

Implementation Plan 2022-23 Summary

Priorities for 2022-23

Our priorities below underline our laser-like focus on identifying and addressing inequality and contributing to key national policy agendas, including helping to reduce the burden on the health sector; employment and prosperity; levelling-up; and net zero carbon emissions.

Our key priorities for 2022-23 are:

- Finalising and communicating our new Strategy and putting a diverse HSP workforce in place with the skills and behaviours to be able to deliver against the objectives.
- Influencing the health sector, for sport and physical activity to be a central strand in the emerging Hertfordshire Health and Wellbeing strategy, to lead the voice of the VCFSE sector engagement with the Hertfordshire and West Essex ICS (Integrated Care System) around physical activity, to ascertain where we can make the greatest contribution to social prescribing in the county and continue to ensure physical activity is used to encourage longer healthier and happier lives for the county's older population.
- Recruiting the Active Local Team and embedding a place-based approach to tackling inequalities in priority areas within Hertfordshire.
- Using the *Together Fund* to engage and strengthen relationships with ethnically diverse communities.
- Delivery of the Holiday Gap programmes to a high standard, maximising the take-up of places by young people who will benefit the most from being more active, and securing the continuation funding.
- Deliver key strategic projects ensuring there is a good alignment to our overall objectives: School Games, CYP (Children and Young People) Active Lives Survey, Box Clever, parkrun, and Daily Mile.
- Strengthening our work around Active Environments with a focus on the local planning system, active travel, sustainability, and climate action.
- Put in place a robust measurement, evaluation, learning, impact, and insight framework for the delivery of our strategy and embed these working practices across the HSP team and wider partners.
- Co-ordination of a systems leadership programme for the county to improve confidence and capability in this area and help to galvanise the workforce around whole-system approaches.
- Review and strengthen our governance arrangements ensuring we are diverse, meet the required standards, are committed to continuous improvement and agile enough to respond to changing needs.
- Refresh and launch the Hertfordshire Sport and Physical Activity Sector Skills Strategy as part of our collective efforts to reconfigure and grow a fit for purpose workforce that is properly equipped to reach the new priority audiences.

Improvement Priorities

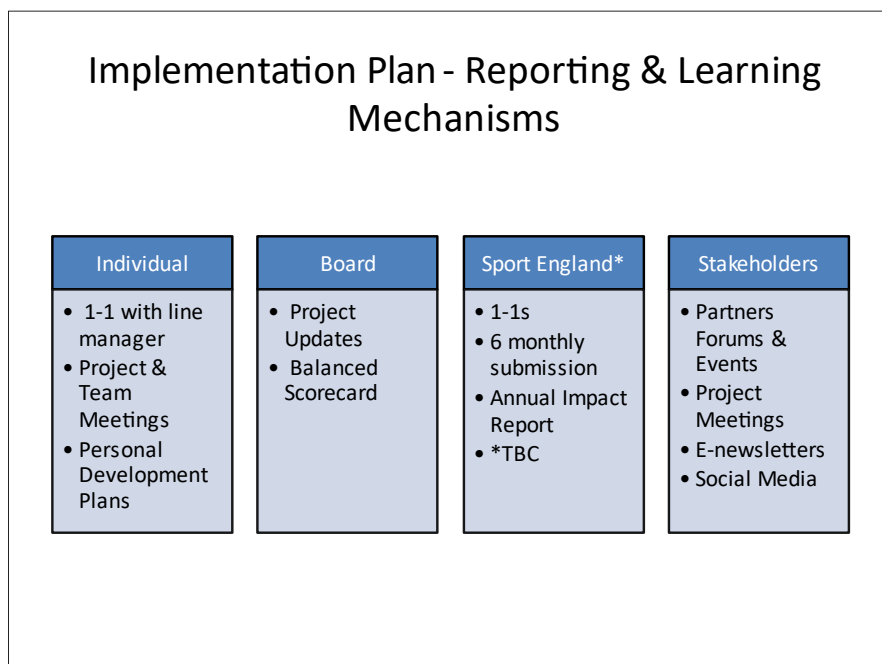
Integral to our organisational culture is continuous improvement, as evidenced by successive Quest assessments, but we accept that in our new role we have to further strengthen this internally. In the new staff structure, organisational learning and continuous improvement will be overseen by a senior designated officer, but it is important that there continues to be shared ownership of these strands across the Board and staff team.

The Enablers of Change is effectively our Improvement Plan and our improvement priorities are:

- Put in place a robust measurement, evaluation, learning, impact, and insight framework for the delivery of our strategy and embed these working practices across the HSP team and wider partners.
- Co-ordination of a systems leadership programme for the county to improve confidence and capability in this area and help to galvanise the workforce around whole-system approaches.
- Review and strengthen our governance arrangements ensuring we are diverse, meet the required standards, are committed to continuous improvement and agile enough to respond to changing needs.
- Refresh our Equality, Diversity & Inclusion Plan and ensure that EDI principles and practice are embedded across all our work areas.
- Devise and embed a new internal and external marketing plan.

Performance Management, Reporting & Learning

A new Performance Management Framework will be designed through the course of the year which will help us to monitor progress / impact, learn and adapt and report to key stakeholders. The outline Framework is highlighted below.



We will also introduce a new Balanced Scorecard which will help the Team and Board to assess organisational health / performance more accurately.