

Children, Sports and Leisure Policy and Scrutiny Committee

Date:	Monday 30th March 2015
Classification:	General Release
Title:	The New ActiveWestminster - Sport and Physical Activity Strategy
Report of:	Director of Sport, Leisure and Wellbeing
Cabinet Member Portfolio	Cabinet Member for Sports, Leisure and Open Spaces Portfolio
Wards Involved:	All
Policy Context:	Better City Better Lives / ActiveWestminster Strategy
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1. Executive Summary

- 1.1 The ActiveWestminster Partnership (AWP) was formed in 2007 and engages numerous stakeholders that have a role and influence in sport and physical activity throughout the city including the public, private and voluntary sector. The founding members of the AWP contributed to the development of the 2008-2013 strategy, which provided a clear framework in which to develop sport and physical activity services over the identified five year period. Delivery of the strategy, has made a positive contribution to a range of corporate priorities, particularly Better City, Better Lives helping to create a healthier, more enterprising and connected city.
- 1.2 Since its inception both the AWP and strategy has driven significant improvements, unlocked new opportunities between partners and also enabled new networks to be formed (summary shown in Appendix one). An annual delivery plan is implemented and shaped through the AWP that outlines specific targets for the year ahead, focused through the strategies five themes of Participation, Places, Progression, People and Partnerships (see Figure 1).
- 1.3 Many of the key issues and thematic areas within the strategy remain relevant so at this stage it is not anticipated that the strategy will require a complete rewrite but more of a refresh that builds upon the successes to date ensuring it develops

shared priorities identified by Members, Public Health and key external stakeholders. It is also acknowledged that there is a number of existing and emerging 'inputs' (such as the JSNA Physical Activity, Childhood Obesity programme, and cycling strategy) which a new ActiveWestminster Strategy will need to incorporate.

- 1.4 The ActiveWestminster Board will be reformed to lead on the development of the new strategy, which will involve several services including Public Health and Children's Services, in addition to the AWP.

The emerging priority areas and thematic areas which are proposed to be incorporated within the new strategy include:

- More people, more active, more often
- A clearer road to success for local talent
- More Active Places - improving both quality & access of local assets
- Building resilience and capacity of community clubs & providers
- Developing the 'People' behind the participants
- Better connections at a local level through ActiveCommunities
- Building the profile of ActiveWestminster

2. Key Matters for the Committee's Consideration

It is recommended that:

- (a) Members consider the approach of developing a new ActiveWestminster strategy and the involvement of key stakeholders at this early stage.
- (b) Members provide feedback to Officers to help shape the further development of the new strategy.

3. Background

- 3.1 The Council's Sport, Leisure & Wellbeing service lead on the delivery and development of sport and physical activity across the City, in partnership with a range of cross sector stakeholders and agencies.
- 3.2 The current ActiveWestminster strategy, which is structured around 5 themes, seeks to improve opportunities which encourage those who live, work and study in Westminster to participate in sport and physical activity.
- 3.3 The strategy aims to address the key issues concerning sport and physical activity within the City and to deliver a range of tangible improvements to build a stronger sport and physical activity infrastructure and provide high quality opportunities for participation at every level.
- 3.4 Delivery of the strategy is underpinned by an annual activity plan which identifies and monitors a number of specific actions which will positively contribute towards the aims and objectives of the strategy. Outcomes from this activity plan are

reported to Committee Members through the business planning process for the service.

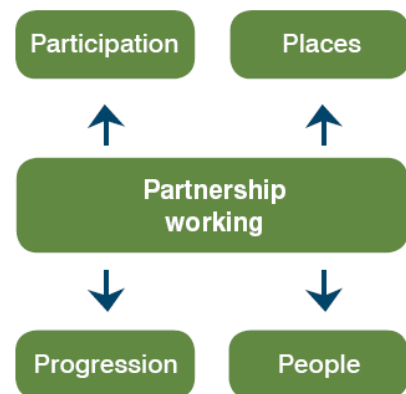
- 3.5 Development and implementation of the strategy has been led and driven by the Council, in collaboration with a range of stakeholders through the creation of an ActiveWestminster Partnership and Board.
- 3.6 Both strategy and annual activity plan highlights the need to address the rising impact of inactivity on the health and wellbeing of our residents. Studies have shown the direct impact that inactivity has on a number of associated health conditions and mortality rates from coronary heart disease to diabetes that would be decreased if we can get people moving more, more often in everyday life. In fact the estimated direct cost of physical inactivity to the NHS across the UK is £1.06 billion.
- 3.7 Officers have been working with colleagues in Public Health to conduct the first Joint Strategic Needs Assessment (JSNA Feb 2014) specially on physical activity, with recommendations and an action plan being delivered through the Physical Activity Steering Group.
- 3.8 The ActiveWestminster Strategy is structured into five key themes- 'Participation', 'Places', 'Progression', 'People' and 'Partnership'. The strategy framework is summarised in Figure 1, which includes the shared vision and 11 success measures.

Figure 1 - ActiveWestminster strategy framework

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

Shared Vision

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



‘Participation’

Objective

Provide and promote more sport and physical activity opportunities for all members of our community.

Strategic Priorities

- Mapping, communication and action planning, particularly for low participation groups
- Encouraging those who are active to do more and influence others
- Engaging and working with communities in deprived areas

Success Measures

1. % increase in participation in sport and physical activity
2. Narrowing of the gap between participation levels for the population as a whole and low participation groups

‘Progression’

Objective

Increase locally available competitive opportunities for people to develop their sporting skills and improve the sporting ‘pathways’ from playgrounds to podiums.

Strategic Priorities

- Increase the number and quality of clubs
- Develop competitive opportunities
- Support the achievement of excellent performance

Success Measures

6. Number and breadth of accredited clubs
7. % increase in participation in competitions
8. Number of young people benefiting from the Champions for the Future Programme

‘Places’

Objective

Increase and extend the range and quality of sports facilities, active places and spaces and services and programmes, available in the locations where they are most needed.

Strategic Priorities

- Facility planning and influencing new development
- Widening access and optimising the use of active places
- Targeting interventions in deprived areas

Success Measures

3. % improvement in community access to sports and leisure facilities
4. % improvement in resident satisfaction levels for sport and leisure facilities
5. Number of parks and open spaces offering opportunities for active recreation

‘People’

Objective

Increase ‘workforce’ capacity through the development of volunteering, education, training and employment opportunities throughout the sport and active leisure sector.

Strategic Priorities

- Promote and support volunteering
- Promote and support coaching
- Training and career development

Success Measures

9. % increase in volunteering in sport and physical activity
10. Number of people in vocational training and apprenticeship programmes

‘Partnership Working’

Objective

Encourage partners to pledge their commitment to ActiveWestminster, deliver the strategy and pursue joint programmes.

Strategic Priorities

- Effective operating structure
- Agreement and implementation of the ActiveWestminster delivery plan
- Encourage partner contributions, attract and target funding opportunities

Success Measure

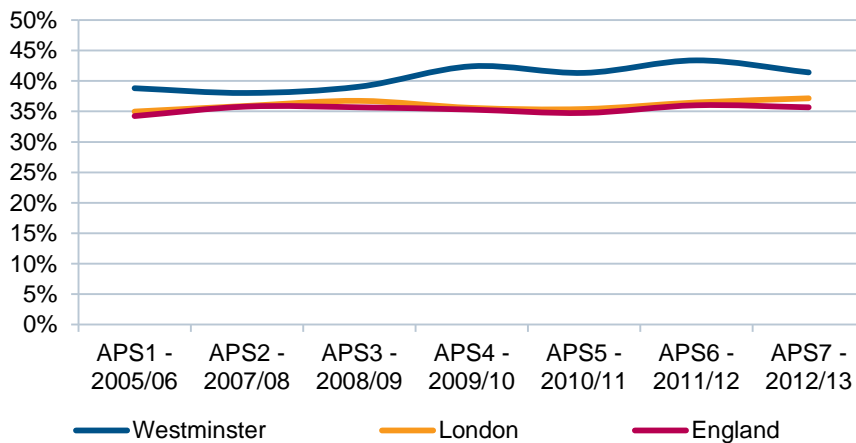
- 11 Number of active partners positively contributing to the ActiveWestminster Partnership

Key achievements and issues

3.9 Since 2008 the ActiveWestminster strategy has driven a number of key achievements throughout the strategic P themes and 11 success measures. The following section explores some of these in more detail.

3.10 Sport England's Active People Survey highlights positive participation data for Westminster as the 5th most active borough in London with 43% participating in activity at least once a week against the London average of 36% and national average of 35% (shown in figure 2).

Figure 2: Adult (16+) participation in sport at least once a week - 2005/06 to 2012/13



3.11 Likewise participation in sport for at least 3 times a week has also increased during the 5+ year period of the ActiveWestminster strategy and continues to be higher than the London and national averages across different demographics shown below in figure 3.

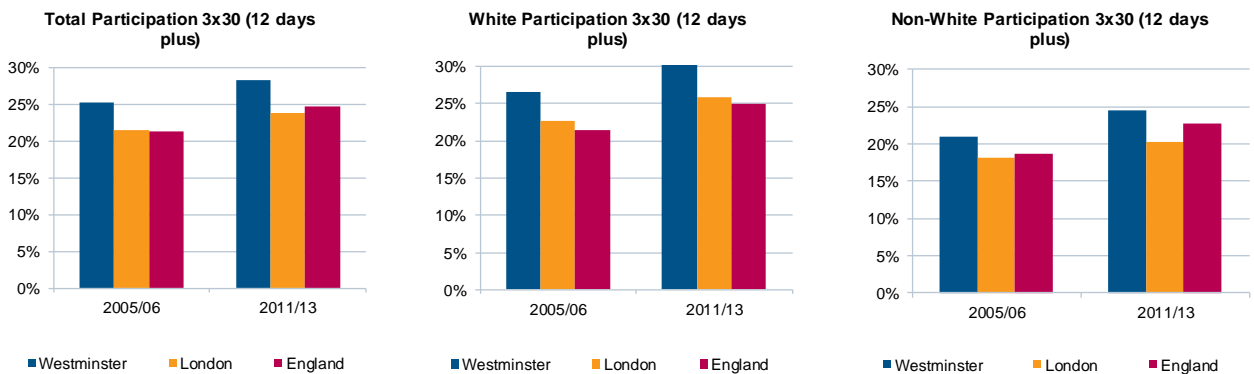


Figure 3 Participation is 3x30min sport per week (Sport England Active People Survey).

3.12 Westminster's swimming lessons programme has been extremely popular with over 145,000 lessons delivered in 2014/15, a 60% increase on 2013/2014

- 3.13 Over 3.6 million visits to the Council's sports and leisure facilities have been achieved during 2014/15 - the 2nd year in a row that the highest figure has been surpassed. In 2008/09 visits were around 2.7 million.
- 3.14 Community sports clubs - over 60 local clubs have now achieved the ActiveWestminster Mark accreditation, in comparison to just 8 in 2008, which demonstrates a good level of quality and community access. This has also led to an excellent increase in local clubs achieving the nationally recognised NGB ClubMark and in 2014 Sport England reported 19 recognised clubmark clubs in Westminster, increasing from just 3 prior to the implementation of the ActiveWestminster Mark.
- 3.15 Talented athletes - over 120 young people continue to benefit from the Council's Champions of the Future programme, delivered in association with the GLL foundation. This is 25% more than the 2014/15 target.
- 3.16 Volunteering- over 175 volunteers were recruited and trained as part of the Council's flagship sports volunteering programme in 2014 compared to just 60 in 2009.
- 3.17 Professional Development (CPD) for teachers- a comprehensive programme of CPD, particularly for newly qualified teachers, has been delivered to 100 teachers in 2014/15.
- 3.18 Leadership Academy - leaders through training programme has had over 125 participants, a 70% increase on the target for 2014-15
- 3.19 PE and School Sport. Following national changes to the funding and delivery model for PE and School Sport, almost every Westminster school has subscribed to the Westminster PE and School Sports Network programme for 2015-16.
- 3.20 Quality accreditations. A number of high profile national quality accreditations have been secured including the Sport England QUEST accreditation for sports development services and sports centres, the 'Learning Outside the Classroom' award for Sayers Croft. Two of the highlights of 2014-15 included Little Venice achieving the highly acclaimed UKActive Flame award 'Leisure Centre of the Year – Streamline', and The Westminster Sports Unit being awarded 'Excellent' rating for sports development, the first team in London.
- 3.21 ActiveWestminster Awards and Active Weekend. An extremely successful ActiveWestminster awards event took place at Lords cricket ground in November 2014. The event attracted over 350 nominations and in excess of 200 attendees. The ActiveWeekend was again highly successful with a whole weekend of free activities at our (and partner) facilities across Westminster.
- 3.22 The second Westminster Mile event took place in May 2014 and attracted over 5,800 registered participants, making it the most popular road mile event of its kind in the world. Plans are in place to deliver the third event in 2015 and the ambition is attract 8,000 participants. Discussions are underway with sponsors

of the event to increase the size and number of free activities taking place in the popular 'activity zone' which surrounded the Westminster Mile event in Green Park and St James' Park.

Weaknesses and key issues

- 3.23 ActiveWestminster has demonstrated various successes since 2008, however a number of challenges and weaknesses still exist that require more attention over the next 5 year period. This section highlights some of the current weaknesses and key issues.
- 3.24 **The challenge of inactivity.** Whilst levels of participation continue to steadily grow, Westminster is still faced with high levels of inactivity that are even more prevalent in areas of high deprivation. There is also mounting evidence that participation in PE and School Sport has certainly plateaued if not decreased in some areas, which raises a concern.
- 3.25 **Raising the profile and messaging.** The use of the ActiveWestminster brand could certainly be improved through a more dedicated website and use of social media. Some of the existing physical activity messaging and marketing techniques could be improved to reach specific communities better. Work with Public Health is starting to explore how best to create a more coordinated approach to key messaging around physical activity and the opportunities for local people.
- 3.26 **Utilising local assets.** To create additional opportunities the partnership needs to improve utilisation of local assets. There is still limited community access to some private facilities such as sports clubs and a number of schools are yet to adopt full community use agreements for example. Another important asset is of course 'people', without the people behind the participates it would be virtually impossible and the strategy needs to consider how to engage with community leaders, coaches, partners and teachers that can have a positive impact in terms of supporting others to participate in sport and physical activity.
- 3.27 **Building and supporting community clubs.** The local community club infrastructure requires work to tackle sustainability issues and a coordinated package of support to clubs and local providers is important to help them become more self-sufficient and able to respond to commissioning opportunities in priority areas responding to identified need.
- 3.28 **Change and transformation.** Across all sectors a number of changes are taking place to teams and operational models of delivery. In addition to the transformation programme in the local authority, regional sports body 'LondonSport' is launching its new strategy in the coming weeks, which will outline the support to the ActiveWestminster Partnership. Public Health are also progressing their own transformation programme, which again will determine available resource and priority areas that will be part of a new strategy.

Key themes and emerging priorities

3.29 At this early stage of scoping key themes and priorities for a new ActiveWestminster strategy, officers have opened discussions with a core group of key stakeholders and the following section of the report begins to outline some of this initial thinking and direction of travel.

3.30 **More people, more active, more often.** Promoting participation remains a key issue, particularly with children and young people and particular groups who are less likely to participate. The new strategy will continue to provide and promote more relevant and engaging sport and physical activity opportunities for all members of the community. It is also about providing the right types of activity in specific locations and settings, which is particularly important when attracting more inactive groups of people.

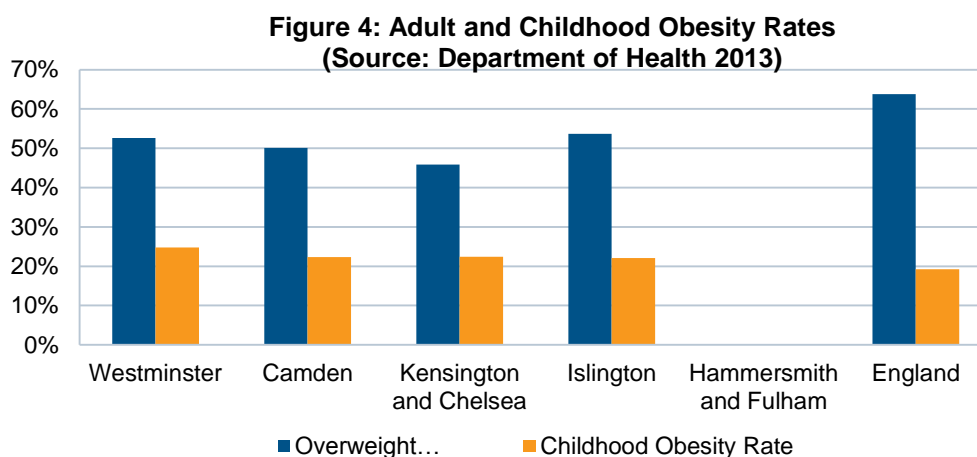


Figure 4 outlines significantly high levels of childhood obesity that is present in Westminster and officers from Sport & Leisure are working closely with colleagues in Public Health to develop forward plans to tackle this. The new strategy will also need to focus on the recent work of the JSNA for Physical Activity and how the partnership aims to promote a more robust physical activity pathway through the ActiveCommunities programme.

3.31 **A clearer road to success for local talent.** Increase locally available competitive opportunities for people to develop their sporting skills and improve the sporting 'pathways' from playgrounds to podiums. This often needs to be considered on a sport by sport basis, which is why the new strategy will consider priority sports that offer the greatest opportunity and need for development. There is also a view to focus more on increasing access to regional and national facilities to give talented young people experience beyond Westminster, for example delivering talent camps at the Olympic Park in the Aquatics Centre or Copper Box.

3.32 More Active Places - improving both quality & access of local assets.

Westminster has some of the best leisure facilities in the country, provided in highly accessible locations right across the city for local residents. These are also supported by a number of partner facilities and school sites that offer community access (appendix 2 shows the facilities map for 2016). However demand continues to exceed the supply of facilities and often more traditional sports centres can be less attractive to inactive people who would rather more informal environments. Therefore there is a need to 'un-tap' additional local assets that can be used for sport and physical activity. For example:

- Westminster has a high number of private sport facilities and even hotel facilities that are often quiet by day and would provide an excellent opportunity for local schools to access who are limited by small space in their own grounds.
- Promoting more casual, incidental activity is important to support more active lifestyles and Westminster's Parks and Open Spaces have a major role to play in this. The new ParkMakers programme has started to deliver on this ambition but needs further engagement and geographical spread.
- Family fun programming within Westminster's existing facilities needs consideration to develop an improved offer to engage families. This maybe offering more intergenerational activities that families participate in together or perhaps being smarter in creating a new offer that engages parents and careers into activity whilst their children are taking part in another at the same site.

3.33 Building resilience and capacity of community clubs & providers. The number of local clubs achieving ActiveWestminster Mark accreditation continues to increase; however clubs need to become more resilient and self-sufficient in terms of building resource from within. For example clubs based in central London have a very transient volunteer base, therefore working closer with OneWestminster and the sports volunteering programme would help build sustainability. There are also positive examples where clubs have received support from ActiveWestminster partners to share business and administration expertise or help in creating websites.

3.34 Developing the 'People' behind the participants. People are an invaluable and essential asset to promoting more sport and physical activity opportunities. The new strategy will consider a 'people like me' approach ensuring training and CPD opportunities are directed to those individuals that are best placed to make a positive impact locally back in their own communities. It is also important to continue to develop a clear pathway for new volunteers and young leaders to take routes into future employment. This is also why a broader ActiveWestminster Apprenticeship programme will help develop future and more sustainable workforces.

3.35 Better connections at a local level through ActiveCommunities. The emerging ActiveCommunities model will be used to pilot the Let's Get Moving Physical Activity Care Pathway and establish a network of 'ActiveChampions' (a

specialist strand of the existing Community Champions programme) who are able to assess and refer individuals to appropriate activity programmes, whilst identifying gaps in the existing offer. The programme will develop a 'hub and spoke' model of delivery to better connect neighborhood sports and leisure centres (physical activity hubs) with a wide range of local (spoke) participation opportunities through parks, city estates, private sector facilities, schools and colleges, GP surgeries etc. Figure 5 illustrates the typical stakeholders that will be involved in each hub and then the future vision of a new model of delivery across the city.

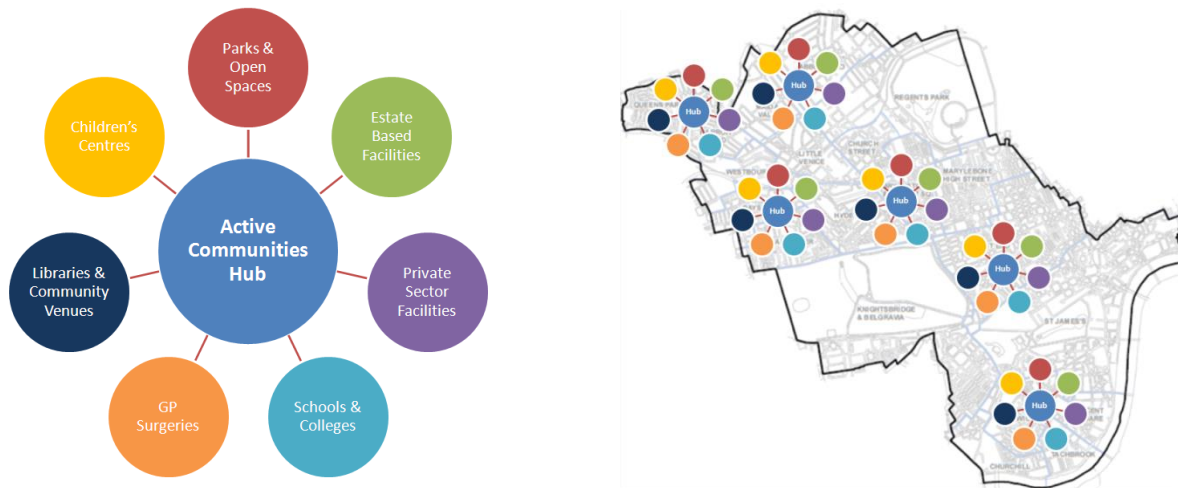


Figure 5: ActiveCommunities Hubs and city wide approach

3.36 Building the Profile of ActiveWestminster. In the last 2 years the ActiveWestminster brand was reviewed and updated with a much more vibrant design. The AWP supported the redesign and feel that it better portrays what the brand is about and to appear more inclusive. Figure 6 shows the old and new designs below. The brand now needs better use and application throughout the partnership and whilst it operates more business to business it isn't used very well on partner websites or communications, which would add support and awareness.



Figure 6: The old and new ActiveWestminster brand

3.37 Social Media – more recently the partnership has raised the issue of how best to increase a positive social media presence, through the already established

ActiveWestminster Facebook and Twitter accounts. A strategy needs to be put in place to approach this as a partnership rather than a handful of individuals posting updates, other Local Authority partnerships that use social media very well have much traffic to their sites and partners are more active in promoting regular sessions and local opportunities.

Next Steps

3.38 The ActiveWestminster Board will be reformed to lead on the development of the new strategy, which will involve several council departments such as Public Health and Children's Services. The ActiveWestminster Partnership are taking part in an initial scoping workshop on the 17th March, which is followed by this report to P&S on 30th March. The aim at this stage is to complete the refresh toward the end of 2015 for implementation up to 2020.

4. Health and Wellbeing Implications

The detail of this report relates specifically to the positive impact that increased sport and physical activity has on the health and wellbeing, arising from the issues discussed in your report.

5. Financial Implications

There are no financial implications associated with this report.

6. Risks and Mitigations

The risk management implications relating to the implementation of the ActiveWestminster strategy are identified and managed through the Sports and Leisure service risk assessment matrix which is monitored regularly and reported corporately.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Andy Durrant
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BACKGROUND PAPERS

Appendix One: ActiveWestminster Networks and Sub-groups

AW Networks & Sub-groups



Appendix Two: facilities map view for 2016

Facilities, future.....(2016)

