funded by the Department of Health and Social Care. Havering was one of 102 local authorities to submit a Phase 1 funding application, and one of 13 to be awarded £10,000 to undertake a 12-week discovery phase and develop a Phase 2 bid. If successful, a further £100,000 will be awarded per year for three years. At the time of writing the outcome of this bid is not known.

The COTP is focused on supporting innovation, harnessing the potential of local levers to address barriers to health eating and physical activity, and sharing learning. Examples include reducing children's exposure to advertising of products high in fat, sugar and salt; redressing the local high street food and drink offer so that healthier choices can become the default option; increasing options for physical activity locally; linking local services that provide prevention and intervention weight management support.

As in other areas, the local food and drink offer in Havering contributes to an obesogenic environment which heavily influences consumption behaviours. In 2018, Rainham Village high street was ranked the tenth most unhealthy in London. The discovery phase enabled us to work with residents, schools and food businesses in the Rainham Village area, mapping how children young people and families interact with their local food and drink environment, assessing what needs are driving this, and developing solutions to break these behaviour cycles. This phase revealed the following insights:

- Convenience and affordability are key influences on family food choices, even if parents' intention is to choose healthy options. There is opportunity to improve access to healthy, affordable and convenient meals.
- Independent business owners are highly risk averse and concerned about maintaining customers in a competitive, homogenous market
- The power of customer demand is crucial for motivating local food businesses to change their offer
- Typical council levers associated with shaping the food environment such as planning controls and business rate or licensing incentives did not have the propensity to restructure 'unhealthy high streets' in this instance so alternatives needed to be sought.

Our discovery phase revealed that the most compelling lever available to us was to extend the reach of the school catering service and use this to influence shopping, cooking and eating habits. Making use of our existing food procurement power through the Procurement Across London (PAL) group we proposed to:

- Design a viable option which could substitute the current 'every day' unhealthy convenience meal with a healthier product
- Use PAL buying power to ensure this is truly affordable for low-income families with children, using a cost-neutral business model so savings are passed on to parents
- Shift the local market in a healthier direction, encouraging businesses to sign up to the Healthier Catering Commitment
- Use social value funds from joint venture regeneration projects to support businesses to diversify their offer

Our application proposed using these assets and resources to explore how to meet parents' desire for healthy, convenient and affordable meals, and how to support businesses to take risks to improve their products. In doing so we hope to expose

consumer demand for healthier products, and encourage Rainham's highly competitive market to shift toward healthier products in response.

We are due to be informed of the outcome of our Phase 2 funding application in June 2019.

4.3 Regional Strategies

Obesity prevention cuts across multiple regional policies and strategies including the London Plan, Transport Strategy, Food Strategy, Health Inequalities Strategy and Strategy for Sport and Physical Activity.

The Healthy Streets Approach developed as part of the Transport Strategy is outlined in section 3.1 of this document.

The Food Strategy highlights the social, cultural and economic contribution food makes to London. Whilst acknowledging the positive and prosperous aspects of this, it also describes the challenges faced in creating equitable access to healthy food and the need for sustainable production, supply and consumption. It promotes good food across six domains, all of which contain links to actions that are in the gift of local authorities to support prevention of obesity:

- **Good food at home, and reducing food insecurity** – healthy eating is enabled through having the skills and access to fresh ingredients to cook at home
- **Good food economy, shopping and eating out** – opportunities for affordable, convenient, healthy ingredients and meals outside the home
- **Good food in community settings and public institutions** – schools, hospitals and other public settings provide healthy options
- **Good food for pregnancy and childhood** – healthy eating is promoted and supported in pregnancy, as are breastfeeding, starting solid foods and healthy eating in the early years and childhood.
- **Good food growing, community gardens and urban farming** – opportunities to grow food support healthy eating by connecting people with where their food comes from and increasing access to fruit and vegetables, and can increase physical activity levels.
- **Good food for the environment** – many synergies between healthy eating and the environment exist, for example breastfeeding benefits the health of mothers and babies, and benefits the environment by reducing the waste created as a result of infant formula milk production and packaging.

The Health Inequalities Strategy recognises the association between obesity and deprivation, noting the benefits of intervening early to address this. It outlines the greater presence of fast food outlets in deprived areas, the importance of free school meals in ensuring access to healthy food, and the need to ensure universal access to green space and safe, active and sustainable modes of travel.

A London Child Obesity Taskforce has been convened to coordinate opportunities for obesity prevention across these strategies and accelerate action on obesity

across the city. The introduction of the Healthy Streets Approach, use of planning controls to prevent new hot takeaways opening within 400m of schools, and a ban on advertising of foods high in fat, sugar and salt across the Transport for London estate, evidence commitment and progress made to date.

5.0 Havering Prevention of Obesity Strategy

During 2018/19 Havering's Prevention of Obesity Strategy 2016-19 will be updated. Evidence in the JSNA and the direction of the Strategy remain relevant, so the intention is not to produce a new strategy but refresh the existing one to reflect the latest policy described in section 4. We will continue to produce an action plan that will be updated and reported on to the Health and Wellbeing Board on an annual basis.

IMPLICATIONS AND RISKS

Financial implications and risks:

Any significant decisions arising from the ongoing implementation of this strategy action plan have or will be subject to normal governance processes within the relevant organisation.

There are no significant implications arising from adoption of this action plan.

Legal implications and risks:

Any significant decisions arising from the ongoing implementation of this strategy action plan have or will be subject to normal governance processes within the relevant organisation.

Human Resources implications and risks:

Ditto

Equalities implications and risks:

An Equality Impact Assessment was carried out on the Prevention of Obesity Strategy prior to publication in 2016.

BACKGROUND PAPERS

Havering Prevention of Obesity Strategy 2016-19 (2016)
Available at: www.havering.gov.uk/achievingahealthyweight

HM Government (2018) Childhood Obesity: A Plan for Action, Chapter 2

Available at: www.gov.uk/government/publications/childhood-obesity-a-plan-for-action-chapter-2

Mayor of London. (2018). Mayor's Transport Strategy 2018. Available at: www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf

Mayor of London (2018). The London Food Strategy: Health and Sustainable Food for London. Available at: https://www.london.gov.uk/sites/default/files/final_london_food_strategy.pdf

Mayor of London . (2018). The London Health Inequalities Strategy. Available at: https://www.london.gov.uk/sites/default/files/health_strategy_2018_low_res_fa1.pdf

Mayor of London. (2018). Sport for all of us: The Mayor's Strategy for Sport and Physical Activity. Available at: <https://www.london.gov.uk/sites/default/files/sport-for-all-of-us.pdf>