



City of Westminster

Westminster City Council - Built Facilities Strategy (BFS)

Strategy & Action Plan

July 2021

ACTIVE
WESTMINSTER



City of Westminster

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

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Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Table of Contents

PART 1: INTRODUCTION	4
1.1 NATIONAL STRATEGIC CONTEXT	4
PART 2: LOCAL AREA CONTEXT	9
2.1: ABOUT WESTMINSTER.....	9
2.2: CITY PLAN 2040	10
2.3: ACTIVEWESTMINSTER STRATEGY – 2018-2022	12
PART 3: RESEARCH AND CONSULTATION FINDINGS.....	14
3.1: GENERAL FINDINGS	14
PART 4: STRATEGY VISION AND PRIORITIES	18
4.1: INTRODUCTION	18
4.1: BROADER POLICY AND WORKING PRACTICE	18
PART 5: ‘PROVIDE’ SPECIFIC FACILITY RECOMMENDATIONS.....	27
PART 6: ‘PRIORITIES AND ACTION PLAN	32
PART 7: MONITORING AND REVIEW	41

PART 1: INTRODUCTION

This is the Built Facilities Strategy (BFS) for the City of Westminster. The strategy recommendations are drawn from the Needs Assessment Report, researched, and prepared initially between Summer 2019 and Spring 2021 by specialist sport and leisure consultancy, Knight Kavanagh and Page Ltd (KKP). Further analysis was subsequently added following an FPM local run assessment for swimming pools and sports halls in Autumn 2020.

The Needs Assessment Report and Strategy have been prepared in accordance with Sport England's Assessing Needs and Opportunities for Indoor and Outdoor Sports Facilities Guidance (ANOG) and in consultation with colleagues from Westminster City Council, Sport England, National Governing Bodies of sport (NGBs), local sports clubs/providers and key stakeholders.

Westminster has characteristics almost unique amongst English local authority areas. In terms of its historic built environment, in addition to numerous civic buildings of national importance such as Lords Cricket Ground, Buckingham Palace and the Houses of Parliament it contains over 11,000 listed buildings including the world heritage sites of the Palace of Westminster and Westminster Abbey. It has areas of heavy resident population density, while the quadrupling in its daytime population due to people commuting into the City to work creates significant additional demand for physical activity, leisure and/or sport provision. Westminster's economic output at £53.6 billion GVA (Gross Value Added) (source) is the largest of any English local authority.

The focus of this Strategy is to provide clear direction to all stakeholders so that together they can plan for and develop more modern, efficient and sustainable range of community-based physical activity, leisure and/or sport facilities that the City requires. This will ensure that residents can get and stay active, be healthier and where appropriate develop their sporting ambitions within their local community. This in addition to catering for the significant growth in its daytime population due to people commuting into the City for work creates.

The consultant team is grateful to the project management and leadership of Westminster City Council and the contributions made by all other stakeholders to the development of this strategy.

1.1 National strategic context

Sporting Future: A new strategy for an active nation (December 2015)

The Government's strategy for sport and physical activity confirms its recognition and understanding that sport and physical activity makes a positive difference and states its intention that the sector will deliver five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development.

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Sport England: Uniting the Movement 2021

Sport and physical activity have a big role to play in improving the physical and mental health of the nation, supporting the economy, reconnecting communities, and rebuilding a stronger society for all. From this notion, Sport England has recently released its new strategy; *Uniting the Movement*, its 10-year vision to transform lives and communities through sport and physical activity.

It seeks to tackle the inequalities long seen in sport and physical activity. Providing opportunities to people and communities that have traditionally been left behind, and helping to remove the barriers to activity, has never been more important.

There are three key objectives to the Strategy:

- Advocating for movement, sport and physical activity.
- Joining forces on five big issues
- Creating the catalyst for change

In particular, the five big issues are identified where the greatest potential is seen for preventing and tackling inequalities in sport and physical activity. Each one is a building block that, on its own, would make a difference, but together, could change things profoundly:

1. **Recover and reinvent:** Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant, and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.
2. **Connecting communities:** Focusing on sport and physical activity's ability to make better places to live and bring people together.
3. **Positive experiences for children and young people:** Unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.
4. **Connecting with health and wellbeing:** Strengthening the connections between sport, physical activity, health, and wellbeing, so more people can feel the benefits of, and advocate for, an active life.
5. **Active environments:** Creating and protecting the places and spaces that make it easier for people to be active.

The specific impact of the strategy will be captured through programmes funded, interventions made, and partnerships forged. For each specific area of action, a set of key performance indicators will be developed. This hybrid approach will help evidence the overall progress being made by all those involved in supporting sport and physical activity

Sport England's planning aim

Sport England's aim in working with the planning system is to help provide active environments that maximise opportunities for sport and physical activity for all, enabling the already active to be more so

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

and the inactive to become active. This is supported by the planning objectives of Protect, Enhance, Provide:

Table 1.1: Sport England Planning objectives

Protect
To protect the right opportunities in the right places.
Existing provision should be protected unless an assessment has demonstrated there is an excess of the provision and the specific buildings or land are surplus to requirements; or the loss would be replaced by equivalent or better provision in terms of quantity and quality in a suitable location; or the development is for alternative sports and recreational provision, the benefits of which clearly outweigh the loss of the former or current use.
Enhance
To enhance opportunities through better use of existing provision
The use of existing provision should be optimised, for example, through quality, access and management improvements supported by appropriate ancillary facilities.
Provide
To provide new opportunities to meet the needs of current and future generations.
Appropriate new provision that meets needs and encourages people to play sport and be physically active should be provided by adapting existing places and through new development.

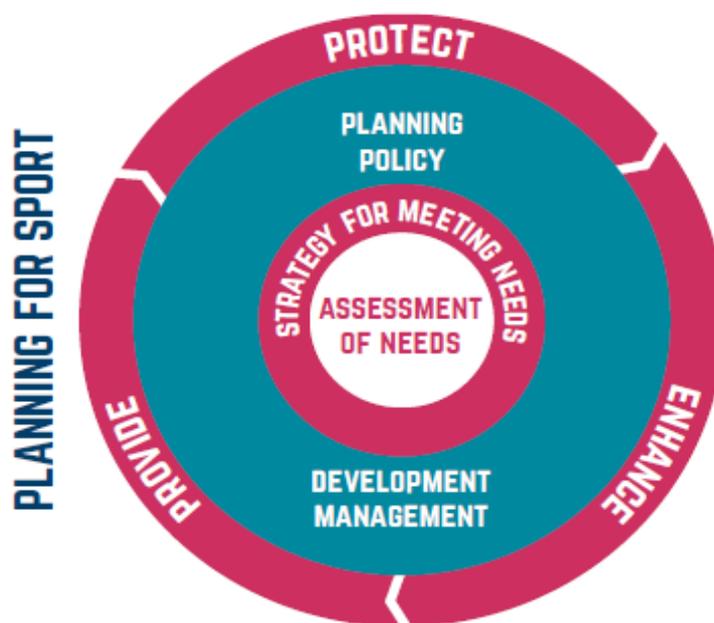


Figure 1.1: Sport England’s Planning for Sport Model

Sport England’s planning aim and objectives are supported by 12 planning-for-sport principles.

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

These are geared to helping the planning system to contribute to the achievement of sustainable development by fulfilling the key role the National Planning Policy Framework (NPPF) must play in creating strong, vibrant and healthy communities.

Applying the 12 principles will help to ensure the planning system plans positively to enable and support healthy lifestyles, delivers community and cultural facilities and services to meet local needs, and provides opportunities for all to experience the benefits that taking part in sport and physical activity brings.

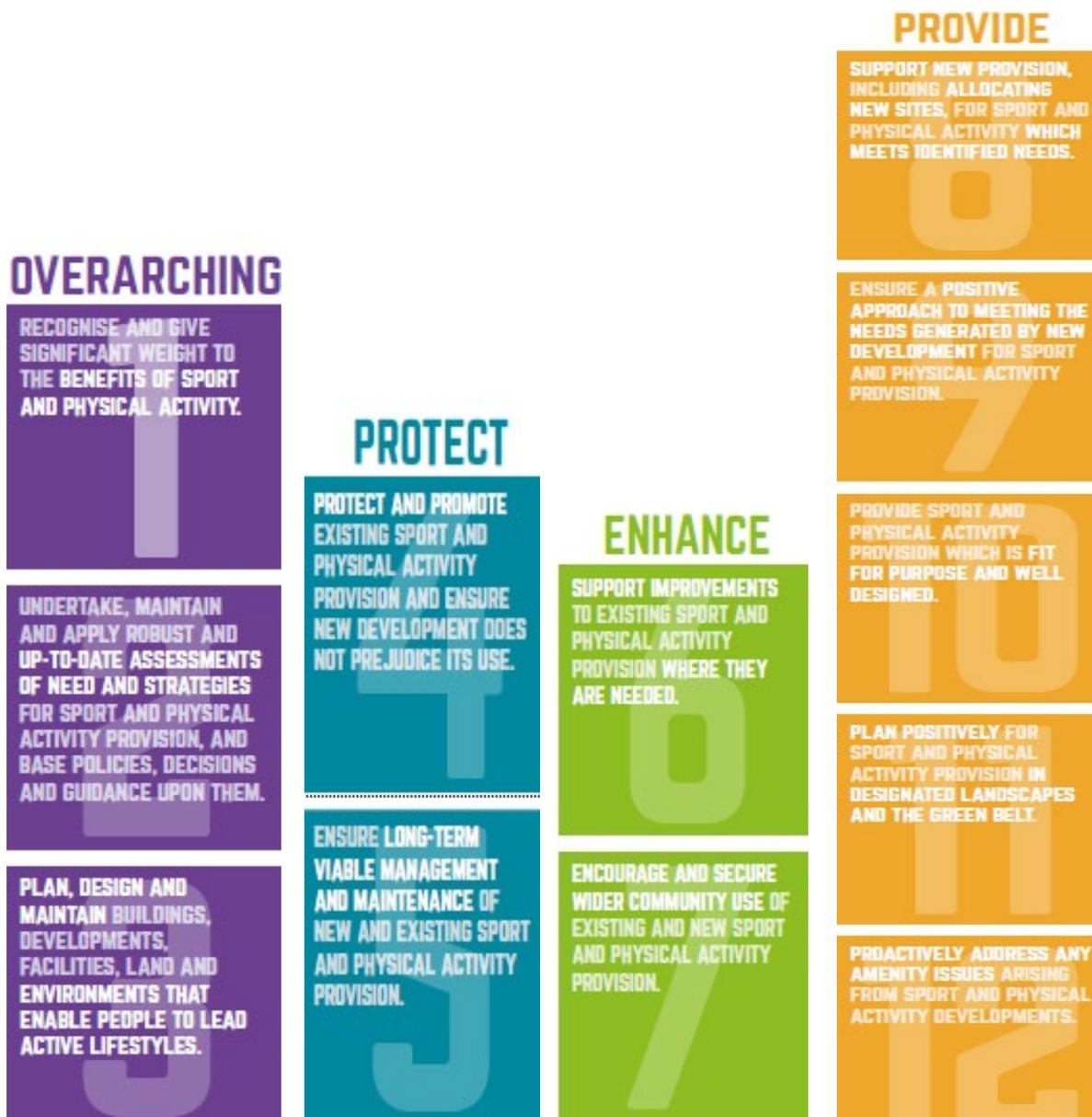
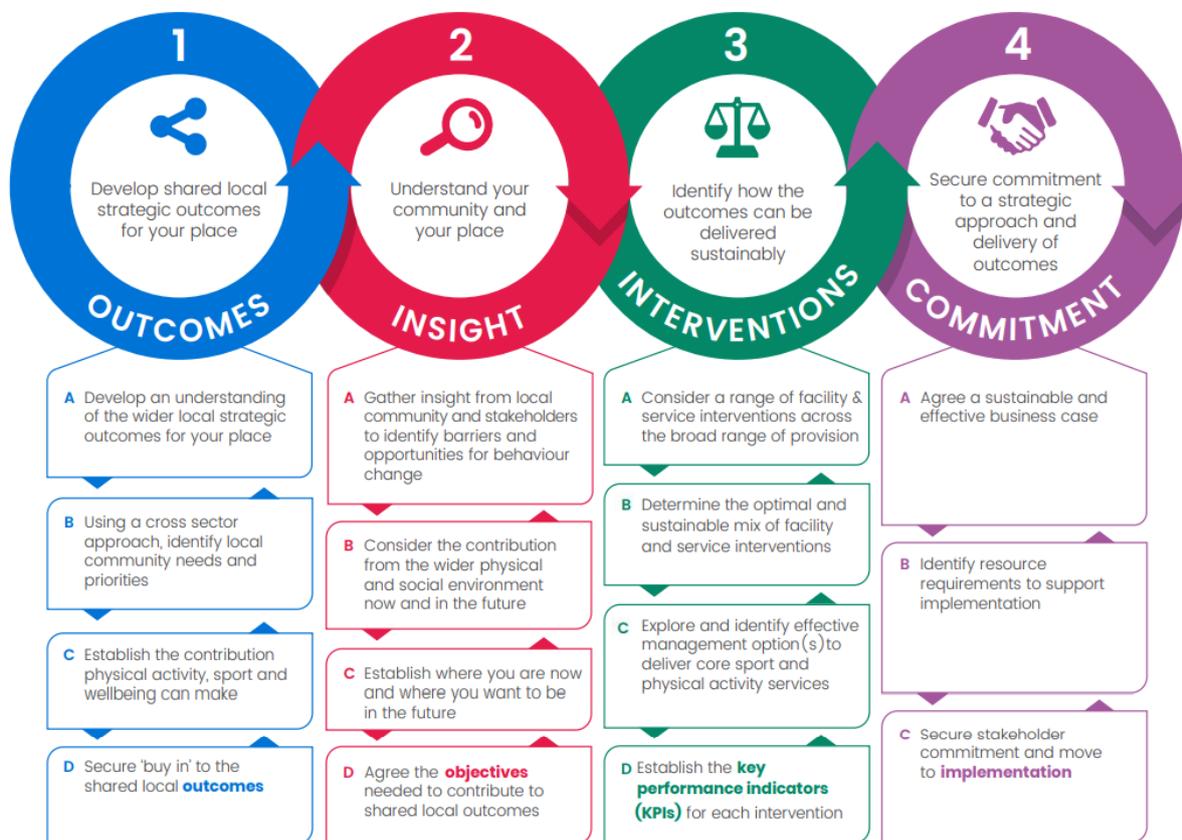


Figure 1.2: Sport England's 12 Planning Principles

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Sport England – Strategic Outcomes Planning Guidance (SOPG)¹

Sport England’s – Strategic Outcomes Planning Guidance, an overview of which is displayed below has been produced with the aim of helping local authorities to maximise the contribution that sport and physical activity makes to its local priorities.



- In respect of step one, the Council is currently working internally and with partners to develop a set of shared **outcomes** across the Council, which can be applied to its physical activity, leisure and sport interventions taking a lead from their City Plan 2040.
- In terms of **insight**, the Council’s Physical Activity, Leisure and Sport (PALS) strategy – *ActiveWestminster ‘Activate your City, Lives and Neighbourhoods’ (2018-22)* provides a strategic vision and direction and demonstrates links across to public health outcomes, such as addressing current levels of adult and childhood obesity in the City.
- It has been identified that in terms of **interventions**, an up to date Sport England ANOG compliant audit of indoor and built facilities will augment the Council’s current evidence base giving direction on how the Council’s play, physical activity, leisure and/or sport facilities, such as sports halls and swimming pools can contribute to wider health outcomes and specifically how an improved leisure facility provision at Seymour Leisure Centre, Queen Mother Sports Centre and Chelsea Barracks would meet unmet demand.

¹ <https://www.sportengland.org/how-we-can-help/facilities-and-planning/design-and-cost-guidance/capital-project-development>

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

- Capital build proposals described later in this document describe **commitment** on behalf of the Council to secure external investment into its physical activity, leisure and/or sport facilities. Strategic Outline Business Cases (SOBC) for the potential remodelling of Seymour Leisure Centre and the potential redevelopment of Queen Mother Sports Centre will be prepared.

PART 2: LOCAL AREA CONTEXT

2.1: About Westminster

The total population in Westminster according to 2018 mid-year estimates is 255,324. It has proportionately fewer 0-14-year olds (15.9%) than the rest of London (19.5%). However, Westminster has more people in the 20-39 age groups (36.7%) than the London figure (33.5%). The population in Westminster is concentrated most heavily in the north west and southern parts of the City. The area of lower density in the north east of the City includes Regents Park (a Royal Park). Similarly, the central swathe of less densely populated area spans from Hyde Park (a Royal Park) in the west through to London’s West End in the east of the City.

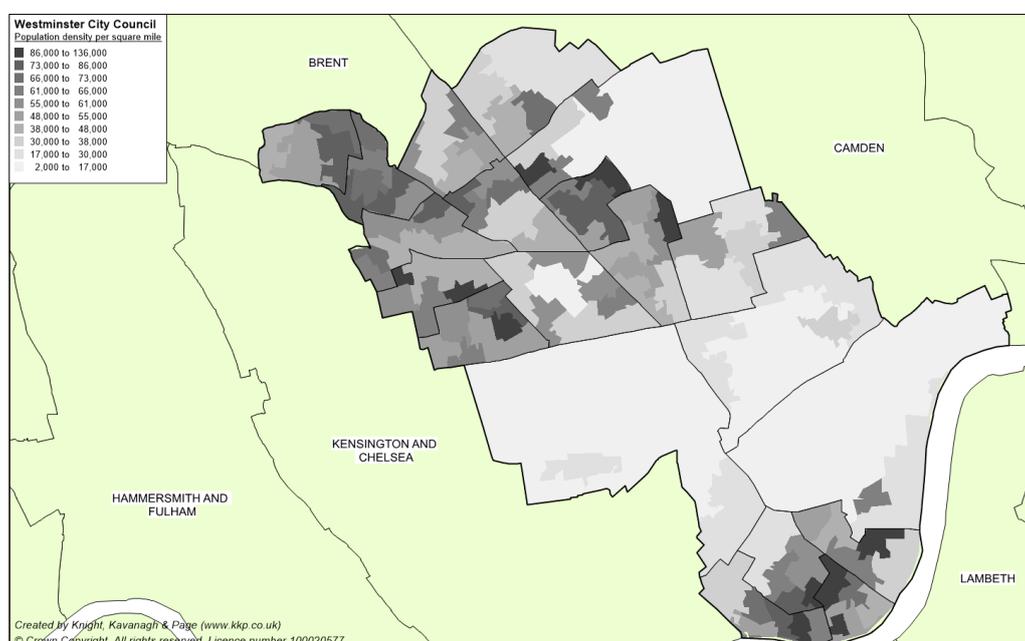


Figure 2.1: Population density 2018 MYE: Westminster lower super output areas (Isaa)

Significantly, Westminster’s Joint Health & Wellbeing Strategy ² (2017-22) and previous analysis by the Mayor of London’s office (2014)³, suggests that the City population quadruples each day from its base of 255,000 residents to over a million - by far the largest recorded increase of any London Borough. Additionally, the research suggests that Westminster has a high level of annual population ‘churn’ with over 20,000 people leaving the City and approximately the same number of new people moving in each year.

² <https://www.westminster.gov.uk/your-health>

³ <https://data.london.gov.uk/blog/daytime-population-of-london-2014/>

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Westminster's ethnic composition does not reflect that of England as a whole. According to the 2011 Census of Population, the largest proportion (61.7%) of the local population classified their ethnicity as White; this is significantly lower than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 14.5 %, which is markedly higher than the national equivalent (7.8%).

Deprivation patterns in Westminster are like those of the UK as a whole; three in ten of the City's population (29.2%) live in areas that are in the country's three most deprived cohorts (national average c.30%). Similarly, 30.5% live in the three least deprived groupings - again this compares to a national 'norm' of c.30%.

A different pattern, to that seen for multiple deprivation, is seen in relation to health. One in 20 of Westminster's population (5.2%) falls within the areas covered by the three most deprived cohorts whereas 57.2% live in areas in the three least deprived groupings.

During the 12 months to December 2018 the rate for recorded crimes per 1,000 persons in Westminster partnership area was 256.0; this is markedly higher than the equivalent rate for England and Wales which was 83.0. In both instances the crime rate has risen since December 2017, by around 12.8% for Westminster and 2.5% for England and Wales

According to the Westminster Joint Health & Wellbeing Strategy, the life expectancy of Westminster's population varies significantly depending on where people live. Men living in the least deprived areas live nearly 17 years longer than men living in the most deprived areas. For women this gap is nearly 10 years. Westminster has the highest recorded population of rough sleepers of any local authority in the country. This population has higher rates of physical and mental health problems compared to the general population.

2.2: City Plan 2040

The City Plan 2040 is Westminster's statutory development plan, setting out the vision and strategy for the development of the City with a primary focus on people. The stated vision is to deliver an ambitious strategy to make Westminster *'one of the best places to live, work and play.*

Not just in London or the UK, but globally'.

Core values in the plan are geared to Westminster being a city:

- Where people choose to live or work because it is enriching.
- That focuses on the needs of our community and beyond.
- That will be sustainable for generations to come.

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

Table 2.1: WCC objectives

Objective	Description
1	Increase the stock of high-quality housing and provide variety in terms of size, type and tenure to meet need and promote mixed and inclusive communities, with a clear focus on affordability and family homes.
2	Enable job growth across a range of sectors vital to the UK economy, and ensure those from disadvantaged backgrounds benefit from the opportunities this presents.
3	Enhance the West End as London’s primary retail, leisure and visitor destination, and ensure that town centres and high streets can adapt to the challenges they face.
4	Broaden the city’s cultural offer, while managing the impacts of clusters of uses, and of the evening and night-time economies on existing residential communities.
5	Improve quality of life, climate resilience and tackle environmental challenges by protecting, enhancing, expanding the valuable network of parks and open spaces.
6	Enhance connections by improving options for cycling and walking, prioritising pedestrians, improve interchange between transport modes and incorporate innovative solutions to manage the highway network.
7	Improve air quality, minimise noise and other polluting impacts, and reduce carbon and water demands by minimising detrimental impacts from development.
8	Promote quality in the design of buildings and public spaces, ensuring that Westminster is attractive and welcoming.
9	Making sure our neighbourhoods continue to thrive.
10	Make the most of our unique heritage and historic environment, while encouraging innovations in building technology and improving sense of place.

The City Plan sets out an ambition to deliver 22,222 new homes over its duration, of which 35% are to be affordable. The Paddington and Victoria opportunity areas (1,000 new homes each) are a particular focus; a fact which offers immediate synergy with the proposed capital projects of remodelling Seymour Leisure Centre, the potential redevelopment of the Queen Mother Sports Centre and a new leisure centre at Chelsea Barracks.

The plan acknowledges that Westminster is already very densely developed and that its existing, highly valued parks and open spaces are worthy of conservation. There is a lack of available land for development, which would currently prohibit (for example) new secondary school provision being built. Focus will be placed on intensifying existing urbanised areas to deliver additional growth.

Explicit acknowledgement is made in the plan of the role that *‘high quality streets, parks and spaces’* can play to *‘encourage, facilitate and enable physical activity by default’* and that *‘well-designed spaces should be flexible and support a range of physical activity, leisure and sport’*.

In respect of the renewal of the Ebury Bridge Estate in Victoria meanwhile, specific mention is made of implementing the principles of the Westminster walking strategy via the opportunity to develop improved walking links from the estate to a new Chelsea Barracks Leisure Centre.

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

2.3 Westminster Joint Health & Wellbeing Strategy 2017-22

The Council’s Joint Health & Wellbeing Strategy 2017-22 represents the shared vision of health and care organisations, voluntary and community groups, and businesses in the City that ‘all people are enabled to be well, stay well and live well, supported by a collaborative and cohesive health and care system’. Four objectives are presented, the first of which (Improving outcomes for children and young people) includes the commitment to ‘ensure that opportunities for physical activity and volunteering are available and communicated to children and young people and enable front line workers to provide advice (where appropriate) and effectively signpost them to local services and opportunities’.

Objective	Description
1	Improving outcomes for children and young people
2	Reducing the risk factors for, and improving the management of, long term conditions such as dementia
3	Improving mental health through prevention and self-management
4	Creating and leading a sustainable and effective local health and care system.

2.4: ActiveWestminster Strategy – 2018-2022

The Council’s physical activity, leisure, and sport strategy; ActiveWestminster 2018-2022 - ‘Activate Your City, Lives and Neighbourhoods’ recognises the progress that has been made over the previous decade in developing Westminster as a ‘City of Sport’.

4

Physical Activity, Leisure and Sport Strategy 2018 - 2022 - Activate Your City, Lives and Neighbourhoods

Our Vision is to: Activate Your City, Lives and Neighbourhoods



This vision will be at the very heart of all we do and will be achieved by working together and applying our **PACE** principles of **Promote, Activate, Collaborate** and **Enable**. We enable people to be physically active, where, when and how they choose and we will actively promote the fundamental contribution that physical activity, leisure and sport makes in individual physical and mental wellbeing, our economy, our community and the development of our city.

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

This includes investment in the new £28m Moberly Sports Centre. It, nevertheless, recognises that levels of childhood obesity in the City are high, with nearly one in four Westminster children entering primary school being overweight or obese. Levels of inactivity amongst adults meanwhile is at 20.6%.

The ActiveWestminster strategy's three key strategic themes are as follows

Table 2.2: Key strategic themes of the ActiveWestminster strategy

Theme	Aim
ActiveCity	Activating the city through Planning, Places, Spaces and Events that encourage people to be physically active, where, when and how they choose, and ensure the whole of Westminster can benefit from an attractive, supportive and healthier environment.
ActiveLives,	Activating lives by promoting and facilitating relevant, meaningful opportunities at a personal level, recognising individual motivations, and challenges, by taking a considered life-cycle approach, underpinned by behaviour change models.
ActiveNeighbourhoods	Activating neighbourhoods by enabling connections in our neighbourhoods to ensure opportunities are visible and accessible to all and relevant to local needs

A key tenet of the strategy is the notion of connectivity between Westminster's built facilities and their respective resident communities. The Council's objective is to create physical activity, leisure, and sport hubs across the City. These are 'hub and spoke' links between the leisure centres and the various places and spaces in and around them. This can be seen in the relationship, for example between Moberly Sports Centre and Queens Park Gardens as just one small example.

Within the ActiveCity theme, a 'Places' strand is identified. Table 2.3 identifies the key objectives of this which aim to build on the Council's recent programme of capital investment at Paddington Recreation Ground, Little Venice Sports Centre and Marshall Street Leisure Centre.

Table 2.3: Key objectives of the Places strand

Objective	Description
1	Deliver new c.£28m Moberly Leisure Centre in Queens Park.
2	Deliver new leisure centre within the Chelsea Barracks development
3	Work closely with the private sector to secure better access to private gym and sports facilities.
4	Secure genuine community use of all sports facilities in schools and colleges.
5	Maximise the use of outdoor learning facility, Sayers Croft in Surrey, by more Westminster schools and families.
6	Deliver the new Jubilee Community Leisure Centre in Queens Park.

PART 3: RESEARCH AND CONSULTATION FINDINGS

The research for this Strategy included the following key activities:

- Assessment of the quality, distribution, and programming of facilities in the area.
- Consultation with facility owners and operators to identify needs and opportunities.
- Consultation with NGBs, key stakeholders and clubs/providers to determine the levels of demand for facilities in the City.
- Assessment of the strategic drivers and context for the Council and its residents.
- Assessment of need and opportunity for new, refurbished, and enhanced facility provision across the City.

Therefore, KKP's commentary on the Council's physical activity, leisure and/or sport facility infrastructure and the strategy to improve on the current position is informed by a clear understanding of the community physical activity, leisure and sport sector and knowledge of innovative solutions geared to meeting the needs of the City's vibrant communities.

NB: whilst KKP's assessment took place prior to the Coronavirus Pandemic, the strategy recommendations (particularly at the facility specific level) are reflective of the fact that the Council, its leisure operator and community stakeholders such as secondary schools will need to focus on a sustainable return to operation following the lifting of restrictions in respect of permitted physical activity and sport.

3.1: General findings

In terms of the Council's leisure contract, Westminster has forged a highly integrated relationship with its leisure contractor, Everyone Active. This was demonstrated through the UK's first ever, joint Active Communities Quest assessment which in turn led to production of a single service improvement plan. Based upon the principles of PACE (*Promote, Collaborate, Activate, Enable*) outlined in the ActiveWestminster strategy, this mirrors a key principle within Westminster's Joint Health and Well-Being strategy; that of a 'no wrong door approach' to services; that residents get the help they need no matter what organisation they get in contact with.

Timing of this strategy is particularly prescient in respect of the Council implemented a rationalised set of fees and charges across its physical activity, leisure and sport facilities as of April of 2020, alongside the re-launch of their ActiveWestminster Card which offers residents significant discounts across its leisure facility stock, including additional facilities where a Community Use Agreement (CUA) is in place. As an outcome of this strategy, it will be particularly important for both the Council and contractor to closely monitor the impact of the policy, linked to the question of 'why' people may or may not be participating in physical activity, leisure and/or sport.

The Council has a healthy community sports clubs/providers network with a particularly strong presence in respect of Basketball, a large and successful Swimming Club and a Hockey Club (Hampstead and Westminster Hockey Club). Clubs/providers are generally content with the quality of existing facility

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

provision, however in some cases the level of accessibility could be improved (for example in respect of holiday time access to school sports halls). In this respect the Council intend to provide additional capacity on school sites via the securing of Community Use Agreements.

Community Use of Schools

The UK governments recent School Sport and Activity Action plan (2019) represents a joint commitment from the Department for Education (DfE), Department for Digital, Culture, Media and Sport (DCMS), and Department for Health and Social Care (DHSC) to *'ongoing collaboration at national level to ensure that sport and physical activity are an integral part of both the school day and after-school activities, so that all children have the opportunity to take part in at least 60 minutes of physical activity every day'*⁴.

Regarding facilities, £10.1m of government funding has recently (February 2021⁵) announced to help more schools open their facilities to the public once the coronavirus (COVID-19) pandemic is over. The funding, which has been provided by the Department for Education, is in addition to [the £1.5m awarded as part of the School Sport and Activity Action Plan announced in July 2019](#) and will help schools deliver extra-curricular activities and open their facilities outside of the school day during evenings, weekends and school holidays.

Sport England work with the nationwide network of Active Partnerships – locally based organisations that specifically focus on getting people in their areas involved in sport and physical activity – to distribute the funding.

Sport England has produced guidance, online resources and toolkits to help open up and retain school sites for community use, including [a standard form of community use agreement \(CUA\)](#). The Council's ActiveWestminster strategy has commitments to prioritise community use of sports facilities in schools/colleges, alongside existing and new community sports facilities via Community Use Agreements (CUAs). The CUA template adopted by the Council enshrines the basic structure recommended by Sport England whilst also advocating enhancements such as the following:

- ActiveWestminster Card & Mark discounts for bookings.
- London Living Wage (LLW) compliance in respect of sports facility employees.
- Continuing Professional Development in the form of CIMPSA membership for sports facility employees.
- OpenActive (open data) compliant booking arrangements.
- Integration where possible via the CUA with the Council's policies regarding Social Value.

Swimming pools

In respect of Swimming facility provision, research found that the Council's swimming pools are well located in respect of levels of accessibility to the local population. Residents have extremely good access to public transport, which is quite frequently used, alongside walking/cycling to access provision. In addition, pools are heavily used by Westminster's significant commuter population.

⁴ <https://sportengland-production-files.s3.eu-west-2.amazonaws.com/s3fs-public/school-sport-and-activity-action-plan.pdf>

⁵ <https://www.sportengland.org/news/new-funding-help-schools-open-their-sports-facilities>

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

FPM local run findings suggest that Westminster is in a comfortable position currently in respect of available water space, pool capacity and levels of satisfied demand. When considering population growth to 2040, the opportunities to improve the quality and flexibility of provision at Seymour Leisure Centre (via remodelling the existing leisure centre), Queen Mother Sports Centre (via potential redevelopment) and the Chelsea Barracks (via a new build) are supported in supply and demand terms by FPM findings.

Fundamentally, the challenge for the Council is to replicate the high-quality swimming facility offer now available in the northernmost part of the City, at Moberly Sports Centre in both the centre and south of the City. Whilst potential remodelling proposals at Seymour Leisure Centre will provide a solution in the central area, it is in the south where there is a chance to influence the correct balance of provision.

Provision at the new leisure centre at Chelsea Barracks and the potential redevelopment of Queen Mother Sports Centre provide scope to cater for the full spectrum of activity from learn to swim, physical activity referral (formerly exercise referral), health improvement programming, free casual swimming offer provided via the ActiveWestminster Card, the City's significant commuter population through to the competitive needs of clubs such as the Chelsea & Westminster Swimming Club. Also, proposals provide significant opportunity for the contractor to realise an increase in revenue, particularly regarding health & fitness.

Sports Halls

In respect of sports hall facility provision, the FPM findings suggest that is that the demand for sports halls by residents exceeds supply, both in 2020 and when factoring in projected population and housing growth by 2040. Whilst Westminster's facilities are largely in a good state of repair, facilitating greater access to school sports hall facilities will be necessary to augment planned new sports hall provision at the Jubilee and Church Street Community Leisure Centres (both 3 court sports halls).

Consultation with school providers and the Council found that a number of sites have a Community Use Agreement (CUA) in place and that the Council has developed an enhanced version of the standard CUA template offering additional benefits, such as ActiveWestminster Card discount for residents.

Specifically, the Council will afford SPD (supplementary planning document) status and have also expanded CUA's to cover all community play, physical activity, leisure and sport facilities including youth clubs, estate pitches alongside those on school sites. This is to ensure the Council delivers against its ActiveWestminster strategy commitments on securing genuine community use of all sports/recreational facilities, not just in schools and colleges, but more broadly across the City.

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Our assessment found that some difficulties were being experienced by community clubs in accessing school based indoor hall provision. Key implications for the strategy include the need to:

- Provide additional programme flexibility to allow greater access for certain community groups
- Consider how additional capacity provided by new leisure provision in the south of the City at Queen Mother Sports Centre and Chelsea Barracks Leisure Centre can be best utilised by those clubs expressing latent demand for their sport
- Improve the quality of sports hall provision at school sites such as Academy Sport and St Augustine's Sports Centre.

PART 4: STRATEGY VISION AND PRIORITIES

4.1: Introduction

This is the Council's vision for play, physical activity, leisure and sport facility provision across the City. It builds on the conclusions identified in the Built Facilities Strategy - Needs Assessment Report.

This strategy sets the vision and objectives for the Council's physical infrastructure. It considers all the City's community physical activity, leisure and sport facilities and sets out what is required to ensure that the Council has a network of high quality, sustainable and smart facilities that enable those who live, work and/or study in Westminster to get and stay active'.

'We believe in creating a world class 'Active City for All', where everything we plan, design build and deliver makes our City healthier and one of the best places to live, work and play'

The strategic recommendations have been identified to deliver the Council's vision. They provide strategic direction for the Council, its partners and stakeholders which provide physical activity, leisure and/or sport facilities and opportunities for those who live, work and/or study in Westminster. The strategic objectives are as follows:

Overarching - the Council will:

- Work collaboratively across its planning, regeneration, corporate property, and PALS teams to ensure that the principle of co-location of facilities is placed front and centre within leisure investment plans.
- Integration of health provision should be afforded high priority, alongside the potential of benefits accrued in respect of securing developer contributions.
- In line with the ActiveWestminster strategy commitments, take a pilot approach to creating physical activity, leisure, and sport hubs across Westminster. It will further define the 'hub and spoke' relationships between the main leisure centres and community level providers and/or facility provision

Protect – the Council will

- Maintain the quality and preserve the function of existing sports halls and swimming pools given the relatively high levels of current demand.
- Paying regard to the three pillars of ActiveWestminster strategy, ensure that its facilities are fully accessible to all the City's communities via targeted initiatives, appropriately targeted pricing, programming, and staff training based on the principles of proportionate universalism.

Enhance – the Council will:

- Ensure that all existing school, college sports and any new community facilities are and/or continue to be made fully available for community use via a community use agreement.
- Link this directly to, wherever feasible, judicious investment in improving the quality of the sports hall stock (Seymour Leisure Centre, Academy Sport, St Augustine's Sports Centre being a particular priority) to ensure it remains attractive and fit for purpose.

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

- In respect of health and fitness, consider how it can broaden access to and usage of the whole range of gym provision within both the private and public sectors.
- With regard to indoor tennis, work with the LTA to identify the feasibility of developing new indoor tennis provision in Westminster.
- Secure a CUA with Paddington Sport Club to provide added value for residents in terms of access to tennis and bowls provision.
- Work with All Stars and the England in order to secure a Community Use Agreement on the site, and to review exact facility refurbishment requirements and an appropriate funding strategy for the works.
- Work with Westminster Boating Base and the RYA to identify how the site can improve its connectivity and contribution to the local community in Pimlico and to secure a Community Use Agreement on the site, and to review exact facility refurbishment requirements and an appropriate funding strategy for the works.

Provide – the Council will:

Ensure, via the use of data and insight held by the Council and Everyone Active, application of FPM Local run assessment findings, consultation with users and NGB's and best practice guidance such as Sport England's Swim pilot research, that new facilities at Jubilee and Church Street Community Leisure Centres, Seymour Leisure Centre, Queen Mother Sports Centre and Chelsea Barracks, are designed, marketed and operated to best meet the needs of their communities. Specifically, to:

- Maximise the potential to deliver health improvement outcomes by ensuring that they have appropriately designed and programmed pool and dry-side facilities.
- Provide an appropriate level of flexibility in water space programming to deliver extensive learn to swim opportunity whilst concurrently considering the expressed need to provide a venue capable of hosting swim galas.
- Provide an appropriate number of health and fitness stations at Queen Mother, Seymour, and Chelsea Barracks, balancing the opportunity for revenue generating potential with awareness of the current local market and private sector presence in respect of alternative health and fitness provision.
- Provide, when considering and approving building design and master planning/place shaping, appropriate links to walking and cycling infrastructure.

4.1: Broader policy and working practice

Work collaboratively across its planning, regeneration, corporate property, and PALS teams to ensure that the principle of co-location of facilities is placed front and centre within leisure investment plans.

Integration of health provision should be afforded high priority, alongside the potential of benefits accrued in respect of securing developer contributions.

The Council's City Plan is explicit in the role that enhanced community infrastructure, including built facilities will play in delivering its overall targets in respect of house building, and linked retail and commercial development. It also makes specific recommendations in terms of how new physical activity, leisure and sport facility provision at Seymour Leisure Centre, Queen Mother Sports Centre and

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

Chelsea Barracks Leisure Centre are best configured in order to deliver on community needs as established in the built facilities strategy needs assessment report.

Delivering those facilities in terms of securing finance, mobilising human resource, and achieving political buy-in falls into the 'commitment' stage of Sport England Outcomes Planning Guidance, which recommends the following key milestones.

- Effective project management via PALS, Community Services, Corporate Property, Growth Planning and Housing and Finance and Resources (in setting up and facilitating a capital projects steering group)
- Securing input/sign off from budget holders across the authority including finance, strategic planning and economic development.
- Developing a partnership approach, for example in the securing of developer (S106 / CIL) contributions and in designing physical activity, leisure and/or sport facility provision to best accommodate the co-location of health and library facilities.

In addition, it is recognised that to deliver each of the above developments the Council will need to go through a series of strategic organisational and outlining exercises (i.e., SOPM / SOBC). The Council, stakeholders and partners are not starting with a blank canvas and this needs to be considered within every development/re-development.

It is the intention of the Council that options for co-location, (for example in relation to health and adult social care services) should be pursued as a matter of priority. Infrastructure projects have identified the optimum type of development and where possible, however, every scheme will need to be tested and 'sense checked' referencing the following issues and requirements:

- Changing local and strategic need.
- Current community infrastructure within the area.
- Additional housing and population growth within the area.
- Opportunities to, and/or the suitability of, co-locating.
- The wider master planning/placeshaping of urban extensions.
- The ability to link indoor and outdoor active spaces and places.
- The financial challenges faced by the Council.
- Capital cost of the proposed development.
- Revenue implications of the proposed infrastructure.
- The potential to secure external funding.
- The affordability and business case for the development.

Each of the abovementioned infrastructure projects will require extensive review and input from a range of partners to determine the most appropriate solution for each locality. The key driver for the strategy is, however, to ensure that the Council does not just consider the re-provision of leisure facilities in isolation and that the potential to include a wider range of community facilities is also considered.

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

Paramount to this are the links between physical activity, leisure and sport (PALS) and Public Health/Adult Social Care and assessing how these two key community services could potentially co-locate to improve services and interventions for priority groups in the community.

In line with the ActiveWestminster strategy objective to 'create physical activity, leisure, and sport (PALS) hubs' across Westminster, the Council will further define 'hub and spoke' relationships between its main leisure centres and community level providers.

Consultation undertaken for this strategy with the Council's PALS team identified ActiveWestminster community partners such as the Greenhouse Centre and the Fourth Feathers Community Centre (both in Marylebone) which provide extensive programmes of play, physical activity, leisure and/or sport for children, young people, and adults alongside other services such as mentoring and youth leadership courses.

They already have established relationships with the Council through its ActiveWestminster network and are likely to be catering for residents that would not necessarily access 'traditional' leisure facilities.

To deliver on its ActiveWestminster strategy objective around the proposed 'hub and spoke' approach across Westminster, the Council will need to consider practically how these relationships, alongside those with other similar organisations across the City such as the basketball fraternity (*on which consultation found may require improved access to sports hall provision*), can be developed further. In the first instance this may involve identifying a pilot grouping of community organisations, such as the ones in Marylebone and then proceed to examine how the 'parent' hub facility (the remodelled Seymour Leisure Centre in the case of Marylebone) can act as the 'hub' for the 'spoke' venues in its vicinity. To ensure that the play, physical activity, leisure and sport offer meets the different local needs the Council has established several local ActiveWestminster Networks (North, Central & South). The networks include key providers, Council representatives and local people who will be responsible for identifying key issues and shaping the offer to meet recognised needs and priorities.

Building a collaborative approach on areas such as marketing and programming of activities will, by necessity, need to be approached sensitively and will not be appropriate in every instance. In fact, a bespoke approach may be needed in each locality, and the Council should take on board learning where relevant from Sport England local delivery pilots around the country.

Joint branding of certain activities and better signposting of marketing and promotional materials across the 'pilot' area are examples of initiatives that can be trialled.

Protect

Maintain the quality and preserve the function of existing sports halls and swimming pools given the relatively high levels of current demand.

Research, including that commissioned via Sport England's Facilities Planning Model (FPM) found that, whilst Westminster's high level of daytime population growth should be borne in mind when considering the adequacy of its current facility stock to meet demand, it in broad terms has a good level of swimming pool supply, both now and when factoring in anticipated population growth and planned facility investment up to 2040. Westminster is meanwhile comparatively less well provided for in respect of sports halls currently and that whilst planned facility investment will improve this, facilitating

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

greater access to school sports halls will also help to address matters. In terms of quality, sports halls are generally above average or good with research identifying some isolated examples of poor quality which are dealt with within the action plan.

Where poor or below average quality swimming pool provision has been identified, the Council intends to address this either via remodelling (Seymour Leisure Centre), redevelopment (Queen Mother Sports Centre) and new build provision (Jubilee, Church Street and Chelsea Barracks). In addition, research identifies one facility (St Marys Hospital Pool, Paddington) formerly operated by Imperial College which is under threat due to the proposed wider redevelopment of the site.

The Council will need to work with owners to identify whether it can be retained or replaced on a like for like basis within any redevelopment proposals, and the Council's planners to secure replacement of facilities and a community use agreement.

Recommendations – The Council will:

- Continue to work closely with schools, the Council's education colleagues and via adopted Community Use Agreements to ensure that sufficient levels of maintenance and capital investment are invested in the indoor sports hall stock.
- Work with the owners to ensure that the pool is retained or provided at St Marys Hospital site, and Westminster City Council planners to secure replacement of facilities.

Paying regard to the three pillars of ActiveWestminster strategy, ensure that its facilities are fully accessible to all the City's communities via targeted initiatives, appropriately targeted pricing, programming and staff training based on the principle of proportionate universalism.

The Council and Everyone Active have at their disposal a rich level of data in respect of current memberships and in respect of mapping the local network of physical activity, leisure, and sport providers at neighbourhood level. As detailed earlier, this is augmented by a progressive, outcome focused relationship between the Council and operator whereby continuous improvement and strategic alignment with the Council's ActiveWestminster and various other strategies are clearly evident.

The challenge through the life of these strategies will be for both parties to fully share, interpret and act upon the intelligence generated from analysis of the data at its disposal and to ensure that they have a full, joint understanding of the impact that the proposed new and remodelled facilities will have in respect of participation in physical activity, leisure and sport.

NB: The PALS team recruited two new Relationship Officers in May 2020: Relationship Officer – Digital Marketing and Relationship Officer – Insight, specifically address this area which was identified within the Quest Assessment – Service Improvement Plan (SIP).

Continuously assessing the profile of 'who' is using facilities in the light of the rationalised set of fees and charges will be key to this. Once this is established, it should be overlaid with analysis of which sections of the community are and are not participating, follow up work to establish 'why', and then testing and evaluating subsequent service adjustments and improvements accordingly.

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Recommendation – the Council will:

- Ensure via effective monitoring and evaluation of membership data; that the ActiveWestminster Card and rationalised fees and charges are achieving sufficient take up from residents and those from traditional and ongoing user analysis defined hard to reach groups.

Enhance

Ensure that all existing school, college sports and any new community facilities are and/or continue to be made fully available for community use via a community use agreement.

Link this directly to, wherever feasible, judicious investment in improving the quality of the sports hall stock to ensure it remains attractive and fit for purpose.

A commitment is presented in the Council’s ActiveWestminster strategy to secure genuine community use of all sports facilities in schools and colleges and any new community facilities across the City. The new standardised form of CUAs now advocates several agreed ‘added value’ elements including.

- The rationalised fees and charges, which would be consistent City wide
- ActiveWestminster Card and Mark discounts for bookings.
- London Living Wage (LLW) compliance in respect of sports facility employees.
- Continuing professional development in the form of CIMPSA membership for sports facility employees.
- Open data compliant booking arrangements that meet the sectors OpenActive standard
- Integration where possible via the CUA with Council’s policies with regard to social value and climate change commitments.

In general, the schools, colleges, community facilities that provide community access to their facilities do so for between 30-40 hours per week. This presents a reasonably good level of access and includes weekend as well as weekday evening access. Schools are extensively used throughout these hours by a range of sports clubs, providers and community groups. Certain clubs within this research nevertheless stated a need for additional slots and suggested that access during school holiday periods could be improved.

The Council currently has CUAs in place at five schools facilitating club and casual bookings for a range of activities (predominantly basketball, badminton, volleyball and indoor football), notwithstanding the requirement to re-negotiate the CUA at Harris Academy.

Schools with a CUA⁶

- Academy Sport (40.5 hours)
- St Augustine’s (46 hours)
- St. George RC School (33 hours)
- Marylebone Boys School (33⁸ hours)
- Harris Academy (20 hours)
- Pimlico Academy (20 hours)
- Westminster City School (10hrs)

Schools without a CUA⁷

- The Grey Coat Hospital School (32 hours)
- City of Westminster College (36 hours)
- Westminster School
- Paddington Academy
- King Solomon Academy
- North Paddington Youth Club

⁶ NB each of the schools listed require their CUA to be updated to the new Westminster template.

⁷ NB Paddington, St Georges RC and Marylebone each have a form of CUA in place, which needs formalising into the most recent Westminster template.

⁸ Marylebone Boys School will have a CUA in place in 2021

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

This research found meanwhile that a number of small-scale capital improvements are required at St Augustine's, more significant investment is required at Academy Sport, in order to maintain and preserve existing levels of community use.

Westminster School, a private school who were not responsive to the request for consultation, also contains significant sports facilities and it is a desired outcome of the Council that a CUA is secured at this site also.

Recommendations – the Council will:

- Work with the Grey Coat Hospital School, Paddington Academy, King Solomon Academy, Marylebone Girls School, Westminster School, North Paddington Youth Club, and City of Westminster College to agree CUAs for these sites.
- At St Augustine's⁹ and Academy Sport¹⁰¹¹, using CIL/S106/PALS capital budgets contributions where possible, take the opportunity to support improvements to the facilities and changing room environments to sustain and extend community use opportunity subject to implementing the new standardised CUAs.
- At Harris Academy, replace the existing CUA with the new standardised CUA to secure weekend (Sunday) community use of the AGP which was recently withdrawn due to neighbouring residents' complaints.
- Replace all existing CUA's with the new Westminster standardised template CUA
- Ensure the Westminster CUA template becomes SPD as part of the Councils planning process, by adopting Sport England's [model planning condition](#).

In respect of health and fitness, consider how it can broaden access to and usage of the whole range of gym provision within both the private and public sectors.

Health and fitness provision in Westminster is dominated by private sector providers. A large proportion (48 out of 72) are small hotel-based facilities often located within hotel chain-based sites. In addition, many of the private sector facilities have a relatively high price point (over half charge in excess of £50 per month membership) whilst only nine out of 72 offer a pay and play option).

This means that, whilst the overall supply and demand balance suggests that there is not a need for new provision, the Council has an opportunity to intervene in the market to try and influence levels of accessibility to existing provision. Brokering access to private sector facilities, particularly in the West End, for example, could be of benefit to residents currently employed in the hotel and restaurant industry. Practically, it may be more effective for the Council to focus on implementing CUAs for any new private sector provision, where leverage will be at its greatest.

When considering remodelled provision, such as that at Seymour Leisure Centre and Queen Mother Sports Centre, and the new facility at Chelsea Barracks there is scope to ensure that these spaces are

⁹ Investment at St Aug's will be subject to implementation of the new CUA template.

¹⁰ Investment at Academy Sport will be subject to a change in operations, management and implementation of the new CUA template

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

designed in such a way so as to be attractive to customers with specific needs and Exercise Referral scheme users - with appropriate levels of space allocated for consultation.

Recommendation – the Council will:

- Approach private sector health and fitness providers with a view to brokering pay and play access to gym provision and dance studio via implementation of the new Westminster standardised template CUA.

Provide

The Council should ensure, via effective data analysis, use of insight held by PALS and Everyone Active, application of FPM local assessment findings and adoption of best practice, that the proposed re-modelling of Seymour Leisure Centre, proposed redevelopment of Queen Mother Sports Centre and the new Chelsea Barracks are designed, marketed and operated to best meet the needs of their communities.

Recommendation – the Council will:

- Maximise the potential to deliver health improvement outcomes at appropriately designed and programmed pool and dry-side facilities.
- At Queen Mother Sports Centre: Provide a flexible pool programme to deliver extensive learn to swim opportunity whilst catering for the expressed need to provide a venue capable of hosting swim galas. As a minimum provide an 8 x 25m pool facility, plus learner pool provision with spectator seating as per the FPM recommendation. Consider the alternative option of providing two 8 x 25m tanks or one 8 x 50m facility, based on further exploration and business case development in respect of the expected events and competition programme at the new facility.
- At Chelsea Barracks Leisure Centre provide a community swimming pool with a focus on enabling health outcomes and learn to swim.
- Provide a new three court sports hall at Jubilee Community Leisure Centre, three court sports hall at Church Street Community Leisure Centre, remodelled 4 court sports hall at Seymour Leisure Centre, 6 court sports hall at the redeveloped Queen Mother Leisure Centre and 4 court sports hall at the new Chelsea Barracks Leisure Centre, in order to meet the identified shortfall from FPM modelling.
- Provide an appropriate number of health and fitness stations with gym facilities across remodelled, developed and new provision. This should balance the need to optimise income generation, reflect demand created by future housing growth and commuter traffic, whilst recognising the current positive supply and demand balance of health and fitness stations across the City.
- Provide within building design and master planning, appropriate links to active travel - walking and cycling infrastructure, including cycle store and shower facilities for commuters.
- Ensure Sport England's Active Design guidance is used in the day to day work of planners, urban designers and health professionals and also ensure that the ten Active Design Principles are grounded in the promotion of a healthy community, as expressed within the National Planning Policy Framework from the Department for Communities and Local Government – as set out in the ActiveWestminster strategy

PART 5: 'PROVIDE' SPECIFIC FACILITY RECOMMENDATIONS

Seymour Leisure Centre

Seymour Leisure Centre is housed within a grade II listed building in Marylebone constructed in 1937. Seymour Leisure Centre in 2017/18 benefited from a £1.6m programme of operator funded improvements and now includes a hot yoga studio, a group cycling studio, a new exercise studio, plus a refurbished health suite (including hot beds), an expansion of the current gym area and changing room refurbishment.

The Council now aspires to substantially remodel the current centre to bring back into use the original larger swimming pool tank, whilst re-providing the sports hall via a new mezzanine floor. The original main swimming pool tank is in good condition. However, due to its size and depth it needs to be modernised to meet current Sport England design guidance. The venue currently comprises.

- 30m x 9m swimming pool
- 43m x 27m (5-badminton court) sports hall¹²
- 130 station fitness suite
- 2 x group fitness studios
- Dedicated spin studio
- Dedicated yoga studio
- Climbing wall
- Spa/Health Suite

Remodelling proposals are currently as follows:

- Reinstate the original main swimming pool (currently the 5-court sports hall) to form 25m x 6 lane community pool with a separate 10m x 9m teaching swimming pool/2.5m deep scuba diving pit.
- New mezzanine first floor above the main pool hall to create a 4-court court sports hall with an ASB glass floor plus spectators' grandstand.
- Infill existing small swimming pool and convert swimming pool hall to new 150-200 station fitness suite
- 2 x group exercise studios
- Dedicated spin studio
- Dedicated yoga studio
- Construct mezzanine floor to basement squash court to create new staff accommodation and convert existing staff offices to a martial arts studio.
- Convert existing wet change into dry change to serve the new fitness suite.
- Convert existing dry change into wet change to serve the new main swimming pool hall.
- Health suite including sauna, steam room and hot beds

Recommendations

¹² Hall may reduce to 4 courts due to heritage considerations

Westminster City Council - Built Facilities Strategy (BFS)

Strategy and Action Plan

- The sports hall layout Seymour is designed to enable a flexible programme of community lettings. For example, given its location it should be possible to attract shift workers working in the West End hospitality & retail sectors. *NB; the Council are proposing a state-of-the-art LED floor so that this space can be maximised as Seymour Leisure Centre has a strong track record in host large events such as London Fashion Week.* FPM findings also suggest that consideration should be given to increasing the size of the main hall to 6 courts based on levels of demand, notwithstanding possible building constraints against this.
- Space for co-location such as for a possible new library should act as a conduit for the leisure offer (& vice-versa), wherever possible making best use of break-out spaces for the purpose of fitness consultation
- The Council should examine the potential to develop reciprocal programming arrangements between Seymour and the Greenhouse Centre, potentially via a CUA in-line with the PALS 'hub and spoke' approach.
- Any uplift in the number of health and fitness stations should carefully balance the opportunity for additional revenue generation with recognition of the current positive supply / demand balance of stations across the City.
- Based on current and projected demand information provided by ESR, that current squash facilities are retained within the refurbishment proposals.

Queen Mother Sports Centre

Queen Mother Sports Centre is now 40 years old (it opened in 1981) and needs redevelopment in order to provide a modern leisure centre offering. The iCON Building Consultancy condition survey (December 2015) forecasted a £3.1 million investment requirement over the next ten to fifteen years in order just to maintain the current centre in an operable condition. Queen Mother Sports Centre sits in the Victoria opportunity area which is defined in the City Plan as requiring improved physical activity, leisure and sport facilities and having potential for 1,000 new homes and with development capacity for 4,000 new jobs over the period to 2031. The venue currently comprises:

- 25m x 17m main pool
- 16m x 7m learner pool
- 11m x 10m diving pool
- 33m x 27m (six court) badminton hall
- 130 station gym
- 3 squash courts
- 2 x studios including hot yoga
- Health suite
- Cycle storage facility

Queen Mother Sports Centre currently has around 3,000 pre-paid members, serving not only the local community, but many commuters¹³ who work in the Victoria area. It is acknowledged to be a key facility which has a city-wide and cross borough catchment, given the range of facilities it contains. The Council and their leisure contractor would like to offer a more flexible swimming pool layout at the venue to maximise potential learn to swim revenue, as well as providing a venue capable of hosting swim galas.

¹³ Mayor of London's office (2014) suggests that the City population quadruples each day from 255,000 residents to over a million people, which is by far the largest recorded increase of any London Borough

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Similarly, an enhanced fitness offering at the redeveloped facility is highly desirable to better capitalise on the potential market offered by the significant local commuter population.

Opportunity exists to consolidate the activity of Chelsea and Westminster Swimming Club at one site in Westminster and provide the required level of infrastructure (appropriate minimum depths, moveable boom, starting blocks and timing equipment) to allow it to host competitive swim galas. Swim England meanwhile anticipate that a diverse programme of regional events and competitions could be held at the redeveloped Queen Mother Sports Centre. The Council, their leisure contractor and the swim club's aspiration would be a 50m pool (or two separate 25m tanks). To achieve optimum flexibility, it would also be of value to plan for a facility with maximum lane widths and, thus a total width of 21m.

The FPM local run assessment, commissioned by the Council in Autumn 2020 tested the 50m pool option alongside that of a 'like for like' facility replacement via the following two scenarios.

- 1) 50m x 17m eight lane main pool, a 16m x 7m teaching learner pool and an 11m x 10m diving pool.
- 2) 25m x 17m eight lane main pool, a 16m x 7m teaching learner pool and an 11m x 10m diving pool

The FPM found that in supply and demand terms, **option 1** (the provision of a new 50m pool or its equivalent via 2 x 25m pools) would, in effect be catering for the same level of demand as the 25m x 8 lane option, whilst importing a much larger amount of demand from neighbouring boroughs. **Option 2** (like for like replacement) therefore provides a more rounded solution for Westminster and was the recommended option in the FPM report.

The recommendation of this strategy is that Queen Mother Sports Centre should be positioned as the iconic/hub swimming facility within Westminster and more broadly central London, delivering an extensive learn to swim programme, alongside its ability to stage swim galas and events. This can be achieved via either a two 8 x 25m/one 8 x 50m **or** an 8 x 25m pool facility plus a generous learner pool, 11 x 10m Diving swimming pool and the required level of accompanying infrastructure to deliver a programme of regional competition and events.

The exact scope of health and fitness provision is to be determined via the final business plan but should start on the assumption of a like for like replacement. In respect of sports hall provision, this should be replaced on a like for like basis (6 Badminton courts in line with FPM findings) to deliver pay and play Badminton and cater for existing Basketball demand.

In respect of Squash provision, this should be replaced on a like for like basis given that there are relatively few alternative pay and play options in the south of the City and consultation with ESR, which indicates that based on current and future demand there should be no loss of squash facilities in the City.

Westminster City Council - Built Facilities Strategy (BFS) Strategy and Action Plan

Recommendations

It is recommended that the following outline facility specification be pursued at a redeveloped Queen Mother Leisure Centre:

- **either** a two 8 x 25m/one 8 x 50m **or** an 8 x 25m pool facility with moveable floors and, appropriate minimum depths, starting blocks and timing equipment ¹⁴
- 16 x 7m learner pool, with a moveable floor
- 11 x 10m Diving swimming pool (with a moveable floor)
- Swimming pool spectator seating comprising 200 seats
- 150 station fitness suite
- 2 x group fitness studios
- Dedicated spin studio
- Dedicated yoga studio
- 6 court sports hall with an ASB glass floor
- 3 Squash courts
- Health suite including sauna, steam room and hot beds

Chelsea Barracks Leisure Centre

Chelsea Barracks is a former Ministry of Defence site, sold to the Qatari Diar in 2005 and for which the final phase of planning consent was received in 2018. It is located close to the Ebury Bridge Housing Renewal Area and near the neighbouring Royal Borough of Kensington and Chelsea and Wandsworth is earmarked for significant redevelopment within the City Plan. Residential development has commenced, and this comprises 440 units including a range of residential homes including 10% affordable housing. The leisure centre proposed are listed below. Timing is dependent on the viability of earlier phases with the current forecast of delivery between 2026-2029.

The leisure centre will be publicly available as part of the Council's contracted leisure centre stock (the Council secured this commitment as part of the planning consent), while being enclosed within the residential block. An NHS health facility will also be co-located with the leisure centre. Proposals could potentially bring a significant (650m²) of swimming pool space into the supply if delivered to their full extent. Current proposals encompass.

- A minimum 6-lane 25m swimming pool (potentially two 6-lane 25m pools).
- Hydrotherapy pool
- 4-court sports hall (approx. 704 sqm)
- 80-100 station fitness suite (approx. 640 sqm)

¹⁴ Consideration should be given to the option of two 8 lane, 25m x 17m / one 8 lane, 50m x 17m based on further analysis of business case and events / competition programme.

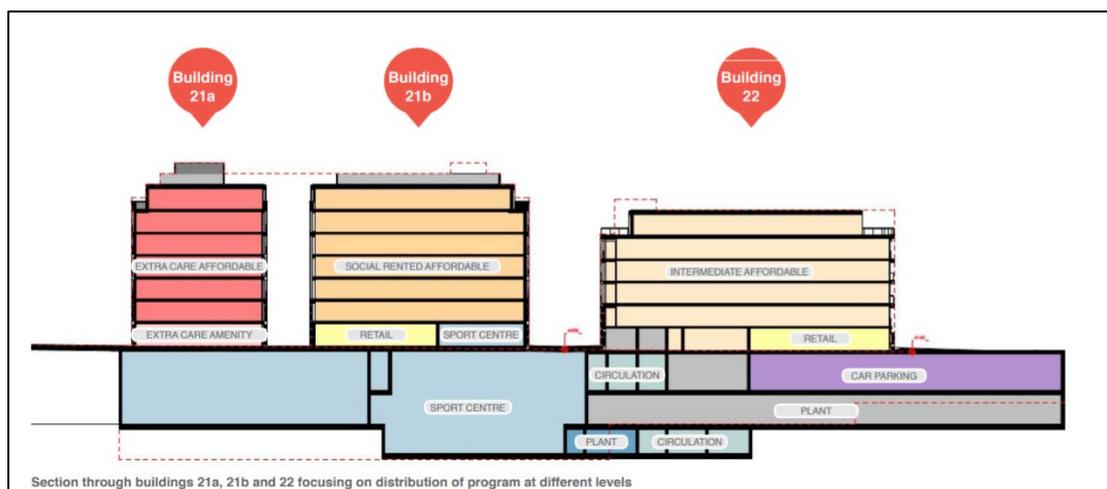


Figure 2.1: Proposed building layout, Chelsea Barracks

Recommendations

- Given that Queen Mother Sports Centre is recommended to be positioned as a hub facility with a large competition-compliant pool and large health and fitness offer, this presents the Council with a clear opportunity to deliver a flexible, accessible community orientated leisure centre at Chelsea Barracks to fully realise the outcome benefits of its location alongside health assets, affordable housing and neighbouring London Boroughs.
- A health referral pathway should be established at Chelsea Barracks to include a hydrotherapy referral, adult learn to swim and disability programmes in one of these, with an appropriate temperature control, low level pool access and pool side facilities.
- Any such initiative will necessitate consideration in respect of the centres operational business plan, however, the potential additional revenue from health & fitness at the redeveloped Queen Mother Sports Centre in the future should help to offset this. The remaining six lane tank should then be positioned as a community pool facility.
- In a similar vein, design of any dry-side spaces should where possible aim to facilitate a flexible offer. In respect of health and fitness for example, the layout, number, and composition of stations should be given careful consideration balanced against the provision of flexible space for activity and movement.
- Examples such as the recently commissioned Bewsey and Dallam neighbourhood hub in Warrington¹⁵ offer a sense of what can be achieved.
- The Council’s PALS team should meanwhile engage with local partners whilst using its local insight to ensure that the facility is programmed and marketed to attract as diverse a cross-section as possible of its local community.

¹⁵ https://www.warrington.gov.uk/sites/default/files/2019-09/bewsey_and_dallam_hub_presentation.pdf

PART 6A: PRIORITIES AND GENERIC ACTION PLAN

The following action plan provides an overview of the priorities in Westminster

Category	Recommendation	Action(s)	Responsibility	Timescale
Overarching	The Council to work collaboratively across its planning, regeneration, corporate property and PALS teams to ensure that benefits in respect of securing developer contributions, co-location of facilities and integration with health provision are fully realised within the final business case for its new facilities.	<p>Ensure effective project management (by setting up and facilitating a capital projects steering group)</p> <p>Secure input/sign off from budget holders across the Authority.</p> <p>Develop a partnership approach, for example to secure developer (S106 / CIL) contributions and in designing leisure provision to best accommodate the co-location of health and library facilities. ¹⁶</p> <p>Active Westminster to work collaboratively with planning colleagues to ensure that Sport England's - Active Design Guidance is enshrined within adopted Supplementary Planning Guidance (SPD) where appropriate.</p>	WCC	Immediate
Overarching	In line with the ActiveWestminster strategy objective to ' <i>create physical activity, leisure and sport hubs</i> ' across Westminster, the Council will further define 'hub and spoke' relationships between its main leisure centres and community spaces/places and providers.	The Council to continue to develop its hub and spoke network at locations in the North, Central and South of the City.	WCC, partner community organisations.	Short / medium
Protect	Maintain the quality and preserve the function of existing leisure centres given the relatively high levels of current and future demand.	<p>Continue to work closely with Schools, the Council's education colleagues and via adopted Community Use Agreements in order to ensure that sufficient levels of maintenance and capital investment are invested in the indoor sports hall stock.</p> <p>Active Westminster to work collaboratively with planning colleagues to ensure agreed CUA's are adopted within planning policy as Supplementary Planning Documents (SPDs)</p> <p>In respect of St Marys Hospital Pool, Paddington, work with the owners and planning to identify a future operating model and/or replacement facility in the event of redevelopment of the site.</p>	WCC / site owner	Short / medium

¹⁶ NB Westminster Council have secured SPD status for CUAs.

PART 6A: PRIORITIES AND GENERIC ACTION PLAN

The following action plan provides an overview of the priorities in Westminster

Category	Recommendation	Action(s)	Responsibility	Timescale
		Liaise with Westminster Boating Base and All Stars Boxing club to ensure that their on-going needs in respect of sports facility development are attended to, and that these facilities are embraced within the PALS network.		
Protect	Paying regard to the three pillars of ActiveWestminster strategy, ensure that its facilities are fully accessible to all the City's communities via targeted initiatives, appropriately targeted pricing, programming and staff training based on the principle of proportionate universalism.	<p>Ensure through effective monitoring and evaluation of membership data that the Active Westminster card and rationalised Westminster City Council fees and charges activities are achieving sufficient take up from all Westminster residents and defined hard to reach groups.</p> <p>Explore further through the ActiveWestminster network whether there is latent demand for access to indoor sports facilities amongst shift workers and low socio-economic status residents of London's West End.</p>	WCC, Everyone Active	Ongoing / over life of the strategy
Enhance	Ensure that all existing school, college sports and any new community facilities are and/or continue to be made fully available for community use via a community use agreement. Link this directly to, wherever feasible, judicious investment in improving the quality of the sports hall stock to ensure it remains attractive and fit for purpose.	<p>Westminster City Council to secure CUAs at the following sites</p> <ul style="list-style-type: none"> • The Grey Coat Hospital School • Paddington Academy • City of Westminster College • St. George RC School • Marylebone Boys School • Paddington Sports Club • Westminster School 	WCC, Secondary Schools, Everyone Active	Short / medium
Enhance	In respect of health and fitness, consider how it can broaden access to and usage of the whole range of gym provision within both the private and public sectors.	Westminster City Council to approach private sector health & fitness providers with a view to brokering pay and play access to gym provision and dance studio via CUAs.	WCC	Short / medium
Enhance	With regard to indoor tennis, work with the LTA to identify the feasibility of developing new indoor tennis provision in Westminster.	Westminster City Council to discuss possible site options and feasibility with the LTA	WCC / LTA	Immediate
Enhance	Implement the findings of the Westminster City Council Net Zero Carbon Report	Westminster City Council to work with Everyone Active and appointed design and construction teams & via UK Government PSDS to ensure that a programme of decarbonisation is implemented across all leisure facilities. This should include.	WCC/Everyone Active/appointed design & construction teams.	Immediate

PART 6A: PRIORITIES AND GENERIC ACTION PLAN

The following action plan provides an overview of the priorities in Westminster

Category	Recommendation	Action(s)	Responsibility	Timescale
		<ul style="list-style-type: none">• Surveying Leisure Centres to identify energy/water efficiency measures• Setting challenging low carbon design and building standards• Improving waste management across sites• educating staff and the public to use resources more efficiently.		

PART 6B: FACILITY SPECIFIC ACTION PLAN

Facility / Category	Overview	Action(s)	Responsibility	Timescale
<p>Seymour Leisure Centre (remodelling)</p> <p>ENHANCE / PROVIDE</p>	<p>Recommended facility specification :</p> <ul style="list-style-type: none"> • 25m x 6 lane community pool with a separate 10m x 9m teaching swimming pool/2.5m deep scuba diving pit • 4-court court sports hall with an ASB glass floor plus spectators' grandstand. • 150-200 station fitness suite. • 2 x group exercise studios • Dedicated spin studio • Dedicated yoga studio • Convert existing wet change into dry change to serve the new fitness suite. • Convert existing dry change into wet change to serve the new main swimming pool hall. • Health suite including sauna, steam room and hot beds. • Retain / refurbish existing squash provision • Changing places facility(ies) 	<ul style="list-style-type: none"> • Sports hall layout should be designed to allow a flexible programming approach to community lettings. • Space for co-location such as for a possible new library should act as a conduit for the leisure offer, wherever possible making best use of break-out spaces for the purpose of fitness consultation. • The potential to develop reciprocal programming arrangements between Seymour and the Greenhouse centre, in line with the PALS 'hub and spoke' approach should be assessed. • Any uplift in the number of health and fitness stations should carefully balance the opportunity for additional revenue generation with recognition of the current positive supply / demand balance of stations across the City. • Based on current and projected demand information provided by ESR, that current squash facilities are retained within the refurbishment proposals. 	<p>WCC / Everyone Active / Appointed design and construction teams</p>	<p>Short / Medium</p>
<p>Queen Mother Sports Centre (redevelopment)</p> <p>PROVIDE</p>	<p>Recommended facility specification :</p> <ul style="list-style-type: none"> • either a two 8 x 25m/one 8 x 50m or an 8 x 25m pool facility with moveable floors and, appropriate minimum depths, starting blocks and timing equipment • 16 x 7m learner pool, with a moveable floor • 11 x 10m Diving swimming pool (with a moveable floor) • Swimming pool spectator seating comprising 200 seats • 150 station fitness suite 	<ul style="list-style-type: none"> • Provide an appropriate level of flexibility in water space programming to deliver extensive learn to swim opportunity while considering the need to provide a venue capable of hosting swim galas. • Provide within building design and master-planning, appropriate links to walking and cycling infrastructure. • Install pegs, storage cubbies and seating on the poolside, and installed pool hoists and accessible steps • Westminster City Council to work with appointed design and construction teams to ensure inclusion of ASB glass floor within sports hall specifications • Install Appropriate minimum depths, moveable boom, starting blocks and timing equipment) 	<p>WCC / Everyone Active / Appointed design and construction teams</p>	<p>Medium / Long term</p>

Facility / Category	Overview	Action(s)	Responsibility	Timescale
	<ul style="list-style-type: none"> • 2 x group fitness studios • Dedicated spin studio • Dedicated yoga studio • 6 court sports halls with an ASB glass floor • 3 Squash courts • Health suite including sauna, steam room and hot beds • Changing places facility(ies) 	<ul style="list-style-type: none"> • Westminster City Council, Everyone Active and appointed design team to work with England Squash to ensure replacement provision is marketed and promoted in line with ESR initiatives such as Squash 101. 	WCC / England Squash / Everyone Active	
Church Street Community Leisure Centre PROVIDE	<p>New facility due for completion summer / autumn 2022 containing</p> <ul style="list-style-type: none"> • 3-court sports hall (PU floor) • Community suite • Dedicated room for our Physical Activity Referral Scheme • Changing places facility • Changing rooms • Reception/staff accommodation • Changing places facility(ies) 	<ul style="list-style-type: none"> • WCC / Everyone Active to ensure a balanced programme of community use activity via co-ordination through its PALS network. 	WCC / Everyone Active	Short / Medium Term
Jubilee Community Leisure Centre PROVIDE	<p>New facility due for completion autumn / winter 2022 containing</p> <ul style="list-style-type: none"> • 3-court sports ASB glass floor • Community suite • Dedicated room for our Physical Activity Referral Scheme • Changing places facility • Changing rooms • Reception/staff accommodation • Changing places facility(ies) 	<ul style="list-style-type: none"> • WCC / Everyone Active to ensure a balanced programme of community use activity via co-ordination through its PALS network. • Westminster City Council to work with appointed design and construction teams to ensure inclusion of ASB glass floor within sports hall specifications 	WCC / Everyone Active / Appointed design and construction teams	Short / Medium Term
Porchester Centre PROTECT	<p>Existing Leisure Centre rated above average quality containing.</p> <ul style="list-style-type: none"> • 3-court sports hall (Porchester Hall), • Swimming pools • Health and fitness suite (147 stations) 	<ul style="list-style-type: none"> • Focus on sustainable return to community use activity post-Pandemic . 	WCC / Everyone Active	Short Term

Facility / Category	Overview	Action(s)	Responsibility	Timescale
	<ul style="list-style-type: none"> Activity studio 			
New Chelsea Barracks Sports Centre PROVIDE	<p>Recommended facility specification:</p> <ul style="list-style-type: none"> 6-lane 25m swimming pool Hydrotherapy pool 4-court sports hall 80-100 station fitness suite Flexible studio space Changing places facility(ies) 	<ul style="list-style-type: none"> Maximise the potential to deliver health improvement outcomes through appropriately designed and programmed pool and dry-side facilities. Layout, number and composition of fitness stations should be given careful consideration balanced against the provision of flexible space for activity and movement. ActiveWestminster to engage with local partners whilst using its local insight to ensure that the facility is programmed and marketed to attract a diverse section as possible of its local community. 	WCC / Everyone Active / Appointed design and construction teams	Medium / Long term
Little Venice Sports Centre PROTECT	<p>Existing Leisure Centre rated above average quality containing</p> <ul style="list-style-type: none"> 4-court sports hall 4 lane x 25m swimming pool 55 station fitness suite 	<ul style="list-style-type: none"> Focus on sustainable return to activity post-Pandemic and maximising community bookings. 	WCC / Everyone Active	Short term
Moberly Sports Centre PROTECT	<p>Existing Centre rated good quality containing</p> <ul style="list-style-type: none"> 6- lane 25m swimming pool 10m x 7m learner pool 150 station fitness suite 8 court sports hall Activity studio 	<ul style="list-style-type: none"> Focus on sustainable return to activity post-Pandemic and maximising community bookings. 	WCC / Everyone Active	Short term
Academy Sport PROTECT/ENHANCE	<p>Secondary school rated below average, offering 40.5 hours per week of available community bookings containing</p> <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Improvements to the general sports hall and changing room environment should be implemented in order to sustain and extend community use opportunity, using S106 contributions where possible. 	Academy Sport / WCC	Short / Medium Term
City of Westminster College PROTECT/ENHANCE	<p>sports hall not available for assessment at the time of audit, offering 36 hours per week of available community bookings.</p> <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Westminster City Council to work with City of Westminster College to secure a signed Community Use Agreement. 	City of Westminster College / WCC	Short / Medium Term

Facility / Category	Overview	Action(s)	Responsibility	Timescale
Ethos Sports Centre PROTECT	Multi-sport facility owned by Imperial College, rated above average containing: <ul style="list-style-type: none"> 4-court sports hall health and fitness gym 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. 	Ethos Sports Centre	Short Term
King Solomon Academy PROTECT	Secondary school rated above average, offering 41 hours per week of available community bookings containing <ul style="list-style-type: none"> 3-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Secure a Community Use Agreement for the site 	King Solomon Academy	Short Term
Paddington Academy PROTECT/ENHANCE	Secondary school rated above average, offering 20 hours per week of available community bookings containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Secure a Community Use Agreement for the site 	Paddington Academy / WCC	Short term
Pimlico Academy PROTECT	Secondary school rated above average, offering 20 hours per week of available community bookings containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. 	Pimlico Academy	Short term
Harris Academy (St John's Wood) PROTECT / ENHANCE	Secondary school rated good, offering 20 hours per week of available community bookings. containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Westminster City Council to renegotiate the existing CUA at Harris Academy to secure weekend (Sunday) community use of the AGP 	Harris Academy / WCC	Short Term
St Augustine's Sports Centre PROTECT / ENHANCE	Secondary school rated below average, offering 20 hours per week of available community bookings containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Improvements to the general sports hall and changing room environment should be implemented in order to sustain and extend community use opportunity, using S106 contributions where possible. 	St Augustine's Sports Centre / WCC	Short Term

Facility / Category	Overview	Action(s)	Responsibility	Timescale
Westminster City School PROTECT / ENHANCE	Secondary school rated below average, offering 10 hours per week of available community bookings containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Improvements to the general sports hall and changing room environment should be implemented in order to sustain and extend community use opportunity, using S106 contributions where possible. 	Westminster City School / WCC	Short / Medium term
Marylebone Boys School PROTECT / ENHANCE	Secondary school rated below average, offering 33 hours per week of available community bookings containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Secure a Community Use Agreement for the site 	Marylebone High School / WCC	Short / Medium term
The Grey Coat Hospital School (St Michaels) PROTECT / ENHANCE	Secondary school rated below average, offering 32 hours per week of available community bookings containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Secure a Community Use Agreement for the site 	The Grey Coat Hospital School / WCC	Short / Medium term
St George RC School PROTECT / ENHANCE	Secondary school (not available for assessment at the time of audit), offering 33 hours per week of available community bookings containing <ul style="list-style-type: none"> 4-court sports hall 	<ul style="list-style-type: none"> Focus on sustainable return to community use activity post-Pandemic and maximising community bookings. Secure a Community Use Agreement for the site 	St Georges RC School / WCC	Short / Medium term
Paddington Sports Club ENHANCE	Private sports club containing <ul style="list-style-type: none"> Six rink indoor bowls facility 20 station fitness suite 2 squash courts 	<ul style="list-style-type: none"> Work to consolidate the city-wide bowls offer via securing a CUA at Paddington Sports Club. If this isn't achievable, explore options to convert the green at Paddington Recreation Ground to a floodlit, artificial-surfaced outdoor flat green to also allow for multi-use (and for the facility to be used in winter months). Secure a Community Use Agreement for the site 	WCC /Everyone Active / Paddington Sports Club	Short term

Facility / Category	Overview	Action(s)	Responsibility	Timescale
Westminster School ENHANCE	Private secondary school (no current community access) containing <ul style="list-style-type: none"> • indoor sports hall • fitness studio • climbing walls • dojo 	<ul style="list-style-type: none"> • Secure a Community Use Agreement for the site 	WCC, Westminster School	Short / Medium term
Westminster Boating Base ENHANCE	Water Sports Centre located in Pimlico with access to River Thames.	<ul style="list-style-type: none"> • WCC to liaise with Westminster Boating Base to ensure that their on-going needs in respect of facility and sports development are attended to, and that these facilities are embraced within the ActiveWestminster networks • Secure a Community Use Agreement on the site, and to review exact facility refurbishment requirements and an appropriate funding strategy for the works. 	WCC, Westminster Boating Base	Short / Medium term
All Stars Boxing Club ENHANCE	Community centre containing boxing gym	<ul style="list-style-type: none"> • Liaise with All Stars Boxing club to ensure that their on-going needs in respect of facility and sports development are attended to, and that these facilities are embraced within the Active Westminster networks • Secure a Community Use Agreement on the site, and to review exact facility refurbishment requirements and an appropriate funding strategy for the works. 	WCC, All Stars Boxing Club	Short / Medium term

PART 7: MONITORING AND REVIEW

The Built Facilities Strategy identifies the investment and actions required to deliver and maintain a high-quality built facilities infrastructure for Westminster for the period up until 2040.

It is important that this strategy is 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 which contribute to the quality of life of Westminster residents.

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

It will be important for Westminster and its partners to monitor and review the strategy action plan on an annual basis. This should not only review progress against the action plan, it should also identify actual/potential changes in supply and demand across the City. This is on the basis that the Strategy is as much about how facilities are used as ensuring the infrastructure is and continues to be of a good quality.

The annual review process should include:

- A review of annual progress on the recommendations made in the action plan; taking account of any changes required to the priority of each action (e.g. the priority of some may increase following implementation of others)
- Lessons learnt throughout the period.
- New facilities that may need to be considered.
- A review of the implementation of CUA's via the new Westminster standardised template CUA
- 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 new or emerging issues and opportunities.

The outcome of the review will be to develop a new annual and medium-term action plan for built facilities for play, physical activity, leisure and/or sport across the City.



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