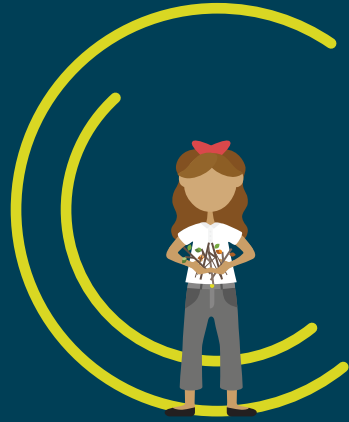




Activate Your **City**, **Lives** and **Neighbourhoods**

Physical Activity, Leisure and Sport Strategy

2018 – 2022



YOUR CITY, LIVES AND NEIGHBOURHOODS



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Foreword

Physical activity, leisure and sport is paramount to good health and well-being. Our strategy will help to highlight that being active is more attractive and accessible than ever before. An active and healthy life goes hand in hand with an improved quality of life. It helps with both physical and mental health. Getting out and being physically active can also reduce social exclusion and isolation.

Nearly one in four Westminster children entering primary schools are overweight or obese. But growing up active doesn't just help fight obesity and expend the energy we get from food and to combat the various health problems associated with inactivity, it generates confidence, improves attitudes and builds healthy mental resilience. Tackling inactivity requires a whole system approach across a wide range of issues and partnerships; from planning roads, to promoting cycling and maximising the use of open spaces, as well as developing workplace initiatives that support staff to improve their health and increase activity level.

Our strategy provides a framework on how we will Activate Your City, Lives and Neighbourhoods – through our three strategic themes of ActiveCity, ActiveLives and ActiveNeighbourhoods

Whilst going to the gym, or swimming at the leisure centre is an excellent way to be and keep active, it's by no means the only option. It is important to achieve active lives through daily neighbourhood activities across the city in many different settings. We recognise that everyone's needs and attitudes are different, and people are looking for different things from physical activity, leisure and sport. Therefore, we will create an ActiveCity through

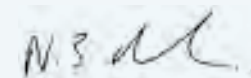
Planning, Places, Spaces and Events that encourage people to be physically active, where, when and how they choose.

We have recently invested £28m in the new Moberly Sports Centre in Queen's Park as part of the Active Queen's Park scheme. Every year we hold regular events in our wonderful parks across the city so that people can take part in activities in a way that suits them. We work with the voluntary sector to provide many more active choices. ActiveWestminster is for everyone. We shall tailor our communications to meet the needs of different neighbourhoods and groups so that everyone in our city is aware of the benefits of physical activity, leisure and sport and how relatively easy it can be to participate.

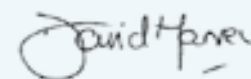
However, we do not just need sporting facilities and equipment to be active; everyday decisions can make a difference to how we act and how we feel. Taking the stairs instead of the lift, walking or cycling to school, to work, to the shops. If it isn't too far, get off the bus or tube one stop earlier. Meet people in your community doing the same!

Activating Your City, Lives and Neighbourhoods is for everyone and by everyone.

Cllr Nickie Aiken
Leader of the Council



Cllr David Harvey
Cabinet Member for Environment,
Sports and Community



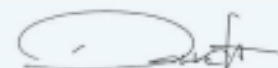
Cllr Heather Acton
Cabinet Member for Adults
and Public Health



Cllr Richard Holloway
Cabinet Member for Children,
Families and Young People



Cllr Danny Chalkley
Cabinet Member for City Highways





ACTIVATE YOUR LIVES Promoting active learning in addition to PE and School Sport, that gets pupils interacting with their natural environment.

2

Executive summary

The value of physical activity, leisure and sport is significant and extremely well evidenced.

Through our previous ActiveWestminster strategy and partnership work, Westminster has become a genuine City of Sport. Over the past decade we have made a major investments in developing new and improved facilities and Westminster now provides the some of the best access to community sports facilities in the country. As a result of our commitment to Olympic and Paralympic legacy, we now offer a range of flagship programmes which encourage participation in physical activity; help to sustain and grow our voluntary and community sports sector; provide support for volunteers and talented athletes and really celebrate physical activity and sport through new high profile events. We have a very vibrant ActiveWestminster partnership and we work closely with hundreds of public, private and voluntary sector organisations to promote a wide variety of attractive and accessible opportunities which encourage people to take part in physical activity, leisure and sport at any and every level.

However, despite such positive investment, achievement and collective effort, there remain a number of significant challenges. Levels of childhood obesity in Westminster are alarmingly high; participation in physical activity, leisure and sport

amongst particular population groups is very low, our voluntary and community sport sector face continual challenges to be sustainable and to meet the growing demands, and participation in competitive sport could be better. Some areas of our city present less attractive, less supportive and less permissive environments to take part in physical activity. Whilst the overall offer is extremely comprehensive, often there is a lack of awareness of the opportunities available, particularly at a neighbourhood and individual level.

Our strategy provides a framework which will build on the positive achievements made to date and to help us work together to better address our key challenges. This strategy has not been developed in isolation. It has been developed to facilitate impact, not simply to sit on a shelf. It sets out clearly our ambitions for physical activity, leisure and sport and how we will work together via our underpinning principles to achieve these ambitions.

We cannot achieve these changes alone. We recognise that no single department or organisation can, on its own, significantly increase and sustain the physical activity levels of our population. It will require the involvement and commitment of many partners and stakeholders to achieve this common goal.

Reaching that goal will require persistence, patience and resolution, therefore it is not just about doing the same things more efficiently – at times more innovative, radical and bold change will be required and we want to ensure that there is an openness to explore new options. We want to work collaboratively to encourage innovation and share best practice, particularly through applying the principles and practical learning of behaviour change. Through creating supportive and permissive environments that encourages people to be physically active, where, when and how they choose, we can better engage those who are currently inactive.

Evidence shows us that if we engage more people, more often in physical activity, leisure and sport, a wide range of benefits will be realised and together we will Activate Your City, Lives and Neighbourhoods.



3

Context

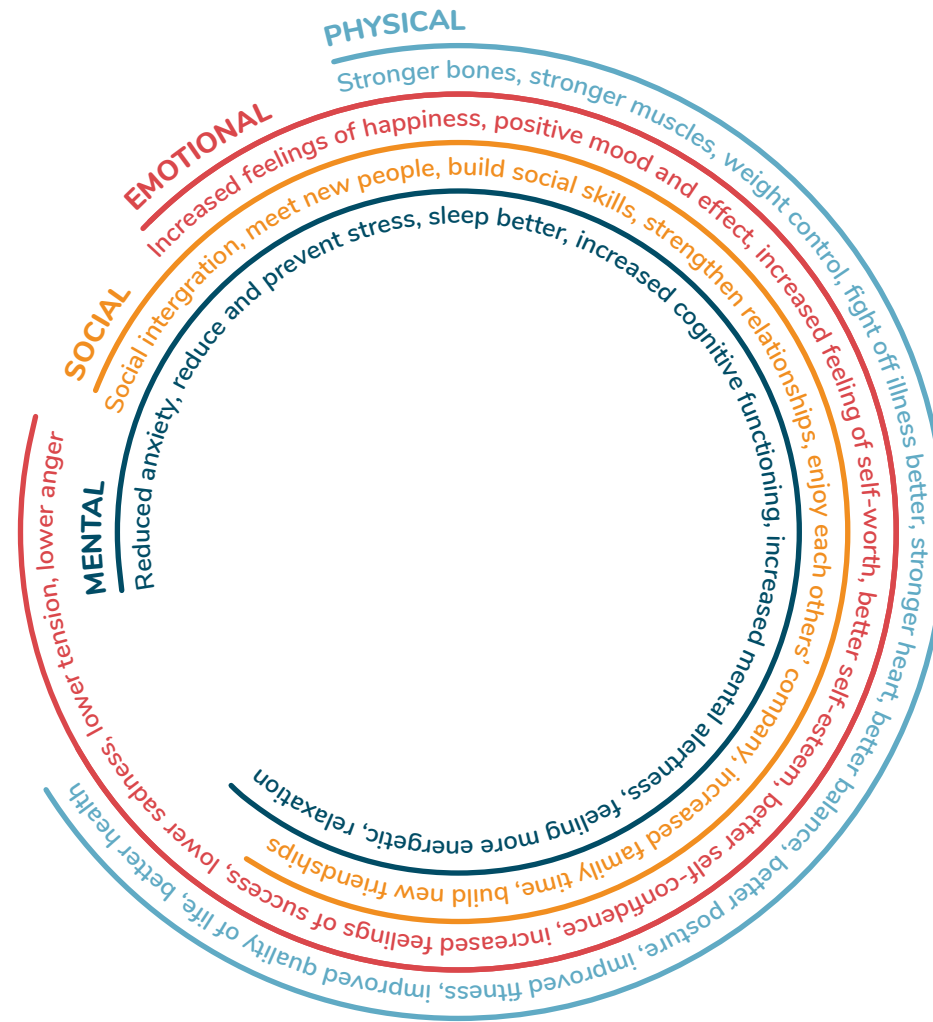
The value of physical activity, leisure and sport.

The value of physical activity, leisure and sport. As highlighted in the report of the Director of Public Health 2015–2016, 'Sitting is the new smoking'. We know that participation in physical activity, leisure and sport makes a positive impact to physical, mental, social and emotional wellbeing in a variety of different ways.

The rising costs of inactivity cannot be ignored. Physical inactivity presents a growing burden to our society. The costs to the local economy, adult social care, national and local health services and the council's services are significant and physical inactivity and sedentary behaviour have a considerable negative impact and cost for the individual, local communities and society.

“If medication existed which had a similar effect to physical activity it would be regarded as a wonder drug or miracle cure”

Chief Medical Officer, 2010



We know that:

- Physical activity is good for both your mental and physical health and wellbeing.
- Any physical activity is better than none.
- Simple, daily physical activity as part of everyday life is what we should aim for.

Contributing to one out of every six deaths, physical inactivity is the fourth largest cause of disease and disability in the UK. As a result of changing social, cultural and economic trends, physical activity is slowly diminishing as a part of our everyday lives. This is causing profound knock-on effects to health and social care across the country. The City of Westminster is not immune to these challenges, currently 44,400 (21.8%) Westminster residents are considered physically inactive in accordance with the Chief Medical Officer's (CMO) guidelines.

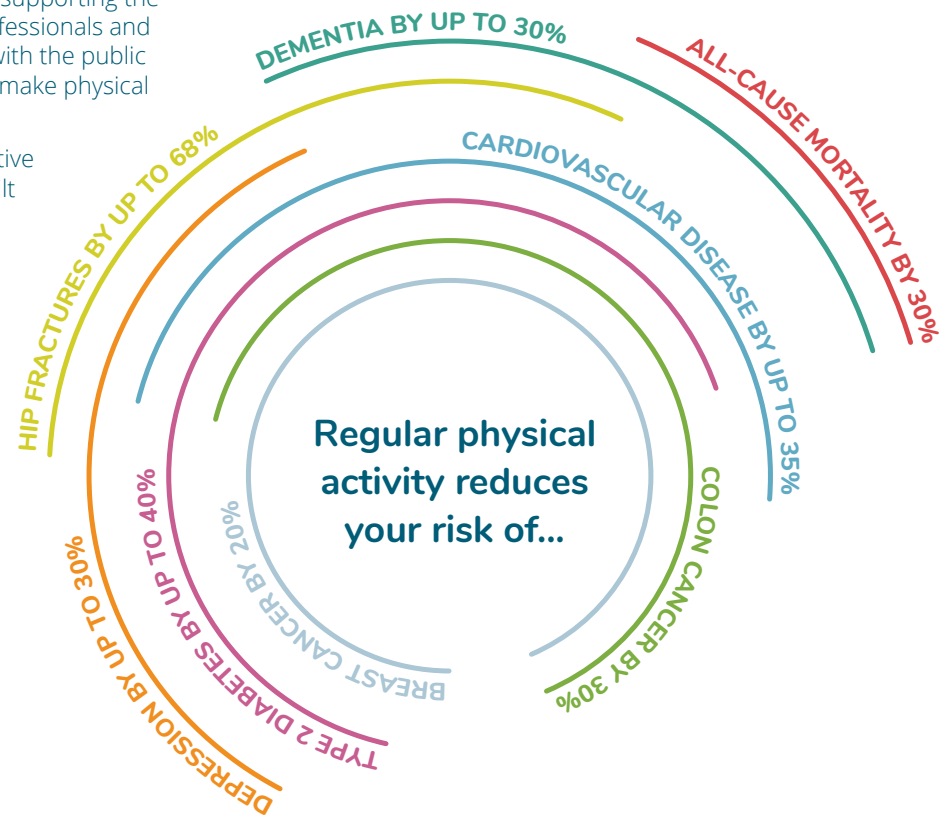
Public Health England's Everybody Active Everyday sets out the context in which long term health conditions associated with inactivity such as diabetes and cardiovascular disease contribute not only to NHS costs, but cause a greater dependency on homes, residential and nursing care.

They recommend action in four areas:

1. Creating a social movement towards an active society: The message that being active is not just fulfilling and fun but can also be an easy choice, needs to be a linking thread that unites the public sector with the voice of charities, local residents and community leaders. It's a message that should be woven into the policies, commissioning and planning decisions made every day across the country.
2. Activating a network of moving professionals: This is about encouraging and supporting the hundreds of thousands of professionals and volunteers who work directly with the public every day to do what's best to make physical activity the social norm.
3. Creating the right spaces in active environments: Shaping the built and natural environment so that being active becomes the preferred choice.
4. Scaling up working interventions that make us active: Understanding what works using evidence based approaches and significantly scaling up such interventions to achieve large impact.

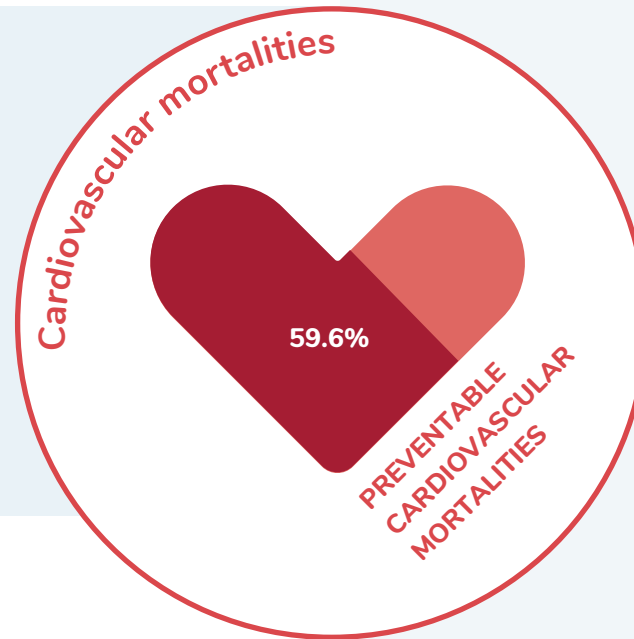
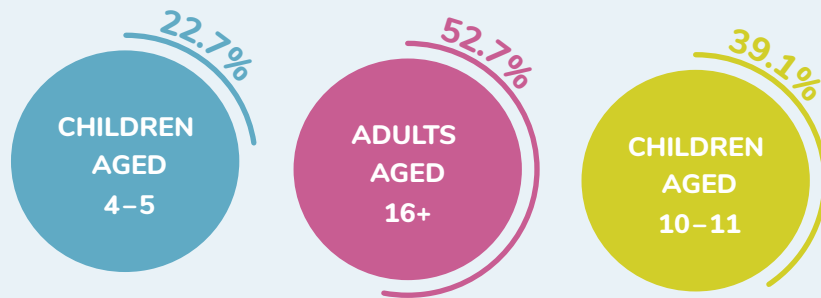
Furthermore, it is proven that physical activity has a positive impact on mental health, including boosting wellbeing, and reducing anxiety, depression and social isolation.

Currently, it is estimated that physical inactivity costs the City of Westminster £18,648,227 per 100,000 residents. With childhood obesity levels higher than the national average, the role for physical activity and sport in improving health and wellbeing is clear.

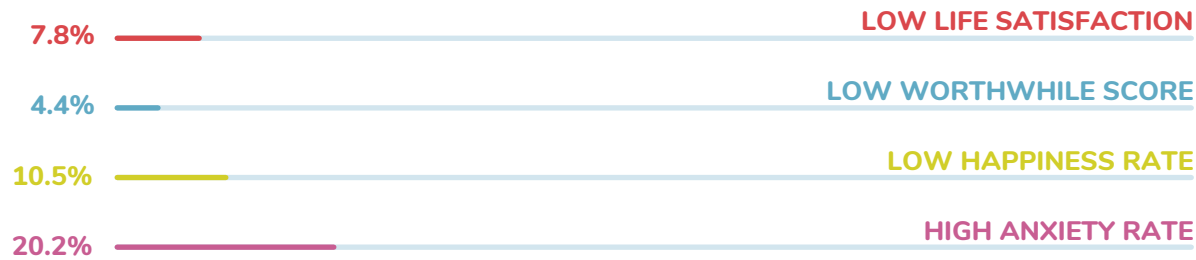


Health data profile for the City of Westminster

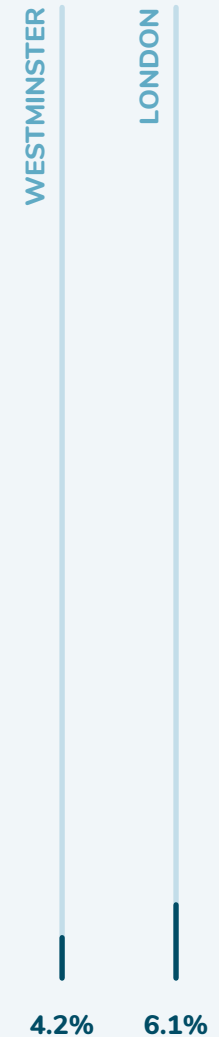
Overweight and obese residents



Mental health



Recorded diabetes



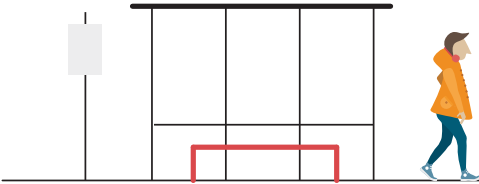
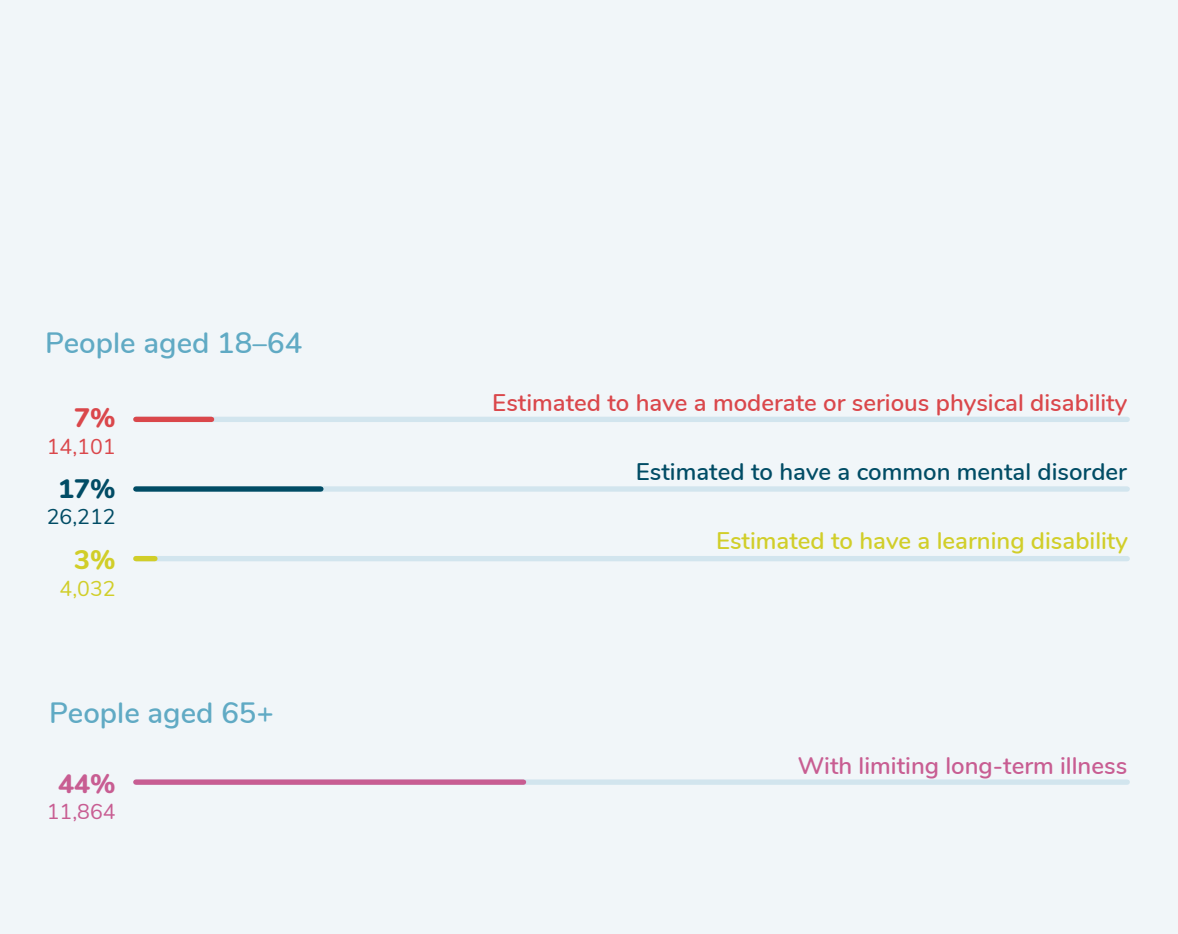
Westminster

Our physical activity, leisure and sport strategy has emerged through a review of national, regional and local policy and strategy. Aligned to priorities, evidence indicates that sustained physical activity will have a significant and lasting benefit for residents of the City of Westminster.

The City of Westminster has a population of 239,684 and it is projected that by 2020 it will grow to 244,668, by 2025 to 251,698 and by 2030 to 258,389. If these levels of inactivity were to remain, it is estimated that 56,328 residents would be classified as inactive and a further 38,499 as insufficiently active.

Westminster has a higher proportion of working-age residents, and a lower proportion of younger and older residents than the London average.

Improved life expectancy and the ageing of the ‘baby boom’ generation will result in an expected increase in number of older people (65+) in London by 16% (and 85+ by 35%) over the next decade. In Westminster, the growth is harder to predict; a rise of 14% is more likely (and 38% in 85+). The expected increase in demand from this growth in the older population, coupled with the gradual shift towards longer periods of time spent with chronic and disabling conditions, means services are shifting from hospital settings into a more coordinated, community-based approach covering both health and social care.



London

Getting people to do more physical activity has countless benefits for London; improving health and wellbeing, saving money, contributing to economic growth, creating happier, stronger communities and so much more. Through its report, the Blueprint for a Physically Active City, London Sport has established five objectives to help achieve a vision for London as the most physically active city in the world. To achieve their objectives, they need to work with physical activity and sport across London to make them happen. The network is a complex structure and includes all organisations that influence Londoners to be active, including schools, national governing bodies of sport, leisure centres, coaches, clubs and many more organisations. London Sport is the body that pulls the network together.

At a London level, the Blueprint for a Physically Active City (London Sport, 2015) sets out a series of strategic areas aimed at helping London to become the most physically active city in the world.

National

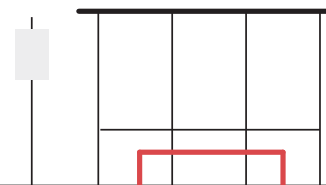
The development of our strategy further sits within the context of a series of new and updated national and regional strategies, each of which helps to inform the role of our strategy within the City of Westminster locality.

In December 2015 the Government published Sporting Future: A New Strategy for an Active Nation. It sets a bold and ambitious direction for sport policy which has been widely welcomed. It looks beyond participation and promotes how sport changes lives and becomes a force for social good. At its heart are five outcomes: physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

In May 2016 Sport England launched their strategy, Towards an Active Nation, which outlined the work they will do between 2017 and 2021 to increase the number of people getting active. It's their response to the Government's Sporting Future strategy.

Sport England's vision is that everyone in England, regardless of age, background or ability, feels able to take part in sport or activity. Some might be fit and talented, but others won't be so confident.

Our strategy is designed to contribute directly to the London and national strategic overviews, consolidating a position within physical activity, leisure and sport's wider national context.



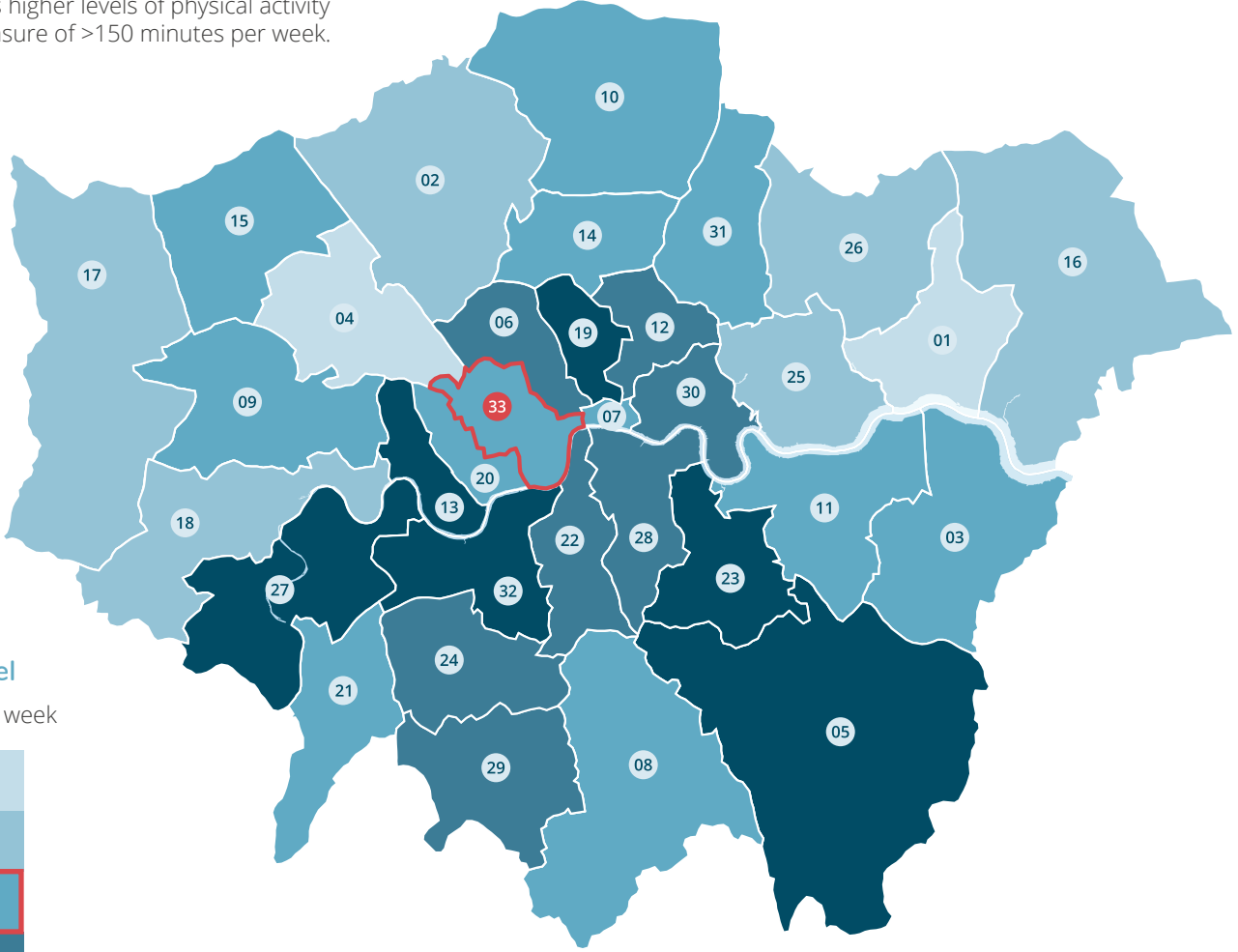
ACTIVATE YOUR LIVES Why not get off the bus a stop earlier and walk?

Borough key

- 01. Barking and Dagenham
- 02. Barnet
- 03. Bexley
- 04. Brent
- 05. Bromley
- 06. Camden
- 07. City of London
- 08. Croydon
- 09. Ealing
- 10. Enfield
- 11. Greenwich
- 12. Hackney
- 13. Hammersmith & Fulham
- 14. Haringey
- 15. Harrow
- 16. Havering
- 17. Hillingdon
- 18. Hounslow
- 19. Islington
- 20. Kensington and Chelsea
- 21. Kingston upon Thames
- 22. Lambeth
- 23. Lewisham
- 24. Merton
- 25. Newham
- 26. Redbridge
- 27. Richmond upon Thames
- 28. Southwark
- 29. Sutton
- 30. Tower Hamlets
- 31. Waltham Forest
- 32. Wandsworth
- 33. Westminster

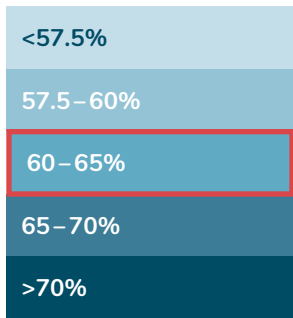
Level of physical activity

Darker shading indicates higher levels of physical activity based on an activity measure of >150 minutes per week.



Physical activity level

Active >150 minutes per week



Our new approach

To develop and deliver a truly meaningful strategy means joining up effectively across the council internally, but more importantly connecting externally with key and valued partners and stakeholders. Where possible, every policy, programme and decision we make should look to promote and facilitate the activation of your city, your lives and your neighbourhoods.

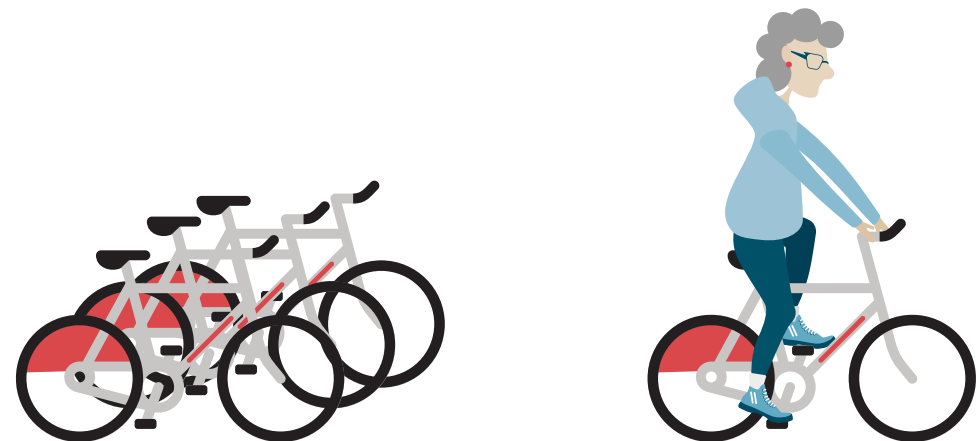
Our **PACE** principles of **Promote, Activate, Collaborate** and **Enable** will be built into the way we work, each and every day, and the way we develop our future plans. Everything we do as a council is about creating a great place to live, work, study and visit, and we're more effective when we work together.

Promoting participation in physical activity, leisure and sport is valued across the council and implementing our strategy will make a positive impact in a variety of council strategies and priorities including Greener City, Health and Wellbeing, Walking and Cycling, Regeneration and Education and Employment.

As a council we have an important strategic leadership role to play, bringing schools, voluntary sports clubs, National Governing Bodies of sport (NGBs), health providers, housing providers, the private sector and our local communities together to develop an attractive and accessible local physical activity, leisure and sport system.

The council believes that participation in physical activity, leisure and sport can be truly transformative, inclusive and inherently positive. It is now time to turn that belief into something tangible, to Activate Your City, Lives and Neighbourhoods. This strategy sets a bold, ambitious framework on how we might achieve this and seeks to highlight the value of taking part, building on what we have in place already and our previous successes whilst focusing on our challenges and areas of priority.

To truly Activate Your City, Lives and Neighbourhoods, means moving forwards, we will need to challenge the norm and make different decisions to the ones that would've been made yesterday. However, they will be better and smarter decisions, as they will start to take into account a collaborative approach based on a shared ambitious vision and be underpinned by insight, impact and improvement. This will maximise the extraordinary value and contribution of physical activity, leisure and sport.



ACTIVATE YOUR LIVES Why not cycle instead of taking the tube?



ACTIVATE YOUR LIVES Motivating and enabling people to incorporate physical activity into their daily routine.

4

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.

5 Our Strategy

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.

Public Health England's Everybody Active Everyday recommend:

Shaping the built and natural environment so that being active becomes the default choice.

Active Planning and Travel

Decisions made through the planning system often can provide the opportunity to create the right, supportive and permissive environment to help people get more active, more often. Through our new City Plan, we will look to ensure that planning guidance and principles, build in physical activity and becomes the preferred choice.

As part of our strategy, we will:

- Ensure Sport England's Active Design guidance is used in the day to day work of our planners, urban designers and health professionals.
- Ensure 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.
- We will work closely with our Housing and Regeneration teams to ensure that investments in neighbourhoods promote physical activity within and between areas of our city.
- Work with TfL on expanding the Bike Hire scheme to other parts of the borough in our city.
- Introduce proactive, engaging and smart signage that encourages, facilitates and guides physical activity.

Active Spaces

High quality streets, parks and spaces can and should encourage, facilitate and enable physical activity by default and well-designed spaces should be flexible and support a range physical activity, leisure and sport. Through this strategy, we really want to focus our attention towards less traditional spaces which are often more attractive and accessible for those currently not participating in physical activity, leisure and sport.

As part of our strategy, we will:

- Remove restrictive signage and byelaws such as 'No Ball Games' and 'No Cycling' to create a more permissive and supportive environment for physical activity, leisure and sport, wherever possible and where appropriate.
- Develop and implement an ActiveStreets (Play Streets, Street Play and School Streets) programme across Westminster to enable physical activity, leisure and sport opportunities 'on the doorstep' in our neighbourhoods.
- Maximise the use of our Parks and Open Spaces for physical activity, leisure and sport, ensuring that this is supported, permitted and enabled, supported by our Park Makers scheme.
- Promote active opportunities in accessible community settings including libraries, family hubs and residential homes.
- Adopt, advocate and embed the risk-benefit approach to physical activity, leisure and sport.

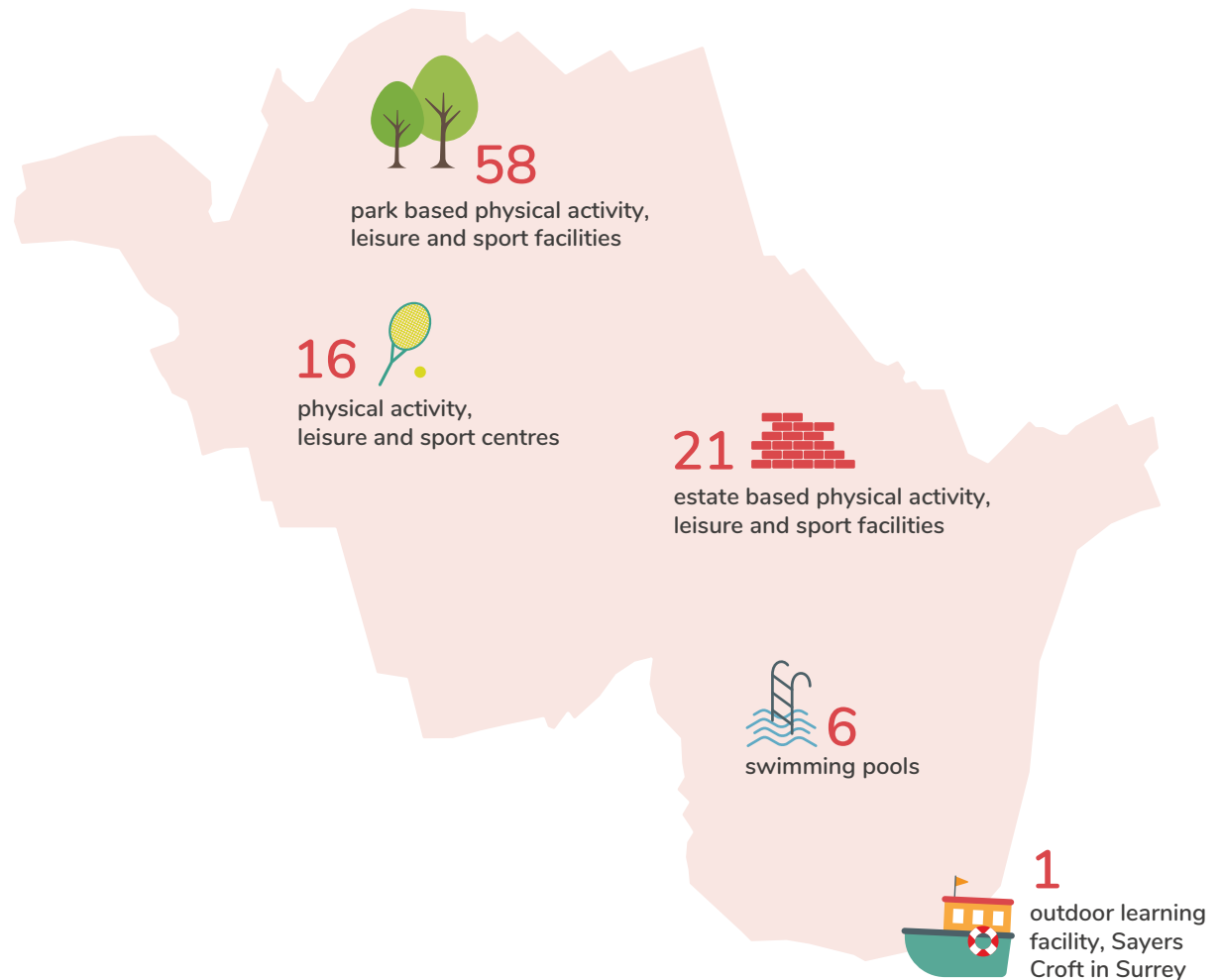
Active Places

Westminster has made significant investment in community facilities over the past decade and now offers excellent access to high quality sports and leisure facilities. Investments include a major regeneration of Paddington Recreation Ground, the new Little Venice Sports Centre, the redevelopment of Marshall St Leisure Centre and a significant capital investment across existing centres to enhance services and provide a wider range of facilities to promote accessibility. We've worked closely with our schools to promote out of hours community use of new sports facilities at secondary schools and we've also invested in a variety of 'free to access' facilities including outdoor gyms and new games areas, to help residents become active at no cost.

As part of our strategy, we will:

- Deliver the new c.£28m Moberly Physical Activity, Leisure and Sport facility in Queens Park.
- Deliver a new Physical Activity, Leisure and Sport facility within the Chelsea Barracks development.
- Work closely with the private sector to secure better access to private gym and sports facilities.
- Secure genuine community use of all sports facilities in our schools and colleges.
- Maximise the use of our outdoor learning facility, Sayers Croft in Surrey, by more Westminster schools and families.
- Deliver the new Jubilee Physical Activity, Leisure and Sport facility in Queens Park.

Places to be active in Westminster



Active Events

As the London 2012 Olympic and Paralympic Games proved, events can provide a fantastic way to showcase opportunities and to inspire people to take part in physical activity, leisure and sport. Westminster hosts a variety of events ranging from high profile international events such as the London Marathon to more local and neighbourhood orientated events. We want to maximise the potential of events to provide opportunities for local participation and engagement and to secure value to the community.

As part of our strategy, we will:

- Publish a calendar of relevant events and actively ensure positive community engagement.
- Ensure there are tangible benefits for our community from events held in Westminster. This might include things such as, free or discounted tickets, local opportunities to participate in the events themselves and/or support or funding for community organisations and schools.
- Ensure a broader focus around physical activity for events. For example, a number of walking events take place each year that ActiveWestminster would be keen to support and promote with local opportunities.
- Actively participate in the **#MyWestminster Day** to promote the range of local physical activity, leisure and sporting opportunities.
- Participate in community events to promote local and relevant opportunities to take part in physical activity, leisure and sport.
- Create the ActiveWestminster weekend events where we open up all the collective physical activity, leisure and sport offer for two weekends per year as a free to attend event.

“We support people of all ages participating in physical activity, leisure or sport. We do not see this as disruptive and so will not respond to complaints about this. Instead we will continue to help everyone who lives, works and studies in Westminster to get active.”

Cllr David Harvey,
Cabinet Member for Environment, Sports and Community

Case study: Westminster Mile

The proposal of a Westminster Mile event was first discussed before London 2012 and soon became Westminster's very own piece of true sporting legacy. Set along the iconic Mall in the heart of Westminster, the mile route takes families, keen runners and elite athletes around a stunning route that finishes in the shadows of Buckingham Palace. Working in partnership with London Marathon Events and the Royal Parks, the event is now in its fifth year (2017) with 8,500 participants registered making it one of the largest mile events of its type in the world. The Westminster Mile has many elements, first and foremost it gets people active, in 2016 over 50% of the participants were in the family categories – just like Dymna Delaney and her family from Paddington, an experience that inspired her son to take up running.

“Staying active is very important for us as a family for our overall wellbeing, and helps us deal with the stress that comes with living in London. We heard about the Westminster Mile from another local family who did it last year, so it was on my radar. My husband, 11 year old son and I all took part and since then my son has joined Serpentine Juniors Running Club.

“Westminster Mile is a great way to spend a fun family day in a beautiful part of London. There were warm smiles and a sense of amusement from everyone, with whoops of ‘well done’ and cheers from onlookers. At the end we all posed for a family photo of us biting our huge chunky medals – the joy evident all around.

“If an opportunity is offered to do this together as a family, in a safe way on roads that are traffic free, then it is not to be missed!”

As well as running the mile, Green Park hosts an Activation Zone that showcases a number of activities and sports to engage visitors and hopefully reinforce the importance of ActiveLives. The event has also led to Westminster’s Daily Mile programme, giving all school children the opportunity to take part in a mile each and every day – helping to support Public Health England and City for All’s ambition to ensure children and young people are active for at least 60 minutes a day.

“Westminster Mile is a great way to spend a fun family day in a beautiful part of London.”

Dympna Delaney, 2016



ActiveLives

Activating, promoting and facilitating opportunities

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.

As recommended in Public Health England's Everybody Active Everyday:

Scaling up working interventions that make us active; understanding what works using evidence based approaches and significantly scaling up such interventions to achieve large impact.

We know that participation in physical activity, leisure and sport has many benefits from a positive impact on our physical and mental health to community cohesion and creating improved life chances. Engagement in physical activity, leisure and sport needs to be thought of as a journey throughout different stages of life. We all have specific experiences, are from different backgrounds and take individual life journeys that impact us being more attracted to different activities and different settings.

For example, whilst at school, most children will experience a varied programme of PE, as well as additional activities in extra-curricular time, whereas as we get older more individual pursuits such as running, swimming, walking and going to the gym may fit better with a busy work and family life. Equally we know that older people often enjoy having social contact with one another and that the activity is considered secondary to the meeting up with others. Creating, increasing and maintaining active lives in older age are vital. It increases community cohesion, reduces isolation and loneliness and promotes long term physical and mental wellbeing, whilst reducing reliance on support services and care.

It is therefore essential that the offer is tailored to suit these needs as what works for one individual may not work for another – no matter where you are on your life journey, we will want to ensure that there is something for you!

We will work closely with partners and stakeholders to encourage innovation and share best practice, particularly through applying the principles and practical learning of behaviour change models, ensuring people have a positive experience of physical activity, leisure and sport, and to help build active healthy habits for life.

Active Children and Young People

As part of our strategy, we will:

- Launch a Daily Mile programme in every school in Westminster. The initiative will promote daily activity in addition to PE and School Sport and assist in achieving the recommended 60 minutes of physical activity a day for children and young people.
- Promote new outdoor learning opportunities including an expanded Forest Schools offer in a variety of locations across the City to provide more physical activity opportunities in natural outdoor settings.
- Offer a comprehensive PE and School Sport programme including a broad mix of competitive sport, leadership opportunities, teacher networks and specialist support to increase quality and safe activity in our schools.
- Promote physical activity, sport and leisure as 'home-work' within our schools, to get children, young people and their families active.
- Adopt and advocate the risk-benefit approach to physical activity, leisure and sport.
- Support and encourage talent through an improved Champions of the Future programme. This will offer a broader range of services, support and funding to over 100 talented athletes each year from all sports.

Active Adults and Families

As part of our strategy, we will:

- Adopt a 'People Like Me' approach when creating activities and programmes to ensure that participants feel comfortable with the activity, the setting and person leading and promoting the activity so they are motivated to participate.
- Ensure the overall offer of activities provides variety, exciting new opportunities and accessible programmes for the whole community. We will ensure that everyone is able to take part in the physical activity, leisure or sport which appeal to them most.
- Design intergenerational activities to engage and involve people of all ages and abilities.
- Promote more family activities within our ActiveNeighbourhoods programme, including activities that can be modified to suit different needs and abilities.
- Facilitate and support 'new' sports and physical activities, along with new and more flexible formats of traditional sports (e.g. we successfully pioneered the development of Parkour/ Freerunning in the UK).

Case study: Encouraging and supporting talent

Yasmin Marghini (Athletics)

In 2017 Yasmin Marghini, 15, completed the London Borough Challenge at the Virgin Money Mini Marathon in the under 15 girls category finishing in first place, achieving the fourth fastest time nationally. Yasmin, who is part of our Champions of the Future scheme, finished the 5km course in 16 minutes 46 seconds, beating her previous best by 30 seconds. Yasmin also won the Junior British Athletics One Mile Road Championships at the 2016 Vitality Westminster Mile, and became the third fastest female ever to complete the Highbury Fields Parkrun. She is also the winner of the Champions of the Future award at the ActiveWestminster Awards 2016. The awards celebrate those who change lives through their outstanding contribution to sport in Westminster.

Yasmin said: "The Champions of the Future scheme helps me financially in my athletics career as the money received pays for transport, facility expenses and running gear. I've been training really hard to represent England in my age category in the 3,000m, and if not this year then I'll work really hard for next year. It's my goal and my dream to eventually run in the Olympics so I'll keep working really hard to achieve it one day."



Active Neighbourhoods

Activating and enabling connections in our neighbourhoods

Activating neighbourhoods by enabling connections in our neighbourhoods to ensure opportunities are visible and accessible to all and that the offer is relevant to local needs.

Public Health England's Everybody Active Everyday recommends:

Creating a social movement towards an active society: The message that being active is not just fulfilling and fun but can also be an easy choice, needs to be a linking thread that unites the public sector with the voice of charities, local residents and community leaders. It's a message that should be woven into the policies, commissioning and planning decisions made every day across the country.

We want to collaborate with partners and stakeholders to develop firm connections between the ActiveCity and ActiveLives themes and to make local neighbourhoods thriving, active places in order to increase sustained participation in physical activity, leisure and sport.

At the core of our approach to ActiveNeighbourhoods sits a new 'hub and spoke' model of delivery. This represents a significant shift from a city wide / individual service approach to a coordinated programme of activity and a more local level. Key community sports facilities, parks and open spaces will be repositioned as physical activity, leisure and sports (PALS) hubs with a remit for promoting connections between different facilities and services and ensuring that the local offer meets local needs and is developed and promoted holistically with partners. The approach will be much more outward facing and will seek to increase the quantity and quality of physical activity opportunities in less traditional, but often more attractive settings.

Active Hubs

As part of our strategy, we will:

- Create physical activity, leisure and sport (PALS) hubs across Westminster, consisting of hub and spoke approach between sports and leisure centre and the various places and spaces in and around it. The approach will be more outward facing and will ensure the offer is joined up and effectively promoted at a local level.
- Launch a series of local ActiveWestminster Networks to promote a high level of community engagement and an environment where people can work together to ensure that the local offer meets local needs.
- Deliver an ActiveNeighbourhoods programme for children and young people, families and older people, providing at least 130 hours of free physical activity, leisure and sport opportunities every week.
- Engage with employers through a new ActiveWorkplaces programme which will encourage participation in physical activity, leisure and sport for employees, within the work place.

Active Society

As part of our strategy, we will:

- Continue to support voluntary sport and physical activity providers through the ActiveWestminster Mark programme to help the sector to grow and sustain as well as to give confidence to users that it is an accredited organisation.
- Create, recruit, train and deploy StreetMakers to activate our ActiveStreets (Play Streets, Street Play and School Streets) programme and engage and support children and families in areas of high inactivity.
- Create, recruit, train and deploy ParkMakers to activate and maximise the use of our Parks and Open Spaces and engage and support people in areas of high inactivity.
- Actively encourage people to volunteer in physical activity, leisure and sport by removing the barriers to volunteering and providing links with meaningful and exciting volunteering opportunities.
- Utilise smart technology to capture, connect and signpost self-reported physical and social Activity as well as from all of our partners.

Case study: Jubilee Halls – an example of a Physical Activity Hub

Originally built by the Duke of Bedford in 1897 to house flowers, Covent Garden's Jubilee Hall was saved from developers by a group of local activists in the 1970's, and first opened its doors as a community sports centre in January 1978.

Within six months of opening, the centre was a roaring success, being used by more than 1,000 people per week for team sports, martial arts, trampolining and even roller-discos! But times and tastes have changed. Jubilee Hall, now principally equipped as a gym, competes with private sector chains at all price points, as well as revamped public leisure centres and boutique studios offering the latest classes. Outdoor running and cycling continue to grow in popularity and provide a cheap alternative to gyms, whilst free exercise sessions are even available from local sports retailers. New technology also brings competition of a different sort, with health, fitness and nutrition apps as well as wearable tech enabling consumers to get 'expert' advice and to track their activity.

With a gradual decline in membership and income, the Jubilee Hall Trust Board undertook a strategic review and agreed to investigate proposals for a substantial re-investment into the gym in Covent Garden. This investment would seek to maximise the Grade II listed building's attributes including its unique location and natural light, and to improve the facilities and equipment to create a 'wow' factor.

The key requirements of the project were threefold:

- To increase membership, usage and income, to make Jubilee Hall a long-term sustainable and successful business.
- To generate sufficient additional surpluses to enable the charity to deliver inclusive programmes based both in the gyms, and outside, with a particular emphasis on key target groups, such as women, the over 60's and those living in the most deprived communities.
- To restore Jubilee Hall gym, Covent Garden to its place as a thriving and iconic central London community asset, which enables more people to get more active, more often.

The investment would need to be not just in the physical infrastructure (e.g. building, facilities and equipment, re-configuration and adaptation of spaces) but also in intangible infrastructure (e.g. digital solutions, technology), as well as in changes to staffing and training, programming, private hirers, and re-branding, pricing and marketing.

It was also important that members started to see the facility as more than just a gym. To that end, the charity converted some under-used offices into a four-room wellness centre in a quiet part of the club, and partnered with Breathe London to operate them.

Breathe has already worked with the charity since 2004, and brings together more than 25 independent and entrepreneurial therapists, offering a wide range of mind and body services, from sports massage and physiotherapy to smoking cessation and hypnotherapy.

However, for all these changes, the centre of the club is still the 110-station gym, and some of this equipment needed upgrading. Since October last year, the 18,000 sq. ft. space has boasted more than 80 pieces of the very latest Precor strength equipment, two Queenax™ functional training units and 25 Precor Spinner® Rally™ bikes.

The install was carried out over just four days, with minimal disruption to customers, and re-establishes the facility as one of the best-equipped fitness spaces in central London.





ACTIVATE YOUR LIVES Make use of our various parks and open spaces to be active as a family.

6

Setting the PACE: our underpinning principles

Promote

Activate

Collaborate

Enable

Our underpinning principles of PACE do not just represent doing more of the same. They present the step-change needed to create opportunities that maximise the impact of existing work, develop new approaches and ensure we take an evidenced and needs driven approach.

We will work collaboratively, both internally and externally with partners and stakeholders to encourage innovation and share best practice particularly through applying the principles and practical learning of behaviour change.

Promote

- We will develop and implement an annual marketing and communication plan to ensure a high degree of visibility of the physical activity, leisure and sport activities.
- We will promote the ActiveWestminster brand across the council's offer and with our partners and stakeholders to ensure a consistent and high profile identity across the partnership.
- We will create a dedicated ActiveWestminster website to be the 'one front door' for all physical activity, leisure and sport opportunities across Westminster, including events promoting key messages.
- We will maximise the potential of digital technology to promote timely and relevant opportunities, particularly utilising Open Data.
- We will take a more localised approach to marketing and communications to ensure the opportunities within neighbourhoods are consistently understood.

Activate

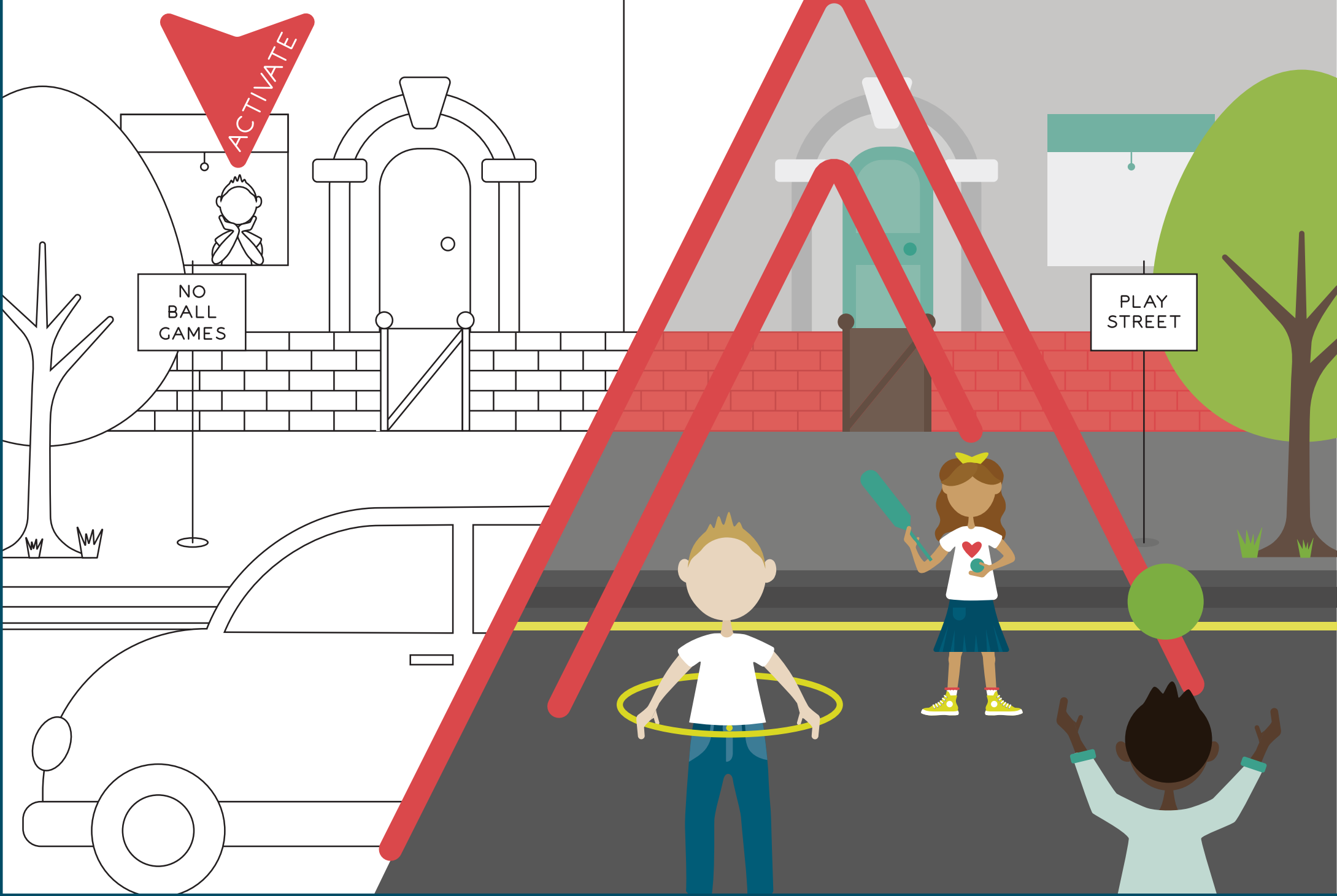
- We will work together to activate places and spaces wherever possible and promote an active, supportive and permissive environment.
- We will remove barriers to make participating in physical activity, leisure and sport the default choice for all, wherever possible.

Collaborate

- We will provide leadership and work with partners and stakeholders to develop and deliver services.
- We will encourage and support an engaged and empowered network of people and organisations collaboratively working towards our vision to Activate Your City, Lives and Neighbourhoods.
- We will constructively work together to resolve issues and maximise opportunities and will listen to one another and respect one another's point of view.

Enable

- We will take a 'People Like Me' approach – making people comfortable and motivated to take part whenever possible.
- Utilise behaviour change models and principles to make it possible for individuals to be physically active, where and when they want.
- We will utilise Business Intelligence to better understand the data we hold and generate to better drive activation and participation in physical activity, sports and leisure.



ACTIVATE YOUR CITY By removing 'No Ball Games' signs and creating ActiveStreets across the borough.

Accountability

The ActiveWestminster Board

Our strategy will be championed by the council and key partners. An ActiveWestminster Board will be established to review progress and drive the work of the partnership. The Board will be supported by a partnership working group made up of senior representatives for from key council services, partners, stakeholders and residents.

The Board and working group will meet at least twice a year and will discuss a range of shared issues and opportunities. The Board will ensure that the strategy is accountable and impactful. Its key responsibilities will include:

- Ensure effective joint working and genuine collaboration between partners and stakeholders.
- Ensure every policy, programme and decision we make promotes and activates our City, Lives and Neighbourhoods.
- Ensure that plans to commission services and programmes are joined up, address identified needs and allocate resources to best meet that need, within available means.

The Board will receive annual reports on the progress of the strategy against the annual Action Plans and will ensure this strategy drives change to achieve our ambitions.

ActiveWestminster Partnership

The city-wide ActiveWestminster Partnership will continue to meet at least twice a year, drawing together all partners and stakeholders that play an important part in Activating the City, Lives and Neighbourhoods of Westminster through physical activity, leisure and sport.

The Partnership will be chaired by an independent individual that is able to shape future agendas, review progress of the strategy, action plan and direct productive communication between its members.

ActiveWestminster Networks

In order to ensure that the physical activity, leisure and sport offer meets the different local needs, we will establish a number of local ActiveWestminster Networks. The networks will include key providers, Council representatives and local people who will be responsible for identifying key issues and shaping the local offer to meet recognised needs and priorities.





On track: what does success look like?

This strategy sets our bold ambitions that we want to achieve over the next four years. Every year we will produce an Activate Your City, Lives and Neighbourhoods action plan which will clearly set out the key activities we will deliver to drive forward our priorities, and the methods we will use to check how we are doing.

Assessment of our progress will be informed by evaluating insights, impact and improvement.

Insights

We will use a variety of insights to provide a rounded assessment of the key successes, issues and challenges concerning physical activity, leisure and sport in Westminster. This will include:

- The national Sport England – Active Lives Adult survey and Active Lives Children and Young People survey.
- The London Sport Borough profile for Westminster relating specifically to physical activity, leisure and sport.
- The annual City Survey to consider resident satisfaction for services.
- A more granular approach to data and business intelligence which will enable a better understanding of who is engaged in the offer and where we should be prioritising resources.

Impact

As set out in the Government's Strategy – Sporting Future; sport and physical activity moves beyond merely looking at how many people take part. It considers what people get out of participating and what more can be done to make a physically active life truly transformative. In the future, funding decisions will be made on the basis of the social good that physical activity, leisure and sport can deliver, not simply on the number of participants. The government have redefined what success looks like in physical activity, leisure and sport by concentrating on five key outcomes: **physical wellbeing, mental wellbeing, individual development, social and community development and economic development.**

Therefore, our success will be judged by the impact against these sets of outcomes that define why our Government and we invest in physical activity, leisure and sport.

Improvement

We want to ensure that we continually improve and we will independently review our progress through an annual partnership survey and a partnership wide and facility specific Quest assessments.

Quest is the physical activity, leisure and sport industry's only recognised continuous improvement and quality assurance scheme. It is supported by Sport England, the UK's Home Country Sports Councils, the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA); the Chief Cultural and Leisure Officers Association (cCLOA) and ukactive amongst others. It is designed to support providers and enablers to measure their efficiency and effectiveness against their local policy objectives, as well as national policy objectives.

Westminster will be the first local authority to adopt a truly integrated Quest model as a means of driving improvement, collaboration and the achievement of high quality outcomes.

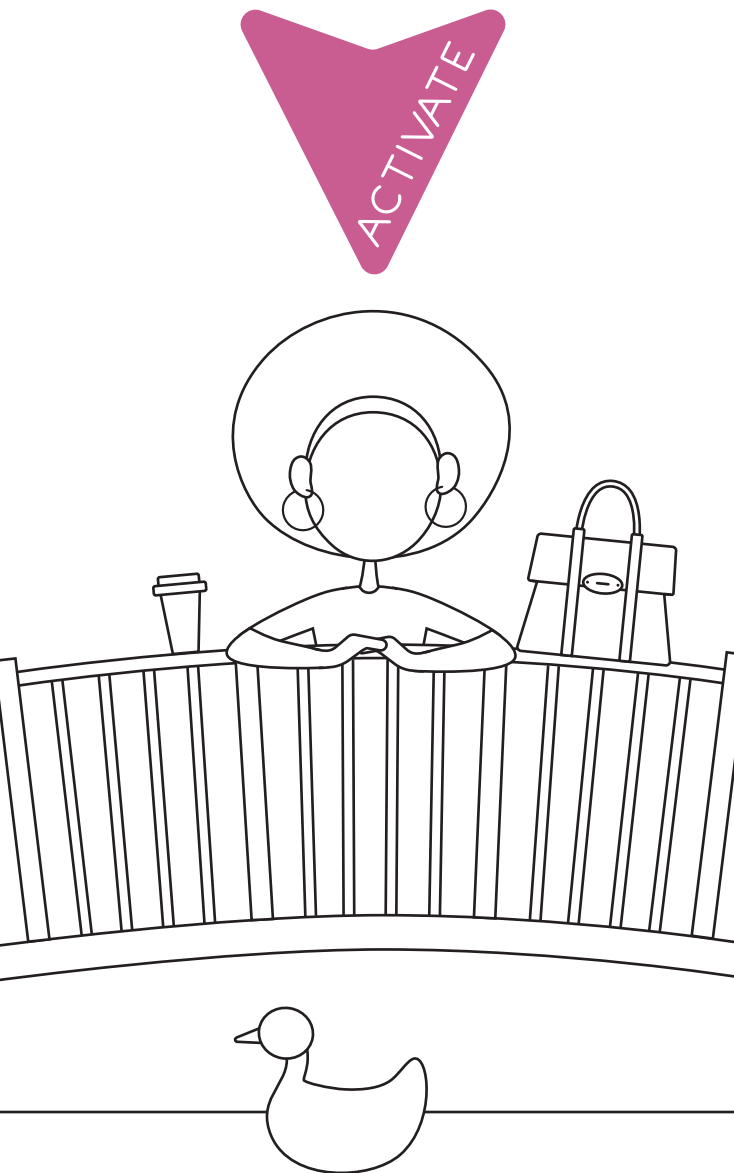
From 2018 this will involve interlocking three elements:

- 1 A joint Active Communities Assessment involving the City of Westminster and its main leisure contractor, Everyone Active leading to the production of a single Service Improvement Plan.
- 2 Sequenced Facility Management Assessments across all sites operated by Everyone Active to provide ratings of performance across key aspects of the service provided.
- 3 Site specific National Benchmarking Surveys involving over 2,000 customers in all to assess financial efficiency, market penetration, representativeness and customer satisfaction.

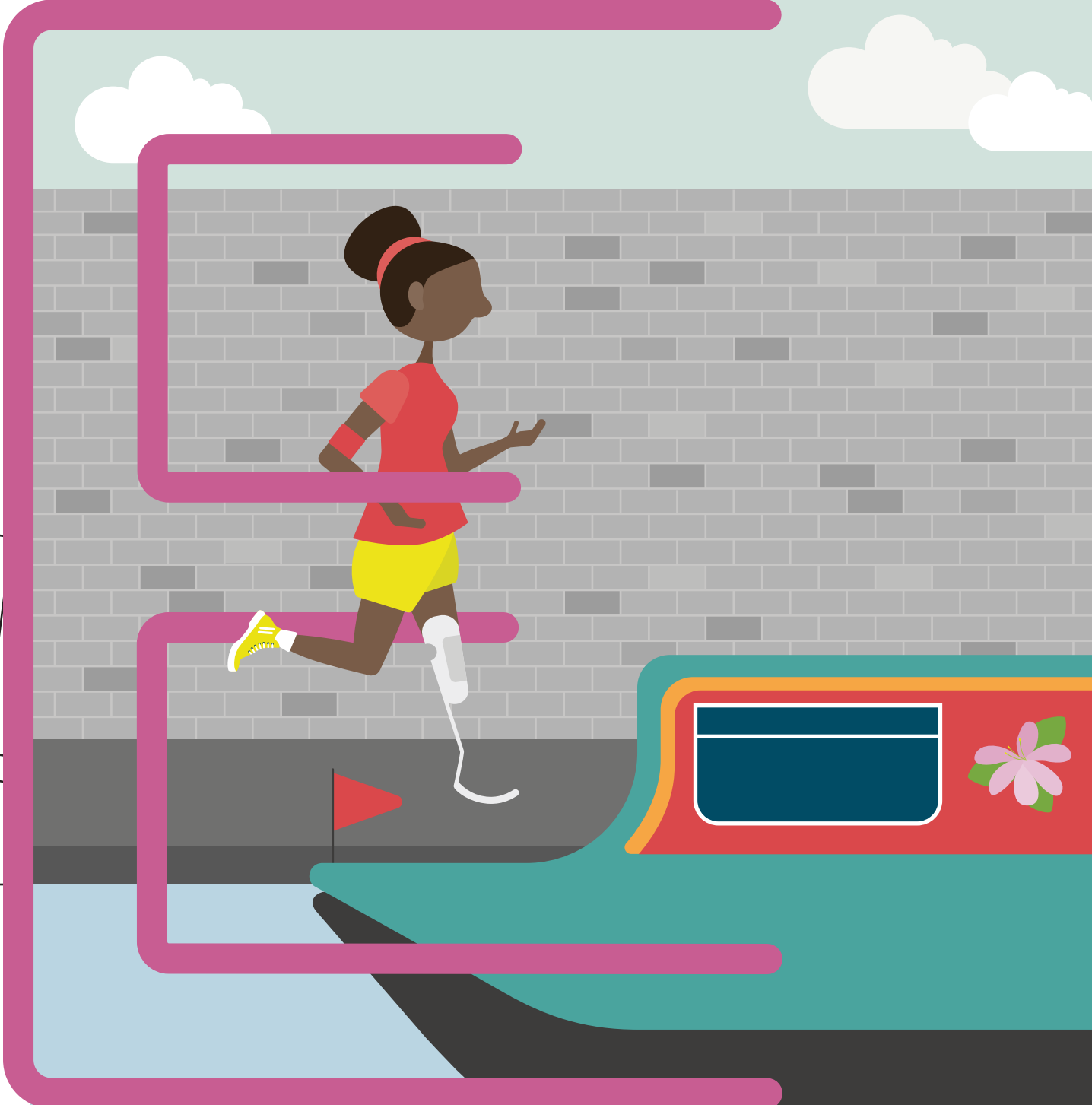
This process will provide an external assessment of organisational performance against our strategy objectives and priorities. Results will be fed into a major Benchmarking Event involving partners and stakeholders to help share best practice, recognise performance and promote learning and growth.

Over successive years, from 2019–2022 we will aim to involve more partners in the truly integrated Quest model process, to establish a 'one front door' approach and collective effort as we forge ahead in pursuit of our vision.





ACTIVATE



ACTIVATE YOUR LIVES Implementing a 'People Like Me' approach when delivering activities and programmes.

Appendices and references

Westminster strategies

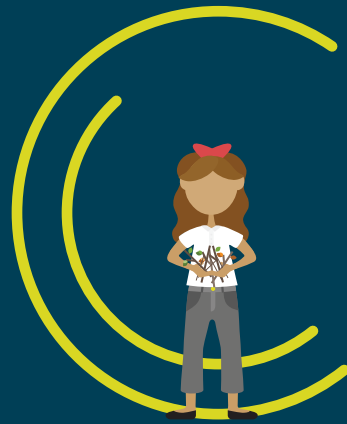
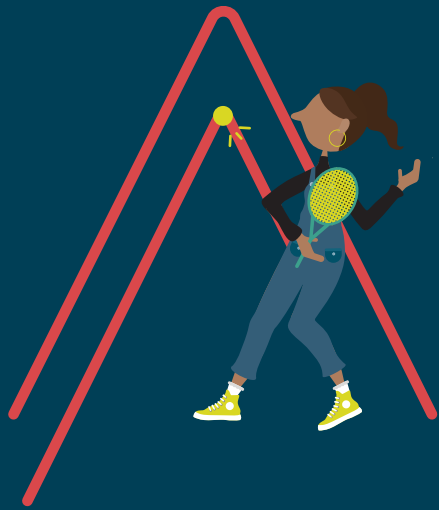
- Westminster City Council: City for All
- Joint Health and Wellbeing Strategy
- 'Sitting is the New Smoking': Report of the Director of Public Health (2015/16)
- Greener City Action Plan
- Cycling Strategy
- Walking Strategy
- Open Spaces and Biodiversity Strategy

Regional strategies for London

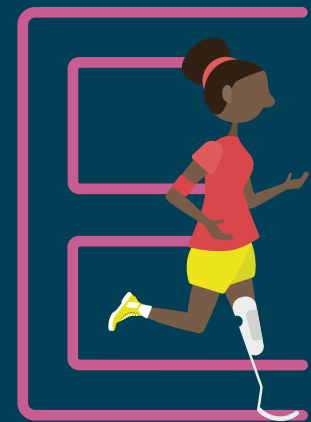
- London Sport: Blueprint and Strategy for a Physically Active City
- Transport for London: Improving the Health of Londoners
- Mayor of London: A City for All Londoners and Healthy Streets for London

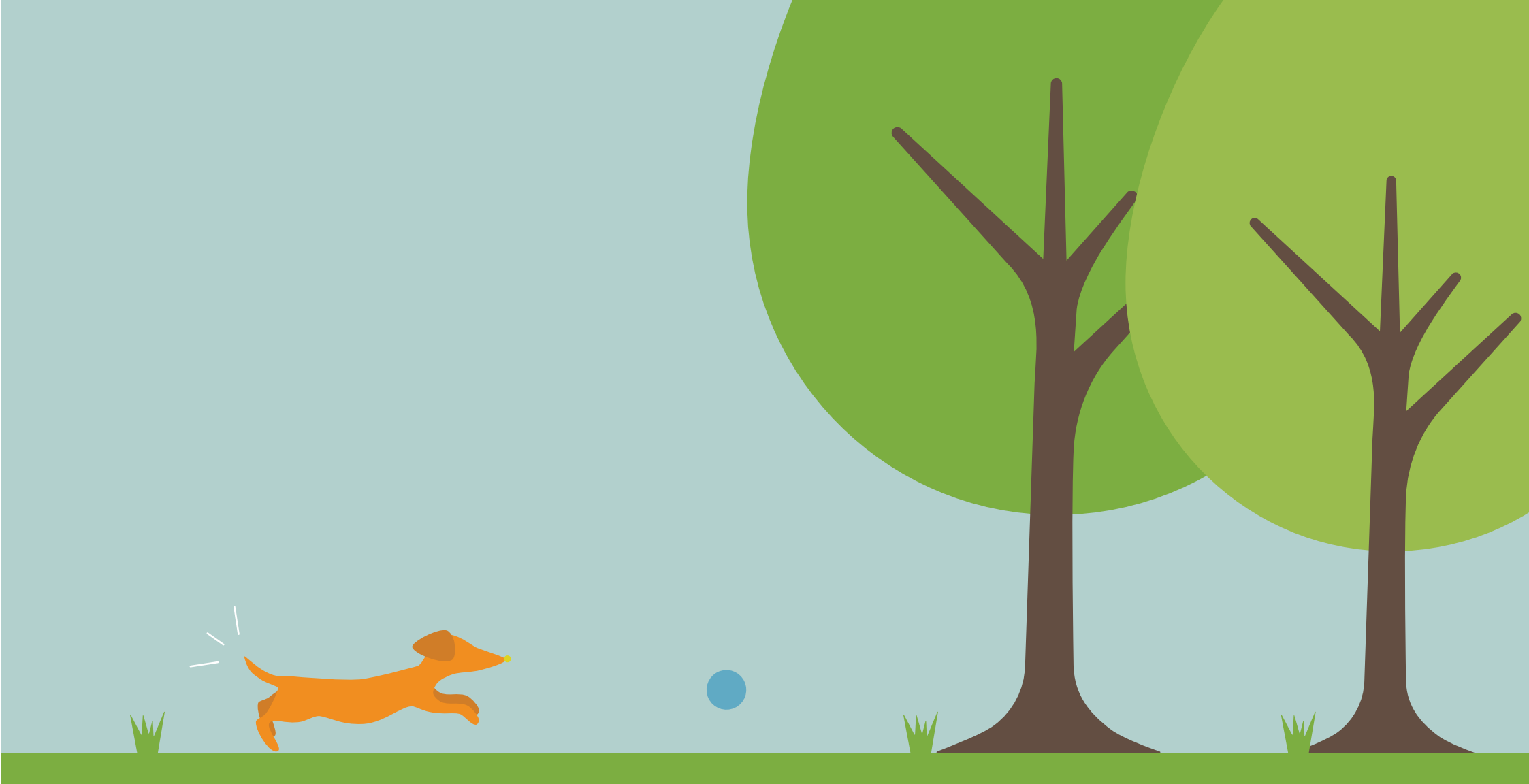
National strategies and policies


- HM Government Strategy: Sporting Future
- Sport England: Towards an Active Nation
- Department for Transport: Walking and Cycling Investment Strategy
- HM Government: Childhood Obesity: A Plan for Action
- Sport England: Active Design guidance
- Department for Communities and Local Government National Planning Policy Framework







YOUR CITY, LIVES AND NEIGHBOURHOODS





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