

# Leisure Directorate – delivering health in all policies

Health and Wellbeing Board  
Discussion  
July 2024

# What are Leisure Services?

## Libraries

- 12 libraries, including 2 new facilities and the home library service
- 3 libraries with health kiosks providing guidance and signposting
- Refurbishment programme
- Heritage and archive services

## Culture, Arts and Events

- Community celebration fund
- Black cultural conversation
- Festivals and celebrations – Gala, Rally through to small scale community events
- Film
- Cultural roundtable

## Youth and Play

- Directly provided youth centres
- Directly provided adventure play
- Commissioned VCFS delivery of youth and play services
- Youth Parliament and Young Cabinet

## Leisure centres

- Eight well used and well established centres
- Gym refurbishment investment
- De-carbonization programme
- Canada Water – new centre development

## Parks and natural environment

- 220 Community gardens and 17 food growing groups
- Biodiversity
- Trees
- Outdoor sports facilities, including football pitches, tennis courts and basketball
- Playgrounds

## Cemetery and crematorium

- Burial and cremation services
- Maintenance and enhancement of cemeteries
- Longer term burial capacity

## South Dock Marina

- Provision of berths for up to 200 boats
- Boat yard providing boat repair and maintenance services and space for businesses
- Working towards developing 'marine centre of excellence' on the Thames

## Universal provision

- Most of what we do is available to all
- We are increasingly looking to be more targeted with a specific provision for communities most in need
- We are increasingly seeking a focus on prevention, to use low-cost targeted interventions to reduce pressure in the whole system

# What's the opportunity?

## **New government manifesto:**

- Prevention focus
- Access to nature, tree planting
- 'holiday hope' programmes of activity
- MH-focused hubs for young people

## **Southwark 2030:**

- Six goals including staying well, a good start in life and a health environment
- Principles – reducing inequality, empowering people and investing in prevention

## **Southwark's Health and Wellbeing Strategy:**

- Embedding an approach to tackling health inequalities across all our policy making, services and delivery
- Drive 1, 2, 3 & 5 including best start in life, connected communities, healthy employment and good health for working age adults and support to stay well

## **The insourcing of our leisure centres**

- Enabling us to become data driven
- Providing us with the direct levers to make change happen across a much broader range of functions

**A new leisure strategy, which places reducing health inequalities and improving health outcomes at its heart for all our leisure functions**

# Not just health in all policies, we have it in delivery already... with a focus on the wider determinants of health

## Youth and play

- Expanding and increasing hot and cold food offer from youth centres and play provision
- Delivery of a programme of grants – Positive Futures for Young People Fund (PFYPF) – for organisations delivering wide range of activities for young people across the borough to support participation and access. Includes specific LGBTQ+ programme of grants.
- Investing in the refurbishment of some youth provision to enhance access to promote participation in full programmes of activity including food, sport and creative arts
- Enhancing the Damilola Taylor centre to create a 'healthy centre' for young people

## Libraries & Culture

- Exercise classes in libraries – expanding programme of partnership
- Continued deployment of SISU health kiosks in three libraries to enable signposting to health services
- First library service in London to be accredited as Libraries of Sanctuary
- Financial resilience and digital support through banking services partnership with Barclays
- Exploring 'creative health' approaches working with public health and the Southbank with a focus on Mental Health

## Leisure Centres

- Major focus on improving access for underrepresented groups through improving data and insight
- Introducing targeted swimming lessons for children who can't swim and provision of free/reduced cost costumes
- Work with Black Swim Association and Black tri tribe to increase access and reduce inequalities
- Establishing a joint role across leisure and Public Health
- Exercise on prescription – reviewing the approach in partnership

## Parks and natural environment

- Enhanced provision and better access to facilities for sport including refurbished and better managed tennis courts across the borough and the completion of the Burgess Park Sports centre giving access to multiple all weather pitches for football and basketball.
- Establishment and continuation of grant funding programmes to enhance community facilities through capital grants programme and new programme of revenue-based grants launching in July 2024
- Community gardening programmes established and supported throughout the borough
- Over 100,000 trees planted!

We are delivering against existing targets in the HWB strategy action plan successfully, and seeking opportunities to be more focused – with prevention being at the core of our provision

[Southwark Leisure - YouTube](#)

# How can we bring this to life?

## Taking a broader view

- Looking at the **wider determinants**, not just physical activity
- Seeking opportunities to connect across all leisure services, not individual services by focusing on the **outcomes** we want to achieve
- Test our approach with external help – Health In All Policies workshop?

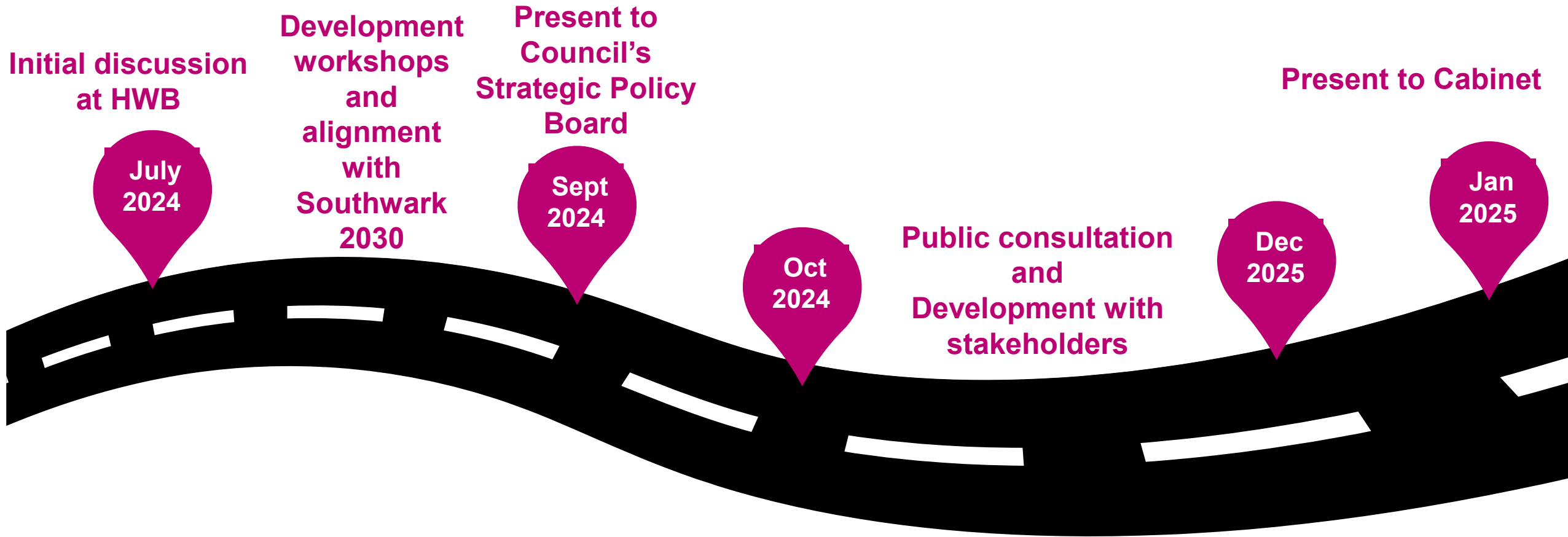
## Maximising on what we already do

- Review what we do already – **could we do more** for limited or no further investment?
- Work with our (community) partners to understand how we could tweak our existing offer to **target or focus our work better** to reach into those groups who have poorer health outcomes and thereby support a prevention approach

## Experimenting and exploring

- Building **better data and intelligence** about what works and the impact that we have – **partner with academics to exploit their research** to enhance our interventions
- **Iterate and develop our practice and interventions as we learn**

# Our (indicative) timeline from here



\* Subject to change – depending on the developmental workshops


# Questions for the Board

In developing our strategy....

- **How wide should we go** with a health in all policies approach?  
who should be part of that thinking?  
how helpful would a 'health in all policies' workshop be?
- How can we ensure we **generate an evidence base** to build interventions that work?  
is there a different approach in the short, medium and long term?  
who can support us in this?
- How can we create **genuinely innovative thinking** and involve the front line workforce?  
how can we best collaborate?
- Who from across the system would like to work with us to **actually use these levers to turn the dial?**

# Approaching complex change – some of our thinking

## Myron's Maxims

- 
1. **People own what they create:** at the heart of co-creation
  2. **Real change takes place in real work:** nothing has really changed if we aren't doing the real work differently
  3. **People who do the work do the change:** so you need to involve the doers in the change process
  4. **Start anywhere but follow it everywhere:** you know where you want to begin, get on with it but follow wherever it leads
  5. **Keep connecting the system to more of itself:** to release the collective intelligence you have to be connected, none of us is as smart as all of us
  6. **The process you use to get to the future is the future you'll get**