

Active and Healthy Herefordshire

Herefordshire's Physical
Activity Strategy

2021 - 2026

Herefordshire's Physical Activity Strategy

Active and Healthy Herefordshire

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1. Introduction

- 1.1. The Herefordshire Physical Activity Strategy sets out the priorities for physical activity in Herefordshire over the next five years, underpinned by the vision:
- 'In Herefordshire every person has the opportunity to: 'get moving, be active, feel better, keep well and enjoy healthier lives as part of everyday life in their local community'.**
- 1.2. This vision is guided by a recognition of national, regional and local policy framework but particularly through local insight identified through the development of the strategy.
- 1.3. Moving more as part of everyday life is recognised as an essential component of our physical and mental wellbeing. Our population is ageing, people live more sedentary lives and health inequalities have increased.
- 1.4. In order to challenge and address inactivity in Herefordshire our **Shared Outcomes** are:
- **Active Environments** – environments that support and facilitate every day physical activity for everyone
 - **Active Communities** – supported and developed community assets to increase physical activity levels and build community resilience
 - **Healthy Individuals** – decreasing inequalities, increased awareness and capability in our inactive population to change their behaviour and increase physical activity levels long-term
 - **Partnerships and Collaborative Working** - improved partnership working to increase physical activity opportunities and participation across our population

Why do we need a Herefordshire Physical Activity Strategy?

- 1.5. The importance of physical activity for individual and community health has been highlighted through the impact of Covid 19 pandemic which has also exacerbated health inequalities across the UK. It has become more important than ever to focus on preventative health measures, including physical activity and to invest in those people who need it most. In Herefordshire, 21.3% of the population is inactive ¹ i.e., a survey of children and young people in the County in March 2020 identifies that: during lockdowns the physical fitness of children and young people has decreased by 85% and their levels of physical activity have reduced by 60%. This has resulted in 60% of those surveyed putting on weight and 66% of respondents experiencing a decrease in their overall health and wellbeing.

¹ Active Lives March 21

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National context

- 1.6. There is now a national focus on physical activity and health and wellbeing, particularly through the Health Promotion Office (announced in March 2021); this focus will need be a national drive to achieve pre Covid 19 physical activity participation rates and to build on this to ensure those who are inactive are provided with opportunities to become active. Chair of ukactive, Baroness Tanni Grey-Thompson said in January 2021: “ the sport and physical activity sector must be able to survive, recover, and develop to play its fullest role in society”.
- 1.7. Developing a strategic framework to support and promote collaboration in terms of physical activity provision will strengthen the Herefordshire offer, and support the targeting of those communities who will most benefit by being more active.
- 1.8. Nationally a more active population is not only healthier, but also impacts positively on the current costs of social care, mental health, dementia and it is estimated reduces General Practice (GP) visits nationally by 30 million a year. The 2019 study by Sheffield Hallam University for Sport England showed that for every £1 invested in sport, £4 of value is returned. Community sport and physical activity is worth £85.5 billion annually; £42 billion of this figure is social value, including improved work productivity, reduced crime, stronger communities, educational attainment, and of course healthier people.
- 1.9. Herefordshire recognises the value and importance of physical activity. Herefordshire Council (HC) is a leading partner and has an Active Travel programme, and a well-established and respected independent leisure provider. It also has an active and engaged social enterprise / voluntary sector, a supportive and proactive Active Herefordshire and Worcestershire, private sector provision, high quality outside environments, and a network of sports clubs. A number of case studies have been included throughout this strategy to highlight the outstanding work currently being delivered by the public and third sectors.
- 1.10. There is a growing acknowledgment within government, national organisations and services about the benefits of becoming and staying active and there is a willingness to work collaboratively. There is a real understanding of the need to focus on increasing activity in those least likely to participate and embedding active living (i.e. embedding activity into everyday lives), into communities in an inclusive way.

Physical inactivity is the fourth leading risk factor for global mortality accounting for 6% of deaths globally. People who have a physically active lifestyle have a 20% to 35% lower risk of cardiovascular disease, coronary heart disease and stroke compared to those who have a sedentary lifestyle. Regular physical activity is also associated with a reduced risk of diabetes, obesity, osteoporosis and colon and breast cancer and with improved mental health. In older adults physical activity is associated with increased functional capacities. The estimated direct cost of physical inactivity to the NHS across the UK is over £0.9 billion per year. ²

² Source: Public Health England

Recommended sport and physical activity guidelines

- 1.11. In July 2011 (updated January 2020) the four UK Chief Medical Officers (CMOs) published physical activity guidelines in a joint CMO report 'Start Active, Stay Active' ([UK Chief Medical Officers' Physical Activity Guidelines \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/431421/UK_Chief_Medical_Officers_Physical_Activity_Guidelines.pdf)) covering early years, children and young people, adults and older adults. These guidelines emphasise that physical activity does not refer in its entirety just to sport; it is wholly inclusive of all forms of activity for example play, gardening, and walking. Early experiences often shape feelings, which can discourage activity, resulting in little or no interest to participate at any stage in life.
- 1.12. This presents a huge challenge to educate and promote the benefits of leading an active lifestyle which can improve our mental and physical wellbeing, confidence, interpersonal skills and sense of achievement. In Herefordshire it is important that we promote and educate individuals and communities about this message, creating awareness of these benefits.
- 1.13. **Public Health England's Everybody Active Every Day (EAED 2014) (and the review of the implementation of this strategy, March 2018 [Everybody active, every day: framework for physical activity - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/681421/Everybody_active_every_day_framework_for_physical_activity_-_GOV.UK.pdf))** sets out the context in which long term health conditions associated with inactivity such as diabetes and cardiovascular disease contribute not only to NHS costs, but cause a greater dependency on homes, residential and nursing care. The framework centres around 3 agendas:
- **Making physical activity the social norm;**
 - **Making environments accessible for all; and**
 - **Making physical activity inclusive for everyone**
- 1.14. It recommends action in 4 areas:
1. **Creating a social movement towards an active society**, this message is that being active should not be a choice, needs to be a linking thread that unites the public sector with the voice of charities, local residents and community leaders. It is a message that should be woven into the policies, commissioning and planning decisions made every day across the country.
 2. **Activating a network of moving professionals**, this is about encouraging and supporting the hundreds of thousands of professionals and volunteers who work directly with the public every day to do what's best to make physical activity the social norm.
 3. **Creating the right spaces in active environments**, shaping the built and natural environment so that being active becomes the preferred choice.
 4. **Scaling up working interventions that make us active**, understanding what works using evidence based approaches and such interventions to achieve large impact.

Benefits of regular physical activity ³



³ Public Health England's Everybody Active Every Day (EAED 2014)

1.15. The 2018 review of the Public Health Strategy recognised these specific challenges:

1. **Tacking inequalities**
2. **Creating and active society**
3. **Creating active environment**

Sport England Strategy – 'Uniting the Movement'

1.16. Sport England's vision is that everyone in England feels able to take part in sport or physical activity, regardless of age, background or ability; key priorities of the 2021 Sport England Strategy are:

1. **Recover and reinvent**
2. **An active and healthier life**
3. **Fairer access to physical activity**
4. **Strengthen communities**
5. **Active environments**

1.17. The following infographics illustrate the current physical activity participation rates in Herefordshire:

Herefordshire's Physical Activity Profile ⁴

Levels of physical activity in Herefordshire are slightly higher than national averages for adults aged 16+ and are comparable with the national average for children and young people.

However, there are around 33,000 physically inactive adults in Herefordshire and 5,000 less active children and young people in Herefordshire - a total of 38,000 people undertaking significantly less than the recommended level of physical activity, at an estimated cost of £13.3million.

Physical Activity Levels	England	Herefordshire
Children aged 5-16 at least 60 minutes every day	46.8%	46.8%
Children aged 5-16 An average of 30-59 minutes every day	24.2%	23.7%
Children aged 5-16 Less than an average of 30 minutes every day	29%	29.4%
Adults aged 16+ 150+ minutes per week	62.8%	65.8%
Adults aged 16+ 30-149 minutes per week	11.7%	12.9%
Adults aged 16+ less than 30 minutes per week	25.5%	21.3%

⁴ Active Lives Sport England March 2021

Physical Activity Infrastructure

Herefordshire has a large number of formal sports facilities, but these are concentrated in the urban areas of the county. Over half of the facilities are based in schools and other education settings. There is also the great outdoors, providing many options for activity e.g., walking, cycling, running, riding.

679	Sports Facilities in Herefordshire	31	Activity Halls	1	Indoor Bowls
Access Type:		12	Artificial Grass Pitches	21	Sports Halls
56%	Education	2	Athletics Tracks	12	Squash Courts
22%	Local Authority	2	BMX-Pump Tracks	21	Swimming Pools
10%	Sports Club or Community Association	18	Golf Courses	67	Tennis Courts
10%	Commercial	457	Grass Pitches		
2%	Other	35	Health and Fitness Studios		

Around **63%**
felt it easy to access leisure centre facilities



Around **85%**
felt it easy to access green open spaces



Around **65%**
felt it easy to access recreational areas



2,100 miles of dedicated **foot and cycle paths**

69 play areas
141 parks

Herefordshire Council Leisure Facilities

- 1.18. Halo Leisure manages and operates all of Herefordshire Council’s leisure facilities; it is a registered charity and social enterprise running 22 sport and leisure centres throughout Herefordshire, Bridgend County Borough, Shropshire and Swindon on behalf of the local authorities. Halo is a social enterprise and therefore any money it makes is reinvested into the facilities. Therefore, everyone who uses the centres helps to sustain leisure activities for everyone across the county, Activities range from pre- and post-natal exercise classes, babies in the ‘Swim-A-Song’ sessions, specialist exercise classes for people with MS, to toddlers at Gym Tots and to 55+ group exercise classes. Halo also works in partnership with a number of organisations and shares expertise with developing operators such as the Point4 at The Royal National College for the Blind in Hereford.
- 1.19. Herefordshire Council owned facilities which are operated independently by Halo comprise:
- Bridge Street Sports Centre
 - Ledbury Swimming Pool
 - The Bromyard Centre
 - Hereford Leisure Centre
 - Leominster Leisure Centre
 - Wigmore Leisure Centre
 - Hereford Leisure Pool
 - Ross Swimming Pool
 - Lady Hawkins Community Leisure Centre

1.20. There are also a number of private leisure facilities across Herefordshire which are included in the table above.

Inclusivity and Health

- In Herefordshire, the rates of people with Life Limiting Conditions is higher than the national average at 19%, compared to 18% nationally. There is also a greater incidence than the national average of CHD, hypertension, stroke, cancer, chronic obstructive pulmonary disease (COPD), asthma, and rheumatoid arthritis. 38% of people in Herefordshire have at least one long term health condition.
- 64.5% of the adult population in Herefordshire is overweight or obese and 34.7% of children; poor diet and lack of exercise can lead to obesity which in turn is a risk factor for non-communicable diseases, for example cardiovascular disease and some forms of cancers
- Although life expectancy is 83.6 for women and 80.1 for men, those living in the most deprived areas in the county are 1.3 times more likely to die prematurely than those who live in the least deprived areas; men on average have a 5.2 years lower life expectancy and 3.2 years for women).
- Around 4,300 live in poverty (14% of the population in Herefordshire compared to 20% nationally).
- Approximately 4,900 young people are currently living with a parent with severe mental health issues
- The most common underlying causes of death pre COVID 19 in Herefordshire were cancer and circulatory system diseases.⁵

⁵ Herefordshire.gov.uk Understanding Herefordshire

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- 1.21. A large proportion of the people highlighted above will be inactive and the challenge is to break down barriers and improve opportunities for participation in physical activity, which will then become a part of everyday life.
- 1.22. 1 in 5 people have a disability and a recent survey by Activity Alliance (published in January 2021) has indicated that people with disabilities have been hardest hit by Covid 19. The survey revealed that twice as many people with disabilities felt that Covid greatly reduced their ability to participate in sport and physical ability compared to non-disabled people. People with disabilities who were surveyed felt more fearful and ignored and often felt lonely and self-isolated. Almost 2/3rds of all deaths from Covid 19 have been amongst people with disabilities. In normal times those with disabilities are twice as likely as non-disabled people to be inactive; the gap has now widened since Covid; 44% of people with disabilities did not feel they have the opportunity to be active, compared to 29% of non-disabled people. Nearly 25% of people with disability felt that they did not have enough information on how to become more active. The issues underlined in the survey findings link to the new SE strategy 'Uniting the Movement' which highlights the ambition to tackle inequalities, especially for inactive people.
- 1.23. There are some excellent current examples of working with those who are inactive through ill health or have a disability, for example to name a few, the GP referral scheme at the HALO facilities, the Royal National College for the Blind and the Family Marches Network.

Delivering Physical Activity in Herefordshire – the Key Issues and Opportunities

1.24. The key issues have been developed from consultation with key stakeholders and the community consultation (detailed in the Insight Section 2 of this Strategy).

Demographics and Geography

- Herefordshire is a large rural county with one main urban area and smaller dispersed market towns and villages.
- The county has an ageing demographic, but there are college/university age groups in the City.
- There is an opportunity to make more of the natural resources of the Herefordshire countryside.

Existing Physical Activity Delivery Structure

- Politically Herefordshire is supportive of physical activity and the contribution it makes to community health and well-being
- There is a lack of capacity in Herefordshire Council to develop and deliver physical activity, so there is a need to be creative about how this can be achieved through partnership working.

Partnerships

- The nature and extent of physical activity provision in Herefordshire is significant; existing provision would have even more impact if it was better co-ordinated, led and focused on shared strategic outcomes.

Planning/S106

- The 2014 Indoor Facility Strategy (IFS) and the existing PPS should be updated to provide a robust evidence base for the Local Plan; resources need to be identified to achieve this.
- There is a need and opportunity to develop a more balanced approach to allocation of development contributions between indoor and outdoor facility provision.
- Promotion of sustainable modes of travel – walking, cycling, and public transport is harder in a rural area where people can travel some distance to access services, and where roads safety can be a challenge.

Physical Activity, Health and Wellbeing

- Social value – broader positive effects on the local community as a result of physical activity and particularly in terms of recovery post Covid 19.
- Increasing levels of physical activity will help to address inequalities faced by hard-to-reach groups – mental and physical.
- There is a real opportunity for behaviour change - embedding physical activity in everyday life will make it the social norm, breakdown barriers, and improve mental health and wellbeing in the county.
- Existing leisure facilities contribute to the active environment; there is a need for investment to develop new facilities and improve existing e.g. cycling hub.

- There is an opportunity to develop and deliver a structured exercise referral programme focussed on developing the right exercise available for people – ACTIVE HERE.
- Existing facilities and programmes could be better aligned to the Council's priorities.
- A clear strategic Vision for physical activity will contribute to an evidence base enabling local communities to apply for external funding.

2. Herefordshire's Strategic Context

2.1. A more detailed summary of Herefordshire's strategic context is included at Appendix 2. Below is a summary of the most relevant strategic documentation which relates to physical activity.

2.2. The Herefordshire County Plan sets the ambition for Herefordshire and outlines the priority areas:

Environment: protect and enhance our environment and keep Herefordshire a great place to live

Community: strengthen communities to ensure everyone lives well and safely together

Economy: support an economy which builds on the county's strengths and resources

2.3. Herefordshire Council's Delivery Plan ([Herefordshire Council Delivery plan 2020-22](#)) sets out commitments to: improve and extend active travel options throughout the county; ensure all children are healthy, safe and inspired to achieve; protect and improve the lives of vulnerable people support; and communities to help each other through a network of hubs.

2.4. Herefordshire **Health and Wellbeing Board** has recently set out its vision and priorities:

Herefordshire residents are connected into communities to be resilient; lead fulfilling lives; are emotionally and physically healthy and feel safe and secure.

2.5. This is underpinned by five priorities and cross-cutting themes. The priorities which 'help you to help yourself' are:

Supporting our residents to eat well and get active

Supporting our residents to live life to the full whatever thier age

Supporting vulnerable residents of all ages to live and age well

Supporting the mental and emotional wellbeing of all our residents of all ages

Developing communities to help keep people connected

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2.6. The cross-cutting themes for the Herefordshire Health and Wellbeing Board are:

Collaborative Partnerships	Collaborative partnership working to maximise our resources across the county	Climate Change Action	Identify climate change action in all aspects of operational delivery
Accessible to all	Ensuring services, support and opportunities are equitable and accessible to all	Supporting and Enhancing	Supporting and enhancing our workforce skills and opportunities
Improving Quality	Improving quality of life through healthy ageing	Building Resilience	Building resilience across communities and all sectors
Community Engagement	Co-producing with communities and stakeholders to help people connect and engage with the board	Improving Social Mobility	Improving social mobility including housing, economic opportunities

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Existing Herefordshire Policies of particular relevance to Physical Activity

Local Plan (2011-2031)

(<https://www.herefordshire.gov.uk/downloads/file/1788/core-strategy-sections-combined>)

The opportunities and benefits from open space, leisure, shopping, sport, art, heritage, learning, health and tourism facilities and assets will be maximised, enabling more active lifestyles and helping to retain existing and attract new young people, supporting older people and an improved quality of life for all.

The key priorities highlighted in the Herefordshire JSNA (2017) are reflected in both the Herefordshire Local Plan and the Delivery Plan 202-2022.

Local Transport 2016-2031

Strategy document:

[Local transport plan 2016 - 2031 strategy \(herefordshire.gov.uk\)](#)

Policy document:

[Local transport plan 2016 - 2031 strategy \(herefordshire.gov.uk\)](#)

Promote healthy lifestyles – by making sure new developments maximise healthier and less polluting forms of transport by delivering and promoting active travel schemes and by reducing short distance single occupant car journeys on our roads.

Make journeys easier and safer – by making bus and rail tickets compatible and easier to buy and use, by providing 'real time' information at well-equipped transport hubs, by improving signage to walking and cycling routes and by helping people feel safe during their journeys.

Delivery Plan (2020 to 2022)

([Herefordshire Council Delivery plan 2020-22](#))

Herefordshire Council adopted the new County Plan in February 2020, which stated a clear vision for the future of the county:

Respecting our past, shaping our future - we will improve the sustainability, connectivity and wellbeing of our county by strengthening our communities, creating a thriving local economy and protecting and enhancing our environment. The County Plan has three key themes - **connectivity, wellbeing and sustainability**, which sit at the core of our policy making, planning and design for the future.

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Talk Community Programme

([Issue details - Talk Community Strategic Approach - Herefordshire Council](#))

Talk Community is the strategic delivery vehicle for the community ambition of the Herefordshire County Plan 2020-2024 to improve the sustainability, connectivity and wellbeing of our county by strengthening our communities. It is the council's strategic approach to prevention, enabling people to get the assistance they need and managing demand for more specialist services. There is an ambition to establish 50 Talk Community hubs by March 2022.

The key message and vision of Talk Community articulates an ambition and culture which innovates “to make independence and wellbeing inevitable. Talk Community is very broad in scope, encompassing:

- People; as participants in communities, as volunteers and community leaders, including people who are vulnerable and may need some support. There is focus on people staying well and independent and feeling safe and included in their communities.
- Place and space; making use of and sharing community places, creating the buildings and open spaces that local people want and will use, co-location of public and community services including the arts and leisure services, ensuring accessibility and connectivity and considering the impact of and upon new communities created through large scale housing developments.
- Economy; recognising and developing the role of businesses in communities, promoting the county's buoyant social enterprise sector, developing the wellbeing of the workforce and healthy workplaces, whilst recognising the contribution to the local economy of the health and social care sector.

Sustainable Food Places

([Herefordshire's Sustainable Food Strategy | Brightspace](#)
(brightspacefoundation.org.uk)

Herefordshire is part of the Sustainable food places network and is supporting the national development of the county-wide approach. Food can play a key role in the health of the county and Herefordshire is bringing partners together to develop a local strategic approach to food, for example by working together this can encourage more green space and allotment provision in new housing developments.

County carbon plan

([Herefordshire Council Carbon Management Plan 2020/21 to 2025/26](#))

The sustainable food places development is closely aligned to the county carbon reduction plan implementation. Herefordshire Council aims to accelerate a reduction of emissions across the county by aspiring to be carbon neutral by 2030/31. There are key areas of focus including transport and land use both of which can impact physical activity opportunities, for example encouraging cycling, green space, and planning to build in everyday activity.

3. Our Vision and Shared Local Strategic Outcomes

3.1. Reflecting the identified Vision of the Health and Wellbeing Board:

'Herefordshire residents are connected into communities to be resilient; lead fulfilling lives; are emotionally and physically healthy and feel safe and secure'.

3.2. In response to the identified key issues relating to existing provision, our physical activity strategy has been developed to create a more active and healthier Herefordshire.

- **Vision:**

- 'In Herefordshire every person has the opportunity to: **'get moving, be active, feel better, keep well and enjoy healthier lives as part of everyday life in their local community'**.

- **Our Aim is:**

- To improve the health and wellbeing of our communities in Herefordshire by increasing levels of physical activity, opportunity for and accessibility to activity, and therefore reduce health inequalities.

- **Shared Outcomes:**

- **Active Environments** – environments that support and facilitate every day physical activity for everyone.
- **Active Communities** – supported and developed community assets to increase physical activity levels and build community resilience.
- **Healthy Individuals** – decreasing inequalities, increased awareness and capability in our inactive population to change their behaviour and increase physical activity levels long-term.
- **Partnerships and Collaborative Working** - improved partnership working to increase physical activity opportunities and participation across our population.

3.3. **Our Vision** sets out what we want to achieve; **Our Aim** is to use physical activity to do this and so deliver **our Shared Outcomes** and the behaviour changes which will result from our Strategy.

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Our Shared Outcomes

Priority Outcome (Our Vision)	'In Herefordshire every person has the opportunity to: 'get moving, be active, feel better, keep well and enjoy healthier lives as part of everyday life in their local community'.					
Shared (Planned) Outcomes	Active Environments - environments that support and facilitate every day physical activity for everyone	Active Communities – supported and developed community assets to increase physical activity levels and build community resilience		Healthy Individuals - decreasing inequalities, increased awareness and capability in our inactive population to change their behaviour; so that more people achieve the CMO physical activity guidelines: <ul style="list-style-type: none"> • Reduction in the inactive population • Increase in the active population 	Partnerships and Collaborative Working - improved partnership working to increase physical activity opportunities and participation across our population	
More people achieving the CMO guidelines around physical activity	Growing (year on year) participation in physical activity (Improved Active Lives Survey results)	Increased number of people walking and cycling as part of everyday life	Improved infrastructure e.g., walking and cycling routes/access to open space	Reduced levels of adult obesity (PHE)	Reduced levels of childhood obesity (measured through NCMP)	Increased number of information requests/referrals on physical activity through the locality-based social prescribing offer
	Increased use of parks and play (measured through strategically located clicker counters)	Planned investment in existing assets (Council budgets and partnership approaches)	Increased number of information requests/referrals on physical activity through the 'HLTS'	Reducing health inequalities (measured through the JSNA)	Improved access to, and use of, Herefordshire's natural environment (measured through strategically located clicker counters)	

Partnerships Behind Our Shared Outcomes

- 3.3. Our shared outcomes have been developed collaboratively with key partners in Herefordshire who are currently involved in the delivery of physical activity and health and wellbeing services. A co-ordinated approach from all partners with a common vision and approach that this is utilised to enable local deliverers and community groups to work better together, including pooling of resources and co-ordinating provision is crucial to the delivery of our Action Plan and Shared Outcomes.

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3.4. The large number of partners involved in the development of the strategy reflect the existing network of providers and activity and illustrate the potential to be achieved by working even more collaboratively and taking forward a more co-ordinated approach to delivery of physical activity.

- **Marches Family Network**
- **Stride Active cic**
- **HVOSS**
- **Active Herefordshire and Worcestershire**
- **NHS Herefordshire – Clinical Commissioning Group**
- **Herefordshire Walking Festival**
- **First Community Health and Care**
- **Halo leisure**
- **The National Trust**
- **Herefordshire Wildlife Trust**
- **Ignite cic**
- **Royal College of general Practitioners**
- **NHS Wye Valley Trust**
- **Herefordshire Council**
- **Courtyard Hereford**

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4. Insight

4.1. To implement our strategy effectively we need to understand Herefordshire and its communities.

Herefordshire Demographic Profile ⁶

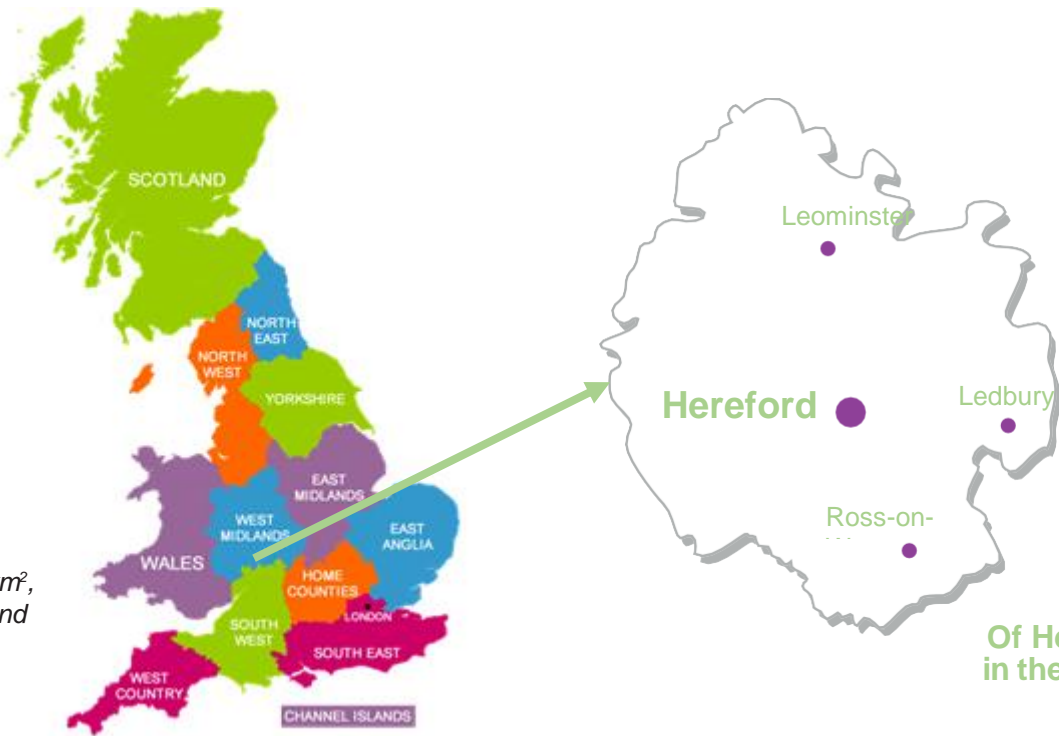
4.2. Herefordshire is a rural county (95% of land classified as 'rural') in the south-west of the West Midlands region. Over half of the population live in rural areas.

Total population
192,800

Population density
88
People per km²

*Compared to Worcestershire - 335 people³ per km²,
West Midlands - 446 people per km², England and
Wales - 387 people per km²*

Area
2,180²
sq. km



Around
42%

Of Herefordshire residents live in the most rural areas, compared with 7.8% across England.

32%

Live in Hereford

15%

Live in other 'urban' areas

11%

Live in 'rural towns and fringe'
England average 9.2%

42%

Live in 'rural village and dispersed'⁴
*England average 7.8%*⁵

⁶ Herefordshire.gov.uk Understanding Herefordshire

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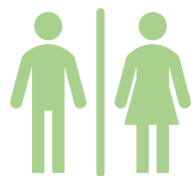
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Herefordshire has a population that is older than the national average overall. The 'rural and dispersed' parts of the county have an older population (27% aged 65+) than the city of Hereford (18% aged 65+, matching the national average).⁷

Projected
population increase
of
0.35% per year
England 0.5% per year



51%
Female



49%
Male

31% are under 30
England 37%

45% are aged 30-64
England 37%

24% are aged 65+
England 18%⁷

Herefordshire's
population is ageing,
with estimates that by

2031

30% will be aged 65+,
with
5.3% aged over 85.

The population of Herefordshire is predominantly White British.

The second largest ethnic grouping is 'Other White', predominantly people of Eastern European origin.

White British	Other White	Asian/Asian British	Mixed/Multiple Ethnic Group	Black/Black British	Other Ethnic Group
94%	4%	0.8%	0.7%	0.2%	0.1%

⁷ Herefordshire.gov.uk Understanding Herefordshire

Employment ⁸

Herefordshire has lower unemployment, but also significantly lower wages and a lower proportion of full-time employees, than both the regional and national averages. £460 per week in Herefordshire, compared to £575 nationally.

Herefordshire has around

113,000 16-64 year olds

82% of 16-64 year olds are 'economically active'

(either in employment or available to start work)
compared to 77% in West Midlands
and 79% across GB

and 21.4% across GB

2.7% are unemployed

compared to 4.6% in West Midlands
and 4.2% across GB

16.4% are self-employed

compared to 9.6% in West Midlands
and 10.6% across GB

18% of 16-64 year olds are 'economically inactive'

(not in employment and not available to start work).

Of these:

27.1% want a job

compared to 17.8% in West Midlands

Volunteering

Herefordshire	2016-2017	2017-2018	2018-2019
Volunteered at least twice in the last 12 months	15.1% (14.8%)	20.0% (13.9%)	14.8% (13.3%)

NB: All figures in brackets are the national average

The volunteering levels are comparable (slightly better) than the national average although there has been a significant decrease in those volunteering between 2017-2018 and 2018-2019.

⁸ Herefordshire.gov.uk Understanding Herefordshire

Health⁹

Key health indicators across Herefordshire are broadly in line with the national average.
Life expectancy at birth is in line with the national average



51%
Female



49%
Male

Levels of loneliness are equivalent to national rates

26% feel lonely some of the time
8% feel lonely most or all of the time

Levels of loneliness are equivalent to national rates

26% feel lonely some of the time
8% feel lonely most or all of the time

Around **11%** of Herefordshire residents provide unpaid care, with **3.7%** providing 20 or more hours a week of unpaid care

This is higher in The Slip **17%**
Greater Weobley **16%**
Greater Mathon **16%**

Deaths of under 75s from all causes is

13% lower than the West Midlands average and **8% lower** than across England

38% of residents have at least one long term health condition

Obesity (adults) **10%**
Obese and overweight **63%**
Unchanged since 2016
England 62%

Obesity (children Yr6) **19%**
2012 16%

Obese and overweight **35%**
2012 29% *England 34%*

⁹ Herefordshire.gov.uk Understanding Herefordshire

Herefordshire's Physical Activity Strategy

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Engagement Feedback

- 4.3. Community consultation (August – October 2020) comprised two online consultation surveys because of the difficulties in doing any face-to-face consultations because of COVID 19 restrictions, one for adults and the second aimed at school children. There were 939 responses for the first survey but the school survey had limited success. It is important to highlight that this data differs to that in the latest Active lives Survey (March 2021) i.e. levels of physical activity would appear to be higher. This may be driven specifically by the fact that the surveys were undertaken during the Covid 19 pandemic when people may have been more active as there was limited ability to do anything else.

Typically, how physically active are you during a seven day period? (e.g. brisk walk, cycling, dancing, fitness, swimming, sport)

30 minutes or less	7.78%
Between 30 minutes and 2 hours 20 minutes	30.28%
More than 2 hours 20 minutes	61.94%

What are the top 3 activities that you like doing in Herefordshire?

1. Walking
2. Running
3. Swimming

What are the top 3 activities that you would like to do in Herefordshire but are unavailable/you cannot access?

1. Swimming
2. Safer Cycling
3. More Classes

Are you a member/regular user of any local leisure centre?

Yes = 56.23%
No = 43.77%

Are you registered as disabled?

Yes = 8.84%
No = 91.16%

Where do you do most of your sport/physical activity?

School	1.92%
Home	33.55%
Local Leisure Centre	47.22%
Local Sports Club	9.72%
Astroturf/3G pitch	1.60%
Outdoors e.g. walking/cycling/running	73.82%
Specific outdoor facility e.g. skate park, cycle track	2.67%
Village/community hall	6.41%

How has Coronavirus changed your feelings about physical activity?

Increased awareness of need to exercise/desire to do more than before lockdown	32.09%
Scared or worried to go out/take part in physical activity	8.02%
I have the same motivation to exercise as I did before lockdown	46.52%
Less motivated to take part in physical activity than before lockdown	7.38%
Can't go out/shielding	1.28%

- 4.4. The Active Lives (adults) data concerning Covid 19, and its aftermath is telling us that where inequalities previously existed these have been exacerbated and investment to reduce health inequalities is needed more than ever.

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- 4.5. A national survey of 2,000 adults carried out by Sport England revealed that Covid has caused massive disruption in the physical activity behaviours of adults and children. 62% of adults recognise the importance of physical activity in responding to the pandemic and 69% of adults are using exercise to manage their physical and mental health. Older people, people on low incomes and people in urban areas are finding it harder to be active during the outbreak. There is a gender gap in physical activity levels with 31% reporting being more active than usual and 38% less active. There is also growth in outdoor activities such as cycling, walking and running. Covid 19 will have a significant impact on physical activity levels and attitudes towards physical activity for residents of Herefordshire both now and in the future.

Young people

- 4.6. Active Lives for Young People – the January 2021 Sport England survey illustrates that almost 1/3 of children are now classed as inactive due to lockdown restrictions. Boys are more adversely affected because they have been unable to play team sports which is where highest participation levels are traditionally seen in boys aged 7-13.

Schools Active Movement Survey

- 4.7. In April 2021, the Schools Active Movement launched a national survey. Head Teachers, PE Coordinators and PE teachers across England were asked what they had noticed about their learners since the easing of the third national lockdown when all children had been able to return to school. Based on responses from 64 primary, secondary and special schools in Herefordshire, the results relevant to physical activity are that:
- **85% of respondents state their learners are less fit than pre Covid;**
 - **67% of respondents state their learners' fundamental movement skills have worsened;**
 - **60% state their learners have put on excessive weight during lockdown;**
 - **60% state that their learners are less physically active than they were pre Covid; and**
 - **66% state their learners' general well-being is worse than pre Covid.**
- 4.8. This compares negatively with previous surveys focussing on physical activity levels of children and young people as summarised below.

Children and Young People

- 4.9. The number of young people between Y1-Y11 who are physically inactive has significantly increased by approximately 6% between the years of 2017-2019. The activity levels of young people in Herefordshire were better when compared with the national average in 2017. In 2019, the percentage of active young people and inactive young people is comparable with the national average.

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Herefordshire	2017-2018	2018-2019
Inactive (less than 30 minutes per day)	23.5% (32.9%)	29.4% (29.0%)
Fairly Active (between 30-59 minutes per day)	26.4% (23.9%)	23.7% (24.2%)
Active (at least 60 minutes per day)	50.1% (43.3%)	46.8% (46.8%)

NB: All figures in brackets are the national average

Herefordshire	2017-2018	2018-2019
Active every day both at and outside of school	33% (31.7%)	34.5% (33.8%)
Less active every day both at and outside of school	67% (68.3%)	65.5% (66.2%)

NB: All figures in brackets are the national average

4.10. Young peoples' activity levels both in school and out of school are slightly better than the national average.

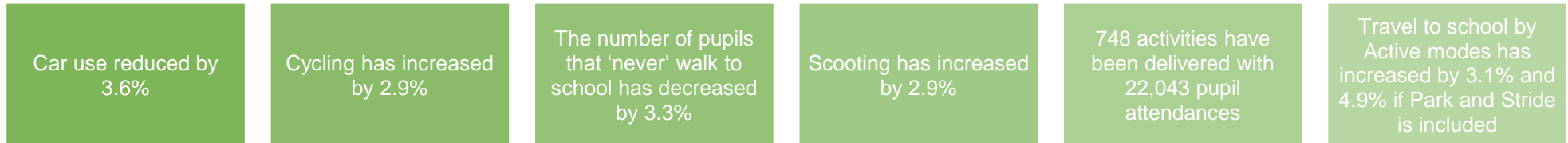
Sustrans Active School Hereford Project

- 4.11. Herefordshire Council employed Sustrans to run an Active Schools Project 2017-2020 has worked in Hereford City schools to get more young people scooting, cycling and walking to school. Sustrans Active Schools Officers delivered a planned programme of activities and promotions designed to change behaviour away from car use on the school run.
- 4.12. Sustrans worked with school management, parents and teachers to deliver over 150 activities with over 3,500 pupil beneficiaries including learn to ride and cycle skills sessions, practical confidence boosting activities in cycling, scooting and walking, school assemblies and classroom-based activities and developed an award scheme for pupils.

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4.13. The highlighted achievements are:



Key Needs identified from SLL Herefordshire Survey (Aug to Oct 2020)

4.14. As part of the survey, respondents were provided with the opportunity to provide comments and below are some of the key needs which were identified utilising these comments:

- **New, improved and safe cycle paths (on and off-road);**
- **Activities for all ages, abilities and disabilities;**
- **Better promotion of what is available;**
- **A more local approach to physical activity opportunities;**
- **More outdoor activities;**
- **Better links with GPs/NHS/Doctors surgeries;**
- **Getting facilities Covid19 safe; and**
- **Better public transport to leisure facilities.**

Talk Community - Health and Wellbeing Survey - April 2021

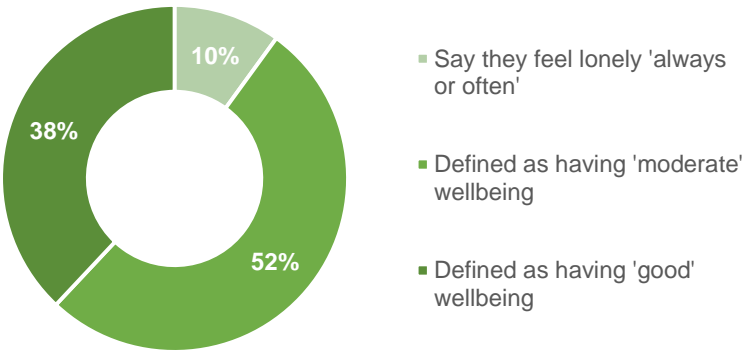
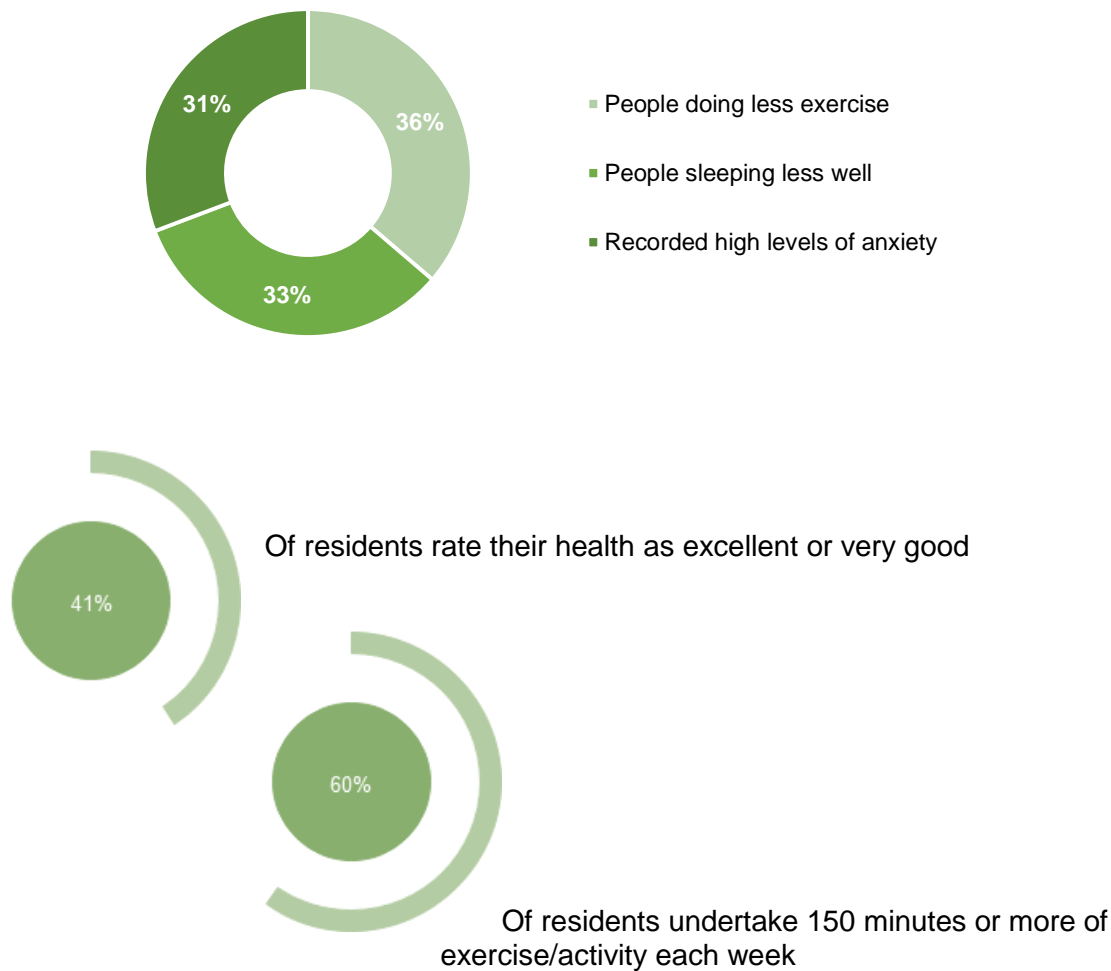
4.15. Talk Community focuses on the people that make up our communities; the place and space which those communities occupy; and the economy in which those communities work. Through Talk Community, the council is working in partnership with Herefordshire residents, businesses, community groups, and others to support communities to enable people and their families to lead healthy and independent lives.

4.16. Towards the end of 2020, Herefordshire Council commissioned DJS Research to deliver two waves of a Community Wellbeing Survey across the county to provide the data and intelligence needed to inform the ongoing delivery of Talk Community. The overall objective was to “improve understanding of the wellbeing and resilience of Herefordshire’s communities, and the residents living in them both prior to and during the emergencies (flooding and Covid-19) in the County during 2020 and 2021”; there was a total of 1,101 survey responses. Those most relevant to physical activity are summarised below.

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4.17. The survey responses identify that Covid-19 has resulted in:

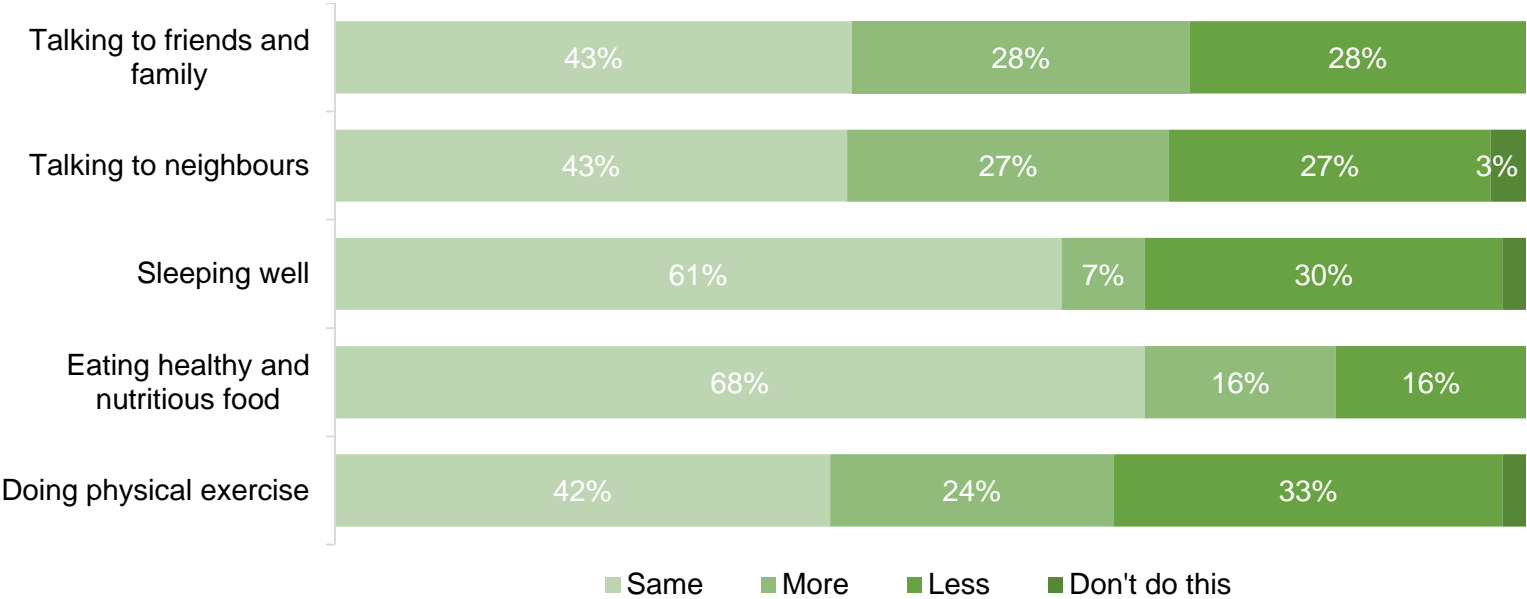


4.18. In total, 32% of respondents have given unpaid help to groups, clubs or organisations in the last 12 months.

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4.19. Respondents were asked whether they are doing the following activities the same, more or less than pre Covid ie since this time last year.

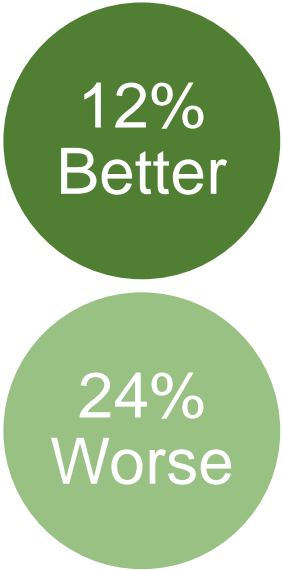
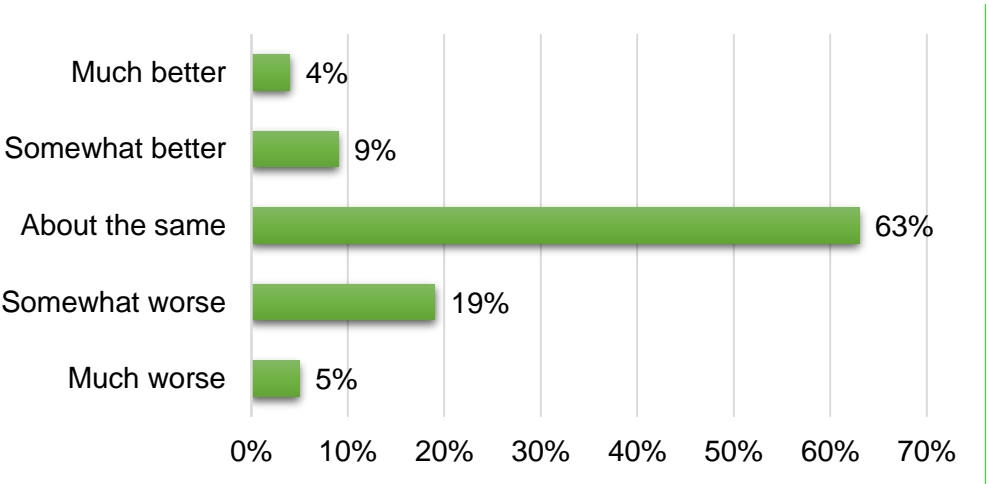


(All respondents. Base: 1,101).

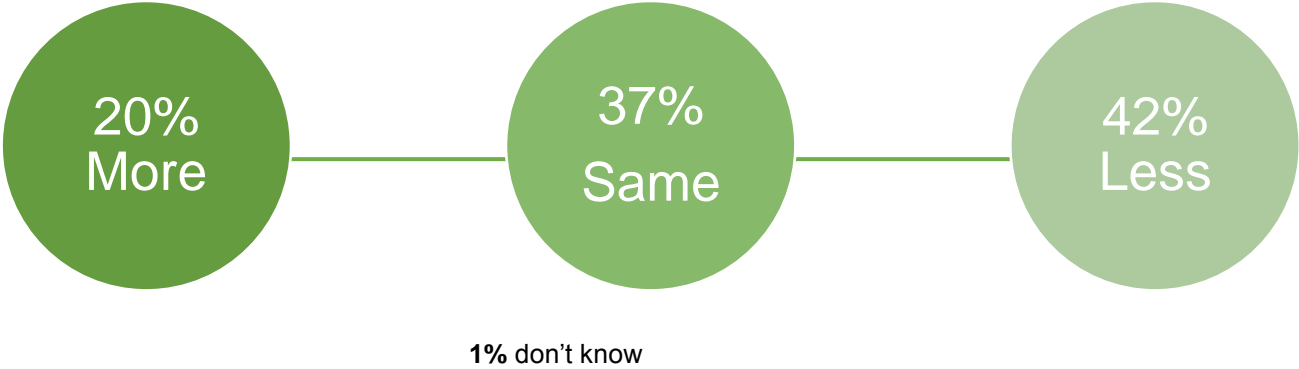
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4.20. Respondents were also asked to rate their health in general now, compared to pre-pandemic.

(All respondents. **Base:** 1,101).



4.21. Respondents were also asked to think about their exercise and physical activity levels during the Covid-19 pandemic over the last 12 months, and whether they have been doing more, less or about the same activity as before the Covid-19 pandemic? (All respondents. Base: 1,101).



Consultation

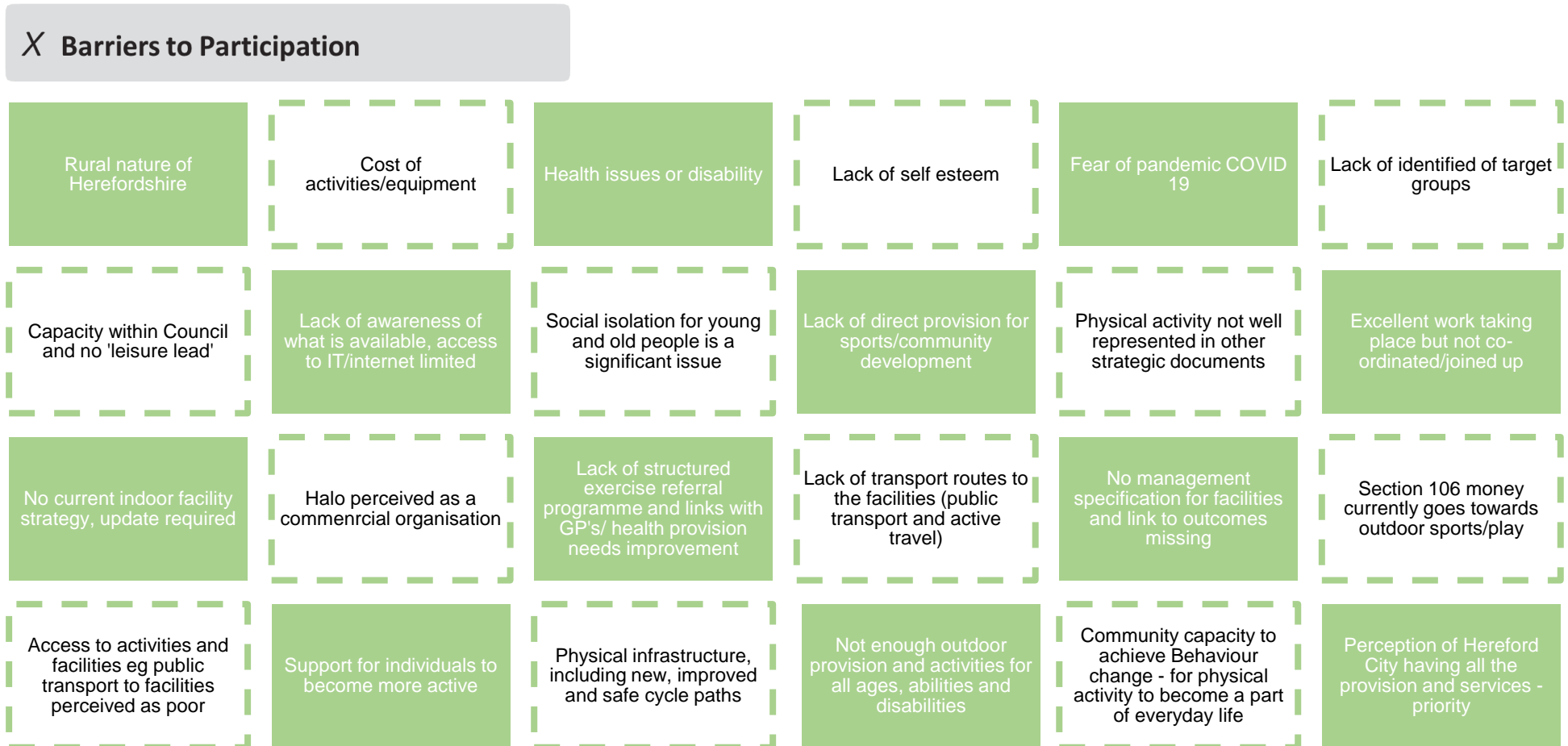
- 4.22. In addition to the surveys, the physical activity strategy has been informed by consultation with key stakeholders and a steering group was established to oversee the development of the strategy. A wide range of consultees were identified and are included in Appendix 1.
- 4.23. The insight from the surveys highlighted above and the stakeholder consultations inform the key issues for Herefordshire. This strategy also includes numerous case studies which show case the excellent work that is currently taking place across the county.

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Local Community Insight

4.24. The findings from the consultation (survey and stakeholders) identify the following barriers to participating in physical activity in Herefordshire.



5. Herefordshire Physical Activity Interventions

Herefordshire - Our Approach to future delivery of Physical Activity

- 5.1. Our approach to future delivery of physical activity in Herefordshire has been developed by understanding what is currently being delivered across the County, where, to whom and by whom, and identifying the key issues for current provision. Understanding our Vision highlights the opportunities for change through future delivery to achieve our shared outcomes. There is a clear need to do things differently to ensure that those who are inactive have the opportunity and encouragement to make behaviour changes and become active, and that those who are currently active have the opportunity to continue to participate and to be able to enjoy the lifestyle benefits that physical activity brings throughout their lives.
- 5.2. The case studies showcased in this strategy evidence that there is already a lot of excellent physical activity currently happening in Herefordshire but there are key strategic opportunities to better join this up and co-ordinate programmes, places and people. This culture shift will provide the biggest change and therefore impact to physical activity participation as it will enable joined up working, shared resources, and a structured approach which can be used to attract further external funding for improved provision.

Core Areas for Intervention

- 5.3. The core areas for intervention and reasons for responding to them are identified below:

Key Issues to Address	Why these are Priorities
Demographics and Geography	<ul style="list-style-type: none">• Whilst we cannot change the geography of Herefordshire, what can we do is ensure that opportunities to be active are more equitably distributed.• We can also make our countryside more accessible and ensure our communities are more aware of the opportunities this offers.• Our population is ageing – we therefore need to facilitate a varied formal and informal physical activity offer, support for individuals and groups, and ensure awareness of what is available.• Community engagement, better and co-ordinated provision at local level.• Improved infrastructure and transport routes.• Identification of key target groups and a co-ordinated response to these so that available resources are used strategically.
Partnerships	<ul style="list-style-type: none">• Improved partnership working with shared vision and outcomes based on co-ordinated delivery of agreed programmes and activities.• Creation of a steering group or board to drive the implementation of the strategy and co-ordinate future delivery• Improve capacity of public health team.• Improved marketing and promotion and targeting aligned to shared vision and outcomes.• Collaboration between formal and informal physical activity deliverers.• Recognition of the added social value and reinvestment in communities existing and potential partners can contribute.

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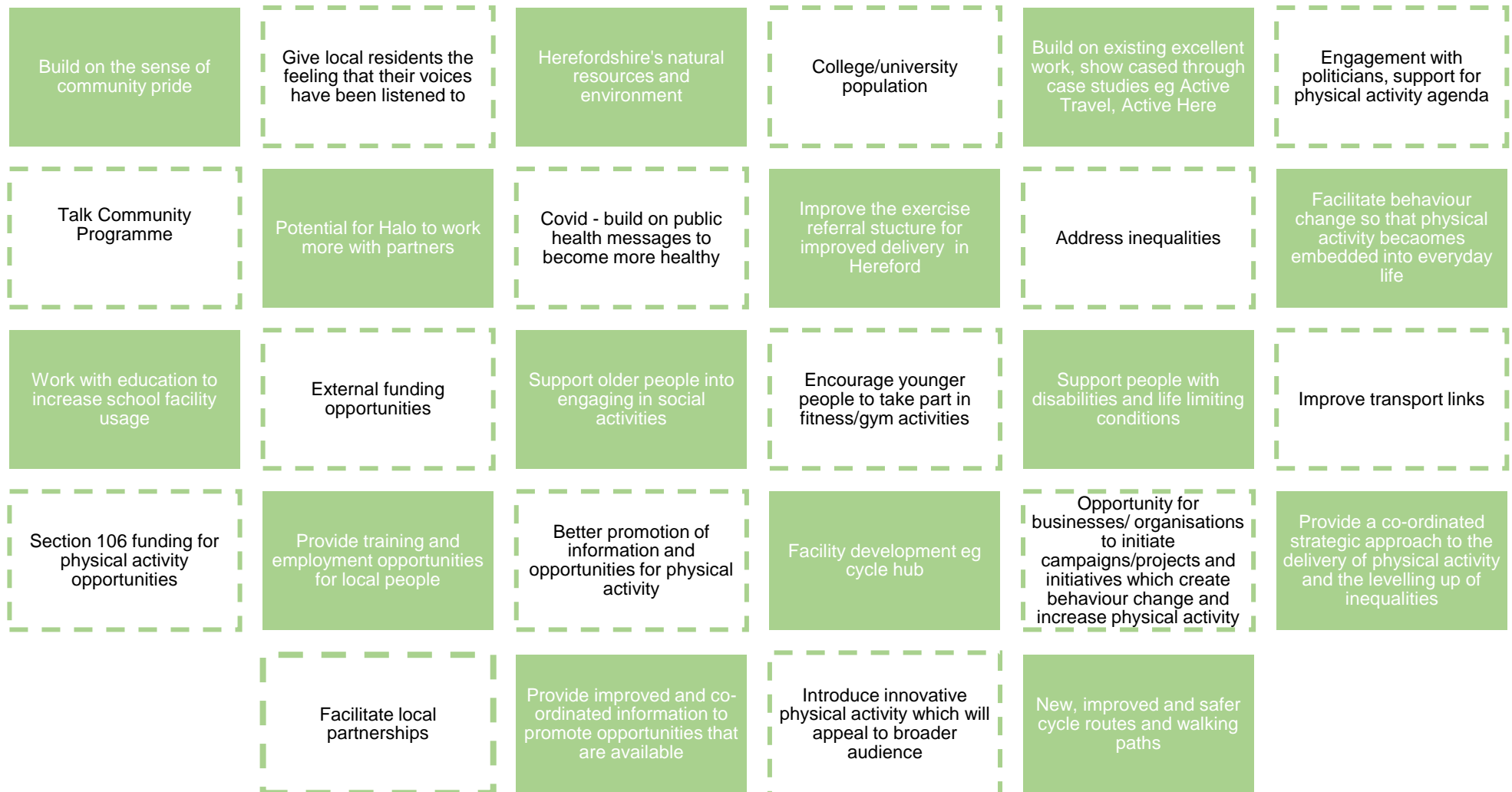
Key Issues to Address	Why these are Priorities
Existing Physical Activity Delivery Structure	<ul style="list-style-type: none"> • There are excellent programmes and activities already being delivered in Herefordshire; however, interventions and providers are not co-ordinated, nor are they delivering against shared strategic outcomes. Development of a strategic framework for delivery will result in less duplication, improved communication and greater impact. • A better co-ordinated physical activity offer will also be easier to target, particularly to the hard to reach groups who will most benefit from taking part, but find it hard to do so, for a variety of reasons. • Recognition of the role and value of physical activity and aligning of this to other strategies within Herefordshire, so that its contribution to local priorities is better recognised. • There is an opportunity to embed physical activity within the Talk Community programme. • Identifying a Herefordshire resource that provides a co-ordinating, advocacy and information role for physical activity in the County.
Physical activity and health and wellbeing	<ul style="list-style-type: none"> • There is a need to increase levels of regular physical activity in Herefordshire for the inactive 21.3% of the population. • To increase levels of activity we need to get people to walk, cycle more as a priority, as well as taking part in a range of activities and sports. • To encourage increased numbers of people taking part we need to change hearts and minds; to effect behaviour change individuals need to understand why physical is important and how it will positively impact their lives. • Enabling people to be more active means facilitating access to safe walking and cycling routes, including improving accessibility to Herefordshire's countryside. • Opening up the countryside links to planning policy; to improve and extend access there is a need for clearly signed and mapped routes, parking provision, and increased awareness of where walking is available. • To ensure physical activity becomes the social norm and is embedded into daily life there is a need for existing and new communities to have ready access to safe walking and cycling routes as well as a range of more specialist facilities. • Developing increased levels of physical activity in schools is key to contribute to reduced levels of childhood obesity. • A more physical activity community will contribute to a reduction in health inequalities across Herefordshire. • There is a need to consider investment needs in existing built facilities i.e., leisure facilities as well as facility development aspirations e.g., cycle track/hub.
Policy and Planning	<ul style="list-style-type: none"> • The role of the Active Environment, Active Design and Active Travel in facilitating increased everyday activity needs to be prominent in the Local Plan. • Section 106 agreements should be widened to include contributions to physical activity (formal and informal) (not just outdoor sports e.g., football). • There is an opportunity to better link physical activity to the Active Travel work already being undertaken. • Include physical activity as a key element of the Core Strategy. • Indoor Facility Strategy and Playing Pitch Strategy (PPS) need updating to contribute to a robust evidence base for the Local Plan.

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5.4. The findings and analysis of the Insight has enabled the identification of opportunities to facilitate behaviour change and deliver the shared physical activity outcomes.

Opportunities for Change



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Delivering Our Outcomes Sustainably

How are we going to deliver our interventions?

- 5.5. We understand the 4 key areas where we need to do things differently to have more impact. The 4 themes underpinning transformational change across Hereford to achieve our Shared outcomes are:
- 1. A whole system approach to create and sustain active environments**
 - 2. Collaboration with partners to target resources more effectively**
 - 3. Reduce health inequalities by developing knowledge and capability in our communities to move more everyday**
 - 4. Better co-ordinated delivery of physical activity provision, aligned to our shared vision and outcomes**
- 5.6. Improved co-ordination, collaboration and partnership working based on shared priorities will ensure that the existing excellent work taking place will have more impact and more opportunities will be created to develop and expand on these activities and opportunities.

Key Performance Indicators (KPIs) for Physical Activity Strategy

- 5.7. The KPIs for the Physical Activity Strategy will help us to understand if the Strategy is working, and where we need to work harder on its implementation.

Growing (year on year) participation in physical activity (Improved Active Lives Survey results)	Increased number of people walking and cycling as part of everyday life (measured through strategically located clicker counters)	Improved infrastructure e.g., walking and cycling routes/access to open space (recorded through planning applications/investment decisions)	Reduced levels of adult obesity (measured through PHE)	Reduced levels of childhood obesity (measured through NCMP)	Take-up of the locality-based social prescribing offer
Increased use of parks and play (measured through strategically located clicker counters)	Planned investment in existing assets (Council budgets and partnership approaches)	Increased number of information requests/referrals on physical activity through the 'HLTS??	Reducing health inequalities (measured through the JSNA)	Improved access to, and use of, Herefordshire's natural environment (measured through strategically located clicker counters)	Improved infrastructure e.g., walking and cycling routes/access to open space

6. Delivering Herefordshire's Physical Activity Strategy

6.1. As set out above the key themes supporting delivery of Herefordshire's Physical Activity Strategy are:

1. A whole system approach to create and sustain active environments

Physical activity services and facilities have a key role to play in the health of Herefordshire's communities; this is even more the case as part of recovery in the wake of Covid. To reach those who will most benefit from being more active we will engage with individuals and communities and support them into activity.

2. Collaboration with partners to target resources more effectively

There is a huge amount of physical activity delivery already taking place in Herefordshire. The challenge is taking this existing activity and enabling it to have an even greater impact, and critically reach more inactive people. This will only happen through a step change in approach to delivery. There is a need for a central co-ordinating role in the County for physical activity. This co-ordinating resource would provide a central point of contact, be able to co-ordinate activity and ensure there is both alignments to identify strategic outcomes and no duplication in delivery.

3. Reduce health inequalities by developing knowledge and capability in our communities to move more everyday

Healthier Herefordshire is built on the existing collaborative physical activity partnerships in Herefordshire. However, whilst there is shared knowledge of much of what is being delivered where and by whom, there is significant opportunity to plan and deliver more strategically, and to target programmes and initiatives on a planned basis. Delivery of the action plan will require joint working with all partners towards an agreed vision and outcomes. Local partnerships will be particularly important so that community groups and individuals who need support can be identified to ensure inactivity is reduced. Joint projects and initiatives will be key to increasing physical activity at a local level.

4. Better co-ordinated delivery of physical activity provision, aligned to our shared vision and outcomes

Taking a co-ordinated approach to development and delivery is very important moving forward to ensure available resources target those who most need support to become more active on a regular basis.

Resources

6.2. Resources are limited in the public, private and voluntary sectors and therefore sharing of resources is an imperative. In terms of physical activity this could mean, for example equipment, staffing, training, facilities, and funding. This strategy will enable more external funding to be made available across the county for key interventions and initiatives to improve physical activity levels as it provides a framework for improvement.

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Timescale

- 6.3. The Herefordshire physical activity strategy covers a timeframe of 5 years, from 2021 to 2026. The timescales within the action plan are realistic and achievable and improvement should be measurable during the period of the strategy.

Strategic Action Plan

- 6.4. The strategic action plan has been developed to ensure that progress is made during the strategy's 5 year time frame and demonstrates collaborative and co-ordinated partnership working from committed partners. It identifies the changes and actions needed to address identified key issues and move from the existing physical activity delivery model to one which is more targeted, co-ordinated and collaborative and as a consequence has more impact and will deliver the vision and shared outcomes for physical activity in Herefordshire. It is anticipated that a future working/steering group will move forward with a more detailed action plan to deliver the outcomes identified in the strategy.

Herefordshire Physical Activity Strategy- Action Plan

Key Themes	Action
1. A whole system approach to create and sustain active environments	Integrate physical activity opportunities and active environments as they present across the local authority and partner organisations.
	Create more opportunities to use existing facilities (grants may be available to support extra-curricular activity and longer-term community use).
	Identify, support and/or apply for funding to increase opportunities to become physically active.
	Deliver a physical activity communications plan.
	Embed active environments in Core strategy.
2. Collaboration with partners to target resources more effectively	Develop knowledge of infrastructure/accessibility to countryside and active environment and identify opportunities to develop these resources.
	Ensure PA working group has representation from appropriate partner agencies in order to target resources.
	Where relevant develop strategies.
	Develop a community approach to physical activities e.g. walking & running groups encouraging the community to develop and run these with support.

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Key Themes	Action
3. Reduce health inequalities by developing knowledge and capability in our communities to move more everyday	Support programmes to improve understanding of, and access to, physical activity for those from deprived communities and from those with disabilities or ill health.
	Further understand our inactive population.
	Support behaviour change in hard to reach areas.
	Develop a communications plan for frequent, relevant and targeted messages to get active.
	Support providers to signpost physical activity offers, adapt programmes and initiatives and utilise existing networks and professionals to promote activities.
4. Better co-ordinated delivery of physical activity provision, aligned to our shared vision and outcomes	Create a multi-agency Physical Activity Steering Group to support and lead on the development alongside public health; this should comprise representation from key partners, physical activity champions/walking leads)..
	Support Training and development offers.
	Scope/consider Physical Activity Champions.
	Identify leadership/oversight/governance for Physical Activity (PA) strategy.
	Strengthen physical activity focus within local authority/across directorate working.

- 6.5. A priority should be to remove barriers and make activity more accessible for people with disabilities in Herefordshire and to invest in those that need it most. People don't change behaviours based on information and education – most people will know that PA is good for them. It is about creating environments – physical, social, economic – which support and promote active behaviour and making the most of change moments.

Case Studies

6.6. During the process of writing this strategy a number of case studies were developed to illustrate some of the best practice evident in delivering physical activity across Herefordshire.

6.7. The following case studies have been developed:

- **Halo**
- **Active Here**
- **Beryl Bikes**
- **Grow local**
- **Boxing club**
- **Walking Festival**
- **National Trust**
- **Courtyard theatre**
- **Marches Family Network**
- **HVOSS No wrong door youth group**
- **Cycle track project**
- **Cheerleading**
- **Hereford skate park**
- **HLTS**
- **Nordic Walking feedback**
- **Stride Active**
- **Talk Communities Directory**

Summary document

6.8. A 4-page summary document has been produced for this physical activity strategy.

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Appendix 1 – Stakeholder Consultees

Appendix 1 – Stakeholder Consultees

Organisation	Contact
The Courtyard	Ian Archer, Chief Executive & Artistic Director
Cabinet members	Crockett, Pauline (Cllr) Cabinet member - Health and Adult Wellbeing Cllr Harvey
	Cabinet Member - Finance and Corporate Services
	Cllr Davies – cabinet member for Commissioning, Procurement and Assets
	Cllr Yolande Watson, Health & Wellbeing
	Cllr Norman as Cabinet Member - Children and Families and Deputy Leader
Herefordshire Council	Steve Vickers, Director of Adults and Communities
Herefordshire Council	Chris Baird, Director Children and Families
Herefordshire Council	Amy Pit, Assistant Director Talk Communities programme
Herefordshire Council	Kevin Bishop, Planner
Herefordshire Council	Ruth Jackson, Planning
Herefordshire Council	Sam Banks, Neighbourhood Planning Service Manager
Herefordshire Council	Spencer Grogan, Leisure Services / Sports Development
Herefordshire Council	Jon Chedgzoy, Libraries
Herefordshire Council	Audrey Clements, Finance
Herefordshire Council	Ceri Morgan, Officer for Schools
Herefordshire Council	Helen Sandifort, Programme Manager, Adults and Communities
Herefordshire Council	Sara Barnes-Wherle, Project Manager, Adults and Communities
Herefordshire Council	Nicky Turvey - Head of Early Help –children and families
CCG/ NHS	Jade Brooks
Public Health	Lindsay MacHardy/Kristan Pritchard, Health Improvement
Public Health (PH)	Becky Howell Jones, PH Consultant

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Appendix 1 – Stakeholder Consultees

Organisation	Contact
Active Here	Jan Perridge
Healthy Lifestyle Trainer Service	Luke Bennett
Halo	Scott Rolfe
Active Travel	Ben Bosell
National Trust	David Bailey
Community First	Mark Herriott
HVOSS	Will Lindesay
NWD	Will Edwards
Herefordshire Wildlife Trust	Helen Stace – CEO
Herefordshire Walking Festival	Liz Hill via, Rural Concierge
Royal National College	Jane Jones
Chair of Walking Festival, chair of Herefordshire ramblers and disabled ramblers	Arthur Lee
Leominster Town Council	Liz Womack
Marches Family Network	Angela Martin

The Appendices

Appendix 2 – Strategic Context

Appendix 2 – Strategic Context

Key Policy/Strategy	Priorities	Strategic Outcomes
Herefordshire Council – County Plan 2020-2024	<p>The following section sets out what we aim to achieve over the next four years. Our key areas of focus will be the Environment, our Communities and the local Economy developed against three key themes of Sustainability, Connectivity and Wellbeing.</p> <ul style="list-style-type: none"> • More affordable housing; • Maintenance of our existing highways network and public spaces; • Specialist care home facilities and accommodation for vulnerable people of all ages; • Improved public transport across the county and • Action to tackle the climate emergency (this was the top priority for young people). <p>Environment Protect and enhance our environment and keep Herefordshire a great place to live</p> <ul style="list-style-type: none"> • Minimise waste and increase reuse, repair and recycling; • Improve and extend active travel options throughout the county; • Build understanding and support for sustainable living Invest in low carbon projects; • Identify climate change action in all aspects of council operation Seek strong stewardship of the county's natural resources and • Protect and enhance the county's biodiversity, value nature and uphold environmental standards. 	<p>Success measures</p> <p>Environment</p> <ul style="list-style-type: none"> • Increase flood resilience and reduce levels of phosphate pollution in the county's river; • Reduce the council's carbon emissions ; • Work in partnership with others to reduce county carbon emissions; • Improve the air quality within Herefordshire; • Improve residents' access to green space in Herefordshire and • Improve energy efficiency of homes and build standards for new housing. <p>Community</p> <ul style="list-style-type: none"> • Improve Herefordshire's house affordability ratio, making accommodation more affordable to local people; • Increase the proportion of adults requiring formal care services who are supported in their own homes; • Improve the life chances of disadvantaged children in Herefordshire, meaning that they have a better chance of doing well at school, getting good jobs and secure housing (measured by the social mobility index); • Reduce the number of children living with poverty, tooth decay or obesity; • Reduce the number of children requiring formal social care interventions (measured by the number of children in need); • Increase the number of children that are assessed as 'ready for school'; for both children with and without free school meal status; • Improve community resilience in Herefordshire and • Reduce the number of people admitted to hospital for unplanned events

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Key Policy/Strategy	Priorities	Strategic Outcomes
	<p>Community Strengthen communities to ensure everyone lives well and safely together</p> <ul style="list-style-type: none"> • Ensure all children are healthy, safe and inspired to achieve; • Ensure that children in care, and moving on from care, are well supported and make good life choices; • Build publicly owned sustainable and affordable houses and bring empty properties back into use; • Protect and improve the lives of vulnerable people. Use technology to support home care and extend independent living and • Support communities to help each other through a network of community hubs. <p>Economy</p> <ul style="list-style-type: none"> • Support an economy which builds on the county's strengths and resources; • Develop environmentally sound infrastructure that attracts investment; • Use council land to create economic opportunities and bring higher paid jobs to the county; • Invest in education and the skills needed by employers; • Enhance digital connectivity for communities and business Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism and • Spend public money in the local economy wherever possible. 	<ul style="list-style-type: none"> • Improve the mental wellbeing of Herefordshire residents; • Reduce the number of people in Herefordshire identified as homeless and • Reduce the number of households living in fuel poverty. <p>Economy</p> <ul style="list-style-type: none"> • Increase the average workplace earnings in Herefordshire; • Grow jobs and keep unemployment rates low in all areas of the county; • Improve educational attainment and widen further and higher education opportunities; • Increase the number of short distance trips being done by sustainable modes of travel – walking, cycling, public transport; • Increase road safety in the county and improve the overall condition of the road network; • Increase local wealth creation (measured by the Gross Values Added per head of population) and • Extend superfast and ultrafast broadband network.

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Key Policy/Strategy	Priorities	Strategic Outcomes
Hereford – Health and Wellbeing Strategy	<p>Herefordshire Health and Wellbeing Board has recently set out its vision and priorities. The HWBB vision is that:</p> <p><i>Herefordshire residents are connected into communities to be resilient; lead fulfilling lives; are emotionally and physically healthy and feel safe and secure.</i></p> <p>This is underpinned by five priorities and cross-cutting themes. The priorities which ‘help you to help yourself’ are:</p> <ul style="list-style-type: none"> • Supporting our residents to eat well, drink safely and get active; • Supporting our residents to live life to the full whatever their age;; • Supporting vulnerable residents of all ages to live and age well • Supporting the mental and emotional wellbeing of all our residents of all ages and • Developing communities to help keep people connected. 	<p>The cross-cutting themes are:</p> <ul style="list-style-type: none"> • Collaborative partnership working to maximise our resources across the county; • Ensuring services, support and opportunities are equitable and accessible to all; • Improving quality of life through healthy ageing; • Co-producing with communities and stakeholders to help people connect and engage with the board; • Identify climate change action in all aspects of operational delivery; • Supporting and enhancing our workforce skills and opportunities; • Building resilience across communities and all sectors and • Improving social mobility including housing, economic opportunities and learning.
Interim Housing Strategy 2016- 2020	<p>Priorities and Themes</p> <ul style="list-style-type: none"> • Improving housing supply and access to housing; • Improving housing support and • Improving housing standards. 	<p>Priority Actions</p> <p>Improving housing supply and access to housing</p> <ul style="list-style-type: none"> • Provide well designed, quality homes; • Provide a range and mix of housing; • Maximise external funding opportunities; • Increase housing options and • Increase access to housing.

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Key Policy/Strategy	Priorities	Strategic Outcomes
		Improving housing support <ul style="list-style-type: none"> • Increase housing options • Prevent homelessness • Maximise external funding opportunities • Promote independent living Improving housing standards <ul style="list-style-type: none"> • Aim to reduce the issue of cold homes and fuel poverty • Aim to increase housing and management standards • Provide advice and training for landlords • Take action on poor quality private rented properties • Develop health and housing plan
Local Transport Plan 2016-2031	Vision: A transport network that supports growth enabling the provision of new jobs and houses, whilst providing the conditions for safe and active travel, which reduces congestion and increases accessibility by less polluting and healthier forms of transport than the private car.	Objectives: <ol style="list-style-type: none"> 1. Enable economic growth - by building new roads linking new developments to the transport network and by reducing short distance car journeys. 2. Provide a good quality transport network for all users – by being proactive in our asset management and by working closely with the public, Highways England and rail and bus 3. Promote healthy lifestyles – by making sure new developments maximise healthier and less polluting forms of transport by delivering and promoting active travel schemes and by reducing short distance single occupant car journeys on our roads.

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Key Policy/Strategy	Priorities	Strategic Outcomes
		<ol style="list-style-type: none"> 4. Make journeys easier and safer – by making bus and rail tickets compatible and easier to buy and use, by providing ‘real time’ information at well-equipped transport hubs, by improving signage to walking and cycling routes and by helping people feel safe during their journeys. 5. Ensure access to services for those living in rural areas – by improving the resilience of our road network and by working closely with all transport operators to deliver a range of transport options particularly for those without a car.
Hereford Council Local Plan 2011-2031	<p>The council's strategy is based on targeting future development in places where specific needs and opportunities have been identified, thereby addressing key issues raised in the Herefordshire Context section. This approach seeks to accommodate economic and population growth with new housing and supporting infrastructure, whilst protecting and enhancing the attractive and distinctive character of the different areas of the county, so that sustainable development is achieved.</p> <p>Overall vision for the county</p> <p>“Herefordshire will be a place of distinctive environmental, historical and cultural assets and local communities, with sustainable development fostering a high quality of life for those who live, work and visit here. A sustainable future for the county will be based on the interdependence of the themes of social progress, economic prosperity and environmental quality with the aim of increasing the county's self-reliance and resilience.”</p>	<p>Vision for social progress in Herefordshire</p> <ul style="list-style-type: none"> • By 2031, decent, affordable homes, jobs, health and community facilities and other necessary infrastructure will have been provided in urban and rural areas to meet the needs of all sections of the population, creating healthy, safe and secure, low crime, inclusive places and robust communities that promote good health and well-being, maintain independence and self-sufficiency and reduce social isolation. • The opportunities and benefits from open space, leisure, shopping, sport, art, heritage, learning, health and tourism facilities and assets will be maximised, enabling more active lifestyles and helping to retain existing and attract new young people, supporting older people and an improved quality of life for all.

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Key Policy/Strategy	Priorities	Strategic Outcomes
		<ul style="list-style-type: none"> Residents and workers in urban and rural areas will have a reduced need to travel by private car with opportunities for “active travel” i.e. walking and cycling promoted, along with improved accessibility to public transport. In Hereford, congestion will be managed and public transport improved through a balanced package of transport measures including the provision of a relief road, park and choose facilities and bus priority schemes. <p>Residents will have the opportunity to contribute to the shape of their local area through engagement in plan making.</p> <p>Vision for economic prosperity in Herefordshire</p> <ul style="list-style-type: none"> By 2031, Herefordshire will have a thriving local economy with a balanced and diversified business base incorporating more knowledge-based and high-tech businesses and a more skilled and adaptable workforce. A genuine commitment by all businesses to sustainable development will underpin a unique quality of life. New employment land will have been provided to complement new homes and support higher incomes jobs enabling existing and future businesses to grow and thrive. Communications infrastructure will be in place to enable a similar level of broadband service everywhere in the county, with the major employment locations enjoying broadband services matching the best in the country. Educational developments (including higher education) will bolster and support local resources and strengths, such as environmental technologies, creative industries, agriculture, food production, forestry, equestrian expertise and tourism as well as support improved skills training, development and local job opportunities.

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Key Policy/Strategy	Priorities	Strategic Outcomes
		<ul style="list-style-type: none">• Hereford will provide a strong, sub-regional shopping, employment, leisure and cultural focus for the county. Comprehensive proposals for regeneration in and around the city• Overall vision for the county Herefordshire will be a place of distinctive environmental, historical and cultural assets and local communities, with sustainable development fostering a high quality of life for those who live, work and visit here. A sustainable future for the county will be based on the interdependence of the themes of social progress, economic prosperity and environmental quality with the aim of increasing the county's self-reliance and resilience.• Herefordshire Local Plan – Core Strategy 2011-2031 centre will complement the historic core in providing homes, jobs, shops and leisure facilities and transport improvements. As a result the city will be a vibrant destination of choice for shoppers and visitors alike. The market towns will contribute to the economic development of the county whilst being distinctive, thriving service centres that are better linked to their surrounding rural settlements through enterprise hubs, service provision and transport accessibility.• Our village-based services will be supported through new development (including live/work units) in appropriate locations to foster sustainable communities and promote rural regeneration.• Herefordshire will be a sought after destination for quality leisure visits and sustainable tourism by more fully utilising, but respecting, the county's unique environmental assets such as the River Wye.

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Key Policy/Strategy	Priorities	Strategic Outcomes
		<p>Vision for environmental quality in Herefordshire</p> <ul style="list-style-type: none"> • New development will be designed and constructed in ways to ensure that local distinctiveness is reinforced. The wider impacts of climate change will be addressed by reducing carbon emissions, minimising pollution and the risk of flooding, ensuring availability of natural resources. The provision of appropriate waste management and recycling facilities and renewable energy schemes will be guided through the policies of the Minerals and Waste Local Plan. • Networks of connected, well managed and accessible natural green spaces will provide a range of enhanced leisure and health benefits within and between towns, villages and the countryside. Local food production and processing will be fostered whilst supporting stewardship of soils and water, biodiversity and the characteristic Herefordshire landscape. • The area's valued heritage and significant environmental resource, including its natural beauty and quality of landscape, biodiversity, geodiversity, built environment and cultural heritage, will be protected, conserved and enhanced. It will underpin and foster growth and innovation in businesses and jobs; being accessed, appreciated and actively supported by more people, for more purposes, in all walks of life.
<p>Sports Partnership – Herefordshire and Worcestershire</p> <p>Sports Facilities Framework 2010-2026</p>	<p>Facility Aspirations:</p> <p>The following aspirations have been identified:</p> <ul style="list-style-type: none"> • There is a suggestion of a relocation of the football and cricket clubs in Ledbury but this is subject to the outcomes of the Strategic Housing Land Availability Assessment (SHLAA). • Brookfield School in Hereford is considering the potential for a new sports hall. 	

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Key Policy/Strategy	Priorities	Strategic Outcomes
	<ul style="list-style-type: none"> Hereford Rugby Football Club is hoping to move from their existing site but are at pre-application stage only. They are looking for a site for 5 new pitches. Hereford Cathedral School are planning a full size STP (surface unknown.) 	
Green Infrastructure Strategy 2010 - 2026	<p>A definition of green infrastructure has been developed by Natural England:</p> <p>‘Green Infrastructure is a strategically planned and delivered network comprising the broadest range of high quality green spaces and other environmental features. It should be designed and managed as a multifunctional resource capable of delivering those ecological services and quality of life benefits required by the communities it serves and needed to underpin sustainability. Its design and management should also respect and enhance the character and distinctiveness of an area with regard to habitats and landscape types.</p> <p>Green Infrastructure includes established green spaces and new sites and should thread through and surround the built environment and connect the urban area to its wider rural hinterland. Consequently it needs to be delivered at all spatial scales from sub-regional to local neighbourhood levels, accommodating both accessible natural green spaces within local communities and often much larger sites in the urban fringe and wider countryside.’</p> <p>The aim of the Green Infrastructure Strategy is to place a framework of natural and culturally important features and functions at the heart of planning for a sustainable future for development within Herefordshire, at least up to 2026.</p>	<p>The following objectives have been identified:</p> <ul style="list-style-type: none"> To provide an evidence base of green infrastructure assets based on a comprehensive analysis and understanding of: → all natural resources and systems → all related land uses and human systems and activities, both past and current To establish a vision for a sustainable future for Herefordshire’s environment and green infrastructure assets. To identify and promote the economic, social and health benefits of a multifunctional environment, centred on a dynamic green infrastructure network. To ensure comprehensive recognition of green infrastructure assets, deficiencies and opportunities within the local planning framework. To establish principles and policies that secure protection and promote the enhancement of existing green infrastructure, and identify opportunities and means of creating new, high quality green infrastructure. To produce guidelines for developers, planners and land managers that will ensure the successful integration, implementation and ongoing management of green infrastructure. To maximise the contribution green infrastructure provision can make towards mitigating the effects of and adapting to the implications of climate change, including flood risk management. To identify specific projects and opportunities, including opportunities for funding, that best deliver green infrastructure and act as examples to others.

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	This will include the establishment of policies and principles 3 for the protection and enhancement of those features and functions that contribute to the environment of Herefordshire across a range of scales.	<ul style="list-style-type: none"> To realise the contribution green infrastructure can make to the reversal of habitat fragmentation and decline in biodiversity through investment in the restoration, creation and protection of priority habitats. To realise the contribution green infrastructure can make to the protection and restoration of landscape character and cultural heritage, particularly the reversal in decline in condition of landscapes.
Education, Development and Skills Strategy 2018-21	Vision: Giving children and young people a great start in life Goals: <ul style="list-style-type: none"> Safety and well-being High standards Equity Preparation for adult life 	Priorities <ul style="list-style-type: none"> Drive sustainable school improvement Strengthen Leadership Embed clear accountability Support and protect vulnerable children Embed the early years strategy Ensure access to quality places where they are needed Focus on the 16-19 education and skills agenda
Herefordshire Council Adult and Community Learning Plan 2019-22	<p>This plan identifies the key priorities for Herefordshire Council's Adult and Community Learning Service (ACLS) to achieve its strategic and organisational aims for the academic years 2019-22.</p> <p>The plan covers the funding received from the Education and Skills Funding Agency (ESFA) annually to deliver Community Learning and Adult Skills Learning opportunities to Herefordshire residents aged 19 and over.</p>	

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Key Policy/Strategy	Priorities	Strategic Outcomes
	<p>Strategic Aims and Objectives</p> <p>Aim</p> <ul style="list-style-type: none"> To engage with local people who are least likely to participate in learning and enable them to access a range of high quality learning opportunities. So that they can lead more independent lives, support their families, gain a qualification, get a job, volunteer and become less socially isolated. <p>Objectives</p> <ul style="list-style-type: none"> Focus Adult and Community Learning funding on people who are disadvantaged and least likely to participate in learning, including people on low incomes, those with low skills and those furthest away from the labour market. Widen participation in learning through locally delivered informal and accredited programmes, serving the needs of the diverse communities across Herefordshire. Contribute to a wide range of outcomes for individuals and the wider community including personal and social, educational attainment, economic regeneration, and improved health and well-being. By supporting adults back into learning, training and employment, through community outreach provision delivered at local venues. Develop the capacity of voluntary and community sector organisations to deliver effective adult learning that meets the quality requirements of Ofsted through funding and supporting niche provision. To work with local partners to deliver a programme of high-quality learning, which clearly contributes to the priorities of Herefordshire Council and the Marches Local Enterprise Partnership Skills Plan, European Investment Strategy and Strategic Economic Plan. 	

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Key Policy/Strategy	Priorities	Strategic Outcomes
Sustainable Modes of Travel to School Strategy 2018	<p>The vision for the SMOTS strategy is: “To have a fully integrated transport system where every pupil within Herefordshire, where appropriate, has the option to travel to and from school through active travel choices, improving health, safety and reducing reliance on short distance car journeys”.</p> <p>To understand the travel habits of pupils in Herefordshire we have used school census data from 2011 as to how pupils normally travel to and from school. Earlier this year we collected accident and health data and established the extent and type of walking and cycling infrastructure near schools and why pupils used the various travel modes. Our findings included:</p> <ul style="list-style-type: none"> • In 2011 31% of pupils travelled to school by car whilst 39% walked and 1% cycled. • A further 21% used the bus, comprising both public bus services and those provided by the council; • 16 schools have 20mph limits in the immediate vicinity; • 75 schools have cycle racks and 17 schools have parent waiting shelters; • The council provides bus transport for 3,318 pupils with 284 paying for vacant seats and • 23% of pupils in reception year and 34% of pupils in year 6 are overweight. <p>We highlight the extensive program of schemes and projects that we deliver:</p> <ul style="list-style-type: none"> • Bikeability - specialist cycle training from the basics of balance and control to independent journey planning. • Road safety education and school crossing patrols - undertaken by our road safety unit, delivering education talks and practical sessions to schools. 	<p>The SMOTS strategy objectives we propose are to:</p> <ul style="list-style-type: none"> • Improve the safety of pupils and parents; • Improve the health and well-being of pupils; and to • Reduce congestion during peak times. <p>In response to the issues raised above we will continue to work with public transport and our delivery partners to raise the profile of the issues raised and ensure they are taken into consideration when planning school transport, maintenance and project planning to ensure that the concerns raised are met.</p>

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Key Policy/Strategy	Priorities	Strategic Outcomes
Talk Community Strategic Approach	<ul style="list-style-type: none"> • Access fund projects - funded by the Department for Transport to encourage behaviour change; and • Hereford transport packages - major infrastructure projects taking place in Hereford, likely to include walking and cycling measures. <p>Talk Community is the strategic delivery vehicle for the community ambition of the Herefordshire County Plan 2020-2024 to improve the sustainability, connectivity and wellbeing of our county by strengthening our communities.</p> <p>It is the council's strategic approach to prevention, enabling people to get the assistance they need and managing demand for more specialist services.</p> <p>The key message and vision of Talk Community articulates an ambition and culture which innovates "to make independence and wellbeing inevitable"</p> <p>Talk Community is very broad in scope, encompassing:</p> <ul style="list-style-type: none"> • People; as participants in communities, as volunteers and community leaders, including people who are vulnerable and may need some support. There is focus on people staying well and independent and feeling safe and included in their communities. • Place and space; making use of and sharing community places, creating the buildings and open spaces that local people want and will use, co-location of public and community services including the arts and leisure services, ensuring accessibility and connectivity and considering the impact of and upon new communities created through large scale housing developments. 	<p>To ensure it meets the changing demands these events have brought about the Talk Community programme provided below which covers eight areas;</p> <ul style="list-style-type: none"> • Talk Community hubs; • Talk Community integrated hubs; • Developing a county of learning and upskilling communities; • Talk Community outreach kitchens; • Developing, supporting and enhancing the voluntary sector infrastructure; • Sustainable food county; • Talk Community Business and • Developing the Talk Community approach to support the economic recovery for all ages. <p>There is an ambition to establish 20 Talk Community hubs by March 2021.</p>

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Key Policy/Strategy	Priorities	Strategic Outcomes
Delivery Plan 2020-2022	<ul style="list-style-type: none"> Economy; recognising and developing the role of businesses in communities, promoting the county's buoyant social enterprise sector, developing the wellbeing of the workforce and healthy workplaces, whilst recognising the contribution to the local economy of the health and social care sector. <p>Herefordshire Council adopted the new County Plan in February 2020, which stated a clear vision for the future of the county:</p> <p>Respecting our past, shaping our future - we will improve the sustainability, connectivity and wellbeing of our county by strengthening our communities, creating a thriving local economy and protecting and enhancing our environment.</p> <p>The County Plan has three key themes - connectivity, wellbeing and sustainability, which sit at the core of our policy making, planning and design for the future. These themes continue to form the basis of our plans over the coming years.</p> <p>our top priorities in the coming years will be:</p> <ul style="list-style-type: none"> Delivery of affordable homes built to strong environmental standards Improving the digital connectivity of the county to enable digital inclusion Creating jobs and skills that enable our residents to earn higher wages Creating a modern and resilient transport network within the City and County 	<p>Indicators we plan to use to track progress include:</p> <p>Environment</p> <ul style="list-style-type: none"> Reduce the average kilograms of waste per person Increase in the percentage of waste sent for recycling Increase the % of journey-kilometres made by walking, cycling and public transport Reduce the county's carbon footprint Increase the % of investment that contributes significantly to achieving climate and nature goals Reduce the council's carbon footprint Improve water quality in our rivers Increase tree cover Increase biodiversity Increase residents' access to wild space and green space <p>Community</p> <ul style="list-style-type: none"> Increase the number of affordable houses delivered with 450 homes built by March 2022. Reduce the number of rough sleepers in Herefordshire to no more than 12 people at any time. Reduce the rate of admissions to care homes (aged under 65 & 65+). Maximise the take up of the Talk Community Seed Funding. ✓ Increase the income generation into the county for the use by the third sector. Increase the volunteer capacity.

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Key Policy/Strategy	Priorities	Strategic Outcomes
	<ul style="list-style-type: none"> In our County Plan 2020-2024 we highlighted three areas of focus and ambition – Environment, Communities, Economy. The COVID-19 pandemic demands that we reorder some of our plans and strategies so as to capture, strengthen and increase the pace of change in some areas. These include: Shift in consumer behaviour during lockdown alongside demand for new products and services present both challenges and new opportunities for the county; Shortages and supply problems have also reiterated the importance of the retail centres of our city and towns to the health of our rural county; Encourage new sectors and markets such as creative and high tech industries to set up in Herefordshire; Hereford City Centre and our market towns being reimagined, refocused and transformed as the way in which we live, work and play has dramatically changed even in the space of a few months; Home/digital working - the pandemic has already caused a drastic shift in working patterns with a high rise in the number of people working from home, learning on-line and social interaction; Ensuring our countywide workforce has the skills required to deliver future growth; Rise in the “stay-cation” and the importance of tourism to the county; Reduced carbon consumption – with industries temporary closing down and restrictions on travel. There has been a notable shift in pollution and carbon emissions and an increase in more active ways to travel and Increased national and public focus on climate change is providing an opportunity to rethink. 	<ul style="list-style-type: none"> Increase the number of people engaging with the Healthy Lifestyle Trainer Service; Increase the number of talk community hubs active in the county to 50 by march 2022; Increasing the number of schools which show a positive progress indicator at age 16 and attainment in second quartile (measure to be determined given lack of national data due to cancellation of exams in 2020); Reducing the number of school leavers who are not in education, training or employment (target to be set but with the caveat of potential impact of COVID-19 on opportunities); Aim to have no more than 320 looked after children by end of 2021– in line with West Midlands regional average from 2018/19; Increase the proportion of audits of children’s cases rated as good or outstanding; Increase the proportion of care leavers in touch, in suitable accommodation and in Education, Employment or Training (3 separate measures) – 92%, 87%, 57% respectively i.e. good statistical; Reduction in the number of people claiming unemployment related benefits (Claimant count) (Note: This could increase significantly in the short term due to COVID- 19 & may not be possible to reduce within 18 months); Increase employee engagement (council workforce); Improve resident engagement and overall satisfaction with the council Number of people in Herefordshire using the internet. <p>Economy</p> <ul style="list-style-type: none"> Increase investment in the county from both public and private sources.

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Key Policy/Strategy	Priorities	Strategic Outcomes
	<ul style="list-style-type: none">• economic growth and how we champion a 'green recovery'	<ul style="list-style-type: none">• Increase the number of jobs created through investment on council land and local procurement;• Increase the % of residents with skills at NVQ level 4 and above;• Increase the number of HE (Higher Education) students, adult and community learning students, apprenticeships and job placements, and quality of the provision in each;• Increase the number of tourism visitors to the county and average visitor spend;• Increase the % of the council procurement budget spent locally and• Increase the percentage of premises in Herefordshire able to access a superfast broadband service (over 30Mbps) (target 94%).

Appendix 3 – Chief Medical Officer (CMO) Infographics – Recommended levels of physical activity for different ages/stages of life

