

WESTMINSTER CITY COUNCIL

Westminster City Council was undertaking a strategic review of its Active Westminster facilities and services when the COVID-19 pandemic hit. The portfolio includes leisure centres, playgrounds and estate, water, park, and open-space based facilities. Seven council-owned leisure centres and the community development programme is managed by Everyone Active and pre-COVID the contract generated a surplus which supported capital investment into the centres.

As the centres have re-opened, the Moving Communities platform has been crucial for the council to understand the context of recovery of its own leisure centres. It is also important to demonstrate the importance of leisure centres to senior officers and elected members as part of the wider recovery across Westminster, and their role in reducing health inequalities.

FOCUSED INSIGHT

This case study focuses on two key areas, the profile of returning participants compared to the overall profile of Westminster – are we delivering services underpinned by the principle of proportionate

universalism? And secondly a focus on Marshall Street Leisure Centre which isn't recovering at the same rate as other Westminster leisure centres.

LEISURE CENTRE PARTICIPATION BY DECILE OF DEPRIVATION MAY AND JUNE 2019 VS MAY AND JUNE 2021

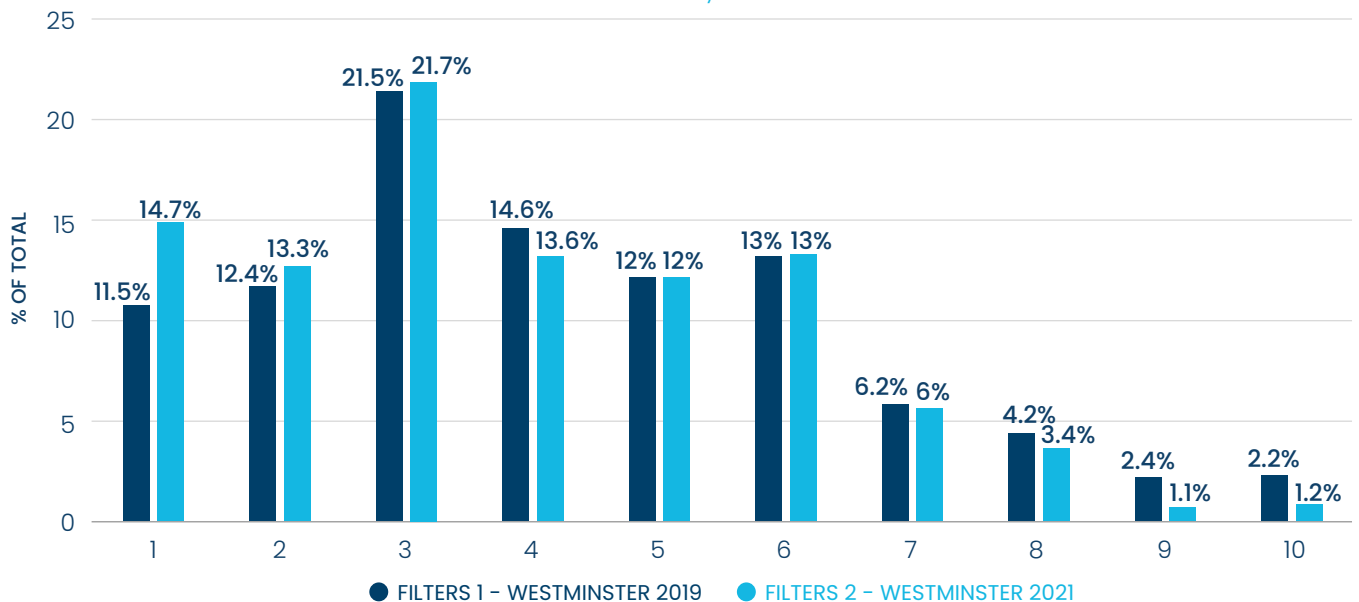
The profile of leisure centre participants (by area of deprivation) has been compared in Westminster pre and post covid. The post covid position is also compared to the national picture.

Westminster centres have a strong representation from people living in areas of higher deprivation, (deciles 1-3). In recovery the proportion of people attending from these areas is higher, demonstrating the importance of leisure centres to people from higher levels of deprivation in recovery.

The graph below shows the proportion of users by decile of deprivation, pre-covid and in recovery.

PARTICIPANTS BREAKDOWN BY DEPRIVATION

Westminster May - June 2021 vs 2019



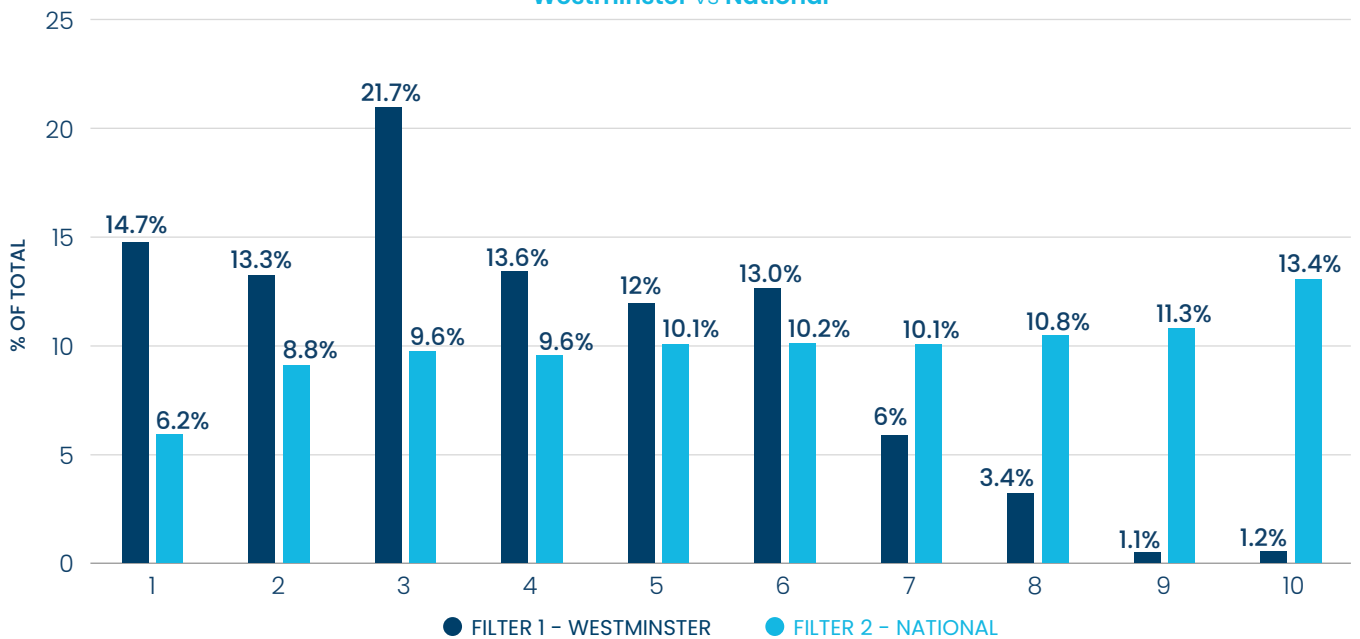
WESTMINSTER COMPARED TO NATIONAL PROFILE OF PARTICIPANTS (BY DEPRIVATION) – MAY AND JUNE 2021

When comparing Westminster's profile of participants compared to the national picture, it can be seen in the graph below that Westminster is attracting a significantly higher proportion of people from more deprived areas than nationally.

Westminster has a large proportion of its population who are the least deprived in the country, however, its leisure centres are disproportionately attracting people from areas of higher levels of deprivation. This demonstrates the significant importance of its public leisure provision.

PARTICIPANTS BREAKDOWN BY DEPRIVATION

Westminster vs National



ARE ALL CENTRES RECOVERING AT THE SAME RATE? – MAY AND JUNE 2021

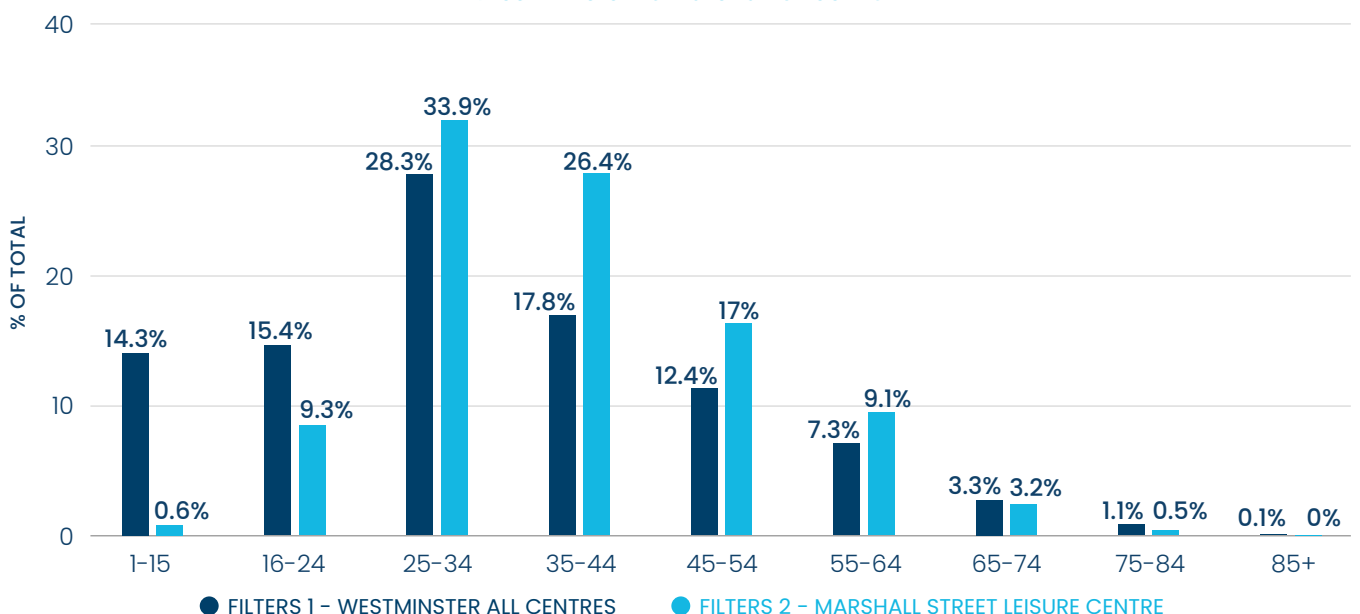
A review of individual centres has highlighted that the participant profile of those returning to Marshall Street Leisure Centre is different to the rest of the centres.

The Council is concerned that this may be the case given the location of the centre, within the West End of central London, where the whole district is suffering a large on-going impact of Covid.

The graphs below highlight the different profile of users (by age, gender, and participants from areas of deprivation) of Marshall Street Leisure Centre compared to the contract. Those attending Marshall Street Leisure Centre are mostly males aged between 25-55 years old who come from less deprived areas than those at other centres.

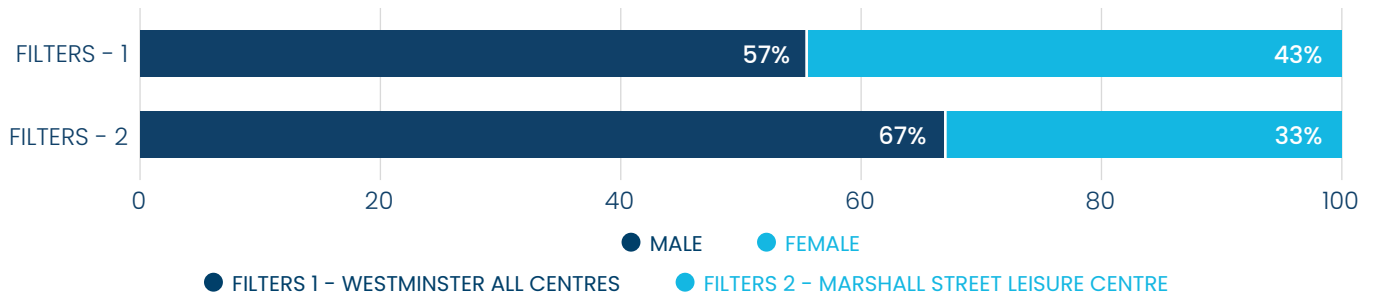
PARTICIPANTS BREAKDOWN BY AGE GROUP

Westminster vs Marshall Street LC



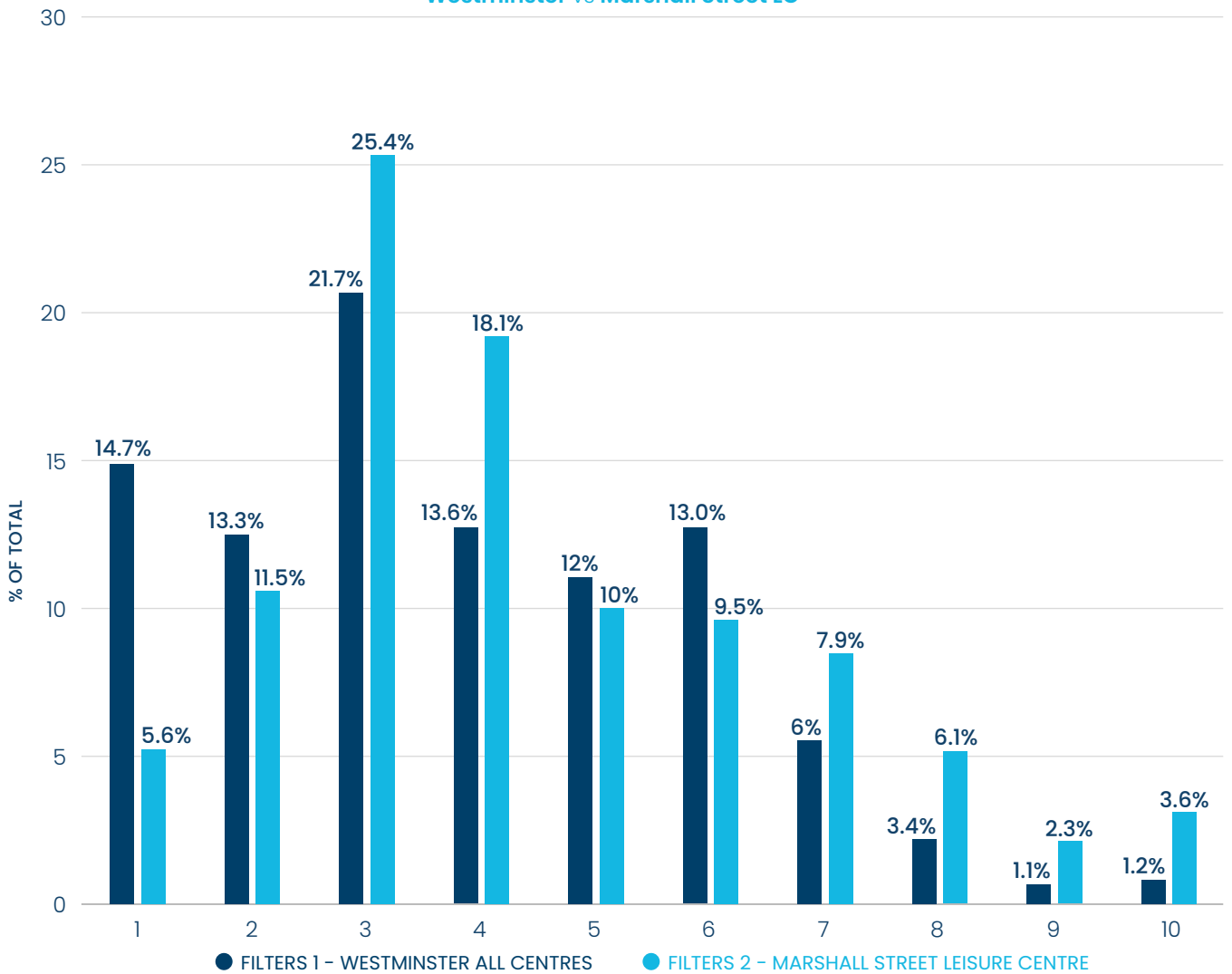
PARTICIPANTS BREAKDOWN BY GENDER

Westminster vs Marshall Street LC



PARTICIPANTS BREAKDOWN BY DEPRIVATION

Westminster vs Marshall Street LC



A review of throughput across May and June, shows overall return rates at Marshall Street Leisure Centre are not as high as other centres. Marshall Street attracted just over 18 thousand visits in the two months, but the contract averaged over 46 thousand visits per site.

Also, members are attending less often, on average 5.5 visits in the two months, compared to 7 visits across the contract. This is impacting the financial recovery of the centre as shown below.

THROUGHPUT PER SITE

FILTERS 1

46,129

MAY 21 - JUN 21

FILTERS 2

18,342

MAY 21 - JUN 21

● FILTERS 1 - WESTMINSTER ALL CENTRES

AVERAGE VISITS PER MONTH

FILTERS 1

7.00

MAY 21 - JUN 21

FILTERS 2

5.50

MAY 21 - JUN 21

● FILTERS 2 - MARSHALL STREET LEISURE CENTRE

FINANCE BENCHMARKS – WESTMINSTER CONTRACT COMPARED TO MARSHALL STREET LEISURE CENTRE – MAY AND JUNE 2021

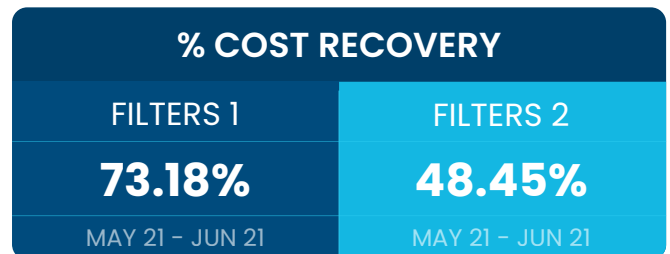
Whilst income per visit is higher at Marshall Street Leisure Centre, cost per visit is much higher than Westminster's average. This is because many costs to open a centre are fixed, and there are significantly less visits to spread the costs against. Overall, the subsidy per visit at £5.20 is 4.3 times higher than the contract average of £1.20. The cost recovery levels at Marshall Street are only at 48%; total income only covered 48% of costs, whereas on average centre income covered 73% of costs.

Given the positive return which Everyone Active has achieved at the other leisure centres, it is believed that this is a locality issue, very specific to the West End of Central London.

The Council is working with stakeholders within the locality to carefully monitor the recovery and impact due to on-going home working and reduced overseas tourists, the leisure centre recovery forms part of this review.

The Council is carefully tracking performance of the contract using the Moving Communities Platform and particularly Marshall Street to assess:

- whether and how quickly the contract returns to pre-covid usage and trading position;
- whether the current low returns to office-based work continue to impact performance, particularly at Marshall Street Leisure Centre; and
- if officer workers are slow to return / don't fully return, whether capacity at centres will be filled with increased resident use.



● FILTERS 1 – WESTMINSTER ALL CENTRES

● FILTERS 2 – MARSHALL STREET LEISURE CENTRE



“Moving Communities data has been fascinating” said Sagar Barua, Relationship Manager for leisure, WCC “we all tend to have a view on the impact the last 18 months has had, but the actual data is fascinating, and some amazing nuggets have popped up – it has been very, very useful for us.”



MOVING COMMUNITIES PARTNERS:

