

Children, Sports and Customer Services Policy and Scrutiny Committee

Date:	Monday 8 th June 2015
Classification:	General Release
Title:	Sports and Leisure Service Review
Report of:	Director of Community Services
Cabinet Member Portfolio	Cabinet Member for Sports, Leisure and Customer Services
Wards Involved:	All
Policy Context:	City for All / ActiveWestminster Strategy
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1. Executive Summary

- 1.1 The following report seeks to provide Members with a high level summary of the sports and leisure offer, with a particular focus on provision for children and young people, including the key service areas, key activities and overall performance.
- 1.2 The report seeks to build on the recent reports which were considered by the Committee concerning the re-procurement of the sports and leisure facilities contract and the development of the Council's new sport and physical activity strategy.
- 1.3 Sports, leisure and physical activity opportunities in Westminster are delivered through a mixed economy of voluntary, public, private and charitable organisations. The Council's Sports and Leisure team play a key brokerage, developmental and commissioning role in coordinating, promoting and developing the overall offer to ensure the best possible opportunities are available to meet the needs of Westminster's diverse communities.
- 1.4 The service generates approximately £13.5m in revenue income and attracts over 4 million visits to facilities and services every year.

1.5 Overall, performance during 2014/15 has been very positive and particular highlights include:

- 3,921,313 visits have been made to our sports and leisure centres which surpassed the full year target and represents the highest figure ever recorded.
- 33,184 visits to the Sayers Croft Centre (surpassing the full year target)
- 145,000 swimming lessons delivered which exceeds the annual target and represents a 45% increase in uptake compared with the previous year. This is an extremely positive result and follows a change in the operational arrangements (lessons are now delivered directly by GLL)
- 7,269 ActiveWestminster Passport and Concession card holders across all facilities (full year target achieved).
- 8,110 participants engaged in the exercise referral scheme
- 120 registered athletes on the 'Champions of the Future Programme' (full year target achieved)
- 65 accredited sports clubs in Westminster through the 'ActiveWestminster Mark' programme (full year target achieved).
- 72,442 participants in sports development programmes (80% of the full year target)

2. **Key Matters for the Committee's Consideration**

It is recommended that:

- (a) Members consider the overall offer promoted by the sports and leisure service
- (b) Members provide feedback to Officers to help shape the further development of the offer to ensure the needs of residents, visitors and stakeholders are met where at all possible

3. **Background- key service areas & key issues**

Key Service Areas

3.1 The core areas of the sports and leisure service include:

- Sports and leisure facilities
- PE and School Sport
- Sports development
- Outdoor Learning (including the operation of the Sayers Croft Centre)

3.1.1 Sports and Leisure facilities

The Council is responsible for overall management of its own sports and leisure facilities including policy and service development and the development and implementation of the capital programme.

The Council also takes an active role in developing community use and opportunities of other facilities including promoting:

- community use of sports facilities in schools
- community use of private / external partner facilities (e.g. Lords, the Royal Parks, Imperial College, Jubilee Halls Trust)
- sports and physical activity opportunities in parks and open spaces and in City estates
- sports and physical activity opportunities in other community venues including children's centres and libraries

A significant 'mixed economy' of community sports and leisure facilities has been developed through the ActiveWestminster strategy and the Council aims to promote the best access to community sports facilities in the country. The current map of sports facility provision is shown as **Appendix 1**.

3.1.2 Sports Development and PE & School Sport

The Council's Sports Unit seek to promote, facilitate, develop and deliver innovative, high quality sports and physical activity programmes and consists of 3 key work areas: PE and School Sport, Sports Development (Participation) and Sports Development (Progression).

The Sports Unit team also work extremely closely with Public Health, particularly through the Physical Activity agenda.

3.1.3 Outdoor Learning Unit

The unit's responsibilities include the management of Sayers Croft Outdoor Education Centre located in Ewhurst, Surrey. The centre has access to a 56 acre shared landholding within the site offering residential accommodation for 200 visitors and is mostly used by school groups.

Key Issues

- 3.2 The offer promoted by the service seeks to address the key issues regarding sport and physical activity, particularly the impact of inactivity on the health and wellbeing of residents which is a particular issue in areas of high deprivation as illustrated in **Figure 1**.

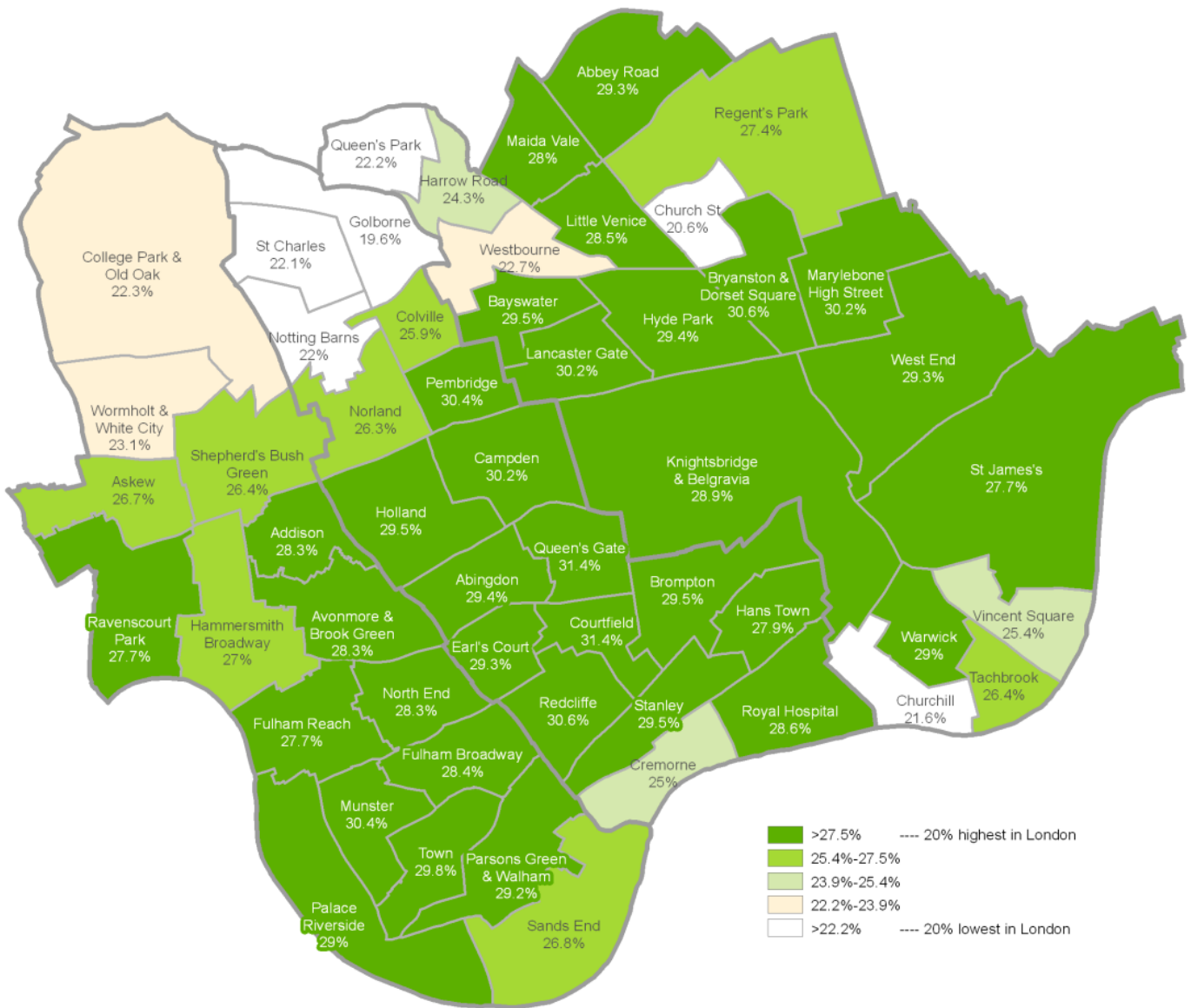


Figure 1 - Ward estimates of percentage of adults aged 16 years or older who participate in 30 minutes of moderate intensity sport or active recreation at least 3 times per week

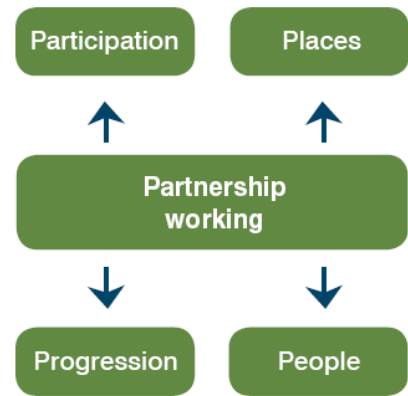
3.3 The sports and leisure offer also directly aligns with the key themes within the Council's ActiveWestminster Strategy- 'Participation', 'Places', 'Progression', 'People' and 'Partnership'

Figure 2 - ActiveWestminster strategy framework

ActiveWestminster works to improve opportunities which encourage those who live, work and study in Westminster to participate in sport and physical activity.

Shared Vision

To see a measurable improvement in the health and wellbeing of people who live, work and study in Westminster by encouraging them to participate in sport and physical activity and to acquire new skills through high quality casual and competitive activities.



<p style="text-align: center;">‘Participation’</p> <p>Objective Provide and promote more sport and physical activity opportunities for all members of our community.</p> <p>Strategic Priorities</p> <ul style="list-style-type: none"> ▪ Mapping, communication and action planning, particularly for low participation groups ▪ Encouraging those who are active to do more and influence others ▪ Engaging and working with communities in deprived areas <p>Success Measures</p> <ol style="list-style-type: none"> 1. % increase in participation in sport and physical activity 2. Narrowing of the gap between participation levels for the population as a whole and low participation groups 	<p style="text-align: center;">‘Places’</p> <p>Objective Increase and extend the range and quality of sports facilities, active places and spaces and services and programmes, available in the locations where they are most needed.</p> <p>Strategic Priorities</p> <ul style="list-style-type: none"> ▪ Facility planning and influencing new development ▪ Widening access and optimising the use of active places ▪ Targeting interventions in deprived areas <p>Success Measures</p> <ol style="list-style-type: none"> 3. % improvement in community access to sports and leisure facilities 4. % improvement in resident satisfaction levels for sport and leisure facilities 5. Number of parks and open spaces offering opportunities for active recreation
<p style="text-align: center;">‘Progression’</p> <p>Objective Increase locally available competitive opportunities for people to develop their sporting skills and improve the sporting ‘pathways’ from playgrounds to podiums.</p> <p>Strategic Priorities</p> <ul style="list-style-type: none"> ▪ Increase the number and quality of clubs ▪ Develop competitive opportunities ▪ Support the achievement of excellent performance <p>Success Measures</p> <ol style="list-style-type: none"> 6. Number and breadth of accredited clubs 7. % increase in participation in competitions 8. Number of young people benefiting from the Champions for the Future Programme 	<p style="text-align: center;">‘People’</p> <p>Objective Increase ‘workforce’ capacity through the development of volunteering, education, training and employment opportunities throughout the sport and active leisure sector.</p> <p>Strategic Priorities</p> <ul style="list-style-type: none"> ▪ Promote and support volunteering ▪ Promote and support coaching ▪ Training and career development <p>Success Measures</p> <ol style="list-style-type: none"> 9. % increase in volunteering in sport and physical activity 10. Number of people in vocational training and apprenticeship programmes
<p style="text-align: center;">‘Partnership Working’</p> <p>Objective Encourage partners to pledge their commitment to ActiveWestminster, deliver the strategy and pursue joint programmes.</p> <p>Strategic Priorities</p> <ul style="list-style-type: none"> ▪ Effective operating structure ▪ Agreement and implementation of the ActiveWestminster delivery plan ▪ Encourage partner contributions, attract and target funding opportunities <p>Success Measure</p> <ol style="list-style-type: none"> 11. Number of active partners positively contributing to the ActiveWestminster Partnership 	

4. The Sports & Leisure Offer

- 4.1 The ActiveWestminster Guide (pictured right) provides a full listing of activities and programmes provided by the sports and leisure service and is available in schools, Council venues, community buildings and on line (visit www.westminster.gov.uk/sports).



Sports and leisure facilities

- 4.2 The Council's sports and leisure facilities offer a wide range of programmes and activity opportunities at children and young people including:

- **Free Swimming & Learn to Swim.** In addition to discounted fees and charges for a variety of memberships and activities, free swimming is also available to children and young people under 19 years of age that either study or live in Westminster. The 'Learn to Swim' programme delivered over 145,000 swimming lessons in 2014/15 which exceeds the annual target and represents a 45% increase in uptake compared with the previous year.
- **Coaching programmes and club activity.** The facilities promote a wide range of coaching programmes including tennis, athletics, swimming, basketball, hockey and cricket and host a variety of club activities, often in partnership with National Governing Bodies (NGBs) of Sport.
- **Early Years.** A key programme of activity is specifically designed for early years, as studies have shown that engaging children in sport and physical activity at an early age helps support long lasting habits for life and also develops important motor skills that impact on general development. The weekly programme of activities for young children includes 'waterbabies' swim activities, children's yoga and music and movement.
- **Holiday Programmes.** An extensive programme of sports camps are provided for children and young people during school holiday periods. Paddington Recreation Ground (among other sites) delivers a highly successful programme, which attracts over 180 participants a day including cricket, basketball, tennis and football.

PE and School Sport

- 4.3 The Council's overall PE and School Sport offer is encapsulated within a comprehensive menu of services which have been developed in partnership with schools and includes:

- **An annual competitions programme** which provides around 300 competition fixtures each year and engages around 7,000 participants.

- **PE and School Sport 'health checks'** which provide focused support to improve the quality and quantity of PE and School Sport.
- A **Continued Professional Development (CPD)** programme for teachers and coaches who work in schools.
- A **Leadership Academy** for around 50 older students each year which provides leadership training and opportunities to develop skills in coaching and sports management.
- A **Satellite Sports Clubs programme** utilising schools facilities for community sports activities for children and young people.

4.4 The vast majority of Westminster schools (95%) are actively engaged in the programme and participation is extremely positive. Details of the offer to schools are provided in **Appendix 2**.

Sports Development – 'Participation'

4.5 The 'participation' strand of sports development seeks to promote a well-designed community sport and physical activities in accessible settings to encourage residents to be more active, more often. Key programmes include:

- **'Edutain'** - the Edutain holiday programme (which means to 'EDUcate' and 'enterTAIN'), is a multi-sports & arts based programme for young people aged 8 –13 years old. The costs just £1 per person per day and is delivered at 3 sites across Westminster during school holidays.
- **Specific activities and programmes for 'low participation groups'** including those with limiting disabilities, older people and women and girls.
- **Vocational training programmes** providing coaching courses for young people wishing to develop a career in sport.
- A range of participation programmes are commissioned and managed by the Sports Unit including a new **'ParkMakers' programme** which promotes physical activity opportunities in parks and open spaces.
- **Health and Wellbeing Programmes** including a free to access GP exercise referral programme which attracted over 8,000 participants during 2014/15.
- **The Neighbourhood Sports Club Programme.** A flagship 'door-step' programme of over 120 hours of free sports activities 'in the right place at the right time' creating opportunities for young people to be healthy, stay safe, enjoy, achieve and make a positive contribution. A significant focus of the programme is placed on deterring young people from engaging in anti-social behaviour or criminal activities as well as providing a positive 'reactive' response to young people who may be involved in gang activities,

pupil referral placements and/ or not being in education, employment or training.

- **'Unity in the Community' Tournaments** provide a competitive opportunity for children and young people which brings together regular football sessions delivered through the Neighbourhood Sports programme. The programme attracts young people from different estates and parts of the City on a regular basis to help to reduce conflict and youth related violence / anti-social behaviour.
- **Participatory events** including the 'Westminster Mile' which will attract over 6,000 participants in 2015.

Sports Development- 'Progression'

4.6 The 'progression strand of sports development seeks to provide support and assistance for those wishing to develop their skills and competitive ability in sport. Key programmes include:

- **The ActiveWestminster Mark** club development programme which seeks to develop the quantity and quality of sports clubs in Westminster. Appendix 3 details over 60 clubs that are accredited through this programme which recognises a specific level of quality. Clubs benefit from a variety of events, discounts at facilities and a number of commissioned activities which are promoted through the sports unit.
- **A Schools Competition Programmes** which attracted over 12,000 participants during 2014/15.
- **School Games and London Youth Games** which engages over 5,000 participants in a variety of competitive sports opportunities' throughout the year.
- **A Sports Volunteering programme** which provides a brokerage service between interested volunteers and voluntary sports clubs. Over 195 volunteers were engaged through the programme in 2014/15.
- **A Champions for the Future programme** which provides mentoring and financial support to over 120 young talented athletes in Westminster to assist with training, travel and equipment. The programme is split into various levels of achievement and support from regional to ambassador and the programme seeks to work very closely with each young person as they develop through the performance pathway. There are numerous success stories which have been realised through this flagship programme, which includes the three athletes below who all grew up and went to school in Westminster:
 - ***Tin-Tin Ho- table tennis.*** Now 16 years old, Tin-Tin previously represented Westminster at the London Youth Games and more recently won a silver medal at the 2014 Commonwealth Games.

- **Melita Emanuel Carr- basketball.** *One of the most promising female Basketball players ever to be identified in Westminster, Melita has coached and mentored many other young players in Westminster schools and is now continuing her Basketball and education in America and a familiar face in the GB team.*
- **Ashley McKenzie- judo.** *Ashley has become somewhat of a celebrity, having competed at London 2012, starred on the TV show Big Brother and been a special guest at the Council's ActiveWestminster Awards. Having grown up in Queens Park Ashley used the sport of Judo to divert his attention away from other more antisocial activities. Ashley won the Gold medal at the 2014 Commonwealth Games in the 60kg category and now has his sights set on the Olympic Games in Rio next year.*

Outdoor Learning

- 4.7 The core programme of outdoor learning activities takes place at the Council's Sayers Croft Centre, which is based in Ewhurst Surrey.
- 4.8 Sayers Croft is a 56-acre outdoor adventurous activity facility that can accommodate 200 visitors and attracted over 33,000 visitors during 2014/15.
- 4.9 In addition to the core programme of outdoor learning activity at the Sayers Croft Centre, Officers have focused on outreach activity within Westminster itself, which includes the following programmes:
- **Forest Schools.** The 'Forest Schools' programme focuses on child-led learning, providing participants ownership over the outdoors area during their visits. It allows children to be independent, explore the environment and discover nature. A pilot scheme of forest school sessions has commenced at Paddington Recreation Ground which has been extremely well received by schools. School classes visit the park to experience the different seasons whilst exploring the habitats and wildlife in the environmental area.
 - **Orienteering.** A six week programme of activity for schools to teach and develop the skills of orienteering with years 3 to 6.
 - **Duke of Edinburgh Scheme.** Sayers Croft provides residential weeks for 'Silver' participants during school holidays throughout the year. Participant, are aged from 16-25 and take part in a mixture of adventurous activities (e.g. zip wire, high ropes and caving) and conservation (e.g. constructing fences in the surrounding woodland and planting trees). The programme attracts over 170 participants each year.

5. Progress and outcomes

- 5.1 A number of significant achievements have been delivered up to and including 2014/15 which has made a positive contribution towards ActiveWestminster and wider Council and Partner outcomes. These can be best summarised using the ActiveWestminster Partnership's "5 P's":

Participation

- Overall participation in sport and physical activity continues to increase and Westminster is now the 5th most active borough in London.
- Over 2,700 children and young people are taking advantage of free swimming and discounted activities through the ActiveWestminster Passport.
- The swimming lessons programme has been extremely popular with over 145,000 lessons delivered in 2014/15, a 60% increase on 2013/2014.
- A pilot of the flagship Active Communities programme has been delivered which seeks to better connect services and activities at a neighbourhood level.

Places

- Over 3.6 million visits to the Council's sports and leisure facilities have been achieved during 2014/15 - the 2nd year in a row that the highest figure has been surpassed.
- Major re-developments. Significant progress has been made with a planned regeneration of Moberly and Jubilee Sports Centres with phase 1 of the programme delivered and planning permissions for phase 2 achieved.
- Parks and Open Spaces. The number of new 'ParkMakers' sessions per week has increased and continues to promote free active recreation in parks and open spaces.
- A new caving complex was delivered at the Council's Sayers Croft Centre to further diversify the offer of activities at the centre for visitors.
- The sports and leisure capital programme was delivered to time and to budget which has resulted in a number of significant improvements to facilities, in particular a major improvement to the reception, health and fitness and changing facilities at the Queen Mother Sports Centre and a new games area and outdoor gym at Queens Park Gardens.

Progression

- Community sports clubs. 65 clubs have now achieved the ActiveWestminster Mark accreditation which demonstrates a good level of quality and community access.
- School Games – Almost 2,500 children took part in school games competitions in 2014/15, a 45% increase on the target.
- Talented athletes. Over 120 young people continue to benefit from the Council's Champions of the Future programme.
- The chart below shown as **Figure 3** illustrates that Westminster has generally high levels of participation in competitive sport compared to both the London and England averages.

Understanding key performance indicators - KPI2, KPI3, KPI4 and KPI5

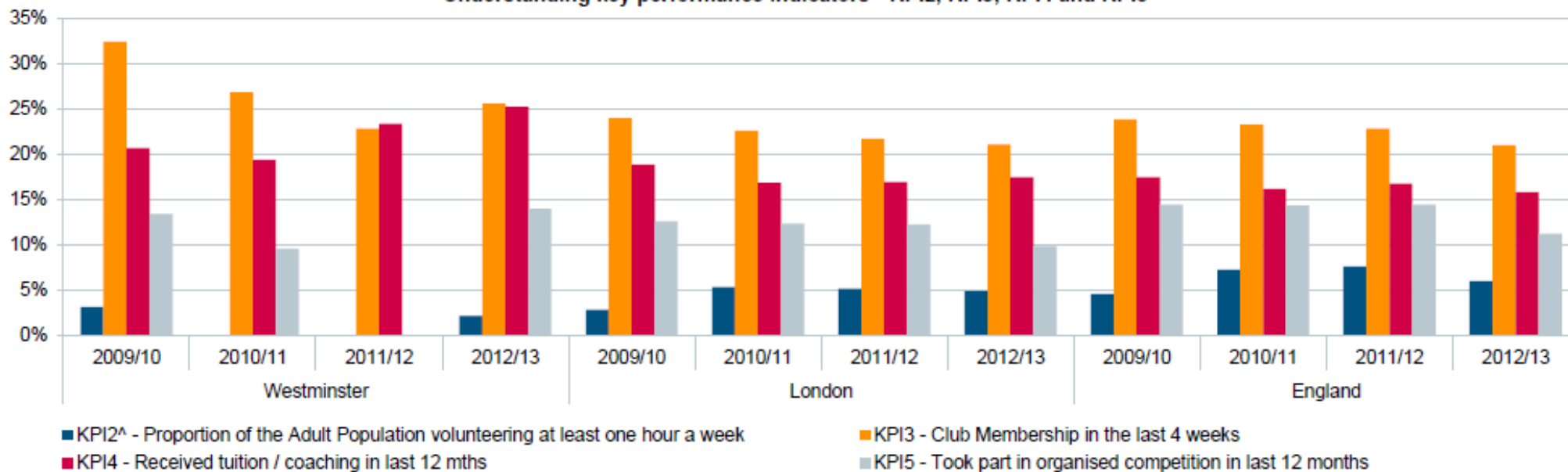


Figure 3 – Levels of adult participation in comparison to London and England, Sport England Active People Survey 7

- Similarly, **Figure 4** illustrates that a greater number of Westminster residents take part in Gym, Swimming, Athletics and fitness sports compared to the regional and England averages.

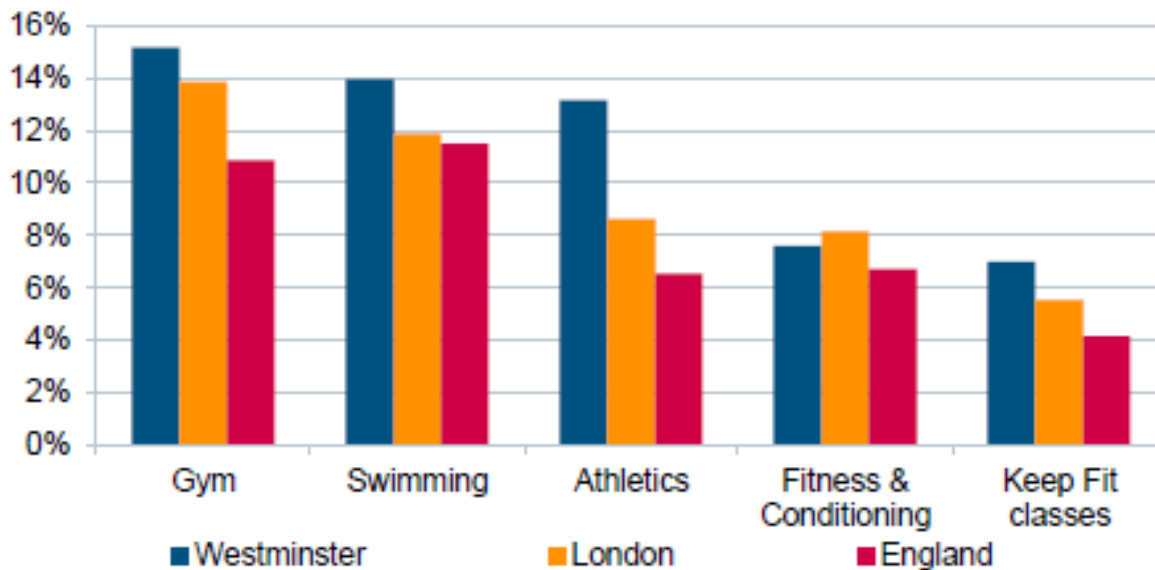


Figure 4 – Participation rates in top 5 Local Authority Sports, with regional and England comparisons, Sport England Active People Survey 7.

People

- 7 Sports and Leisure apprentices were recruited through the programme in 2014/15.
- Volunteering- over 175 volunteers were recruited and trained as part of the Council's flagship sports volunteering programme.
- A comprehensive programme of Professional Development programme has been delivered to 100 teachers and sports coaches in schools.
- Leadership Academy – 125 young leaders have participated in the training programme.

Partnership

- Almost every Westminster school has subscribed to the PE and School Sports programme for 2015-16.
- Quality accreditations. A number of high profile national quality accreditations have been secured including the Sport England QUEST accreditation for sports development services and sports centres, the 'Learning Outside the Classroom' award for Sayers Croft.
- Little Venice Sports Centre was awarded the highly acclaimed UKActive Flame award 'Leisure Centre of the Year – Streamline', and The Westminster Sports Unit being awarded 'Excellent' rating for sports development, the first team in London.
- ActiveWestminster Awards and Active Weekend. An extremely successful awards event took place at Lords in November 2014. The event attracted over 350 nominations and in excess of 200 attendees.

- The second Westminster Mile event took place in May 2014 and attracted over 5,800 registered participants. Plans are in place to deliver the third event in 2015 which will attract over 6,000 participants.

6. Summary

- 6.1 The briefing note provides a summary of the work of the Council's sports and leisure service and the overall offer in place.

7. Health and Wellbeing Implications

- 7.1 The work of the sports and leisure service has a direct and positive impact on improving health and wellbeing of residents and visitors and aligns strongly with the Council's health and wellbeing agenda.

8. Financial Implications

- 8.1 There are no financial implications associated with this report.

9. Risks and Mitigations

- 9.1 The risk management implications relating the sports and leisure offer are identified and managed through the Sports and Leisure service risk assessment matrix which is monitored regularly and reported corporately.

**If you have any queries about this Report or wish to inspect any of the
Background Papers please contact Richard Barker**
rbarker@westminster.gov.uk

BACKGROUND PAPERS

- **Appendix 1.** A Map of Sports and Leisure Facilities, separate attachment
- **Appendix 2.** The PE and School Sport Offer- Westminster PE & School Sport Network 2014/15
- **Appendix 3.** Current list of ActiveWestminster Mark clubs and providers