# East Herts HWB Strategy 2019-2023

# East Herts Health and Wellbeing Strategy 2019-2023

#### **Foreword**

The health of our citizens is something which should be at the centre of what we do. And seen through this lens district councils are, essentially, public health organisations. Parks, Housing, Environmental Health, Leisure, Planning, Community Safety and so many more functions have a clear and strong impact on the health of our population. Access to health care and the quality of that health care are just one aspect of what we need for our health.

Without what local authorities do directly, through their partners and with their allies, the health of the population would be worse. And the NHS cannot deliver a healthy population by itself. It needs what district councils and their allies do. And medical solutions alone are not enough. East Herts Council and its partners get this.

Once again East Herts have produced a strategy which combines a careful prioritisation of the work they will do with a sound reading of the population need and a focus on what the whole council and its partners can achieve by working together.

Imagination, passion and commitment are all present in this strategy. Personally speaking, it's great to see and exciting to be a part of.

Jim McManus

Director of Public Health for Hertfordshire

## **Preface**

I am very pleased to introduce East Herts Council's updated Health and Wellbeing Strategy covering the five years from 2019 – 2023.

While voluntary organisations, the private sector, community groups and individuals themselves will all have a part to play in delivering the outcomes discussed in this strategy, I fully appreciate that there is much the council can do.

We recognise that the council's planning policies, and in particular the District Plan, can have a significant impact on the health and wellbeing of both existing and new communities. The council's District Plan will help housing developers, housing associations, community groups, health providers and many others to create to new garden towns and well-planned extensions to our market towns. These new areas will be characterised by modern, high quality homes that promote good health, provide recreational open space and facilities designed to encourage journeys by foot, cycle and public transport with all the obvious associated health and wellbeing benefits.

At the same time, we shall work with the Health Service, Clinical Commissioning Groups and other agencies to make a reality of the Sustainability Transformation Plan for Hertfordshire and west Essex. The emphasis on prevention in the Plan underlines the key input the council can make to the wider promotion of health.

The challenges to maintain and improve the health and wellbeing of our communities are great but the benefits within our grasp are greater still. I look forward to working with residents, stakeholders and all our partners in making East Herts an even healthier place to live, work and play.

Councillor Eric Buckmaster

Executive Member for Health And Wellbeing, East Herts Council

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## 1. Vision

Deciding on what public health means or what a good level of health and wellbeing represents involves many definitions. Perhaps pivotal is helping people stay healthy, promoting their wellbeing and protecting them from harm. These core elements are something that everyone should be able to enjoy.

Good health is about supporting the individual to live well in their environment and enabling access to services and opportunities which support a healthy lifestyle. Living a healthier lifestyle will build up health resilience and promote a life that is less affected by ill health.

Wellbeing is closely connected to our health and is associated with a sense of purpose and contentment; it often relates to our values and beliefs. A sense of wellbeing can be experienced through a mix of physical, mental, emotional or spiritual wellbeing.

East Herts Council is committed to helping individuals, families and communities to look after their health and wellbeing by ensuring East Herts is a district in which they can flourish.

This strategy focuses on the efforts and actions of East Herts Council but, of course, our work is closely interlinked with that of many other partners. Of particular importance, during the lifetime of this strategy, the council's District Plan will help housing developers, housing associations, community groups, health providers and many others to create to new garden towns and well-planned extensions to our market towns, the aim being to ensure the design of these new neighbourhoods has a significant, positive impact on the health and wellbeing of East Herts' population.

Over the lifetime of this strategy, we and our partners will be working towards the delivery of the Hertfordshire and west Essex Sustainability Transformation Plan, the goal of which is that 'by 2021, we want residents of Hertfordshire and west Essex of all ages to live as healthily and independently as possible'.

Put simply, enjoying good health for as long as possible must be the default position for the people of East Herts. The strategy lays out how we will work with others to encourage and enable people to make healthy lifestyles choices.

# 2. East Herts Council Corporate Vision and Priorities

Our Corporate Strategic Plan sets out our vision and corporate priorities. Our vision is to preserve the unique character of East Herts and ensure it remains one of the best places to live and work.

The table below clearly demonstrates the central importance of promoting health and wellbeing in the council's overall vision.

Priority	Outcomes we want to see	
People - Improve the health and wellbeing of our communities	Residents living active and healthy lives  Support for our vulnerable families and individuals  Communities engaged in local issues	
Place - Enhance the quality of people's lives	Attractive places  Future development best meets the need of the district and its residents	
Economy - Enable a flourishing local economy	Support our businesses and the local economy Vibrant town centres Working with others, to have achieved the right infrastructure for our businesses and communities	

# 3. East Herts' Health Challenges

East Herts cover the eastern third of Hertfordshire. Around three-quarters of our population live in of the five main towns, separated by areas of rural landscapes and small villages.

The East Herts District Plan envisages around 18, 900 new homes being built in East Herts between 2011 and 2033. This will take the number of homes in East Herts to over 75,000.

While by many measures a relatively affluent district, East Herts does have its health challenges, including:

- deprivation the health of people in East Herts is generally better than the England average, however this tends to mask pockets of deprivation. Five of the most deprived wards account for 16% of the population, representing around 23,000 individuals<sup>1</sup>
- **weight** in East Herts, around two thirds of adults are classed as overweight and/or obese. For children around one fifth of reception children and one quarter of year 6 children are classed as overweight and/or obese. Being overweight or obese is connected with a range of lifestyle conditions which can impact health significantly. Additionally certain medical interventions, if required, can be more difficult to carry out safely if someone is overweight or obese thus multiplying the negative impact on health. Balanced, healthy eating and regular physical activity can help maintain a good body composition<sup>2</sup>
- physical inactivity while there have been clear improvements in adult activity
  and exercise levels, 20.5% of the East Herts adult population are still classified as
  inactive. Physical activity is one of the most important protective factors in
  supporting a healthy lifestyle and preventing those who already have long term
  conditions from worsening health.<sup>3</sup> Physical activity is well evidenced in

Source Public Health England Local Authority Health Profiles. 2017. <a href="https://fingertips.phe.org.uk/profile/health-profiles/data#page/0/gid/1938132701/pat/6/par/E12000006/ati/101/are/E07000242/iid/92443/age/168/sex/4">https://fingertips.phe.org.uk/profile/health-profiles/data#page/0/gid/1938132701/pat/6/par/E12000006/ati/101/are/E07000242/iid/92443/age/168/sex/4</a>

NCMP and Child Obesity Profile. <a href="https://fingertips.phe.org.uk/profile/national-child-measurement-programme/data#page/0/gid/8000011/pat/6/par/E12000006/ati/101/are/E07000242">https://fingertips.phe.org.uk/profile/national-child-measurement-programme/data#page/0/gid/8000011/pat/6/par/E12000006/ati/101/are/E07000242</a>.

Department of Health Physical Activity Guidelines Factsheets 3 (Children and Young People 5-18 years) and Factsheet 4 (Adults 19- 64 years), 2011. <a href="https://www.gov.uk/government/publications/uk-physical-activity-guidelines">https://www.gov.uk/government/publications/uk-physical-activity-guidelines</a>

contributing to overall health and wellbeing and therefore requires a strategic focus to help support individual, community and population increases in physical activity levels. Leisure facilities, open spaces and community partner projects can help to increase physical activity participation and encourage a range of health benefits. These are reflected in the council's Physical Activity Strategy

- isolation and loneliness isolation and loneliness are becoming increasingly influential in the health outcomes of our residents. National Quality of Life data published in 2018 indicates that the main challenges for older people when seeking to maintain or enhance their quality of life are lower satisfaction with their health and lower engagement with an art or cultural activity. Health challenges or bereavement can lead to or exacerbate social isolation. Equally for many younger people, challenges include unemployment, loneliness, not having someone to rely on and a lack of sense of belonging to their neighbourhood. Recent research notes that: "Feelings of loneliness are most strongly associated with poor mental health, but are also associated with long-term problems of stress, anxiety and depression. The risk associated with social isolation and loneliness is comparable with well-established risk factors for mortality (e.g. physical activity, obesity, substance abuse)" <sup>4</sup>
- dementia in Hertfordshire figures show that 4.4% of those people registered with a GP practice over 65 years old have dementia. In Hertfordshire Social Care's East and North Herts area, which includes the East Herts district, there are over 580, 000 people and 60 GP practices
- **smoking** East Herts adult smoking prevalence has fluctuated within a small range between 14.6% and 17.5% from 2012 to 2016, however in 2017 there was a noticeable reduction to 9.5%. This mirrored national and regional trends although the reduction in East Herts was more sizeable<sup>5</sup>
- **sustainable transport** Department of Transport 2016 figures relating to East Herts show that among adults aged 16 and over, 15% cycle for work or leisure once a week and 76% walk. The Cole Green Way along with a number of circular routes around Hertford, Ware and Bishop's Stortford represent great opportunities for

Measuring National Well-being: Quality of Life in the UK, 2018. <a href="https://www.ons.gov.uk/releases/measuringnationalwellbeinglifeintheukapril2018">https://www.ons.gov.uk/releases/measuringnationalwellbeinglifeintheukapril2018</a>

Source Public Health England Local Authority Health Profiles. 2017. <a href="https://fingertips.phe.org.uk/profile/health-profiles/data#page/0/gid/1938132701/pat/6/par/E12000006/ati/101/are/E07000242/iid/92443/age/168/sex/4">https://fingertips.phe.org.uk/profile/health-profiles/data#page/0/gid/1938132701/pat/6/par/E12000006/ati/101/are/E07000242/iid/92443/age/168/sex/4</a>

cycling. Public footpaths and bridleways provide plenty of opportunity for walking across the largely rural  ${\sf district}^6$ 

• **public transport** – while every ward is served with a bus service, there is great variation in frequency. Added to this the timetable frequencies do not necessarily suit working age commuting times with some return services finishing by 4pm.

Transport Statistics Great Britain: 2016. 8<sup>th</sup> December 2016. https://www.gov.uk/government/statistics/transport-statistics-great-britain-2016

# 4. Working in Partnership

# Sustainability and Transformation Plan (STP)

Nationally, NHS England has required Health services and Clinical Commissioning Groups (CCGs) to draw up a wide-ranging plans to improve health and care over a broader area than that covering by an individual CCG or health care trust. East Herts falls within the area covered by the Hertfordshire and west Essex Sustainable Transformation Plan (STP).

Hertfordshire and west Essex's STP, 'A Healthier Future', brings together the challenges and opportunities that face NHS and care services in Hertfordshire and west Essex as they work together to improve health and wellbeing within the funds available. This is an opportunity for a range of partners working together in East Herts to contribute to the plan. It also recognises that we need to work as part of this whole system to improve health and wellbeing in Hertfordshire and west Essex.

The key challenges within the STP that are most significant for this health and wellbeing strategy are:

- living well and preventing ill-health
- transforming primary and community services
- providing health and care more efficiently and effectively health.

http://www.healthierfuture.org.uk/sites/default/files/publications/2016/December/A-Healthier-Future-Final.pdf

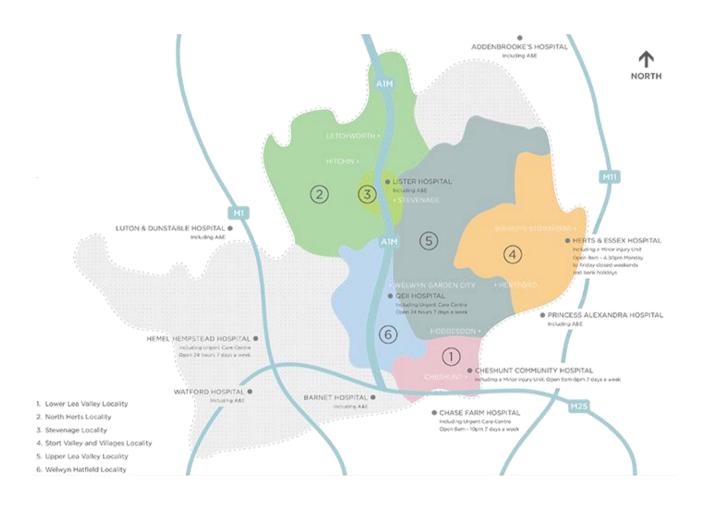
The links below provide information on the priorities of our partners or supporting strategies and the connection with the priorities contained in this strategy. Alignment of these joint priorities can enable better use of resources and delivery of targeted interventions.

# **Clinical Commissioning Groups**

The East and North Herts Clinical Commissioning Group (CCG) operates within the East Herts Council area and these are important partners in terms of working together to address the health needs of our population and addressing similar priorities.

A locality is a group of GP practices working together in a particular area. The localities do not share borders with East Herts Council's district; the Upper Lea Valley locality covers the east of the district and the Stort Valley and Villages locality group covers the west of the district although both take in part of the North Herts Council area.

# Map of the localities comprising the East and North Clinical Commissioning Group area



# Upper Lea Valley locality group

The current priorities are listed below, with more information on the role and function of the Clinical Commissioning Groups can be accessed using the link below:

- improving early diagnoses and management of cancer
- improving the health and wellbeing of the frail and elderly
- reducing obesity levels.

http://www.enhertsccg.nhs.uk/upper-lea-valley-locality-group

# Stort Valley and Villages locality group

The current priorities are listed below, with more information on the role and function of the Clinical Commissioning Groups can be accessed using the link below:

- improving patient experience of their access to primary care
- supporting our patients with long term conditions and end of life care
- reviewing cancer management to support early diagnosis.

http://www.enhertsccg.nhs.uk/stort-valley-and-villages-locality-group

#### **NHS Trusts**

Three NHS Trusts deliver services in or close to the East Herts District towns and villages.

#### East and North Herts NHS Trust

Please see link below for details of Trust strategy and priorities.

http://www.enherts-tr.nhs.uk/about-the-trust/our-strategy/

#### **Princess Alexandra Hospital NHS Trust**

Please see link below for details of Trust strategy and priorities.

https://www.pah.nhs.uk/article/948/Our-objectives

#### **Herts Partnership University NHS Foundation Trust (HPFT)**

HPFT is the provider for mental health and wellbeing services in Hertfordshire.

http://www.hpft.nhs.uk/services/

# **Hertfordshire County Council Public Health**

Hertfordshire County Council's (HCC) Public Health Service is the accountable body for the delivery of public health services in Hertfordshire. East Herts Council works closely with the HCC Public Health team

The HCC Public Health Service has identified the following strategic priorities:

- starting and developing Well support and services we provide for children and young people
- keeping Well encouraging and supporting people to live healthy lives, getting them
  to take responsibility for their own health and helping them make positive choices
  about their weight, diet and mental health
- influencing and advising focusing on how our public health experts can share their expertise and give professional advice to other organisations to help them design and deliver services
- **working collaboratively** the need for us to work with each other in order to get things done.

https://www.hertfordshire.gov.uk/services/health-in-herts/news-events-and-campaigns/new-public-health-strategy.aspx

# Hertfordshire Health and Wellbeing Board

The Health & Wellbeing Board brings together the NHS, public health, adult social care and children's services, including elected representatives and Hertfordshire Healthwatch, to plan how best to meet the needs of Hertfordshire's population and tackle local inequalities in health. The Board's priorities are divided into four main sections and relate to each major stage of life; they are:

- children starting well
- young people developing well
- working age adults living well
- older people living actively and independently.

https://www.hertfordshire.gov.uk/about-the-council/how-the-council-works/partnerships/health-and-wellbeing-board.aspx

# Voluntary and charitable sector partners

Partnership working is more important than ever before, particularly given the pressures on funding across the public sector and the consequent need to stretch existing resources as far as possible. Alignment of priorities, increased discussion and greater understanding of organisational approaches to address health and wellbeing can all help reduce the call on primary care services and acute hospital admissions.

# 5. East Herts Health and Wellbeing Priorities

The council has considered the circumstances and drivers discussed in the earlier sections of this strategy to draw up the priorities for the East Herts Health and Wellbeing Strategy.

The Strategic Review of Health Inequalities in England<sup>7</sup>, known as the Marmot Review, along with more recent policy approaches, such as the 2016 Health in All Policies (HiAP) framework, have also informed our thinking. The Marmot Review concluded that reducing inequalities, and in doing so bettering health and wellbeing across communities, "will require action by central and local government, the NHS, the third and private sectors and community groups. National policies will not work without effective local delivery systems focused on health equity in all policies". We believe our revised Health and Wellbeing Strategy is a key way in which joined-up working can be fostered locally.

#### Our health and wellbeing priorities are to:

- 1 help all children to start off well
- 2 empower children, young people and adults to achieve their life potential
- 3 promote healthy working environments
- 4 promote positive health and wellbeing for all
- 5 create healthy places and sustainable communities
- 6 strengthen health improvement and ill-health prevention
- 7 use the council's power of influence.

<sup>&</sup>quot;Fair Society, Healthy Lives" - Strategic Review of Health Inequalities in England post-2010; The Marmot Review, February 2010. <a href="https://www.ucl.ac.uk/marmotreview">www.ucl.ac.uk/marmotreview</a>

We recognise that the council can contribute to delivering our priorities in a number of principle ways, these being as:

a provider of public health assets and services

As a council we have physical resources such as buildings and open spaces which can be used to help meet our health and wellbeing priorities. Furthermore, our partners have access to many resources such as community assets and buildings

• a **deliverer** of public health activities and programmes

The council has the opportunity to deliver activities and programmes, often in partnership, which can further achievement of our health and wellbeing priorities.

an enabler of public health improvement

The council can use its influence and resources to enable communities and individuals to achieve better health and wellbeing outcomes and have more choice in improving their own health.

# The ways in which East Herts Council can deliver its health and wellbeing priorities

Provider of Public Health Assets and Services

**Deliverer** of Activities and Programmes

Enabler of Health Improvement

Parks and green spaces
Waste and recycling

Sustainable travel

Community centres

Council and partner led programmes

Internally and externally funded programmes and activities

National and Hertfordshire and East Herts focused campaigns

Leisure facilities and sports pitches

Business development

Environmental Health

Homelessness prevention

Licensing

Physical activity programmes

Social prescribing

Air Quality monitoring and promotion

Communications

Enabler of high
quality
communities
through
implementation of
the District Plan

Maximising access to high quality housing

**Business support** 

Advice and coordination to tackle anti-social behaviour and promote community safety

Provision of grants to community groups focused on promoting health and wellbeing outcomes

Behaviour and Lifestyle change

# Working together with a purpose

The council recognises the need to challenge and motivate all those involved in bettering the health and wellbeing of local people. We need to continually ask ourselves:

- how can we harness new technology to support health and wellbeing improvement?
- how can be we be creative about increasing the effectiveness and personalisation of services?
- how can we **stretch resources** while maintaining and improving the quality of services?
- do we have services that the council or its partners can develop into a marketable products to benefit the health and wellbeing of people? The **income** received from selling these services could then be re-invested to help sustain services
- how can we help individuals and communities direct their available resources towards maintaining and improving their health and wellbeing?
- how can the council foster a 'whole systems' way of thinking in which cause-andeffect relationships impacting on health and wellbeing are better understood thus encouraging different stakeholders join up their efforts to make an impact on the whole system?<sup>8</sup>
- how can the council best exert its place-making potential to deliver real uplifts in health and wellbeing? Exerting influence through the council's District Plan is a great example of this.<sup>9</sup>

Whole Systems Leeds Beckett. <a href="http://www.leedsbeckett.ac.uk/wholesystemsobesity/a-whole-systems-approach/">http://www.leedsbeckett.ac.uk/wholesystemsobesity/a-whole-systems-approach/</a>

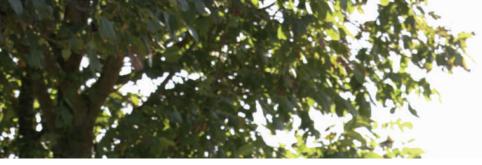
Health in all policies – a manual for local government.

<a href="https://www.local.gov.uk/sites/default/files/documents/health-all-policies-manua-ff0.pdf">https://www.local.gov.uk/sites/default/files/documents/health-all-policies-manua-ff0.pdf</a>

# 6. Health and Wellbeing Resources

A wide range of public health information is readily available from:

https://www.gov.uk/government/publications/phe-data-and-analysis-tools-a-to-z/phe-data-and-analysis-tool-a-to-z



# Draft East Herts Physical Activity Strategy 2019-2023



01279 655261

**f** EastHertsDC **o** easthertscouncil

www.eastherts.gov.uk

## Introduction

East Herts Council is committed to improving the health and wellbeing of its community and enhancing the quality of people's lives. We recognise that sport and physical activity is key to achieving this. We want every member of our community to have the opportunity to participate in physical activity in the way they choose. This might include walking in open spaces, cycling to work, playing sport with friends or going to a gym.

## **Our Vision**

Everyone in East Herts should have the opportunity to be physically active through work, travel, active recreation or participation in sport and leisure.

We introduce this Physical Activity Strategy to demonstrate our aspirations and commitment to this vision. This strategy supports the principles of the East Herts Health and Wellbeing Strategy 2019-2023.

# **Background: Our District**

The population of East Herts is approximately 145,000. Around 20% of people or 29,000 individuals are estimated to be physically inactive. People who are inactive have a much higher risk of developing long term conditions including cardiovascular disease, diabetes, osteoporosis and some cancers. In addition they are more likely to experience depression, loneliness and dementia.

East Herts has a 95% 'White British' population which is higher than both the East of England and England as a whole. The ageing population in East Herts is in proportion to other areas of England. The rural nature of the District, coupled with the ageing population may present specific issues compared to other more urban Districts. Some of these may include the impact of social isolation and the difficulty in travelling from one side of the District to another resulting in higher car usage.

The key health statistics for East Herts are as follows:

- Excess weight in reception children 18.4%
- Excess weight in Year 6 children 23.9%
- Excess weight in adults 63.6%
- Physically active adults 64.5%
- Physically inactive adults 20.5%
- 4.9% of recorded cases of diabetes in those aged 17 years and older
- 3,433 injuries due to falls per 100, 000 people for males aged 80 years and older
- 5, 981 injuries due to falls per 100, 000 people for females aged 80 years and older

Physical activity is essential for overall health and wellbeing. It has many direct and related health benefits. These include a reduction in mortality, coping better with long term conditions and can help reduce the impact of disease such as diabetes, heart disease and bone disease. It also positively impacts mental health, stress, depression, excess weight, community cohesion and promotes a positive outlook on life.

Adults in England should aim to take part in at least 150 minutes of moderate intensity physical activity each week, in bouts of 10 minutes or more, according to physical activity guidelines recommended by the UK Chief Medical Officer.

Physical Activity can include some or all of the following activities.

Physical Activity					
<b>Active Living</b>	<b>Active Travel</b>	Active Recreation	Active Sport		
Gardening	Walking	Exercise	Organised participation		
Walking	Cycling	Dance	Structured competitive activity		
Chair based activities	Jogging	Gym	Informal sport		
Housework		Swimming	Swimming		
		Active play			

# **Our Objectives**

To work with partners to ensure appropriate and accessible physical activity opportunities and information are available:

- a) To increase children and young people's physical activity levels
- b) To achieve a year-on-year increase in adults and older peoples participation in physical activity from 2019 2023\*
- c) To achieve a year-on-year reduction in the number of adults and older people who are inactive from 2019 2023\*

# **Our Journey**

Local research in East Herts (2016) is encouraging. 51% of people surveyed about physical activity indicated that they would like to be more physically active. However, they also identified key barriers with 47% expressing that not having enough time was the most significant factor.

In order to support our residents in becoming more active and receiving the vast benefits of becoming physically active we need to take a whole system approach. This requires working in partnership with key stakeholders. The development of leisure centres is one part of the solution in creating an environment where our community wishes to participate. A whole system approach recognises that it is everybody's responsibility to encourage physical activity and enable a range of partners to work alongside leisure and sport providers.

The key strategic themes that will drive the Council's approach to increasing physical activity are outlined below:

- Active Living encourage our residents to build physical activity into their everyday lives
- Active Travel influence infrastructure plans to make active travel an easy and convenient option for our residents
- Active Recreation invest in leisure facilities, parks and open spaces to provide our residents with a range of affordable leisure opportunities across the district
- Active Sport enable local sports clubs and voluntary organisations to promote their health and wellbeing offer to the community.

<sup>\*</sup>measured via Sport England Active Lives Survey

The Council recognises that there are a number of organisations, facilities and committed volunteers delivering a vast range of sport and physical activity schemes and interventions. It intends to build upon the partnership successes already delivered and continue to ensure the health and wellbeing of the community is improved.

In developing its action plan the Council will complement the work of national, regional and local organisations including:

- Public Health England Everybody Active Every Day
- NHS England The Sustainability Transformation Partnership (STP) is a wide-ranging plan to improve health and care in Hertfordshire and west Essex
- Department for Digital, Culture, Media and Sport Sporting Future: A New Strategy for an Active Nation
- Sport England Towards an Active Nation
- Hertfordshire County Council Physical Activity and Sports Framework

A detailed action plan will be produced following consultation and contributions from partners, and this will be reviewed annually. Health intelligence data will be used to inform the principles and actions of this strategy. A summary of the key actions to drive the strategy are highlighted below:

Theme	Key actions
Active Living	- Support local, national and regional campaigns promoting physical activity
	- Deliver social prescribing using it to promote physical activity
	- Member champions for physical activity and health and well being
	- Promote local opportunities to be active
	- Ensure sport and physical activity opportunities meet the needs of the community
	- Adopt a targeted approach to support those who are inactive
	- Ensure people who have long term conditions have access to sport and physical activity e.g. cardiac and stroke rehabilitation
	- Promote the role of workplaces to encourage and support physical activity
	- Encourage schools to promote physical activity e.g. pupil premium funding
Active Travel	- Actively influence partners and developers to think creatively about opportunities to encourage physical activity in terms of travel i.e. footpaths, cycle lanes
	- Deliver and sustain the Hertford Cycle Hub
	- Increase the number of adults, children and young people undertaking active travel
	- Promote 'park and stride' and 'walking bus' schemes
	- Support the development of cycling and walking paths
Active Recreation	- Actively influence partners and developers to think creatively about opportunities to encourage physical activity in terms of travel i.e. footpaths, cycle lanes
	- Deliver and sustain the Hertford Cycle Hub
	- Promote cycling and walking e.g. health walks
	- Build on the success of the Forever Active scheme
	- Enhance our parks offer to include the development and promotion of Parkrun
Active Sport	<ul> <li>Commit investment where funds are available such as Section 106 funding to develop the infrastructure of sports facilities and open spaces to meet the needs of a growing populatio as identified in the indoor and outdoor sports spaces assessment.</li> </ul>
	<ul> <li>Work with partners across the County to seek external funding via Sport England and Herts Sports Partnership</li> </ul>
	<ul> <li>Support the development of the skills and capacity of the sport and physical activity sector, including volunteers</li> </ul>

This is not an exhaustive list, the action plan will be a working document evolving to reflect local needs.