



Herts Sports & Physical Activity Partnership
STRATEGIC PLAN 2017 - 2021

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Foreword

When we were formulating our last Strategic Plan, the London Olympic and Paralympic Games were on the horizon and there was great excitement about the massive potential legacy that the event could deliver.

As fantastic as those Games were, much water has passed under the bridge since then and the backdrop to our work has significantly changed. We are now in a very challenging economic climate where many of our traditional partners have greatly reduced resources and capacity - but there is optimism for the future. The first government strategy for sport in recent years has been published and there is unprecedented recognition of sport and physical activity as cost effective drivers for positive social change.

Whilst there are real pressures on public services as people live longer, engagement in sport and physical activity programmes can not only improve their health and wellbeing, but can counter social isolation and improve community cohesion. Working in partnership and harnessing our collective effort and resources towards a common goal is at the heart of this strategy, and collaboration and whole system approaches are very much part of the new order.

This strategy sets out our vision and aspirations for the next five years and how we will play our part in supporting the government's key strategic outcomes – Physical Wellbeing, Mental Wellbeing, Social and Community Development, Individual Development and Economic Development. In doing so, it identifies how we will also support our traditional stakeholder base – including clubs, coaches and volunteers. We firmly believe that it is essential that we continue to support that core market as it plays such an important role in community life in Hertfordshire. If we are to successfully address the inactivity issue in the county, more than ever we will need a vibrant community offer, to cater for the new demand.

Hertfordshire is a generally affluent county, but there are significant pockets of inequality. Working with our partners, we will seek to tackle that inequality, and positively impact on the stubborn inactivity levels, particularly amongst under-represented groups and disadvantaged communities. We will strive to create a fully inclusive, customer focussed, high quality Partnership with a goal of ensuring that the sector continues to learn and adapt, and becomes fit for the future.

There are undoubtedly many challenges ahead but as the strategic lead for sport and physical activity in the county, we are committed to an integrated solution to increasing community capacity in Hertfordshire to get more people, more active, more often.

**Grahame Bowles, Chair HSP &
John D. O'Callaghan, Partnership Director**



Hertfordshire - Stronger Together

Currently 31.8% of adults (over 16 years) in Hertfordshire do not meet the Chief Medical Officer's (CMO) recommendation of physical activity and 18.4% are recorded as engaging in less than 30 minutes of activity per week, this increases to 45.4% by the age of 75 years (Active Lives Survey, 2015/16). Moreover, in 2015-16 it was estimated that 29.4% (Public Health England) of year 6 children in Hertfordshire are overweight or obese. Such levels of inactivity contribute to increased levels of chronic disease including heart disease, Type 2 diabetes and high blood pressure.

To effectively address such issues, systemic change is required and the Herts Sports & Physical Activity Partnership (HSP) is committed to being at the forefront of the required action. Fortunately, as a county, Hertfordshire has a deserved reputation for the strength of its cross-sector partnership working and collaborative approaches. Since its inception, HSP has been instrumental in helping to ensure that the sport and physical activity sector is informed, connected and able to adapt and respond to a changing landscape. We have a proactive and productive relationship with all three levels of local government in the county, and in Public Health Hertfordshire we have an empathetic, supportive and innovative key partner organisation.

In providing the strategic glue, we have been able to bring together National Governing Bodies of Sport, School Sports Partnerships, Parks and Open Spaces Managers, School Sports Facility Managers, and Local Authority Sports Development professionals, with the intention of aligning priorities and responding to local needs. We have a particularly vibrant Community Sports Sector with 2,500+ sports clubs powered by the efforts of an army of selfless volunteers. Their work is critical in ensuring that our communities are safer and better places to live and work. Our coaching agencies and leisure operators are committed to delivering high quality, customer led interventions and programmes and the way in which our schools have agreed to community use of their facilities, is to be applauded.

We are very fortunate that we have a number of professional sports clubs within the county's boundary and luckier still, that a number of those help deliver extensive community programmes. These clubs have a huge role to play - particularly in influencing the lifestyles of our young people - and it is extremely pleasing to see the way that they have positively embraced that responsibility over recent years. Our relationship with the Community and Voluntary Sector is already in a good place, but we will have to improve on the breadth of our relationships, working with non-traditional partners who already have a relationship with inactive people. And then we will have to work out how to adapt our offer to fit in with the lives of those people.

There is certainly much work to be done, and a massive amount of learning to take on board and Hertfordshire's Community and Voluntary Sector will be able to assist us on this journey. As they do so, we must adapt and modify the way we operate to fit into their world so that, in the spirit of all good partnerships, there can be mutual benefit, with the end users as the ultimate winners.

Who we are and what we do

The Herts Sports & Physical Activity Partnership (HSP) was established in 2003 as part of the long-term plan for delivering community sport across the nation. It is now one of 44 remaining CSPs following a number of mergers and we work closely with our principal funder, Sport England as the strategic lead for sport and physical activity in Hertfordshire.

The Partnership has myriad stakeholders from across the county including those from the public, private and voluntary and community sectors.

The Partnership is led by a voluntary Board that represents the multi-faceted provision of sport and physical activity across the county. It has a core team of full time and part time sports and health professionals, all of whom are passionate advocates for the power of sport and physical activity as life changers.

VISION

More people, more active, more often.

MISSION

Working strategically to deliver an inclusive, insight led and sustainable sport and physical activity sector in Hertfordshire.

CORE VALUES

Reliable, Proactive, Collaborative, Knowledgeable.

STRATEGIC OBJECTIVES

We will work with our partners to:

1. Increase participation in sport and physical activity
2. Improve health and wellbeing by reducing inactivity
3. Demonstrate the economic and social value of sport and physical activity
4. Strengthen the local delivery infrastructure
5. Make the Partnership fit for the future



Our Principles



The following will underpin the delivery of, and have clear sight lines to our Strategic Objectives:

We will work in **partnership** with current and new partners to help Hertfordshire residents to become or stay active in their chosen sporting or other physical activity.

We will assume a **strategic leadership** role for the sport and physical activity sector in the county.

We will take an **inclusive approach** in our work, by targeting those under-represented groups within the county.

We will be **advocates** for the sector, continuing to promote our views to policy makers.

We will co-ordinate an **insight led and evidence based approach** to sport and physical activity across the sector to demonstrate the impact of these approaches.

Increase Participation in Sport and Physical Activity

We want to achieve this objective because it will mean:

1. More people developing a physical activity habit for life.
2. Supporting the sustainability of the health and social care system.
3. Stronger and safer communities through improved community cohesion.
4. Enhanced physical and mental wellbeing.
5. Better quality of life for residents.

We will do this by:

1. Targeting under-represented groups (especially women and girls, people with a disability, older adults, lower socio-economic groups, and black, Asian and minority ethnic groups) through campaigns and seeking funding to increase activity provision.
2. Championing quality assured delivery of sport and physical activity.
3. Promoting clear pathways to and from grass roots sport and activities by increasing the awareness of sport and physical activity provision in the county.
4. Creating mutually beneficial links with a wide range of non-sporting and sporting partners.
5. Encouraging safe participation and compliance with safeguarding policies and procedures.
6. Locally activating national campaigns.

We will measure our success in a number of ways, including:

1. Annual stakeholder surveys.
2. Impact reports.
3. Case studies.
4. Annual investment into sport and physical activity.
5. Active Lives survey.
6. Quality assurance systems.
7. Networking sessions.
8. Analytics of campaigns.



Improve Health and Wellbeing by Reducing Inactivity

We want to achieve this objective because it will mean:

1. Children and young people have a better start in life.
2. Narrowing participation gaps among those with the greatest needs, including the most deprived.
3. Improved physical and mental wellbeing.
4. A reduction in preventable illness and disease.
5. More people living independently for longer and extending their disability-free life years.
6. Supporting the sustainability of the health and social care system.

We will do this by:

1. Championing sport and physical activity as an effective means of improving health and life chances.
2. Supporting appropriate national and local campaigns to promote active lifestyles.
3. Seeking to increase and sustain investment into the county to tackle inactivity.
4. Working with a broader range of partners to reach the inactive population.
5. Using insight led and evidence based approaches across our work.
6. Increasing the awareness and use of appropriate evaluation frameworks to measure impact.
7. Upskilling partners to apply behaviour change theory to meet the needs of the inactive population.
8. Seeking opportunities for collaborative working and understanding our stakeholders.
9. Embedding a culture of shared learning.

We will measure our success in a number of ways, including:

1. Stakeholder feedback surveys.
2. Levels of investment for sport and physical activity into the county.
3. Analytics of campaigns.
4. Networking opportunities.
5. Stakeholder engagement plan.
6. Workforce development opportunities.
7. Promotion of advocacy tools for different audiences.



Demonstrate the Economic and Social Value of Sport and Physical Activity

We want to achieve this objective because it will mean:

1. Increased investment into the county for sport and physical activity.
2. Physical activity mainstreamed as a preventative measure.
3. An appropriately skilled and equipped workforce.
4. Communities will be safer, stronger and better places to live and work.
5. A more productive workforce.

We will do this by:

1. Supporting partners to attract increased investment.
2. Undertaking evidence based advocacy.
3. Driving a workforce development programme.
4. Promoting a common evaluation framework.
5. Leading on the greater and more consistent use of validated tools.
6. Broadening our stakeholder base.

We will measure our success in a number of ways, including:

1. Adopting of a common evaluation framework.
2. The amount of funding levered into the county for sport and physical activity.
3. Partner satisfaction and feedback.
4. Producing a suite of advocacy tools.
5. Measuring training opportunities in the county.
6. Collating county wide impact measures.



Strengthening the Local Sporting Infrastructure

We want to achieve this objective because it will mean:

1. There are more opportunities available to start, stay and succeed in sport.
2. There is a well-defined workforce.
3. Use of indoor and outdoor space is optimised.
4. Sport is supported to deliver high quality experiences and opportunities.
5. Sport is inclusive; accessible, affordable and appropriate.

We will do this by:

1. Encouraging and supporting opportunities for inward investment to sport in our communities.
2. Ensuring there is an appropriate training and education programme to support the workforce.
3. Working with our partners to improve access to school and community facilities for the delivery of community sport.
4. Providing the insight and supporting the needs of community sport.
5. Supporting volunteers in sport.
6. Encouraging a well networked county, where potential opportunities and good practice are shared.

We will measure our success in a number of ways, including:

1. Partner surveys.
2. An appropriate workforce development programme.
3. Networking events.
4. Amount of funding invested in the county for sport.



Make the Partnership fit for the future

We want to achieve this objective because it will mean:

1. Expanding reach and impact through better connections with existing and new networks.
2. Quality assured and governed appropriately.
3. High performing and sustainable.
4. Embedded as the strategic lead for the sport and physical activity sector in Hertfordshire.
5. Able to deliver an insight led and evidenced based sport and physical activity offer.

We will do this by:

1. Having a culture of continuous improvement.
2. Effective leadership.
3. Living by our values.
4. Maintaining effective communication channels.
5. Keeping ourselves current and meeting all governance requirements.
6. Investing in our infrastructure.
7. Embedding and championing the principles of Duty of Care.

We will measure our success in a number of ways, including:

1. Stakeholder survey.
2. Staff survey.
3. Quality assurance assessments.
4. Customer feedback.
5. Annual financial survey.
6. Performance management.
7. Board satisfaction.
8. Stakeholder engagement plan.





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