



LONDON BOROUGH OF HAVERING INDOOR SPORTS ASSESSMENT & STRATEGY

STRATEGY & ACTION PLAN REPORT

NOVEMBER 2024

QUALITY, INTEGRITY, PROFESSIONALISM

Knight, Kavanagh & Page Ltd
Company No: 9145032 (England)

MANAGEMENT CONSULTANTS

Registered Office: 1 -2 Frecheville Court, off Knowsley Street, Bury BL9 0UF
T: 0161 764 7040 E: mail@kcp.co.uk www.kcp.co.uk



Cert Num: 6543-QMS-001

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PART 1: INTRODUCTION

This is the London Borough of Havering (LBH) Indoor Sports Strategy and Action Plan report for the period 2024-2031. Recommendations are drawn from the Havering Needs Assessment report 2024. Both documents have been prepared by specialist sport and leisure consultancy, Knight Kavanagh and Page (KKP).

This Strategy is part of a wider series of inter-related documents for sport and recreation that include a playing pitch strategy (PPS). The inter-relationship between them must be noted as some sports covered by the PPS also access indoor facilities for matches/training or use such areas on an informal basis. Similarly, there are indoor sports venues which feature playing pitches and/or other outdoor facilities.

Both the Needs Assessment and the Strategy were prepared in accordance with Sport England's ANOG (Assessing Needs and Opportunities Guidance - for Indoor and Outdoor Sports Facilities) and in consultation with LBH, Sport England, national governing bodies of sport (NGBs), London Sport, local sports clubs and key stakeholders.

1.1: Purpose

The Strategy provides LBH with a comprehensive assessment of the current level of facilities available and future supply and demand needs for facility provision over the next seven years. It delivers a clear evidence base and recommendations to inform future development and/or consolidation of facilities, partnership development opportunity and funding applications.

LBH is committed to providing provision that is sufficient to meet the demands created by the changing economic and demographic profile in the Authority. This is evidenced by the significant investment in public leisure centres over the last decade. This needs assessment will enable informed decisions ensuring that facilities are located in the right places to enable the maximum number of local people to take part in regular, meaningful physical activity and sport.

The Council applied for, and obtained, a Capitalisation Order from Government for £54m in this financial year (2024/25). This is not through mismanagement but a structural lack of funding year on year due to the demographic shift within the borough. Havering has the second oldest population profile in London and the fourth highest growth in children in young people in the UK.

The increases in the cost of living coupled with a reduction in available housing has also led to a significant increase in temporary accommodation costs. These pressures are being experienced by many boroughs but the changes in Havering's demographic profile is proportionally higher than most other London boroughs. The Government's freezing of the grant distribution formula has resulted in our demographic changes not being matched to the funding the Council receives.

Figures independently produced by LG Futures, show Havering's estimated spend per resident for 2023/24, in comparison to our near neighbours, are the lowest service costs and are well below the national average spend.

The focus is, thus, to provide clear direction for all partners so that they can collectively plan and develop the more modern, efficient, and sustainable range of community-based leisure, physical activity and sport facilities that LBH residents require. Built upon a comprehensive, up-to-date evidence base in line with the emerging Local Plan, it sets out a strategic, action plan-based approach to the enhancement of existing, and creation of new, sporting provision. This will ensure that residents can be physically active, healthier and, where appropriate, achieve their physical, sporting, health, and wellbeing ambitions in the local community.

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PART 2: NEEDS ASSESSMENT FINDINGS

2.1: General findings

LBH recognises the importance of its leisure facility stock to physical activity, health and wellbeing, and is committed to its retention via the presumption (in planning policy) against any net loss of active sport and leisure facilities. The commendable recent level of investment by the Council is accompanied by recognition that it must operate within a climate of financial constraints (increasingly so following the Pandemic) and on-going cost of living increases.

Sustaining and improving the general health of the local population is becoming increasingly relevant. It will be important to ensure that the proportion of the population which is currently active remains so and that more of those who are currently inactive become active. Indoor and built facilities, and programmes of activity therein, need to be physically and operationally capable of adapting to changing demand and need associated with demographic change.

The principal opportunity/challenge for LBH is to ensure that its stock of facilities continues to be accessible, fit for the future and viable. As noted in the needs assessment, there will be a continuous rise in the number/proportion of persons aged 65+ and 35–44-year-olds. There is also a broader need to balance the requirements of the core market; people already taking part in sport and physical activity while ensuring that the growth of existing or new activities meets the needs of a more diverse population. A key example is how an ageing population may choose to use its leisure time and the demand for different activities that this may engender.

However, as noted, in general, existing public leisure stock (alongside provision in neighbouring areas) is, particularly given the impact of recent investment, meeting the current demands of residents. There is a need to continue to maintain and improve quality and ensure that facilities remain community accessible, good quality and attractive.

Key facilities serving people living in areas of higher deprivation are:

- ◀ Drapers Academy.
- ◀ Central Park Leisure Centre.
- ◀ Bower Park Academy.
- ◀ Harris Academy Rainham.
- ◀ Rainham Leisure Centre.

2.2: What do we know about facilities and activities in London Borough of Havering?

This section includes summary findings from the needs assessment for the key indoor facility types (sports halls, swimming pools, health and fitness, squash, indoor bowls, indoor tennis, gymnastics and trampolining, combat sports, cycling and ice sports).

Sports halls

There are 42 sports halls containing 99 badminton courts in Havering. 21 sites have 3+ court halls (83 courts). The 4-court hall at Central Park Leisure Centre is currently functioning as a 2-court hall to enable the venue to cater for the reported high demand for group exercise classes.

In quality terms, three sports halls are rated good quality, six above average, five below average and two are poor. Five could not be assessed. 15 of the sports halls have benefitted from some form of investment in the last 20 years. Generally, where investment has taken place, sites are more likely to be good or above average in quality.

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In the LBH area, 80% of the total population live within one mile of a sports hall with community use. All residents live within a 20-minute drive of a sports hall with community use. 16.7% of Havering's population live in areas of higher deprivation.

According to the 2021 Census, 21.5% of the population do not have access to a car. This means that 21,806 people in Havering are reliant on public transport or walking to get to a sports hall. This can add to the cost of participation.

In addition to the above, 19 sports halls with 3+ courts are located within two miles of the Authority boundary. The largest of these (at 6-courts) is at Harris Academy Ockenden – which provides community use. All are considered likely to be attracting residents from within Havering. For some residents the closest facility may be one located in a neighbouring authority.

The majority (17) of LBH's 21 sports halls with 3+ court sports halls provide community use. There is capacity at existing facilities to accommodate further demand based upon population increases. Five sites, including Central Park Leisure Centre, are currently operating below the Sport England 'comfortably full' threshold of 70% used capacity.

Most sports halls in LBH are owned and managed in house by the respective education facility. LBH has limited influence in terms of sports hall programming, pricing and management at these education sites (it owns 13% of all sports halls in LBH).

Daytime availability is limited due to the constraints on education sites. The four public leisure sites featuring sports halls all offer daytime availability, which caters for the growing number of older people in the Authority alongside other members of society such as shift workers, home workers and unemployed.

Some investment is required to improve the quality and capacity of elements of the existing sports hall stock prior to considering development of a new sports hall. One example is Harris Academy Rainham, where the hall is of poor quality due to it having a dated wooden floor and décor. As a result of this, it is currently operating at below Sport England's threshold of 'comfortably full'. Improving sports hall quality is likely to improve its attractiveness (and the related demand for it).

Thus, overall, while LBH has sufficient sports hall courts available and accessible to meet current demand, there is a need to maintain the quality of the good and above-average sites and invest in the below average sports halls to ensure that they meet modern user expectations.

Swimming pools

There are 16 swimming pools of varying scale at eight sites in Havering. Only pools larger than 20m x 4 lanes (160m²) were included as part of the audit, of which there are 11. They are suitably located - in the Authority's more densely populated areas. The two largest pools (both of which are 425m² in size consisting of eight 25m lanes) are located at Harrow Lodge Leisure Centre and Sapphire Ice and Leisure. Harrow Lodge Leisure Centre also has a 15m x 20m (300m²) diving pool.

The Borough stock features two public swimming pools built since 2021, located at Harrow Lodge Leisure Centre and Rainham leisure Centre. In addition, the pool at Sapphire Ice and Leisure was built in 2018. All its older pools bar one have benefitted from regular refurbishment within the last 20 years. The exception is Nuffield Health where this was not reported, however, given the commercial nature of the facility it is likely some form of maintenance/refurbishment has taken place over this period. The Authority's newest swimming pool is at Rainham Leisure Centre; this opened in July 2023.

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Of the five public leisure sites containing main swimming pools larger than 4 lanes x 20m (160m²), only Abbs Cross Health and Fitness is of below average quality. Investment has been made in this facility but Everyone Active confirmed that securing funding is a challenge as it is located within school grounds. There is an ongoing issue with the air handling unit at this venue.

Six pools in LBH provide pay and play access, all located at the Authority's public leisure sites.

74% of the population lives within one mile of a main swimming pool. This proportion reduces to 54% when considering the number of residents who live within a one mile walk of a main pool which offers pay and play access.

All residents live within a 20-minute drive of a swimming pool. Other pools are either available via membership of a sports club/community association or can be accessed via a registered membership at a commercial venue. Sapphire Ice and Leisure and Rainham Leisure Centre reports having high used capacity levels; however, current demand can be catered for at the other public pool venues.

There are nine swimming pools within two miles of the LBH boundary, three at Beacontree Health Leisure Centre. Six of the nine are available on a pay and play basis, two can be accessed via sports club/community association and one requires registered membership.

Health and fitness

The 27 health and fitness gyms in LBH offer 1,796 stations and 32 studios. Generally, they are located in main settlement areas and on the main arterial routes. At the time of audit, there are no known new health and fitness facilities planned for the area. 18 of the 27 health and fitness suites have 20+ stations. This equates to 1,685 stations.

Rainham Leisure Centre, Harrow Lodge Leisure Centre and Nuffield Health Romford are good quality. A further 12 are of above average in quality. Only Havering Sixth Form College and The Royal Liberty School are of below average quality. Harris Academy Rainham was unassessed.

The majority (14 of the 18) provide community access. The four which do not are all located on educational premises. Of the sites which offer community use, nine provide a pay and play offer and five require registered membership.

A further 20 health and fitness suites can be accessed in neighbouring authorities. Six of these offer pay and play access while the other 14 require a registered membership. Ten sites in neighbouring authorities have more than 100 stations. Given this, it is considered likely that they attract residents from within Havering.

Almost three quarters (71%) of LBH's population live within a one-mile walk of a health and fitness suite with 20+ stations. This increases to 100% when factoring in a 20-minute drivetime. The majority (81%) of people living in the Authority's areas of higher deprivation live within a one mile walk of a facility.

Based upon UK penetration rates there is current need for 1,281 stations in LBH. This will grow to 1,488 by 2031, taking account of a comfort factor (particularly at peak times). When comparing the current number of community available stations (1,598) and accounting for the comfort factor, there is a positive supply balance of c.317 stations. This indicates that there is capacity to accommodate future demand based on projected population growth. Additional

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commercial health and fitness facilities are likely to supplement this stock, such as the potential Puregym facility in Hornchurch which is yet to open.

To counter this, the audit identifies high participation rates in Havering, and it is presumed that there will be some import and export of demand whereby residents in the Authority will access facilities in neighbouring local authorities, especially larger sites and vice versa.

Rainham Leisure Centre has experienced high levels of demand since it opened in July 2023.

A key issue is that budget operator provision is not necessarily available to people who face barriers to participation (as cost is only one factor which hinders usage). This applies particularly to people who need to pay for transport to get to such facilities and where pay and play access is not available.

As noted, health and fitness facilities are an important facet of public leisure provision. Income derived can offset the cost/underpin the viability of other aspects of the offer, especially swimming and targeted physical activity programmes such as exercise on referral. A key challenge is to continue to provide opportunity for residents to ensure that those with specific health needs or people in less densely populated locations can affordably access health and fitness facilities.

Squash

LBH has three squash courts. This is below the ratio of one court per 10,000 people as recommended by England Squash, which recommends the need for 28 squash courts in Havering by 2031. Despite this, The audit did not identify significant demand for squash courts. There is, however, a need to consider the option to include squash provision when extending existing/developing new venues to sufficient demand being identified and viability being confirmed.

Almost the whole (93%) of LBH's population lives within 20 minutes' drive of a facility with squash courts, however, no pay and play use of squash courts is available in the Authority.

All three courts are located at David Lloyd (Gidea Park). They are below average in quality, however consultation with David Lloyd confirmed that they are due to be refurbished in 2024. Access to these courts requires a registered membership.

There are 23 courts within 2 miles of the local authority boundary.

Indoor bowls

The one dedicated indoor bowls facility in LBH is Havering Indoor Bowls Club. It has eight rinks and is below average quality primarily due to its age. It also requires investment to become more energy efficient.

The whole Borough population lives within 30 minutes' drive of the Havering Indoor Bowls Club.

Short mat bowls also takes place at Rush Green Community Centre and Collier Row Community Centre however, Collier Row Community Centre sessions are sporadic depending on demand.

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The increasing number of older people makes it likely that demand for the sport will increase, however, not to the extent that new provision is required. There is, thus, no requirement for additional purpose-built indoor bowls facilities in the Authority now or in the near future.

Indoor tennis

The seven indoor tennis courts in Havering are all located at David Lloyd (Gidea Park). They have carpet surfaces which are showing signs of wear and tear but are well maintained and of above average quality. Funds are in place to replace the surfaces when required.

All LBH residents live within a 30-minute drive of an indoor tennis facility, however, no facilities within the Borough can be accessed on a pay and play basis. The courts located at David Lloyd (Gidea Park) require a high-cost membership to access.

A further 17 sites (73 courts) can be accessed in neighbouring authorities within two miles of LBH. Only one, Lee Valley Hockey & Tennis Centre (4 indoor courts) offers pay and play access. LBH is not a priority area for LTA indoor provision, however, opportunities should be identified to increase pay and play access based indoor tennis courts for LBH residents.

Gymnastics and trampolining

There are two dedicated gymnastics facilities in LBH, and a further six non dedicated sites. Havering Gymnastics Club and Harlequin Gymnastics Club both run at dedicated sites. Jaybee Gymnastics currently operates out of three non-dedicated facilities but would prefer to bring its operation under one roof at a dedicated facility that its owns or leases.

The whole LBH population lives within a 30-minute drive of a gymnastics club. Consultation identified high demand in the area and several clubs report having waiting lists. Jaybee Gymnastics has the most significant waiting list (approximately 200 young people). A further 150 potential participants were identified to be on lists at the various clubs.

British Gymnastics indicates that safeguarding existing sites within the Authority is the main priority. A further significant barrier faced by clubs and British Gymnastics is the availability of qualified coaches to deliver sessions.

Combat sports

The audit identified 17 dedicated and 24 non-dedicated combat sports facilities in LBH. These are spread across the authority, with all main population areas well served. All residents live within a 30-minute drive of either a dedicated or non-dedicated combat sports facility.

All clubs were contacted, however, only one responded to consultation request. Havering Ju-Jitsu which hires spaces at Academy Ardleigh Community Association did not report facing any issues with facility quality but did note that it is not uncommon for the facility to close at short notice. In addition, no storage space is available, and it requires a larger venue with storage, parking and changing facilities and security of tenure.

The strong presence of combat sports clubs and facilities in Havering suggests high levels of demand. Clubs require support to ensure facilities are adequate to meet residents' needs.

Cycling

There is no indoor cycling or BMX facility in LBH or located within a 20-minute drive of the Authority. There are five clubs which currently utilise cycling routes and roads in the Authority,

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but the audit did not unearth evidence to suggest there is significant demand for a dedicated indoor cycling facility.

Ice sports

The one ice rink in Havering is at Sapphire Ice and Leisure. It was installed in 2018 and is of above average quality. The rink is on the third floor of the centre, located above the swimming pool and health and fitness suite. This creates challenges keeping the facility at the correct temperature due to the conflicting need to heat the pool and keep the fitness gym and ice pad cool. In addition, undertaking repair/maintenance work requiring large/heavy equipment on the third floor creates further logistical issues.

Ice skating and ice hockey are the most popular activities on the ice rink at Sapphire Ice and Leisure. Programming is set up to accommodate suitable timeslots for competitive ice hockey fixtures, public skate opportunities, BIS Skate programmes and patch skating.

The facility can be accessed on a pay and play basis, however online registration is required to do this. All residents live within a 30-minute drive of the ice rink. Ensuring that pay and play users have good access to a range of activities at an affordable cost is essential to Everyone Active programming in the long-term.

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PART 3: VISION AND STRATEGIC RECOMMENDATIONS AND ACTION PLAN

The principal opportunity/challenge for LBH is to ensure that the significant investment into the public leisure stock over the last decade is effective in providing accessible, high-quality opportunities for residents for years to come.

There is a need to balance the needs of the core market of sports consumers with ensuring the growth of existing or new activities which meet the needs of new participants and catering for people from the Authority's most deprived communities and its growing proportion of older residents. This also highlights the significance of the programming schedule at public leisure sites which can provide daytime availability.

The value of sport and physical activity in LBH is evident in the quality of the public leisure stock. The Authority's vision for sport and leisure provision in the area until 2031 and beyond reflects a clear ambition to ensure that facilities are attractive, accessible and fit for purpose with a wide range of programming to meet the needs of all residents. The proposed vision is:

“Maintain and create high quality, accessible and inclusive sports and leisure facilities to serve all residents of Havering, encouraging healthy lifestyles and active participation in sports”.

4.1: General strategic objectives

Below are the recommended short, medium and long term objectives. (Short term refers to 1-2 years; medium is 3-5 years and long-term equates to 5-10 years). Delivery of these is not always the responsibility of the Council and it is advised that LBH also works with relevant partners and sporting clubs to pursue many of these stated outcomes.

LBH and/or other agencies including Everyone Active (where applicable in partnership) will:

Short term

- ◀ Develop a system to, as early as possible, identify and tackle investment, maintenance, and refurbishment requirements to protect and improve existing sports facilities.
- ◀ Achieve stated facility energy consumption and carbon reduction targets. Existing facilities will be adapted to ensure that they are as energy efficient as possible. New developments will, as a priority, consider how to enable reductions in energy costs and carbon emissions.
- ◀ Work with schools to maintain and where necessary improve the quality of their sports hall and swimming pool facilities, ensuring that they continue to be made available for community use. The Champion School is an example of sports hall refurbishment being reflected in its quality rating and community use level.
- ◀ Ensure that LBH residents, especially its communities which face barriers to participation, people living in its most deprived areas and those with specific health needs can access sport and physical activity provision.
- ◀ Ensure that *affordable* pay and play/casual participation opportunity is practically available, particularly for less well-off residents.
- ◀ Look to optimise the use made of other facility types such as activity halls and community centres to further increase accessibility to sport and physical activity.
- ◀ Explore options to increase use at public leisure facilities with spare capacity. This is particularly relevant to Central Park Leisure Centre where used capacity in the sports hall is lower than 70%.
- ◀ Review current programming to ensure that club demand, pay and play use and organised group exercise can fill gaps in current scheduling and increase facility usage.

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- ◀ Utilise Swimming Pool Support Fund and Carbon Offset funding to undertake planned improvement energy efficiency at Central Park leisure Centre and Sapphire Ice and Leisure.
- ◀ Consider undertaking a Sport England Facilities Planning Model report for sports halls to provide a detailed quantitative and spatial assessment of the supply and demand across the Borough.

Medium term

- ◀ Several clubs across a range of sports in the Authority report being at membership capacity due to either facility size or availability. Look to support clubs seeking to access new/different facilities to enable them to continue to grow participation. Sports to which this particularly applies include gymnastics, netball, swimming and combat sports.
- ◀ Given the increased number of 35–44-year-olds and people aged over 65, look to support providers to increase the range and level of activities and opportunities for these groups.
- ◀ There is no pay and play squash offer in the Authority and a proportionately very low number of courts. This should be a consideration when developing new sport and leisure provision in LHB if future demand can be identified.
- ◀ Work with local sports clubs (with/via EA) to ensure that facility and workforce development programmes are geared to meeting the needs of all clubs and residents. In addition to this being an issue faced by gymnastics clubs, Hornchurch Swimming Club needs more qualified coaches to bring children and young people's swimming proficiency up to pre-Pandemic levels.

Longer term

- ◀ Support other developments (via planning, developer contributions and officer expertise) to increase levels of sport and physical activity in the wider community.
- ◀ Review and improve pay and play access to LBH sports/leisure facilities. Evaluate whether and how the processes via which residents must presently sign up to public leisure memberships and book activities (including looking to do so on a pay and play basis) can be improved. Everyone Active should continue to ensure that key groups, who may be less likely to have access to online devices, are not digitally excluded by offering alternative booking options.
- ◀ Jaybee Gymnastics and Catleaps Gymnastics to seek funding opportunities and appropriate site locations to be able to bring all their activity under one roof to ease the burden of paying for and staffing multiple sites.
- ◀ Consider options for investment driven by the operator at Central Park Leisure Centre to address the indoor needs and demands of various sports identified in this report. This might include, for example:
 - Undertaking a feasibility study on developing the two disused tennis courts to potentially create indoor space marked out for (say) netball and tennis (possibly via an air hall or frame and fabric type structure). There is a need to consider this in line with Playing Pitch Strategy (2024) findings which may identify opportunities for outdoor sports facility development e.g. padel tennis.
 - In tandem, consider developing additional studio space attached to the existing leisure centre if a sustainable business model can be identified.
 - Returning the sports hall to a 4-court space catering for the variety of uses for which there is existing demand in the Authority (i.e. netball).
 - This would address the immediate centre issue of group fitness space demand and potentially help to cater for demand for indoor netball training and match-play as well as providing the Council with an option to offer pay and play indoor tennis.

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Action plans

The following action plan contains two sections:

- ◀ Management and programming.
- ◀ Indoor and built sports facilities action plan.

As above, in respect of timescales, short term refers to 1-2 years; medium is 3-5 years and long-term equates to 5-10 years. Action plan priorities are categorised either as protect, enhance or provide in line with Sport England objectives. The Sport England definitions for these 'headings' are as follows:

- ◀ **Protect**- to protect the right opportunities in the right places.
- ◀ **Enhance** - to enhance opportunities through better use of existing provision.
- ◀ **Provide**- to provide new opportunities to meet the needs of current and future generations.
- ◀ **Overarching** – roughly works across all three of the above.

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4.2: Indoor sports assessment action plan

LBH should adopt the following strategic recommendations.

4.2.1: Management and programming

Strategic objective	Recommendation	Action	Timescale	Responsibility	Importance
Maintain sports centre quality so they remain attractive/fit for purpose. Protect/Enhance	See site by site recommendations and ensure that ongoing review of facility condition takes place.	Significant recent investment has been made in public leisure facilities in the Authority. LBH should continue to monitor the use being made at all venues and develop a system to identify where and when future investment at specific sites is needed.	Short	LBH.	High
Continue to deliver maintenance/refurbishment so that facilities remain attractive/fit for purpose. Protect/Enhance	See site by site recommendations and ensure that ongoing review of facility condition takes place.	Make improvements to older and poorer quality facilities (see site by site actions below). Monitor the use of each facility and develop a system to identify where and when future investment is needed	Short	LBH, London Sport, schools/colleges, community organisations, clubs.	High
Environmental sustainability and climate crisis. Protect/Enhance/Provide	In line with environmental targets, ensure that existing facilities are as energy efficient as possible and that any new developments consider energy efficiency as a high priority.	Further improve energy consumption and carbon friendly performance of Council sports/leisure centres; ensure that extensions or new buildings achieve net zero emissions. Deliver ongoing 'invest to save' energy efficiency projects to further reduce overall emissions and reduce running costs. Maximise onsite renewable energy generation opportunity in line with Havering's Joint Health and Wellbeing Strategy 2019 – 2024.	Short	LBH Council, London Sport, schools/ colleges, Everyone Active	High
Maintain/increase community use of education facilities (sport halls) Enhance	Increase community available school sports hall hours. Market/promote the availability of the current stock of sports halls to more sections of the community.	Continue to work with schools with good levels of community use to ensure complementary programming across the Authority. Negotiate community access at the four school sites which do not, at present, offer this: Marshalls Park Academy, Coopers Company and Coburn School, The Sanders School and Redden Court School. Negotiate binding CUAs for all school sites which offer community use	Medium	Schools/College, LBH Council	High
Planning Protect/Enhance/Provide	Act upon Strategy recommendations.	Adopt the Strategy as an evidence-based document supporting the Local Plan and development management decisions.	Medium	LBH Council	High
Monitor and review	Keep this Strategy relevant and up to date.	Complete a light touch annual strategy review and deliver a complete review within 5 years of adoption.	Medium	LBH	High

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4.2.2: Site specific recommendations

Site name	Management / operator	Overview	Action	Lead agency(s)	Timescale (S/M/L)	Priority (H/M/L)
Abbs Cross Health & Fitness	Everyone Active	<p>The facilities at Abbs Cross Academy & Arts College opened in 2004 and is available during out of school hours. It has a (below average) 4-court sports hall with dated flooring on which the lines need re-marking. It is well used - operating above the comfortably full benchmark (85%). The dry changing rooms (rated below average) are in need of refurbishment.</p> <p>The (below average) 6-lane 25m pool faces issues with the air handling unit although a new boiler was installed in 2021. Swimming lesson capacity is at c.63% so it has capacity to cater for increased demand. The above average quality wet changing rooms were refurbished in 2021 following a roof leak.</p> <p>The (above average) 60-station health and fitness suite was refurbished in 2017 and has new equipment and modern décor. It has two (above average quality) studios.</p> <p>All facilities are available on a pay and play basis – this is accessed via online registration and booking.</p>	<p>Continue to invest in the facilities to maintain/improve the quality.</p> <p>Seek funding to re-line the sports hall floor modernise the changing facilities and improve the air handling system in the swimming pool area.</p>	Abbs Cross Academy & Arts College, Everyone Active	Short	High
Bower Park Academy	Academy/in house	<p>A 4-court sports hall, opened in 1942 of above average quality. LED lights were installed in 2020. It has capacity to cater for increased demand and currently operates below Sport England's 'comfortably full' threshold. There is scope to increase the number of hours it is available for community use. It also has two studios, both rated below average quality.</p>	<p>Continue to invest to maintain/improve quality - to ensure that the facilities are an attractive option for community use.</p> <p>Promote the availability of the sports hall to sports clubs and groups.</p>	Bower Park Academy	Medium	Medium
Coopers Company & Coborn School	Community school / in house	<p>This venue does offer community use but did not respond to consultation/site visit requests so therefore facility quality and the extent of usage is unknown. It has a 4-court sports hall, a 1-court activity hall and a 4-lane x 25m swimming pool.</p>	<p>Continue to invest in the facilities to maintain/improve quality and ensure that they are an attractive option for community use.</p>	Coopers Company & Coborn School	Medium	Low

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Site name	Management / operator	Overview	Action	Lead agency(s)	Timescale (S/M/L)	Priority (H/M/L)
Central Park Leisure Centre	LBH/ Everyone Active	<p>The public leisure centre opened in 2004 and was refurbished in 2023. It offers daytime, evening and weekend availability. It has:</p> <p>An (above average) 4-court sports hall which currently runs as a 2-court facility because group exercise classes are delivered in the other half. This (and the equipment used) has caused floor damage which now requires repair. The sports hall currently operates below Sport England's 'comfortably full' threshold, with limited scope to extend community use hours.</p> <p>The 6-lane 25m swimming pool and learner/teaching pool are both above average in quality. There is limited availability for swimming lessons (it is c.78% full).</p> <p>There is an ongoing challenge to keep pools at an acceptable temperature and the venue requires improvements to meet energy efficiency standards.</p> <p>The 140-station fitness suite and two studios are of above average quality. Changing facilities were refurbished in 2023 and are also above average in quality.</p> <p>Pay and play access is technically available for all facilities – this is accessed via online registration and booking.</p> <p>The site has two disused outdoor tennis courts.</p>	<p>Continue to maintain the good quality of provision.</p> <p>Consider options to invest to better meet demand for a wider range of sports. These include:</p> <p>Exploring the potential to consider re-purposing the disused tennis courts for sports needs, for indoor sports provision consider a frame and fabric type structure. (The Playing Pitch Strategy 2024 may also highlight outdoor sports needs).</p> <p>Develop additional studio space to accommodate the demand for group exercise. This would enable the existing sports hall to return to 4-courts.</p> <p>The sports hall has some spare capacity. explore returning it to being a 4-court space, particularly in tandem with expanded netball provision (as per the above) look to attract netball use.</p> <p>Should it continue to be under-utilised, consider converting it to a dedicated gymnastics facility.</p>	Everyone Active, LBH	Short	High
David Lloyd (Gidea Park)	Commercial	<p>This has two swimming pools; a (good quality) 3-lane x 25m and an (above average) 1-lane 20m outdoor lido.</p> <p>The 110-station health and fitness suite is of above average quality and the venue has three good quality studios.</p> <p>Its three squash courts are of below average in quality although planned refurbishment in 2024 should improve this.</p> <p>Access to David Lloyd Gidea Park requires a high-cost membership.</p>	<p>Continue to undertake regular refurbishment to facilities to ensure facility quality remains high.</p> <p>Explore the possibility of introducing a pay and play option to improve the extent to which squash courts are available to the community in the Borough.</p>	David Lloyd, LBH	Medium Medium	Low Medium

LONDON BOROUGH OF HAVERING INDOOR SPORTS ASSESSMENT STRATEGY REPORT

Site name	Management / operator	Overview	Action	Lead agency(s)	Timescale (S/M/L)	Priority (H/M/L)
Drapers Academy	In house	A 4-court sports hall of above average quality. It opened in 2012 and LED lights were installed in 2021. It has good availability and is in high demand. There is limited scope to increase community hours available due to School demand.	Continue to invest to maintain/improve the venue to ensure that it is an attractive option for community use. Assess whether it is possible to extend community use/take additional bookings.	Drapers Academy	Medium	Low
Emerson Park Academy	In house	The (below average) 4-court sports hall and activity hall opened in 1968. Its roof is prone to leaks which has an adverse effect on floor quality. Changing provision is poor quality. The hall is in high demand but has limited availability (24 hours) community use per week. The School has planning consent to replace the existing sports hall with a new 3-court sports hall plus changing rooms.	Undertake necessary roof repairs and floor renewal to ensure community use until the 3-court sports hall is operational. Consider extending community use hours to accommodate expressed demand.	Emerson Park Academy	Short	Medium
Gaynes School Language College	In house	A (poor quality) 4-court sports hall and 1-court activity hall opened in 1965. LED were installed in 2022 but it has received limited other refurbishment and it needs a new sports hall floor. The site is private use only, however the School expressed interest in offering community use in the future as a means of generating income to help it improve facility quality.	Seek funds to improve sports hall quality; replace floor and modernise décor. Implement a binding CUA to deliver community use of the sports hall and the School's outdoor sports facilities.	Gaynes School Language College London Sport	Medium	Low
Hall Mead School	In house	A (below average) 4-court sports hall, one 1-court and 0-court activity halls – all opened in 1965. Its condition is mainly due to lack of modernisation although its (above average quality) changing provision was refurbished in 2022. Now private use only it previously offered community use. Consultation indicated limited current demand for its facilities.	Refurbish and modernise the sports hall. Consider whether developing a CUA to help the School gain and the most value from improvement works.	Hall Mead School	Medium	Medium
Harlequin Gymnastics Club	Sports club	A dedicated gymnastics facility. The Club did not respond to consultation request.	Continue to invest to maintain/improve facility quality.	Harlequin Gymnastics Club, British Gymnastics	Medium	Medium

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INDOOR SPORTS ASSESSMENT STRATEGY REPORT

Site name	Management / operator	Overview	Action	Lead agency(s)	Timescale (S/M/L)	Priority (H/M/L)
Harris Academy Rainham	Academy	<p>There is a 4-court sports hall of poor quality, which was built in 1971 and has been subject to little refurbishment. The flooring is old and in need of refurbishment or replacement, and the décor is dated. It offers good levels of community use (34 hours) and its used capacity is 50% suggesting there is scope to accommodate an increase in demand.</p> <p>There is also a 1-court activity hall which also offers community use.</p> <p>The 20-station health and fitness suite is not available for community use.</p> <p>The site is used by Jaybee Gymnastics as a non-dedicated gymnastics facility.</p>	<p>Improve the quality of the sports hall by replacing the flooring and modernising the décor. This will ensure the sports hall is an attractive option for community use.</p>	Harris Academy Rainham / London Sport	Short	High
Harrow Lodge Leisure Centre	LBH / Everyone Active	<p>Built in 2021, this site offers daytime, evening and weekend availability. The site contains:</p> <p>A 4-court sports hall, good in quality. The sports hall is operating close to Sport England's 'comfortably full' threshold, indicating limited spare capacity for additional bookings.</p> <p>It also has two pools, an 8-lane 25m pool and the smaller is a 0-lane 20m diving pool with diving boards and a moveable floor. Both pools are good quality. Swimming lesson capacity is c.86% full indicating limited capacity for increased demand.</p> <p>The health and fitness suite has 100 stations and is above average in quality. It was refurbished in 2023, and new equipment is planned for 2025. There are also two above average quality studios.</p> <p>All facilities at the site offer pay and play options for users, which can be accessed via online registration and booking.</p>	<p>Continue to maintain and invest in the facility to meet the needs of the community.</p> <p>Ensure programming is balanced and meets the needs of those experiencing inequalities.</p>	Everyone Active, LBH	Medium	Medium
Havering Gymnastics Club	Sports club	<p>A dedicated gymnastics club. The Club did not respond to consultation request so quality cannot be ascertained.</p>	<p>Continue to invest in the facilities to maintain/improve the quality.</p>	Havering Gymnastics Club	Medium	Medium

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Site name	Management / operator	Overview	Action	Lead agency(s)	Timescale (S/M/L)	Priority (H/M/L)
Havering Indoor Bowls Club	Sports club	An (below average) 8- rink indoor bowls facility with an ageing bowling carpet. Changing facilities are of a similar quality. LED lights have been installed above the playing surface.	Invest in facilities to maintain/improve quality. Ensure that funds are in place to replace the carpet when required.	Havering Indoor Bowls Club	Short	Medium
Havering Sixth Form College (New City College)	In house	A (below average) 4-court sports hall – mainly due to its age and general wear and tear. It does not currently offer community use, however, staff indicated this could change in the future to generate income to invest in the sports facilities. It also has a 22-station health and fitness suite.	Secure funds to upgrade sports hall. Work with London Sport to implement a CUA to increase sports hall accessibility and secure additional facility hire.	Havering Sixth Form College (New City College)	Medium	Medium
Hornchurch High School	In house	A (below average) 4-court sports hall which opened in 1965 and has received limited since and thus has dated décor and poor-quality lighting. Its used capacity hall is unquantifiable given that Hylands Tennis Club has exclusive use of the site. This is due to the funding agreement in place since the sports hall and tennis facilities were built. (The School cannot accept any sports hall bookings without the Club's permission).	Modernise sports hall décor and install LED lighting. Consider options to increase community use of the sports hall when not required by Hylands Tennis Club.	Hornchurch High School	Medium	Medium
Marshalls Park Academy	In house	Desk research indicates that the 4-court sports hall and two studios on this site do offer community use, but it did not respond to consultation/site visit request and therefore facility quality and usage is unknown.	Continue to invest to maintain/improve facility quality - to ensure they are an attractive option for community use.	Marshalls Park Academy	Medium	Medium
New Windmill Hall	In house	A non-dedicated gymnastics site used by Tumble Tots Grays (Upminster).	Ensure the facility remains open for gymnastics and maintaining a good relationship with Tumble Tots Grays (Upminster).	New Windmill Hall	Medium	Medium
Noak Hill Sports Complex	Everyone Active	It has two studios, one above average and one below. Its 1-court sports hall is extensively used by Noak Hill Archers and for fitness classes.	Continue to invest in the facilities to maintain/improve the quality.	Everyone Active, LBH	Medium	Low
Nuffield Health	Commercial	An unassessed 4-lane x 20m swimming pool and a 118-station fitness suite presumed to be of good quality. Membership is required to access these facilities and come with additional benefits such as private GP access.	Continue to invest in the facilities to maintain/improve the quality.	Nuffield Health	Medium	Medium

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Site name	Management / operator	Overview	Action	Lead agency(s)	Timescale (S/M/L)	Priority (H/M/L)
Rainham Leisure Centre	LBH / Everyone Active	The newest of the public leisure centres in Havering, it opened in July 2023 and has a 6-lane x 15m swimming pool plus a 75-station fitness suite and two studios (all good quality). Swimming lesson capacity is c.84% full indicating limited capacity to accommodate increased demand. Demand for the site is substantial. All facilities are available on a pay and play basis and can be accessed via online registration and booking.	When necessary, invest in facilities to maintain quality. Monitor demand levels and consider extending the fitness suite (and swimming pool area) if appropriate.	Everyone Active, LBH	Long	Medium
Redden Court School	In house	This venue does accommodate community use but did not respond to consultation/site visit request and usage specifics are, thus, unknown. It has a 3-court sports hall and a studio	Continue to invest in facilities to maintain/improve quality.	Redden Court School	Long	Medium
Sacred Heart of Mary Girls School	In house	A (good quality) 4-court sports hall opened in 2004 and refurbished in 2023. It is operating above Sport England's 'comfortably full' threshold with limited capacity for additional bookings. There is scope to increase weekend community use.	Continue to invest to maintain facility quality and they meet community needs. Consider extending community use to accommodate additional bookings.	Sacred Heart of Mary Girls School	Medium	Medium
Sapphire Ice & Leisure	LBH / Everyone Active	Opened in 2018, it has a (good quality) 8-lane 25m swimming pool and a learner pool with good quality changing provision and spectator seating. Swimming lesson capacity is c.89% full indicating limited capacity for increased demand. The (above average) ice rink caters for ice skating and ice hockey. The top layer of ice is due for replacement in 2024. The 95-station fitness suite and two studios are of above average quality. Given the high energy consumption of the building, seek opportunities to reduce carbon consumption and make energy efficiencies. It offers daytime access, and all facilities offer pay and play options for users - accessed via online registration and booking.	Undertake regular pool and pool plant maintenance to ensure facility quality. Ensure that air handling units remain in good working condition to ease the difficulty in keeping temperatures throughout the building correct. Replace the top layer of ice on the indoor ice rink as planned.	Everyone Active, LBH	Short	High
St Edwards School & 6th Form College	In house	This venue does not offer community use and facility quality is unknown. It has a 4-court sports hall and a 4-lane 25m swimming pool	Assess the potential to implement a community use agreement.	St Edwards School & 6th Form College	Medium	Medium

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Site name	Management / operator	Overview	Action	Lead agency(s)	Timescale (S/M/L)	Priority (H/M/L)
The Champion School	In house	A good quality 4-court sports hall with an ECB approved vinyl indoor cricket surface. Opened in 1996, it has been regularly refurbished with most recent work done in 2023. It currently operates close to Sport England's 'comfortably full' threshold, with limited opportunity for additional community access. The (below average) 4-lane 25m swimming pool opened in 1970 and was refurbished in 2005. It caters for commercial and club swimming lessons. The (above average) 20-station fitness suite is currently not available to the community.	Refurbish poolside and changing rooms to improve the overall user experience. Continue to offer good levels of community use across all relevant facilities.	The Champion School	Short	Medium
Frances Bardsley Academy for Girls	In house	An (above average) 5-court sports hall opened in 2004 with no major refurbishment. It operates above the Sport England 'comfortably full' threshold and there is limited opportunity for additional bookings. There is scope to increase community use hours available on Sundays.	Explore whether demand exists to viably make the facilities available to the community on a Sunday.	Frances Bardsley Academy for Girls London Sport	Medium	Medium
The Royal Liberty School	In house	The (above average) 4-court sports hall opened in 1970 and was refurbished in 2021. Its 3-court sports hall opened in 2020 and is good quality. Both have low levels of community use and there is significant scope to increase the number of bookings and hours available should demand merit this. The 25-station fitness suite is of below average quality.	Consider opportunities to increase community use of the two sports halls. This could involve hiring a business development manager or using a third-party lettings organisation - to generate income to re-invest in the facilities.	The Royal Liberty School London Sport	Medium	High
The Sanders School	In house	The 4-court sports hall on this site does appear to offer community use but no response to consultation/site visit request was received. Facility quality and usage is unknown.	Continue to invest to maintain current facility quality.	The Sanders School	Medium	Medium
YMCA Romford	In house	A non-dedicated gymnastics site used by Jaybee Gymnastics.	Ensure the facility remains a viable option for gymnastics use via regular refurbishment.	YMCA Romford	Medium	Medium
Combat sport venues	Commercial / various	Combat sport facilities are generally utilised by commercial operators, and as such, scope for support is limited.	Ensure that clubs/instructors have secure tenure and access to suitable facilities.	Commercial operators	Long	Low
Commercial fitness gyms	Commercial / various	The commercially operated health and fitness facilities contribute to the diverse offer of facilities available across LBH.	Monitor use/gauge the extent to which they complement other activity in LBH.	Commercial operators	Long	Low

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INDOOR SPORTS ASSESSMENT STRATEGY REPORT

PART 5: MONITORING AND REVIEW

This Strategy identifies and recommends the investment and actions required to deliver and maintain a high-quality built facilities infrastructure for LBH for the period up until 2031.

It is important that it is (and is treated as) a live document and is used in a practical manner to prioritise investment, develop key work programmes and partnerships, guide planning gain investment and ensure that built sports facilities are a vital component contributing to the quality of life of Havering residents.

Strategy production is just the start of the process and there is a requirement for all partners to engage in ongoing dialogue and review to ensure that a considered perspective and approach is maintained throughout the strategy period.

It will be important for the Council and its partners to develop a 3-5 year action plan based around the Strategy and for this to be annually monitored and reviewed. This should not only evaluate progress made against the action plan but should identify actual/potential changes in supply and demand in the Authority. This is on the basis that the Strategy is as much about how facilities are used as it is about ensuring that local infrastructure is of a good quality.

The annual review process should include:

- ◀ A review of progress in respect of actions taken with regard to action plan recommendations made; taking account of any changes required to the priority of each action (e.g. the priority of some may increase/reduce following implementation of others).
- ◀ Lessons learnt throughout the period.
- ◀ New facilities coming on stream (or being made newly available to the community) which will need to be taken into account.
- ◀ Any specific changes in the use of key borough sites (e.g., sport specific specialisms of sites, changes in availability, etc.).
- ◀ Any specific changes in demand at particular facilities and/or clubs in the area (e.g., reduction or increase in club numbers, new housing growth).
- ◀ New formats of traditional sports that may need to be considered.
- ◀ Any other new or emerging issues and opportunities.

The outcome of the 3-5 year review will be to develop a new annual and medium-term action plan for indoor and built sports facilities across the Authority.