



HSP Implementation Plan Priorities 2026-27

Notes:

- The priorities below were originally set out as 2-year priorities as part of the Strategic Plan mid-term refresh in May 2025.
- We want to emphasise learning and improvement as a key part of our culture.
- We will always stay agile and open to new opportunities and the changing operating landscape. With this in mind, we have updated the plan accordingly.
- We have used insight from various sources to inform our future priorities – see Appendix 1.

Strategic Objective: Community Sport & Physical Activity

2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning / Comments (2026-27)
Organise inspiring needs-led Annual Club Conference / Coach Education Week (CEW) attracting 100 clubs and 350 coaches per year.	The Hertfordshire Clubs Conference took place on Friday 10th October at the Fielder Centre and was highly successful. The event attracted excellent attendance, with over 130 attendees, from a wide range of clubs and organisations. Feedback from delegates, including clubs, NGBs and partners was extremely positive, particularly regarding the quality and relevance of the workshops, the networking opportunities provided, and the power of the keynote	Coach Education Week news article	Clubs We know clubs are genuinely appreciative of support. The volunteer workforce of clubs has been negatively affected by both COVID-19 and the cost-of-living crisis. Furthermore, there has been significant churn in club volunteers and their capacity, and ongoing club support is much needed and valued. The challenges facing clubs continue to be consistent with access to facilities, volunteers and lack of funds	Club and coach development remains a priority for HSP. As well as the flagship events (Clubs Conference and CEW) we will consider how we can spread out provision across the year. We will also ensure that for 2026-27 opportunities are closely aligned with No Limits 2026.

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	<p>address delivered by Sport England's Director of Strategy, Simon Macqueen OBE.</p> <p>The CEW programme (16-22 Feb 26) reached a total of 433 bookings across 32 courses, with sign-ups coming from a diverse range of roles across the sector. A big focus of this year's programme was supporting the No Limits 2026 campaign, part of the Hertfordshire Year of Disability Sport & Physical Activity.</p>		<p>all commonly cited as issues.</p> <p>CEW</p> <ul style="list-style-type: none"> • Drop-out rates remain a challenge for both online and face-to-face sessions. • Clearer communication at the point of booking is also important. • Scheduling was another factor. Several courses ran simultaneously, meaning some individuals had to choose between sessions they wanted to attend. Reducing overlap where possible would support higher engagement and allow attendees 	

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			to make the most of the programme.	
<p>Engage with over 75 Club Welfare Officers per year as we seek to drive welfare standards across Hertfordshire.</p>	<p>The SWO Dashboard displays 35 clubs receiving intensive support, and 60 with light touch support in total. Equalling 96 clubs engaged.</p> <p>We continue to work closely with several clubs to support their progression towards preventative practice and the embedding of safeguarding best practice. For example, Hertfordshire LTA under 8 clubs are actively implementing the Positive Pledge Card initiative to address and prevent poor sideline behaviour. The success of this approach has generated interest from other clubs seeking to adopt similar preventative measures.</p>	<p>Hertfordshire's Youth Voice In Sport - Strong Voices, Safe Spaces – News article for KYCSIS</p> <p>What Parents/Carers Can Do: Creating Safe, Supportive Sporting Environments for Children by Bobs Fox Medium – Blog from KYCSIS</p> <p>Approaches Towards Prevention — Protecting Adults is Everyone's Responsibility. by Bobs Fox Medium – Blog from Safeguarding Adults Week</p>	<p>Engagement with NGBs during the first nine months in post has been positive and encouraging. The majority of NGB contacts have expressed a willingness to collaborate and are appreciative of the support and connectivity the network can provide. However, the breadth of NGB contacts across sports means that relationship-building is ongoing and requires sustained engagement</p> <p>The SWO role can sometimes be perceived as compliance-driven, with clubs viewing contact as scrutiny rather than support. This can limit open dialogue. To mitigate this, a more relaxed and supportive approach has been</p>	<p>Moving forward, we will be placing a stronger emphasis on being insight-led and embedding the voice of participants more intentionally within our work. Ensuring that young people actively shape our welfare provision is essential to making it relevant, meaningful, and responsive to their lived experiences. To support this, the East Region is establishing a Youth Forum to help guide and influence our welfare strategy. We have already funded accredited safeguarding training for 15 young people aged 16–17, with a further 15 completing training in early March. From these cohorts, SWOs will identify individuals who demonstrate strong</p>



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			<p>adopted, clearly emphasising availability for both small, one-off queries and more intensive, long-term support. By positioning the role as a partner and resource rather than an enforcer, trust has increased and relationships with clubs have strengthened.</p>	<p>communication skills and a desire to contribute.</p> <p>With the direct link between the goals of No Limits and the welfare project, the SWO role will take a lead on 2 No Limits Disability Club Forums in 2026.</p>

Strategic Objective: Children & Young People (CYP)

2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
<p>Deliver an inclusive HAPpy programme allowing 30,000+ eligible young people across the county to access provision during the Spring, Summer and Winter 2025 delivery periods.</p>	<p>Programmes delivered across Spring, Summer and Winter. Total of 73,650 places offered</p> <ul style="list-style-type: none"> • 66,580 Universal • 3870 SEND specific • 3200 Direct award opportunities for young people via Services for Young People 	<p>The DfE requires case studies to now be submitted via a Microsoft form directly to them.</p> <p>Annual report on impact for 2025 will be available in June 2026</p>	<p>Amendments in the audit process have enabled more information to be shared up front and therefore giving auditors more opportunity to engage on visits and compare the expected to what is being delivered.</p>	<ul style="list-style-type: none"> • Contract has been awarded for a further 2-year period from 2026. • Opportunity to re tender for the booking system – led by HCC – and any change in provider will be managed ahead of launching

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	<p>75 different activity providers engaged in the programme of which 11 were new (all summer).</p> <p>Delivery of mix model offer – trips, festival days and traditional camps – as part of the Winter 2025 offer.</p> <p>Referral process was streamlined utilising an online form and process. This ensured more detail was captured and those who were eligible via another means (e.g already in receipt of BR-FSM) were accessing the scheme in the correct way.</p> <p>Following on from her session on healthy eating and portion control at the Learn & Share Event, Dr Lindsay Kass worked with the HSP team to evaluate</p>		<p>Expanded Youth Offer – to include Junior Gym Memberships – created some valuable learning around both processes but also the opportunity to try new activities and a different approach.</p> <p>The expression of interest process must ensure it is targeted to area/type or age range to ensure there is sufficient meaningful applications, which add value to the programme</p>	<p>for Summer 2026 delivery.</p> <ul style="list-style-type: none"> Processes and Communications will be revised and tailored to meet the needs of the new system and this will be communicated to relevant partners. Continued intention to develop the offer for teen provision.



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	<p>the menus which were submitted at pre audit for Easter and ranked them with suggested changes and next steps for those whose menu required this. This was shared with providers alongside the opportunity to attend drop-in sessions to support the creation of their menus for Summer.</p>			
<p>Enable 150+ delivery partners the opportunity to access high quality training prior to HAPpy delivery.</p>	<p>Online/On-demand training opportunities have been made available to delivery providers through the Ihasco platform (until end of January 2026). Opportunities have now transitioned to the 'Me Learning' platform.</p> <p>First Aid – 39 courses delivered 123 attendees so far.</p> <p>In person opportunities</p>		<p>Following the Summer 2025 delivery, the decision was made to focus on the on demand offer and mandatory courses (mainly first aid)</p>	<ul style="list-style-type: none"> • Expand the reach of the me learning platform to new providers • Continue to weave in the 'No Limits' ethos into training opportunities offered, to continue to strengthen and develop the knowledge and understanding of supporting those with SEND.



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	<p>BOING kids delivered a bespoke version of their Playventure online training workshop with a focus on healthy eating/lifestyle, environmental awareness and adapting activities to those with SEND.</p> <p>BeeZee/Maximus ran a bespoke workshop with the aim to upskill the providers practical activity ideas and resources they can use to directly educate the children on healthy eating and offer advice on how to engage SEND children in trying different foods/cater for fussy eaters.</p> <p>The Spring Learn & Share event successfully ran with 40 people attending, representing 25</p>			<ul style="list-style-type: none"> Identify key messaging to continue to develop the Learn and Share model and create opportunities for stronger learning and peer support in 2026.



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	<p>individual providers. A further 16 people attended from the three HAPpy delivery partner organisations and two workshop providers. Having the theme of Mental Health running through all three sessions garnered the most engagement from providers of all Learn & Share events previously run. Providers were very receptive to incorporating activities from MINDs Self-Care and wellbeing activity library and used this as inspiration to come up with some very inventive iterations of their own - bringing a very productive practical element to the day.</p> <p>The 2nd learn and share – held virtually in November - focused on</p>			



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	<p>Disability (particularly SEND) in advance of the Hertfordshire Year of Disability Sport & Physical Activity 2026 initiative. There was an emphasis on resetting expectations for providers to make contact/engage with those booked prior to attending camps, particularly focussing on contact made with those that declare SEND needs; how to deal with no- shows and latecomers; and generally, to reinforce the importance of meeting key deadlines ahead of the new contract.</p>			
<p>Work with ParkPlay and Hertfordshire County Council to develop and grow ParkPlay venues to at least 8 in Hertfordshire.</p>	<p>After a review of the funding and success of the programme to date a joint decision between all three parties was to pause the development of future</p>	<p>Hemel - ParkPlayer of the Month - Nov 2026: https://www.facebook.com/share/p/1DqdayqhUJ/?mibextid=wwXlfr</p>	<p>Winter months has a huge impact on attendance.</p> <p>Getting the right ParkPlay leaders at the very start of the programme is integral</p>	<p>Retain and strengthen existing ParkPlays.</p> <p>Work closely with Millie (Herts coordinator) from the central ParkPlay team,</p>



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	<p>ParkPlays. The Partnership though is continuing to work closely with ParkPlay in order to establish where possible further ParkPlays are required and wanted from the local community.</p> <p>There are currently three live ParkPlay sites in Hemel, Broxbourne and Bishop Stortford, all delivered by Play Leaders on a voluntary basis. At two sites, parents are training to become Playleaders moving towards a fully community owned model.</p> <p>Total registered to date:</p> <ul style="list-style-type: none"> • Hemel: 310 • Broxbourne: 157 • Bishop Stortford: 266 	<p>Hemel - PlayLeader of the Month - Jan 2026: https://www.facebook.com/share/p/1Jqo25hjtQ/?mibextid=wwXlfr</p> <p>Grundy - Alison and Naomi have been regular ParkPlayers attending with their families since the programme launched in July 2025. They have always helped out at ParkPlay, whether that's welcoming new people in or setting up equipment. Inspired by the community they found at ParkPlay, both have stepped up to train as PlayLeaders, turning participants into the very people who keep these local events thriving.</p>	<p>to the future of any programme.</p> <p>The geographical location of the event is very important.</p> <p>Consistency of attendees provides momentum for the event to develop.</p> <p>Word of mouth is the most valuable marketing and communication tool available.</p> <p>Input and buy-in from the Local Authority is really important and to focus only where there is energy, demand and need</p>	<p>meeting on a monthly basis to report progress, provide support and encourage growth of events.</p> <p>Improve experience and support for SEND / neurodiverse children and families, specifically work with local organisations to develop 1-2 inclusive events.</p> <p>Launch new ParkPlays when conditions are right, especially where there is both need and local ownership / energy.</p> <p>ParkPlay attended the HSP No Limits external steering group to explore and gain advice from professionals on how the SEND offer within ParkPlay could be further developed and strengthened. Parent feedback is being gathered</p>



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	Total attendances since launch: <ul style="list-style-type: none"> • Hemel: 1,100 (launched July 2024) • Broxbourne: 394 (launched July 2025) • Bishop Stortford: 302 (launched August 2025) 			to shape the approach in Hertfordshire.
200+ teachers, TA's and Sports coaches working in schools to access appropriate CPD to ensure the delivery of high quality PE , physical activity and school sport per year.	Delivered the Annual Primary PE conference Friday 9 th January 2026 titled ' Transformative Power of PE ' with a key focus on inclusion 192 delegates from 157 schools in attendance. Marketplace had 42 stalls (12 commercial and 30 partners which included 11 Specific Inclusive organisations)	Transformative Power of PE: Hertfordshire's Primary PE Conference 2026	Consultation with Advocate Headteachers, continues to be pivotal in ensuring that the agenda and makeup of the conference is of interest to Headteachers and PE leads of all levels of experience across the county.	Continue to offer standalone CPD sessions for teachers across the year. Currently planning 4 Primary tennis CPD sessions with an inclusive focus. The Annual Primary PE conference is dependent on whether schools will continue to receive the Primary PE and Sport



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	<p>Piloting the New AfPE Level 5/6 course (only 4 in the country) Run 3 out of the 8 sessions so far with 12 delegates</p> <p>Delivered a Royal Ballet dance CPD session for primary teachers on 26th September with 25 attendees</p> <p>Inclusion 2028 linked with the BUPA inclusion in action programme to deliver a practical CPD session on 2nd March to university students (future teachers) and teachers / TAs. The session included students from Lonsdale so delegates could see activities/ adaptations being used with young people with additional needs</p>		<p>Gather written feedback to help shape the AfPE course for the next academic year.</p> <p>With a constant change of PE leads there will always be a need to upskill new leads.</p> <p>CPD for teachers is key in supporting HQ PE SS PA.</p>	<p>premium next academic year.</p>
<p>Work with the School Games Organisers to plan and deliver a County</p>	<p>In total 1217 young people including 284 with additional needs took part</p>	<p>KS5 Leaders Trained to Champion Disability Inclusion in Sport</p>	<p>Continue to use various sources of data - local insight is key to supporting</p>	<p>Deliver on the range of events as planned over the coming months.</p>



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<p>School Games programme for 2000 targeted young people per year.</p>	<p>in events in the summer term 2025. These included– Compete events MU11 Hockey, U13 & U15 Girls Chance to shine Cricket, MU11 & Girls U11 Dynamos Cricket, MU9 Tri Golf, MU9 Mini Tennis Red Inspire and Engage events - PNI day, Primary MLD and SLD Panathlon, LTA open court tennis.</p> <p>Herts Celebration event 4th July at Oaklands College with 664 young people participating across 9 different events supported by 115 young leaders</p> <p>3 New SGO’s started in September 2025</p> <p>Working closely with Inclusion 2028 and the No limits 2026 campaign, the</p>	<p>Celebrating Inclusion: A Secondary Festival of Sport for Special Schools</p> <p>Young Champions Take Part in Second Day of Inclusive Leadership Training</p>	<p>targeted approach to the School Games offer.</p>	<p>Continue to embed the School Games pledges – tackling inequality, physical literacy, youth voice / co-creation.</p> <p>Work closely with the SGO’s, Inclusion 2028 and No limits 2026 re the school Games offer to schools</p> <p>The School Games Organisers are only funded until the end of July 2026</p> <p>Currently we are still waiting for DfE to release the tender process for managing the New Schools sport structure. It will hopefully open soon.</p> <p>Once the tender has been awarded the new structure will be agreed with pilots expected to commence in Autumn term 2026. The locations for these pilot programs have not yet been determined, and it is also unclear what specific outcomes or structural</p>



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	<p>programme for the- academic year 25/26 has been adapted and includes more targeted and inclusive events across the year.</p> <p>There are still some compete events especially in the sports that lead on from county level to regional and above.</p> <p>In the Autumn term 430 young people including 84 with additional needs have participated in Compete U11. U13 & U16 Boys and girls Table tennis, Compete U14 & U16 Boys and girls Badminton and a Secondary festival of Sport for Special schools.</p> <p>An Inspire and Engage Year 7 Multisports day involving 60 targeted young people</p>			<p>changes are expected from the School Games</p>



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	<p>from LSEG Secondary schools including 2 from the Active local areas took place in January.</p> <p>Recently, two Table cricket events were held: one for special schools and another for mainstream secondary students with additional needs. Over 100 students took part in these events</p>			
<p>Publish a CYP Strategy aiming to set out our aspirations and plans, in collaboration with partners, acting as an advocacy document to drive increased resources and maximum impact for CYP.</p>	<p>Draft Strategy written.</p>	<p>N/A</p>	<p>Importance of conferring with key partners to understand need and where HSP may add value.</p>	<p>Further conversations about the CYP Strategy needed with the new Partnership Director, to confirm the precise direction of the CYP work strand.</p>

Strategic Objective: Physical Activity for Health & Wellbeing



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
<p>Growing the membership of the Live Longer Better in Hertfordshire network to over 3,000 individuals advocating for longer, healthier and happier lives for our residents.</p>	<p>LLBiH network now 2,800 individuals with 230 champions who have taken a special interest in advocating.</p>	<p>Champions getting together Feb 2026</p>	<p>LLBiH network offers a new audience to HSP, expanding our reach significantly and reaching those who haven't previously associated themselves with sport & physical activity.</p>	<p>We have established a formal partnership with Age Friendly Hertfordshire for 3 years which aims to grow both LLBiH and AFH with combined personnel resource. This will grow the LLBiH network.</p>
<p>Facilitate 60+ (50%) of all GP surgeries in Hertfordshire to achieve Active Practice status, encouraging higher levels of physical activity, and reduced levels of sedentary behaviour, for patients and healthcare employees.</p>	<p>45 GP surgeries in Herts have now achieved Active Practice status.</p>	<p>Over a Third of GP Surgeries in Herts Become Active Practices</p> <p>Case Study for Alpha PCN's Active Practice Success</p>	<ul style="list-style-type: none"> • We are really seeing the value in the six-month Active Practice follow-up meetings and are building up case studies from this to share with practices who are hoping to become an Active Practice. • The South & West Herts Active Connections Conference and Green Social Prescribing Seminar run early 2026 further demonstrated how 	<p>Conversations have started with several other Primary Care Networks / GP surgeries that are keen to explore becoming Active Practices. We are awaiting dates for their dedicated training times, where will attend to provide physical activity training and start the process for them gaining Active Practice status. We remain confident we will have over 60 Active Practices in Herts by the end of March 2027.</p>



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
			<p>bringing health professionals together with the physical activity sector strengthens collaboration, sparks new partnerships, and creates shared momentum for embedding movement into healthcare. These events highlighted that when clinicians, social prescribers, and activity providers connect, they are better equipped to support individuals' wellbeing, expand access to community-based opportunities, and build healthier, more connected communities.</p>	



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<p>Connect and collaborate with key strategic stakeholders to champion the value of physical activity with the view to leverage further investment that enhances the health and wellbeing of Hertfordshire’s residents through active lifestyles.</p>	<p>Collaborating with local VCFSE partners, AgeUK Herts and North Herts & Stevenage CVS & HCC to lead a partnership project that has been successful in gaining 3 years of funding (£900K) from Public Health Hertfordshire.</p>	<p>N/A</p>	<p>Strong foundations in cross-sector partner organisation relationships, shared vision and demonstrated positive track record put us in a favourable position to receive funding and be considered valuable project partners.</p>	<p>Expand and deepen our relationships with key stakeholders through the Age Friendly: Live Better programme work. A key to this work is influencing partners and supporting them to enhance residents’ health and wellbeing. We will maintain an open mind to finding additional funding, which could be facilitated through new and developing relationships with other partner organisations.</p>

Strategic Objective: Sport for Social Change

2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
<p>Deliver the Year of Disability Sport & Physical Activity (no Limits 2026) providing 5,000+ new opportunities across the county.</p>	<ul style="list-style-type: none"> The No Limits 2026 Campaign launched in November 2025 with the Disability Symposium Event attended by 100+ partners. 	<ul style="list-style-type: none"> Disability Symposium news article. No Limits 2026 website. 	<ul style="list-style-type: none"> The importance of using lived experience and insight to shape the campaign. Recruiting key partners to the 	<ul style="list-style-type: none"> Continue to co-ordinate the campaign. Deliver key elements: Deploy Ambassadors, launch Champions



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	<ul style="list-style-type: none"> The Hub Website is live and highlights the various elements to the campaign. A newsletter is circulated each month with links to the various opportunities available, news and examples of good practice. 	<ul style="list-style-type: none"> Ambassador Programme. Young Champions Take Part in Inclusive Leadership Training 	<p>External Steering Group to inform the campaign design and help to deliver the opportunities.</p> <ul style="list-style-type: none"> Generally, partners are very supportive of the concept and are willing to engage. 	<p>initiative, training programme for leisure operators, publish inclusive information on sports facilities, mass participation events and festivals, funding to relevant projects / people, inclusive training programme for partners, use the campaign as an advocacy tool.</p>
<p>Distribute 750 items of sports clothing and footwear by March 2026, to targeted groups across the county via our partnership with Goods for Good.</p>	<ul style="list-style-type: none"> The Partnership continues to collaborate with Goods for Good to receive donations of new sports clothing and footwear for distribution across communities throughout the county. From April 2025 to now we have 	<ul style="list-style-type: none"> HSP and Goods for Good Support Herts Families with Over 300 Donated Items 	<ul style="list-style-type: none"> Community impact awareness, seeing firsthand the value of providing essential sporting items is to remove barriers to physical activity. Improved relationships and communication across organisations and individuals. 	<ul style="list-style-type: none"> Continue to distribute items across disadvantaged groups in Hertfordshire, with a particular focus on our Place Universal Offer, Supported Places. To work with the Health Team, giving out items in



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	<p>distributed 929 items to a range of target audiences, including community groups through Active Local in both Waltham Cross and Cowley Hill and individual cases within our Crime Reduction through sport work.</p>			<p>partnership with the Let's Dance Campaign and local PCN's.</p> <ul style="list-style-type: none"> • Continue to work in partnership with the Crime Reduction through Sport initiative on an individual and group basis. • With the return to Summer Parks this year, there will be an emphasis to continue to work alongside this project to distribute items to young people across Herts. With a hope to focus on beauty/skincare products based on previous youth voice capture.
<p>Engage 100 vulnerable / at risk young people in the</p>	<p>Thus far the Crime Reduction through Sport</p>	<p>StreetGames Q3 Report</p>	<ul style="list-style-type: none"> • Delivery and referrals are most 	<p>Phase Two Commissioned Projects - Support</p>



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<p>Crime Reduction through Sport Commissioned Projects by March 2026, helping them to access meaningful activity and positive role models / mentors.</p>	<p>commission projects has supported 112 vulnerable children and young people over 88 sessions with 445 attendances.</p> <p>Young Futures Prevention Partnerships - Since December 2025, HSP has been funded by the OPCC to support the YFPP panel, identifying “missing middle” children at risk but not receiving statutory support. The Dacorum pilot is Hertfordshire’s first, with OPCC funding confirmed for 2026/27 to expand to further districts. HSP remains a key non-statutory partner.</p>		<p>effective when provision is already established, with additional capacity funded to take on referrals and offer secondary support.</p> <ul style="list-style-type: none"> • Geographical areas of Hertfordshire with a stronger relationship to HSP are more open and willing to explore supporting vulnerable children through Crime Reduction projects. • Clubs and organisations are already delivering this work but are not confident in reporting and monitoring and evaluating this work. This often presents are unwillingness to support in 	<p>commissioned projects for Phase Two delivery.</p> <p>Dacorum YFPP Panel - Support the work of the OPCC with the YFPP panels - Current priorities focus on strengthening workforce capacity in Crime Reduction Through Sport. A five-week workforce development programme, supported by StreetGames, will launch in April to reduce barriers while maintaining strong safeguarding and governance.</p> <p>Second YFPP panel – support OPCC with future sport referral provisions in a second location in Hertfordshire to enable vulnerable children to access high quality secondary sport interventions.</p> <p>Expand universal and secondary offers across Hertfordshire – Support</p>



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			provisions. More work needs to be done in this area to ensure organisations have the competency and confidence to deliver secondary level provisions.	districts highlighted by the OPPC to secure funding for organisations to provide open access provisions with secondary level interventions. Ensuring there is a “step up, step down” process in place to ensure vulnerable young children don’t return to crime once an intervention has commenced.

Strategic Objective: Stronger Communities

2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
<p>Invest £90,000 in Waltham Cross and Cowley Hill to support trusted community partners to deliver test and learn projects aimed at increasing physical activity among children and young people.</p>	<p>Cowley Hill - Six Pilots are being developed as part of the Test & Learn approach. To date, approximately £9,000 has been invested, enabling three of the six pilots to begin delivery, with the remaining projects in development.</p>	<p>The team has developed a two narrative artwork pieces as a reflective tool to capture the emerging Active Local story and illustrate the change taking place across both areas. The artwork can be viewed here.</p>	<p>Delivery readiness varies across pilots and areas. Turning insight into action is one of the biggest challenges. We have good data and a clear direction, but influencing delivery without leading takes time. We’re holding the vision and encouraging partners to step forward and lead, but</p>	<p>Review early delivery progress across the first pilots in Cowley Hill and support the remaining pilots to move into delivery.</p>



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	<p>Waltham Cross – four Pilots are emerging as part of the Test & Learn approach.</p> <p>To date, no funding has been invested in these pilots.</p>		<p>moving from agreement to consistent action isn't always straightforward.</p>	
<p>Deliver six Change Facilitation workshops in Waltham Cross and Cowley Hill, engaging a variety of leaders at different levels, aiming to build leadership capacity, strengthen cross-level collaboration, and embed community voices within governance structures to drive sustainable system change.</p>	<p>Active Local Team hosted five System Change Facilitation workshops across 2 days, engaging 78 partners, across all levels of the local systems. Delivered by Louise Upton from Miova, the workshops provide an insight into System Leadership, Whole System approaches and the fundamentals of place-based working, all with a focus on tackling inactivity and persistent health inequalities.</p> <p>The decision to host five instead of six was determined by the focus of different audiences – e.g. x2</p>	<p>Read full news article here</p>	<p>System change and system leadership are complex and not always immediately understood. While some partners quickly grasped the concepts and began reflecting on their own role within the wider system, others found the shift from service delivery thinking to whole-system thinking more challenging.</p> <p>This reinforces that developing system leadership is a continuous learning journey. Building shared understanding, confidence and reflective practice across partners will require ongoing space for dialogue, challenge and</p>	<p>Building on this learning, we will consider the next steps to embed system leadership more consistently across partners. This may include follow-up sessions, peer reflection spaces and practical application opportunities to move from theory into action.</p> <p>The focus will be on reinforcing shared understanding and supporting partners to apply whole-system thinking within their day-to-day roles. There is an opportunity to collect further follow up from Partners as part of HSP's Partner Survey with specific</p>



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
	Local Authority specific sessions, x2 Community Partner sessions and there was the need for x1 targeted session for Hertsmere Clubs.		support — rather than a one-off intervention.	questions being asked of Place Partners.
<p>Build local capacity by establishing localised workforces needed to support the delivery of sport and physical activity in our places; investing £20,000 over two years to upskill community members through training aligned to the needs of the community; and working with partners to deploy the workforce into local opportunities.</p>	<p>Following the success of our previous Active Local Workforce Programme — a £15,000 Sport England Movement Fund investment delivered in partnership with the Herts Coaches Association — we successfully established a community-embedded workforce across Cowley Hill and Waltham Cross ahead of our PUO work, with 194 participants engaging in training, qualifications, and volunteering opportunities. As a result, uptake of workforce courses during year one of PUO has been slower, reflecting the recent investment in this space.</p>	<p>Impact examples from the Active Local Workforce Programme:</p> <p>Basketball Workforce Case Study Video: Watch here</p> <p>News Article: Local Leaders Trained to Support Youth Through Mentoring in Waltham Cross</p> <p>News Article: Young Basketball Leaders Strengthen Growing Community Workforce in Waltham Cross</p>	<p>Embedding localised workforce opportunities builds skills, confidence, and leadership within the community, ensuring delivery is led by people who understand the place and its needs.</p> <p>Investing in local people creates a sustainable pipeline of coaches, volunteers, and leaders, leaving a lasting legacy that extends beyond short-term funding cycles</p>	<p>£3,270 in the pipeline to be spent on workforce development opportunities for the below clubs/organisations:</p> <p>Waltham Cross Amateur Boxing Club, Lee Valley Paddle Club, Hertsmere Table Tennis, Families Centre Early Year Physical Literacy Practitioner Training</p> <p>As our Test & Learn Pilots developing to delivery, we believe there will be an increase demand for workforce development.</p>



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
	However, we anticipate increased demand over the next year as new workforce needs continue to emerge across both places.			

Strategic Objective: Active Environments

2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
Deliver the Herts Football Sustainable Transport project, in partnership with HCC and Herts FA, reducing football related transport journeys by at least 10%.	<ul style="list-style-type: none"> • 510 surveys were completed from grass roots football clubs. • The results showed a high prevalence of car journeys. • Participants were willing to consider greener options if barriers could be removed. 	N/A	It takes a lot of effort to encourage people to complete the survey.	<ul style="list-style-type: none"> • Share the results with key stakeholders. • Use the insight to plan phase 2 – a series of actions leading to greener travel habits.



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
<p>Deliver a learning programme for local authority planners engaging 100+ delegates.</p>	<ul style="list-style-type: none"> The first Bitesize workshop attracted 102 planners and was delivered by Active Travel England on their Planning Toolkit in Nov 2025. 	<p>N/A</p>	<ul style="list-style-type: none"> Importance of bitesize / focused workshops that enable planners to attend. Q&A slot worked really well to encourage engagement. The workshop resources were made available providing a long-term learning legacy. 	<p>Deliver a minimum of 3 workshops (26-27) attracting 250+ planners.</p>

Enabler of Change: Fit for Purpose Organisation

2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
<p>Position the sport and physical activity sector as a significant contributor to key objectives as part of Local Government Re-</p>	<p>HSP has been meeting stakeholders and contributing to the consultation process. We are in the process of writing an Advocacy Paper to make</p>	<p>N/A</p>	<ul style="list-style-type: none"> This is a complex area. It is important that we understand the process, make connections with 	<ul style="list-style-type: none"> Complete the Advocacy Paper and seek buy-in from key sport and physical activity partners.



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
organisation and Devolution.	the case for the sector / HSP. We have also been convening meetings of CVS organisations to ensure that sport and physical activity is adequately considered in their plans.		the key decision makers and get our timing right.	<ul style="list-style-type: none"> Use the paper to advocate for the sector with key stakeholders.
Retain the Code for Sports Governance Tier 3 Accreditation.	The last review from Sport England was in 2024 where our Tier 3 status was retained. We have remained compliant since then and continue to practice good governance.	N/A	Having a standard item on Governance at Board meeting, together with a Governance Calendar, ensures that key governance matters are visible and are discussed in a timely manner.	The new Chair and board members will need to be brought up to speed on relevant governance matters.
Retain CYP and Adult Safeguarding Accreditation.	The CPSU review was successfully completed in June 2025 The Ann Craft Trust Framework review was undertaken for the first time at the end of 2025. Confirmation was received in February 2026 that the ACT Accreditation had been met and achieved. This will	N/A	Key action from the CPSU review was to ensure that there was a child friendly version of the CYP policy and code of conduct available – ideally that young people had been able to input into. Work is currently being undertaken to create this prior to the	<ul style="list-style-type: none"> Successfully complete the CPSU review in June 2026. Continue to review and develop Adult Safeguarding principles in line with ACT framework



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
	now be held for a 2-year period.		next CPSU review in June 2026.	
Recruit 5 new Independent Board Members by March 2026.	<ul style="list-style-type: none"> • 19 applications received. • 9 candidates interviews. 	Recruitment Pack	<ul style="list-style-type: none"> • Importance of a high quality Recruitment Pack and using all channels to maximise reach. • Retaining outgoing members for 12 months as ‘Ambassadors’ will support succession planning. • As part of this process we will stagger appointments to avoid mass resignations in future. 	<ul style="list-style-type: none"> • Appoint new board members. • Plan a high quality on-boarding process for new board members. • Consider the recruitment of the incoming ICB Lead for Hertfordshire as a new ex-officio board member.

Enabler of Change: Fit for Purpose Workforce



2025-27 Priority	Progress (March 2026)	Link to Impact Case Study(ies)	Learning	Forward Planning Comments (2026-27)
<p>Deliver a year-long Systems Leadership Programme designed to strengthen leadership capacity across the sector and drive meaningful, system-wide change - with 40+ leaders enrolled from different levels and parts of the sector.</p>	<ul style="list-style-type: none"> • 48 (15 senior, 33 aspiring) participants representing community sport, education, health, leisure operators. • Launch event delivered in Jan 26. • Leadership Centre facilitating the course. 	<p>Herts Leadership Programme News Article</p>	<ul style="list-style-type: none"> • We delivered a supplementary webinar to help potential applicants understand the content / purpose. • Systems leadership is new to most participants. 	<ul style="list-style-type: none"> • Work hard to ensure the delivery of high-quality sessions and foster connections between participants. • Use the programme as part of strengthening the sector’s position as part of LGR.

Assumptions & Considerations

- We will always stay agile and open to new opportunities and the changing operating landscape.
- LGR will create significant change and we will need to stay close to developments, advocate for HSP and the sector, and adjust our approach accordingly.
- Sport England core funding provides the platform for our project work. Whilst continuation funding looks promising, we currently have no guarantees or estimated amounts beyond the end of our current funding contract to March 2027.



Budget & Resources

All the priorities above are fully funded and included in the HSP 2026-27 forward projections. Staff have been allocated to these projects, however, we know we need to remain agile as circumstances change. We will also work hard to augment the funding that we have to further develop these and other projects as opportunities arise.

Safeguarding, EDI and Environmental Impact

All these issues are prioritised as part of the work plan set out above.



Appendix 1 - Key Drivers Influencing the Refreshed Strategy

We have used insight from various sources to inform our future priorities.

Population Changes

The total population of Hertfordshire is 1.2 million. This is an increase of 83,000 people since 2011. Priority groups in Hertfordshire are growing (older adults 17%, Asian 42%, NSSeC 25%, limiting illness or disability 8%), making addressing these inequalities increasingly important.

Inequality Gap

Physical inactivity affects over 200,000 Hertfordshire adults (22%), and 135,000 children and young people (49%) do not meet the Chief Medical Officer's recommendations for 150 minutes of activity per week, with stark inequalities across our communities.

Research shows that adults who share two or more of the key characteristics (Asian people, Disabled people or those living with a long term health condition, lower socio-economic groups (NS SeC 6-8), age 65 or over, pregnant women and parents of children under one year) are over three times more likely to be inactive. The same pattern exists for children and young people although the characteristics are slightly different.

Prioritising resources towards the groups with multiple inequality factors will help to address these inequalities.

Local & National Political Landscape

Local Government Re-organisation and Devolution has started in Hertfordshire aligned to Government priorities, and has the potential to significantly affect the sport and physical activity sector (positive and / or negative). We will remain close to developments and work hard to position the sector to maximise opportunities.

Aligning with Key Stakeholders



At the time of writing there are key leadership changes afoot within the University of Hertfordshire (host), Sport England (core funder) and councillors representing the District, Borough and County Councils (key partners and funders). Previously we have enjoyed good relationships with these organisations, and we will look to build relationships with the new incumbents, to ensure we are effectively aligned around common goals.

Understanding & Responding to Partner Needs

Insight from partners highlights their main challenges are: funding, access and availability, community engagement and awareness, sustainability and long-term Impact and collaboration and partnerships.

We are committed to supporting partners to address these issues, and these themes will be reflected in our priorities going forward.