Our Vision is to: Activate Your City, Lives & 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.
Key Thematic Areas

**Active City**
Activating an attractive, supportive and permissive environment
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.

**Active Lives**
Activating, promoting and facilitating opportunities
Activating Lives by promoting and facilitating relevant, meaningful opportunities at a personal level which recognise individual motivations, challenges and take a considered life cycle approach underpinned by behaviour change.

**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.
Setting the ‘PACE’ Our Underpinning Principles

- Our underpinning principles of PACE do not just represent doing more of the same. They present the step-change needed to create the 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.
‘On track’ – what does success look like?

- This strategy sets out the ambitions we want to achieve over the next four years.
- Every year we will produce 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 Insights, Impact and Improvement.
Improvement = Quest

• 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.

• 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.
Quest – The ‘Westminster Way’

This involves three interlocking 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 2000 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 through to 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.

*It’s a journey and not a destination.*
Challenges

• New ways of working and approach via our PACE principles
• Working internally to ensure a truly ‘one-council’ approach to our strategy
• Implementing and embedding the ‘One-PALS’ service with our contractor, inc. Quest and an integrated Action Plan
• Establishing a truly integrated approach to Quest, to ensure that this is at the core of ‘normal’ operations to drive continual improvement
Benefits

• An independent review our progress against our strategy to ensure continual improvement
• Drive improvement, collaboration and the achievement of high quality outcomes against the leisure contract & strategy
• Establishing a ‘hand in glove’ approach to a single PALS service, no more ‘us and them’
• Maximise the extraordinary value and contribution of physical activity, leisure and sport
Outcome?

Active Communities Quest Plus 2 day assessment:

Headline quote? Exe summary assessor feedback below

Active Westminster (AW) and Everyone Active (EA) have established a potentially industry changing working collaboration where the teams are working seamlessly to deliver increased health and wellbeing outcomes across Westminster.

The plans for use of open data are key to the team and will make significant differences to communication and ensuring residents and the transient population of Westminster have information about activity and healthy lifestyle opportunities.

The programmes offered to young people (11+) are well established and effective and deserve a particular mention.

Every person attending the interviews through the assessment were awesome, they were keen to listen, wanted to learn, took observations extremely positively and it was clear the management wanted to use Quest as it was intended, to improve rather than hide areas where they know they could improve in order to achieve a better score. I can only commend them on this, as it's the first time I've experienced it.

Partners said that the team went out of their way to support them. This is noticeable in that the PACE principles are increasing the participation opportunities across Westminster.

To take the team to the next stage, a focus on ensuring new participants have a high quality experience and lifestyle behaviour changes are core to the teams work. This is likely to start with understanding these areas in more detail and implementing a team training programme to help staff understand and recognise how to be effective in these areas.

Partners would welcome the opportunity to offer their views and feedback regarding the team more often, this was about helping them improve more and working as a single entity. This is extremely positive as the team has suggested that future Quest assessments will hopefully include partners too.
Questions?