



Active Highland

Highland's Physical Activity Strategy

2025

Contents

Foreword	3
Introduction	4
Strategic approach.....	6
Local Context	7
Data.....	8
Vision and Priorities	9
Acknowledgements	10



The 'instant film' pictures seen on some of the following pages, are all examples of activities in the Scottish Highlands aimed at bringing together local communities.



Foreword

Being physically active has the power to change lives for the better from our early years to old age. When we are young, being active helps our bodies develop. As we get older, exercise reduces our risk of illness from a range of conditions including heart disease, stroke and cancer.

Taking part in sport and organised activity is important and can be one of the best things we do for our physical, mental and social health. It can provide opportunities to connect with people, bring communities together and help reduce social isolation and loneliness. However, even small changes in our daily lives such as taking the stairs, walking more and taking part in active play can make a difference over time and prevent or help treat many illnesses.

This strategy sets out the vision of the Highland Community Planning Partnership to support more people in Highland to be more active more often. It sets out the actions we will take grouped into eight key Outcomes or themes, so that we can provide people with the opportunities to be physically active, move more and benefit from the positive impact that physical activity and sport can have on our health and wellbeing.



Sarah Compton Bishop
Chair NHS Highland Board



Introduction

There is a huge body of evidence that establishes the link between sport, physical activity and health and wellbeing. While everybody can benefit from being more physically active, the greatest health gains are achieved when people who are not active become active, even at low levels.

As well as improving health, Highland's physical activity strategy can help build strong connections between people and places and have significant benefits for the environment through encouraging and supporting walking, cycling and active travel. This multiagency strategic framework for physical activity will support and promote collaboration between partners, strengthen our offer to our communities and support the targeting of opportunities to people that will benefit most from being more active.

This document recognises the value of physical activity and highlights the importance of partners working together and with our communities to build physical activity into everyday routines and support people to be active throughout life. No one sector alone can increase physical activity levels or improve opportunities to be active. We must work together to achieve these goals.

This strategy, developed over many months with a range of partners, draws on the evidence of what we know works best to support people to become and stay active. It highlights the opportunities within our health and social care services, our places of learning, our place-based planning and our provision of sport and recreational facilities and activities to build on what is already there and support more people to be more active, more often.

Highland has much to offer with world renown high quality outdoor environments and coastal areas, a network of sport and physical activity facilities and clubs and a dedicated group of volunteers who develop and support participation. Working together, we aim to reduce the barriers to participation, help people to understand the benefits of being physically active and make exercise a normal part of everyday life.

Bill Lobban
Convener of the Council
The Highland Council



National Context

The National Physical Activity for Health Framework sets out action to improve levels of physical activity at both national and local level which is firmly founded on evidence-based international guidance from the World Health Organization and other global partners as to the approach needed to deliver sustainable change.



It recognises that plans and strategies across transport, education, planning and the environment have as great an impact as do those in health or sport in helping to improve the health and wellbeing of people in Scotland through increasing levels of physical activity.

This framework provides a clear collective vision, which aims to support and enable more people to be more active more often. Its vision is based on the recognition that improving levels of activity is vital for the health and wellbeing of the people of Highland.



Strategic approach

A systems-based approach to physical activity in Highland was adopted and implemented in the development of the Active Highland Strategy and will be imperative in the implementation of the action plan.



Adopted by Scottish Government and national partners, the approach has been used collaboratively to develop the new National Physical Activity for Health Framework for Scotland. Working in partnership, Public Health Scotland and sportscotland are supporting local government partners apply the systems-based approach, to guide the development of local evidence-based physical activity and sport strategies and action plans such as this.

A systems-based approach to physical activity moves away from short-term, solitary interventions and shifts thinking towards strategic cross-sectoral efforts that work in a complementary way to maximize limited resources and facilitate population levels of physical activity.


Furthermore, this approach allows partners to achieve the co-benefits of physical activity most likely to resonate with their current priorities. It also enables them to identify their role and to understand how their work contributes to physical activity both by recognising the opportunities that they present for people to be active, as well as acknowledging and overcoming any unintentional barriers that their setting, organisation or sector may present.


Local Context


The Active Highland Strategy and Action Plan supports the ethos and implementation of key local plans

Highland Community Planning Partnership	 Highland Community Planning Partnership
Highland Outcome Improvement Plan, 2024-2027	
Identifies three strategic priorities to ‘ Maximise opportunities and Tackle Inequalities to Build a Thriving Highlands for All ’:	
<ul style="list-style-type: none">• People• Place• Prosperity	

Partners developing and implementing this strategy and action plan, also demonstrate strong links to their organisational priorities.

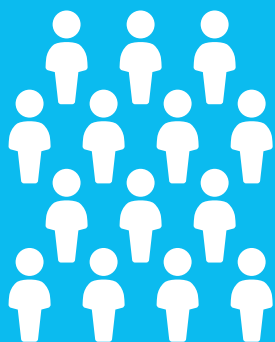
The Highland Council	 The Highland Council Comhairle na Gàidhealtachd
Our Future Highland	
<p>The Delivery Plan of The Highland Council, 2024-2027, identifies 6 portfolios of work. Active Highland particularly supports:</p> <ul style="list-style-type: none">• Person-centred solutions• Reconfiguring our asset base• Net Zero, Energy Investment and Innovation	

NHS Highland	
Together We Care	
<div>The Corporate Strategy of NHS Highland 2022-2027, describes 16 strategic outcomes, Active highland particularly supports:</div> <div><div><ul style="list-style-type: none">• Age Well• Anchor Well• Journey Well• Start Well</div><div><ul style="list-style-type: none">• Stay Well• Thrive Well• Value Well</div></div>	

High Life Highland	
Making Life Better	
Affordable access to health and wellbeing, learning and culture for everyone in the Highlands. Making a positive impact across the Highlands by improving physical, mental and social health and wellbeing.	

Other key local partners





The population of the Highland Council area

236,330*

*estimate in 2023

National Records of Scotland



There is a projected

34% increase

in people **over 75** from 2018 to 2028.

National Records of Scotland



80%

take part in physical activity and sport, including walking (52% excluding walking).*

*These figures are significantly higher in the least deprived communities compared to the most deprived.

Scottish Household Survey



Active travel to work* is

above

the Scottish average.

*Active travel to school is lower but can be largely attributed to the need for more pupils to use school buses.

Scottish Household Survey



43%

school roll participating in Active Schools programmes, with higher male than female participation.

SportScotland

Vision and Priorities

Highland's Active Highland Strategy is underpinned by the understanding that all stakeholders have a responsibility to improve the physical and mental wellbeing of the people of Highland through the power of physical activity and sport.

NB: The following links will open designated pages within the Active Highland Strategy – Action Plan PDF document. Please note that some information does run over more than one page.

Active Health & Social Care

More of the least active people in Highland communities will become active.



Active Travel

Increased numbers of people choosing active travel: walking, cycling and wheeling in Highland.



Active Places & Spaces

Places and spaces in Highland are appropriately designed, created and maintained to enable people to be physically active in their community.



Active Places & Spaces – Green Space

Individuals and communities are active in nature.



Active Places of Learning

More children and young people in Highland will be more active more often.



Active Sport & Recreation for All

Everyone in Highland communities has access to opportunities to be active.



Active Communication & Public Education

Improved public awareness of the diverse benefits of physical activity and the opportunities to be active in Highland.



Active Workforce

Increased knowledge, skills and competency of the professional and volunteer workforce, regarding physical activity.



Acknowledgements

We would like to thank all the partners who have contributed to the development of this strategy and will be collaborating in its delivery, including support from our national partners:

sport
scotland

Public Health
Scotland



Produced by NHS Highland Public Health

Copyright © April 2025



Active Highland Strategy Action Plan

Highland's Active Highland Strategy is underpinned by the understanding that all stakeholders have a responsibility to improve the physical and mental wellbeing of the people of Highland through the power of physical activity and sport.



Active Health & Social Care

Highland Outcome: More of the least active people in Highland communities will be come active

Action	Tasks	Timeframe	Lead	Support	Indicators
Improve pathways from health and social care to opportunities to be physically active – with a focus on reducing inequalities and a trauma-informed approach.	Map existing referral pathways from health and social care services to opportunities to be active.	June 2025	NHSH/HLH		Highland Physical Activity Levels 2019-2023
	Develop additional referral pathways to fill gaps identified from the mapping exercise.	March 2027	NHSH	HLH CALA 3 rd Sector	Activity Levels recorded as meeting recommendations: Highland – 72% (2019-23) Scotland – 65% (2019-23)
	Develop opportunities for health and social care services and physical activity providers to come together to strengthen and expand referral pathways.	November 2025 and ongoing	NHSH	HLH CALA 3 rd Sector	Scottish Health Survey Scottish Household Survey 2022: Key Findings
	Develop guidance and tools to support health and social care services to incorporate assessment and brief advice on physical activity into existing processes and systems.	December 2025	NHSH	HLH CALA 3 rd Sector	

Active Health & Social Care

Highland Outcome: More of the least active people in Highland communities will become active

Action	Tasks	Timeframe	Lead	Support	Indicators
Improve pathways from health and social care to opportunities to be physically active – with a focus on reducing inequalities and taking a trauma-informed approach.	Identify and share best practice in relation to physical activity referrals/pathways aligned to the national Physical Activity Referral Standards.	June 2025 and ongoing	NHSH	HLH CALA 3 rd Sector	Align to minimum dataset contained within Physical Activity Referral Standards
	Develop guidelines for evaluating outcomes from referral pathways from health and social care services to physical activity providers.	December 2025	NHSH	HLH	
	Review provision of physical activity programmes in health and care settings and develop evidence-based interventions: including brief advice and brief interventions.	March 2026	NHSH	HLH	

Evidence Base

1. **Integrate the NHS Physical Activity Pathway into routine healthcare and existing clinical pathways as part of treatment and rehabilitation for people diagnosed with long term conditions** e.g., heart disease, stroke, diabetes, cancer, and mental health conditions, as well as into the care and services for pregnant women, people with disabilities and older adults.
2. Develop partnerships with NHS Scotland and physical activity providers across Scotland to embed the provision of appropriate physical activity opportunities and programmes for different patient populations.
3. **Implement the learning from the Care Inspectorate Care About... Physical Activity Improvement Programme** to enable social care providers to build physical activity into the daily lives of those they support within care settings, residential care homes and care at home.
4. **Integrate physical activity into pre-service and in-service training for all healthcare and social care staff and associated roles**, that is medics, nurses and allied health professions, health care support workers employed by NHS Scotland and all social care staff governed by the Care Inspectorate (making use of resources such as Moving Medicine, MAP, Encouraging and Enabling Physical Activity).

Active Travel

Highland Outcome: Increased numbers of people choosing active travel:
walking, cycling and wheeling in Highland

Action	Tasks	Timeframe	Lead	Support	Indicator
Increase opportunities for people in Highland to choose active elements of everyday, regular and occasional journeys.	The Highland Council to deliver, in partnership, the actions identified within its Active Travel Masterplans and Active Travel Strategy .	2024-2030	THC	Active Highland partners	As per Indicators in Appendix 5: Monitoring and Evaluation Framework of THC Active Travel Strategy
	Participate in, support and promote relevant consultations; aim to achieve balance of recorded public views on proposals.	As required	THC	Active Highland partners	Participation data for consultations
	Active Highland partner organisations to support their own staff and customers to choose active travel.	March 2025 and annual review	Active Highland partners		Organisational staff travel surveys; and observational data collection
Integrate Active Travel links and outcomes to wider public transport developments and Local Transport Strategy (LTS).	All participants in development and implementation of LTS to support emerging active travel opportunities.	March 2027/ Ongoing	THC	NHSH	Transport choice surveys

Evidence Base

1. **Continue to prioritise investment in walking, wheeling and cycling infrastructure** that enables access to destinations and services, **as well as actions that influence active travel behaviour** to encourage modal shift.
2. **Engage communities in urban and rural transport planning processes** to enhance the design of connected and walkable communities.
3. **Accelerate implementation of policy actions to improve road safety** and the implementation and enforcement of traffic speed restrictions (for example 20 mph in residential areas and 30 mph on urban roads).
4. **Upskill local authority transport and planning workforce** to create inclusive and equitable active travel infrastructure.

Active Places & Spaces

Highland Outcome: Places and spaces in Highland are appropriately designed, created and maintained to enable people to be physically active in their community

Action	Tasks	Timeframe	Lead	Support	Indicator
Develop a place-based strategy for community/sport facilities for the 29 Associated School Groups in Highland that will have a positive impact on physical activity for those communities.	Reconfiguration of the Asset Base Portfolio Board to Identify resource to take forward the piece of work relating to Community Points of Delivery and produce a brief for the CPP.	September 2025	THC	HLH NHS sportscotland	Satisfaction with Local Authority Sport & Leisure Facilities 2022 as very/fairly satisfied Highland – 39% Scotland – 42% Scottish Household Survey (SHS) Physical Activity data tables, Local authority level, 2022

Evidence Base

1. **Align local planning and transport strategies/policies** to enable and promote walking, cycling, other forms of physical activity. ('active travel', walking and cycling for recreation, play).
2. **Integrate urban design and land-use policies;** to create connected, walkable communities, with equitable and inclusive public space, as well as pedestrian access to a diversity of local amenities for daily living (for example, local shops, services, green areas, and educational facilities).
3. **Strengthen access to good quality public and green open spaces, green networks, recreational spaces** (including blue spaces such as river and coastal areas), play spaces and sports amenities through spatial design and community engagement.
4. **Develop and or apply design guidelines for public amenities;** schools, health care, sports and recreation facilities, workplaces and social housing, designed to enable people to be physically active. (link across all delivery outcomes)
5. **Co-locate local services and destinations** e.g. schools, healthcare, workplaces, shops, and leisure.
6. **Increase the knowledge and skills of planners, transport engineers and architects** to create inclusive active environments.

Active Places & Spaces – Green Space

Highland Outcome: Individuals and communities are active in nature

Action	Tasks	Timeframe	Lead	Support	Indicator
Improve pathways to nature-based activities – from healthcare, wider statutory and community organisations. This includes local parks, coastal areas, common ground and general outdoor access.	Promote nature-based activities, including community-led pathways. Create and promote resources for self-led activity.	September 2025 and ongoing	NHSH	All Active Highland partners	Number of nature referrals through formal pathways – local data Scottish Household Survey 2022: Key Findings (Environment)
	Expand existing mapping and build on the directory of nature-based activities on offer across Highland.	December 2025 and ongoing	NHSH	HLH	Annual review of directory
	Increase the reach through the Countryside Rangers programme supporting people into nature-based activities.	March 2026	HLH	NHSH	Increase in participation numbers monitored in localities
Increase numbers of organisations and individuals signing up to the Highland Climate Charter.	Individuals and organisations pledge specific actions to protect climate, enhance biodiversity and maximise health and wellbeing.	September 2025 and ongoing	NHSH	All Active Highland Partners	Annual report of progress. Number of organisations and individuals signing up. Baseline year 2024.

Evidence Base

- Strengthen access to good quality public and green open spaces, green networks, recreational spaces** (including blue spaces such as river and coastal areas), play spaces and sports amenities through spatial design and community engagement.
- Provide programmes across multiple settings**, urban and natural environments, community recreation and sports facilities, schools, workplaces and healthcare settings.
- Strengthen access to places, spaces and services that enable equitable and inclusive access and reduce inequalities**; accessible and appropriate places and spaces (indoor and outdoor facilities and amenities, and opportunities through formal and informal clubs and programs), affordable and tailored programmes, opening of the school estate through the shared use of school facilities, enhance active play to enable healthy growth and development in early childhood and adolescents.
- Create workplaces that are designed to enable employees and visitors to be physically active** in and around the buildings, and access by pedestrians, cyclists, and public transport.

Active Places of Learning

Highland Outcome: More children and young people in Highland will be more active more often

Action	Tasks	Timeframe	Lead	Support	Indicator
Deliver an inclusive programme of curriculum & extra curriculum time physical activity opportunities across all learning establishments in Highland.	Embed physical activity for health priorities into THC Education Improvement Plan including; quality PE Provision, use of the Daily Mile and non- PE Teachers physical activity CPD.	August 2026	THC Education		Active School Data – Distinct Participation (mysport)
	Develop an Active School Plan centred around every Associated School Group Cluster.	June 2026	HLH	THC Education	
	Use Active Campus Coordinators and HISA to develop opportunities within Higher & Further Education settings.	April 2026	UHI		Lifestyle Survey (P7, S2, S4 – every 2 years) HandsUp survey
Increased awareness of the benefits of play and the opportunities for active free play in Highland including within the natural environment.	Raise awareness of the benefits of play and upskill education staff around the opportunities to incorporate play into places of learning.	June 2026	CALA	THC Education HLH Countryside Rangers National Park Authority.	Delivery and participation numbers in Active Play programmes
Establish and support more Community Clubs and organisations to link with places of learning to provide a pathway of opportunities from education settings into the community.	Create school to community club links through Active Schools and Community Sport Hub Programmes.	June 2026	HLH	National Governing Bodies THC Education	Mysport - School to club link data National Governing Bodies club data/membership

Active Places of Learning

Highland Outcome: More children and young people in Highland will be more active more often

Action	Tasks	Timeframe	Lead	Support	Indicator
Use sport and physical activity programmes to support diversionary activities and improve physical, mental and social health in places of learning utilising the Planet Youth approach where activities are identified as a key protective factor in positively affecting health outcomes.	Developing a clear understanding of local sport and physical activity offering and partnership working with organisations such as Highland Alcohol and Drugs Partnership to remove barriers to participation.	October 2025	HLH Sport	NHS/HADP	Planet Youth Surveys. (Liaison in progress with Planet Youth to confirm this specific indicator)

Evidence Base

1. Whole-of-school approach to physical activity:

- **physical education curriculum** that develops knowledge, confidence, competence, and motivation to be active.
- **active classrooms** and **outdoor learning** that incorporate movement into classroom and outdoor learning experiences across the curriculum.
- **after school** physical activity opportunities.
- **break time** physical activity such as **active play**.
- **active travel** to and from school.

2. Pre-service and in-service workforce development for teachers; enhance knowledge and teaching skills on the value of active play, physical education, adaptive physical activity, fundamental movement skills and physical literacy, and on how to include people with disabilities and the least active.

3. Develop and implement design guidelines for education and childcare facilities; create accessible and safe environments for children and young people to be physically active.

4. Whole-of-campus approaches to physical activity in colleges and universities; strengthen implementation of initiatives such as WHO's "Health Promoting Universities"; strengthening opportunities for students, staff, and visitors to increase physical activity and reduce sedentary behaviour, by prioritising and enabling access to campuses by walking, cycling and public transport.

Active Sport & Recreation for All

Highland Outcome: Everyone in Highland communities has access to opportunities to be active

Action	Tasks	Timeframe	Lead	Support	Indicators
Provide a diverse and inclusive range of accessible activity, using sport and physical activity as an intentional tool to achieve both increased participation and wider social outcomes.	Aligned to the 9 Highland Community Planning geographical areas and demographics, map what opportunities are currently available for people across Highland to be physically active.	October 2025	HLH	NHS THC CALA NGBs Highland Disability Sport	Frequency in participation of physical activity and sport 2022 – including walking Highland – 91% (2022) Scotland -82% (2022) Frequency in participation of physical activity and sport 2022 – excluding walking
	Identify and address geographical and demographic gaps in physical activity provision to ensure a consistent offer across Highland.	December 2025	HLH	NHS THC CALA Highland Disability Sport	Highland – 57% Scotland - 51% Scottish Household Survey (SHS) Physical Activity data tables, Local authority level, 2022
	Make the case for continuation of low-cost access to leisure and the positive impact that it brings to people in Highland.	September 2025	HLH	THC	
	Develop new and enhance existing disability specific opportunities to take part in sport and physical activity across the Highlands.	March 2026	HLH	HDS SDS	Mysport data % of pupils with a disability taking part in Active Schools Programmes
Work with community clubs to enhance their capacity and ensure that they provide safe, welcoming and inclusive opportunities for people to be active.	Build relationships with local clubs and community groups across the 9 CPP areas to deliver local solutions to the challenges of getting people active.	April 2026	HLH	NHS SGBs	MySport data – Number of clubs currently active in communities

Active Sport & Recreation for All

Highland Outcome: Everyone in Highland communities has access to opportunities to be active

Action	Tasks	Timeframe	Lead	Support	Indicators
Provide opportunities for people to thrive through sport by developing and delivering an inclusive performance sport pathway in Highland.	Put in place a programme with partners that develops athletes, coaches and facilities that provides the opportunity for young people from Highland to be supported in their athletic journey.	April 2026	HLH	sportscotland SGBs	Number of athletes on identified formal programmes Number of sports clubs
	Put in place a programme that aims to reduce the barrier of cost to performance level athletes in Highland competing on a National and International stage.	April 2026	HLH	sportscotland SGBs	
Ensure that Highland is showcased as a venue for sporting events. Promoting Highland as the perfect stage.	Establish a multi partner group tasked with driving forward sporting events in Highland that engage, motivate and inspire participation.	October 2025	THC	HLH sportscotland Nevis Range Event Scotland	Investment into Highland through sporting events (Economic Impact)

Evidence Base

- Prioritise the least active as well as retaining existing, and returning, participants.**
- Build workforce capacity; enhance the knowledge, skills and competency of the workforce to engage, motivate and enable, inclusive and equitable opportunities.**
- Provide universally accessible programmes and mass participation events for people of all ages and abilities across multiple settings;** urban and natural environments, community recreation and sports facilities, schools, workplaces and healthcare settings.
- Strengthen access to places, spaces and services that enable equitable and inclusive access and reduce inequalities;** accessible and appropriate places and spaces (indoor and outdoor facilities and amenities, and opportunities through formal and informal clubs and programs), affordable and tailored programmes, opening of the school estate through the shared use of school facilities, enhance active play to enable healthy growth and development in early childhood and adolescents.

Active Communication & Public Education

Highland Outcome: Improved public awareness of the diverse benefits of physical activity and the opportunities to be active in Highland

Action	Tasks	Timeframe	Lead	Support	Indicator
Apply consistent public education and awareness raising messages.	Develop an Active Highland Communication Toolkit with key messages, tag lines and infographics and joint campaigns.	October 2025	HLH/NHSH	sportscotland	Number of key messages produced annually. Social media analytics
Increased information to support the effectiveness of Active Workforce initiatives and wider outcomes from partner organisation initiatives.	Develop guidance for partners and encourage role models, mentors and champions.	December 2025 and ongoing	HLH/NHSH	sportscotland	Active Workforce data and linked to communication plan indicators

Evidence Base

1. Best practice principles applied to campaigns:

- **Positively “gain” framed messages** highlighting short-term outcomes relating to social and mental health;
- **Tailoring and targeting messages** to specific audience(s) in order to mitigate inequalities;
- **Use of formative research**, psychological theory, social marketing principles to develop appropriate messages and dissemination strategies;
- **User testing to validate messages** pre dissemination;
- **Combining messaging campaigns with supportive infrastructure** and other opportunities for physical activity, including setting/community-based programmes.

Active Workforce

Highland Outcome: Increased knowledge, skills and competency of the professional and volunteer workforce, regarding physical activity

Action	Tasks	Timeframe	Lead	Support	Indicator
Ensure that targeted groups both professional and volunteers are appropriately trained and upskilled on the importance of physical activity across Highland.	Identify the training and support needs through a need analysis survey of staff and volunteers. Upskill and develop a tutor workforce to deliver bespoke CPD courses and workshops to professionals and volunteers delivering physical activity opportunities in Highland.	March 2026	HLH	sportscotland NHS Highland THC CALA	Number of courses/ workshops delivered Number of staff/volunteers trained
Ensure that targeted groups of professionals and volunteers are appropriately trained and upskilled to support equality, diversity, inclusion with an aim of increasing participation for targeted groups.	Deliver a programme of training and development opportunities through, HLH, sportscotland and other key partners (NHS/SAMH).	March 2026	HLH	sportscotland NHS Highland THC CALA	
Develop a platform to share knowledge, expertise, and relevant training across all partners that will support the continued upskilling of those within the system to ensure the opportunity/importance of physical activity is embedded into their daily work to improve the lives of people in Highland.	Explore approaches to sharing and learning initiatives, including digital platforms to enable access to shared information and training across health, education, place, planning, leisure and sport.	March 2026	Active Highland Partnership	NHS THC HLH sportscotland	
Increase awareness of mental health and the benefits of sport & physical activity.	Work with partners to develop training, guidance and tools to increase staff awareness of the benefits of sport & physical activity on mental health.	December 2025	NHS/HLH	sportscotland SAMH	Guidance & tools available Staff training courses/ workshops completed

Active Workforce

Highland Outcome: Increased knowledge, skills and competency of the professional and volunteer workforce, regarding physical activity

Evidence Base

1. **Strengthen workforce development** (knowledge, skills, capability and capacity) across sectors (health, social care, sport and physical activity, education, transport, and planning).
2. **Strengthen the pre-service and in-service curricula of all medical, nursing and allied health professionals** to ensure effective integration of the health benefits of physical activity into the formal training on prevention and management of non-communicable diseases, mental health, healthy ageing, child health and development, and wider promotion of community health and well-being.
3. **Pre-service and in-service workforce development for teachers**; enhance knowledge and teaching skills on the value of active play, physical education, adaptive physical activity, fundamental movement skills and physical literacy, and on how to include people with disabilities and the least active.
4. **Upskill local authority transport and planning workforce** to create inclusive and equitable active travel infrastructure.
5. **Increase the knowledge and skills of planners, transport engineers and architects** to create inclusive active environments.
6. **Build workforce capacity**; enhance the knowledge, skills, and competency of the workforce to engage, motivate and enable, inclusive and equitable opportunities.
7. **Provide leadership by implementing workplace health initiatives to support employees increase physical activity** and reduce sedentary behaviour, particularly through increasing incidental physical activity during the working day.
8. **Develop and disseminate guidance and promote implementation of workplace health programmes aimed at increasing physical activity**, reducing sedentary behaviour and promoting incidental physical activity during the working day for employees, in different occupations and settings, with a priority focus on the least active.
9. **Create workplaces that are designed to enable employees and visitors to be physically active** in and around the buildings, and access by pedestrians, cyclists and public transport.