



# PEOPLE PLAN

People are at the heart of everything we do,  
and are integral to a thriving and inclusive  
culture at Active Essex.



# CONTEXT

## People, Culture and Skills: A Brief Introduction

As a sector we strive to provide positive, inclusive experiences so everyone can enjoy an active lifestyle and be free from harm. We must ensure we are setting the same standards for our workforce. Up to now, skills and people specific support has been focused on helping organisations fill vacant roles and train individuals appropriately in response to immediate labour market need.

Priorities highlighted in the Essex Skills Strategy (2018) and subsequent Training Needs Analysis (2021), confirmed that labour market challenges and skills gaps remain the same despite significant investment. This has reinforced the need to look differently at the sector's people challenges and through a longer-term lens.

Evidence shows us that we could be more effective and impactful if we put time and effort into longer-term ambitions which:



As a start point, we need to:

1

### Address Skills Gaps:

Continue to address the immediate short-term skills & training needs, aligned to data from Training Needs Analysis and Skills Advisory Panel.

2

### Develop a Better Shared Understanding:

Develop a better and shared understanding of 'good' people development, and increase the knowledge about the importance of people-centred organisations and their role in enabling growth.

3

### Collect Better Data and Insight:

Collect and share better information on employee and volunteer experience and satisfaction, as well as the needs and motivations of future workforce.



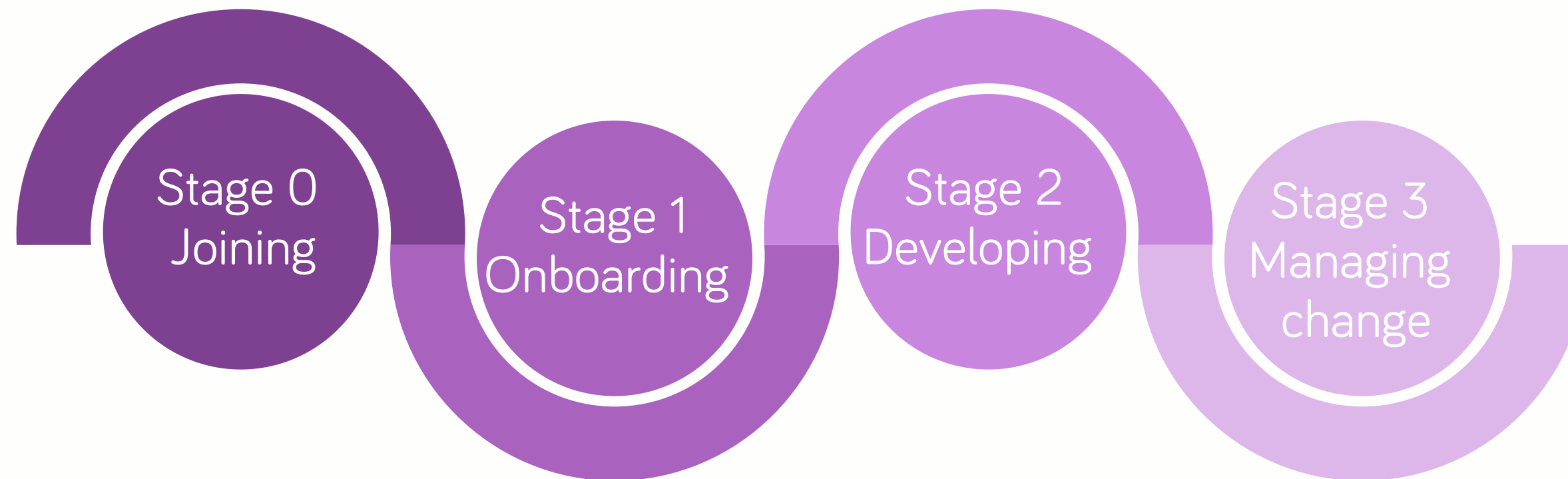
In 2022 Active Essex released their People, Culture, Skills Framework, which you can read [here](#).

# ABOUT THE WORKFORCE PATHWAY

The workforce pathway refers to the journey a staff member undertakes as they apply to, join and work for Active Essex and is broken down into four stages.

This pathway helps leaders and managers think about the stages and context of the workforces experiences and map out how the organisation supports, manages and learns about these experiences.

## Stages:



## Experiences:

### Employee Experiences:

How the organisation considers, operationalises and learns about the employee's engagement, wellbeing and motivations

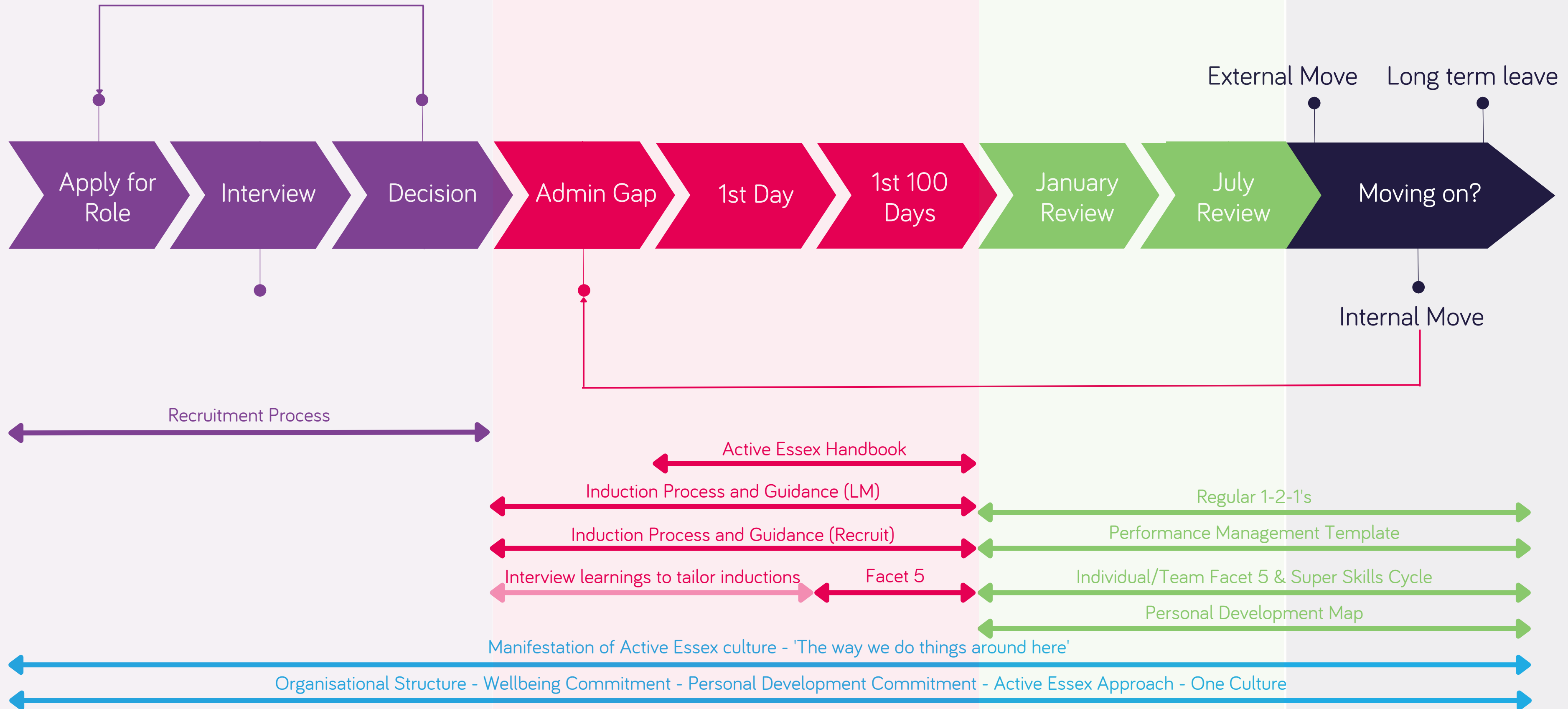
### Learning and Development:

How the organisation considers and operationalises learning and development, and thinks about workforce needs and wants for skills through their journey, from joining through competence and development.

### Organisation Processes, Support and Compliance:

How the organisation collects data, understands and manages the process and joining and leaving and considers governance and supervision,

# STAGES



# STRUCTURE MAP

● Essex ActivAte team

**Jason Fergus**  
Director

**Rob Hayne**  
Strategic Lead for  
Business Operations

**Kerry McDonald**  
Senior Project Lead

**Active Essex  
Foundation**  
**Louise Voyce**  
Relationship Manager  
STRENGTHENING COMMUNITIES  
STRATEGIC LEAD

**Jim White**  
Essex Youth Sport and  
Crime Prevention Manager

**Suzanne Page**  
Essex Youth Sport and Crime  
Prevention Coordinator

**Jamie Rhodes**  
AEF Development  
Officer

**South-East Essex**  
**Lee Monk**  
Relationship Manager  
CHILDREN AND YOUNG  
PEOPLE STRATEGIC LEAD

**Jim Messenger**  
Assistant Relationship  
Manager

**Mobashar Mahmood**  
Assistant Relationship  
Manager

**Tom Weller**  
Project Officer

**West Essex**  
**Rachel Lewis**  
Relationship Manager  
SPORT AND PHYSICAL  
ACTIVITY STRATEGIC LEAD

**Danielle Warnes**  
Assistant Relationship  
Manager

**Emma Alderman**  
Assistant Relationship  
Manager

**Mid Essex**  
**Vacant**  
Relationship Manager  
SPORT AND PHYSICAL  
ACTIVITY STRATEGIC LEAD

**Hollie Wood**  
Assistant Relationship  
Manager

**Chloe Hinds**  
Assistant Relationship  
Manager

**North Essex**  
**Hayley Chapman**  
Relationship Manager  
STRENGTHENING COMMUNITIES  
STRATEGIC LEAD

**Ian Duggan**  
Assistant Relationship  
Manager

**Cheryl Lomas**  
Assistant Relationship  
Manager

**South-West Essex**  
**Juliette Raison**  
Relationship Manager  
ACTIVE ENVIRONMENT  
STRATEGIC LEAD

**Stuart Tryhorn**  
Assistant Relationship  
Manager

**Melissa Huggins**  
Assistant Relationship  
Manager

**Andy Fagan**  
Assistant Relationship  
Manager (Cycling)

**Essex Wide**  
**Courtenay Moseley**  
Relationship Manager  
HEALTH AND WELLBEING  
STRATEGIC LEAD

**Kimberley White**  
PA Social Prescribing  
Advisor

**Alexa Cadwallader**  
Relationship Manager  
Lead on RideLondon

**Nicola Smith**  
Assistant Relationship  
Manager (HAF Lead)

## Marketing and Communications

**Holly Adams**  
Marketing and Comms Officer  
(AE & AEF Lead)

**Grace Hilton**  
Marketing and Comms Officer  
(LDP Lead)

**Beth Higgins**  
Marketing and Comms Officer  
(EA Lead)

**Issy Lyons**  
Marketing Assistant

**Jack Berry**  
Marketing Assistant

## Project management, Finance and Admin

**Neil Coggins**  
Project Lead Administrator

**Sarah Fry**  
Sport and Physical Activity  
Adviser

**Leah Falltrick**  
Assistant Project  
Manager

**Scott Cruickshank**  
Sport and Physical Activity  
Adviser

**Vacant**  
Sport and Physical Activity  
Adviser

## Insight and Evaluation

**Amelia Hall**  
Intelligence Manager

**Hannah Taylor**  
Senior Researcher

**Leanne Little**  
Analyst

**Hibah Iqbal**  
Evaluation Researcher

**Bernardo Russo**  
Evaluation Researcher

**Vacant**  
Evaluation Researcher

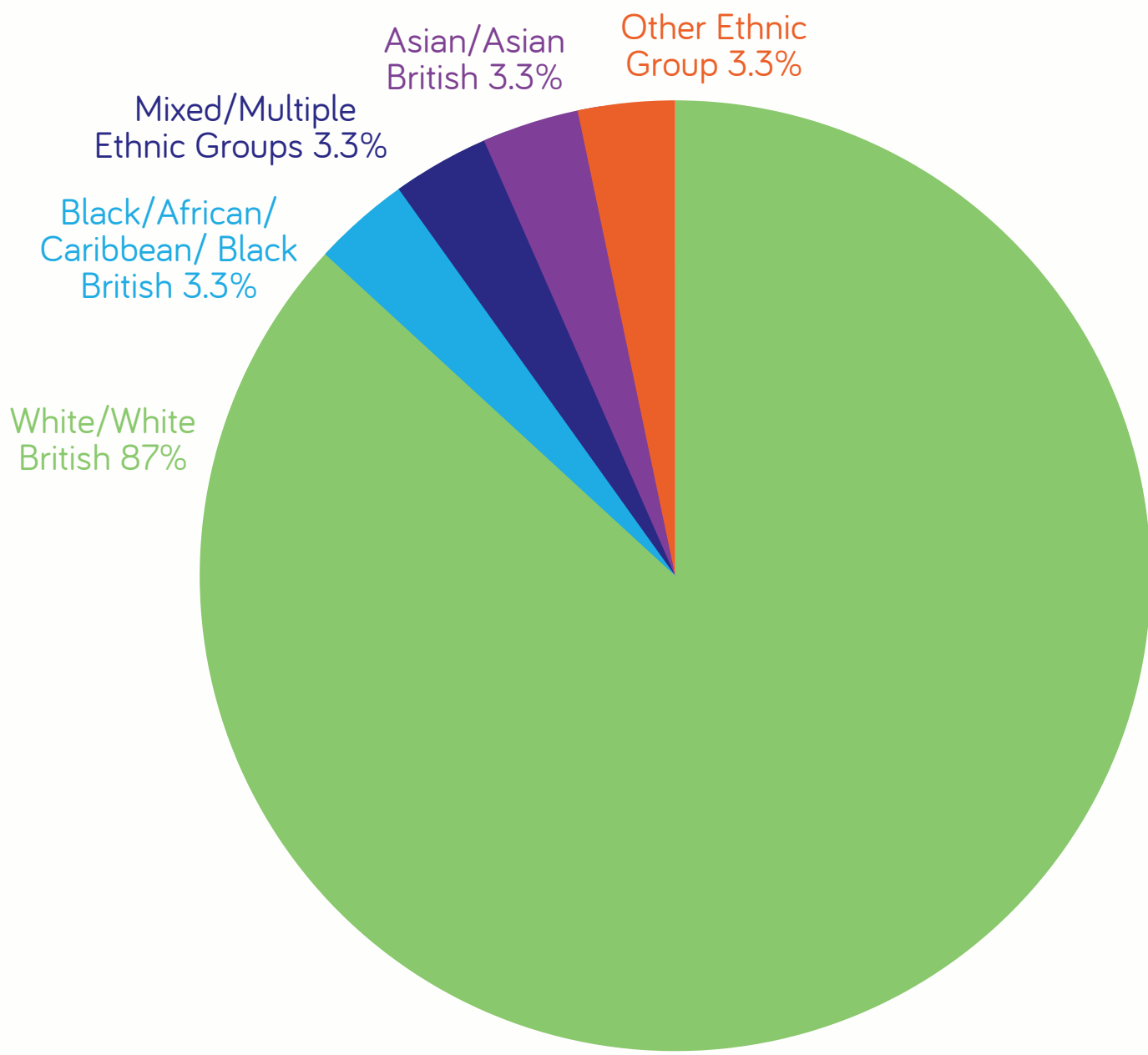


# UNDERSTANDING OUR PEOPLE

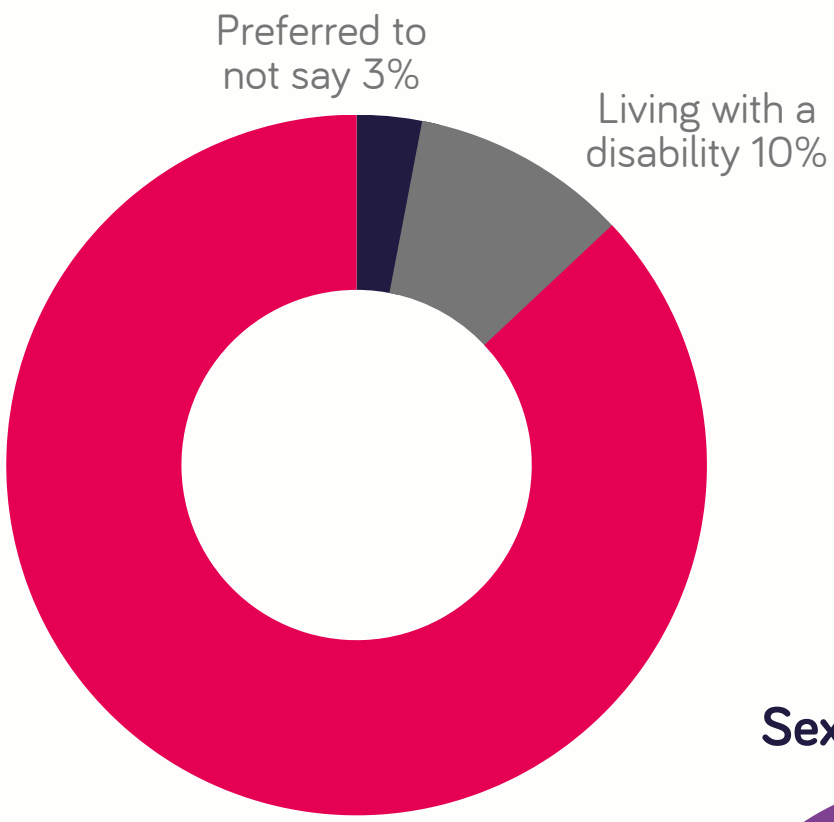


## Current Workforce Characteristics Statistics:

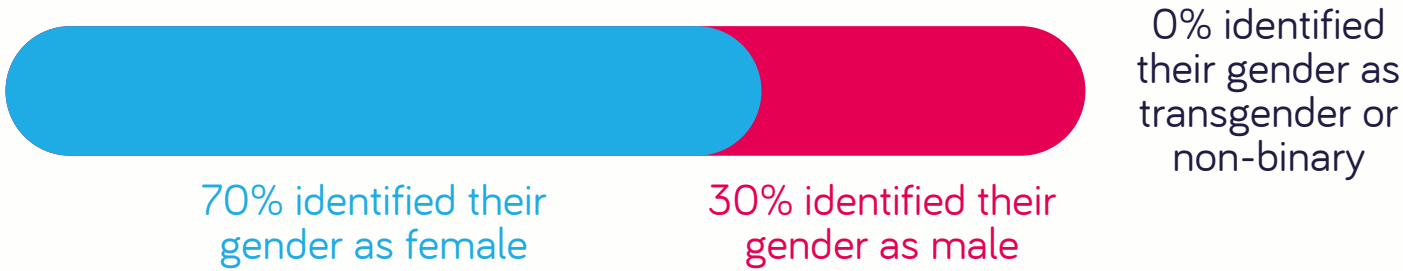
Ethnicity



Disability



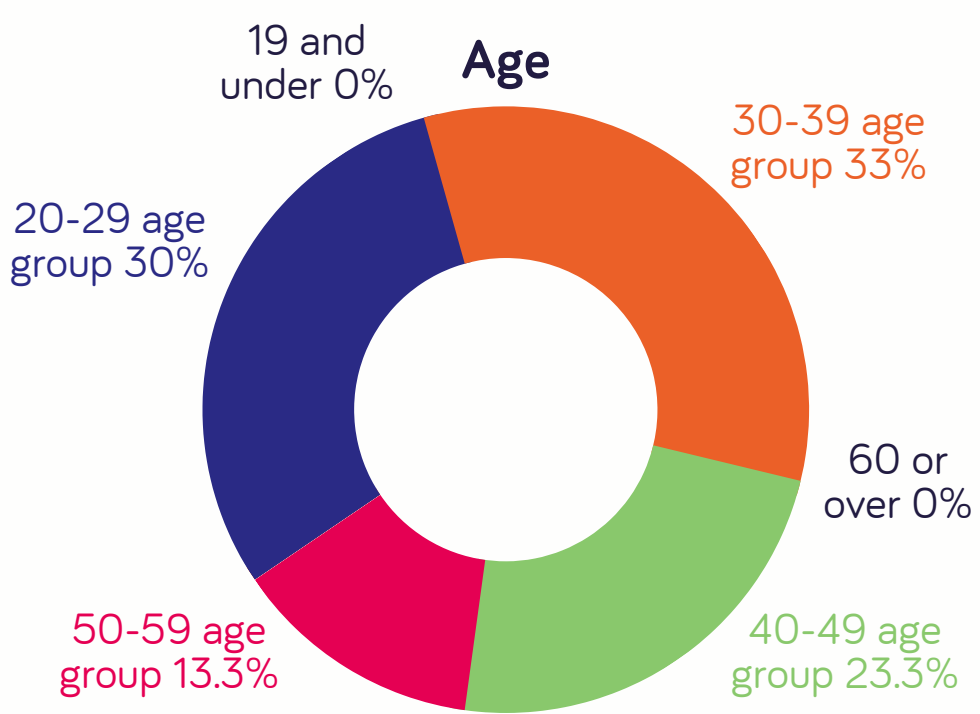
Gender



Sexual Orientation



Age



# UNDERSTANDING OUR PEOPLE



## Facet 5 & Superskills

As part of our onboarding process we give everyone the opportunity to undertake a personality profiling (Facet 5) programme, this helps them and their line manager to build rapport and working relationships.

This profile highlights personal preferences, how the individual likes to work, be motivated and managed.

As part of this all team members receive a Superskills Report which outlines strengths and areas for development. This can be used to support individual growth and understand skills across the business.



## Feedback from Workforce

Staff Satisfaction Survey - we undertook an annual SSS through the Active Partnership network, this data was used to drive improvement across the business and for line managers to receive feedback outside on 1:1 platforms. For 2023 we are compiling our own survey that our 5 Stretch groups are creating and using to inform continuous improvement.



## Continuous Improvement

Active Essex are committed to improving the business, working on the culture of a high performing team. We have 5 staff led Stretch groups who drive cont. improvement Inclusion, Share & Learn, Employee Journey, Team Wellbeing & Ways of Working.



## Partner Satisfaction Survey

We collect feedback from our network of LTO's annually and this feedback is used by our Ways of working stretch group for inform cont improvement.

## Improvement Plan

The inclusion stretch group have set the below key focuses;  
Inclusive Passport for all staff upon onboarding to ensure we take into consideration everyone's needs.  
Staff Experiences - better understand how we ensure everyone is comfortable bringing their authentic self.



# GETTING THE RIGHT PEOPLE

## What we currently do



### Policy

- Disability confident employer – level 1 (4 years)
- Race code action plan
- Sporting Equals Charter
- DIAP



### Stretch Groups

- Employee Journey
- Inclusion
- Share & Learn
- Team Wellbeing
- Ways of Working



### Skills of Recruiting Managers

- Unconscious Bias, Language, Psychological Safety



## Improvement Plan Recruitment Process

- Who applies – who we shortlist – who we employ % of diversity
- Where we advertise, wording, shortlisting
  - Interview panels
- Storing of data and sharing learning



# DEVELOPING OUR PEOPLE

## Learning and Development

### Personal Development Map (PDM):

The Personal Development Map is designed to help the employee & line manager reflect on personal development, set goals and inform training

Our Learning needs analysis identified through the PDM, highlighted a need for centralised and personalised learning. We worked with Double Yolk to create a bespoke 'Conversational Leadership' Programme for the whole team as well as small group coaching. We will build on this each year through the PDM process.

### Current training available for all staff:



Unconscious bias



Inclusion Comms



ABCD



LGBTQ+



Cultural Awareness



Mental Health First Aid

### Improvement Plan

Identification of mandatory training as part of the onboarding process. This will be an action taken forward by the Employee Journey & Inclusion stretch groups.

More structured approach to L&D across the business looking at the Employee Journey and linking to individuals PDM.



# DEVELOPING LEADERSHIP

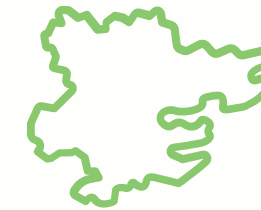
We have an ambition as part of our DIAP & Racecode to have a pipeline of diverse leadership and thought. This planning starts at recruitment for all roles. Our Inclusion Stretch Group is acting as an advisory board to this process.

We also have an ambition to grow our own, whereby nurturing talent and creating a pathway for them to follow.

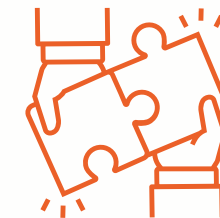
## Improvement Plan

Organisation Training Needs Analysis to be undertaken, to ensure we have informed learning & development plans which support business continuity.

Learning & Development Journey to support pathways:



Leading Greater Essex



Collaborate



LGA Leadership Essentials

