



PEOPLE PLAN

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

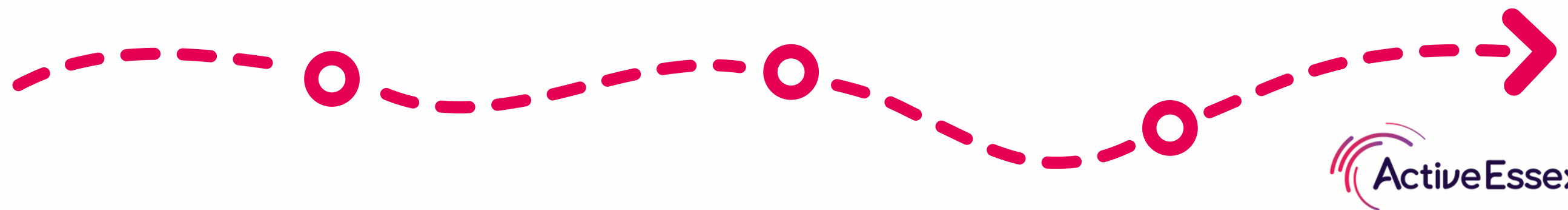


A FOREWORD

We launched our People, Culture, Skills (PCS) framework in June 2022, this highlighted our vision for a thriving sector in Essex, Southend and Thurrock, recognising that people are at the heart of everything we do. This People Plan is our commitment to our own people here at Active Essex, living and breathing our PCS Framework.

The governance of this document is important, so we are held accountable for progress and continue our improvement journey. We currently have an appointed Board People Champion, who has a standing item at each quarterly Board meeting, including progress against the People Plan. The Board Champion meets, at a minimum, quarterly with our Strategic Leads for Sport & Physical Activity and our staff led Stretch Groups, support and drive the action plan, ensuring this is 'everyone's business'.

In addition to our internal people, we are also committed to ensuring that our board is performing optimally. In today's ever changing economic environment, we believe the importance for the board to have a comprehensive and regular assessment around culture, structure and practice. We will continue to complete an external, independent board review every four years, publish the summary report on our website and implement any relevant recommendations.



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.



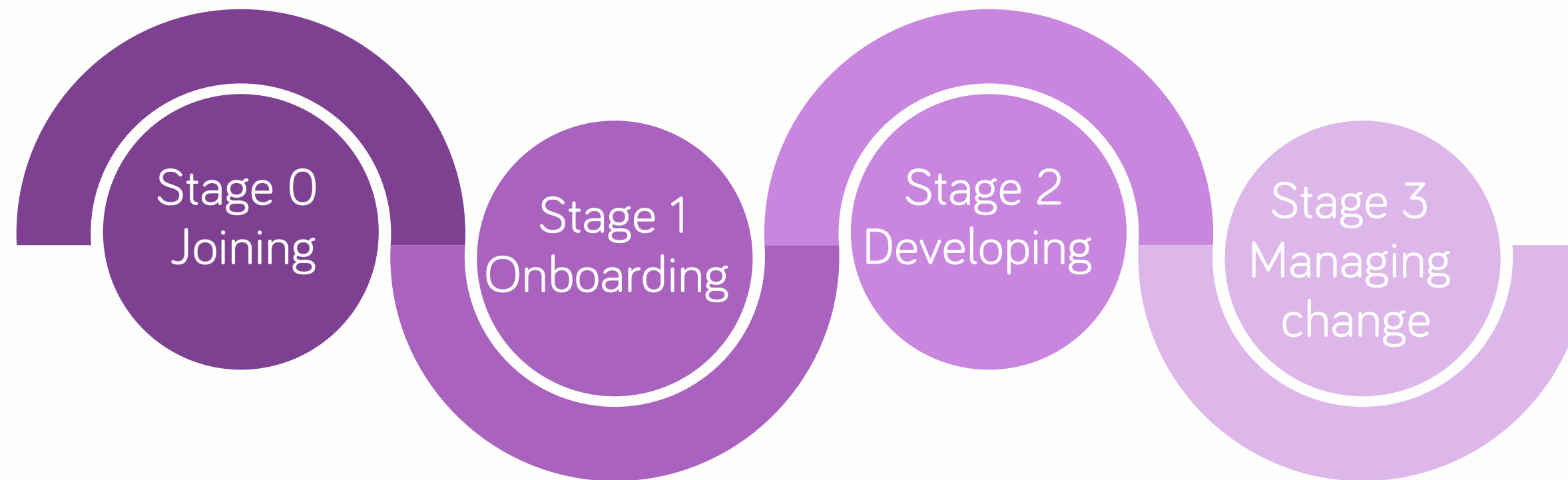
In 2022 Active Essex released their People, Culture, Skills Framework, which you can read [here](#).

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

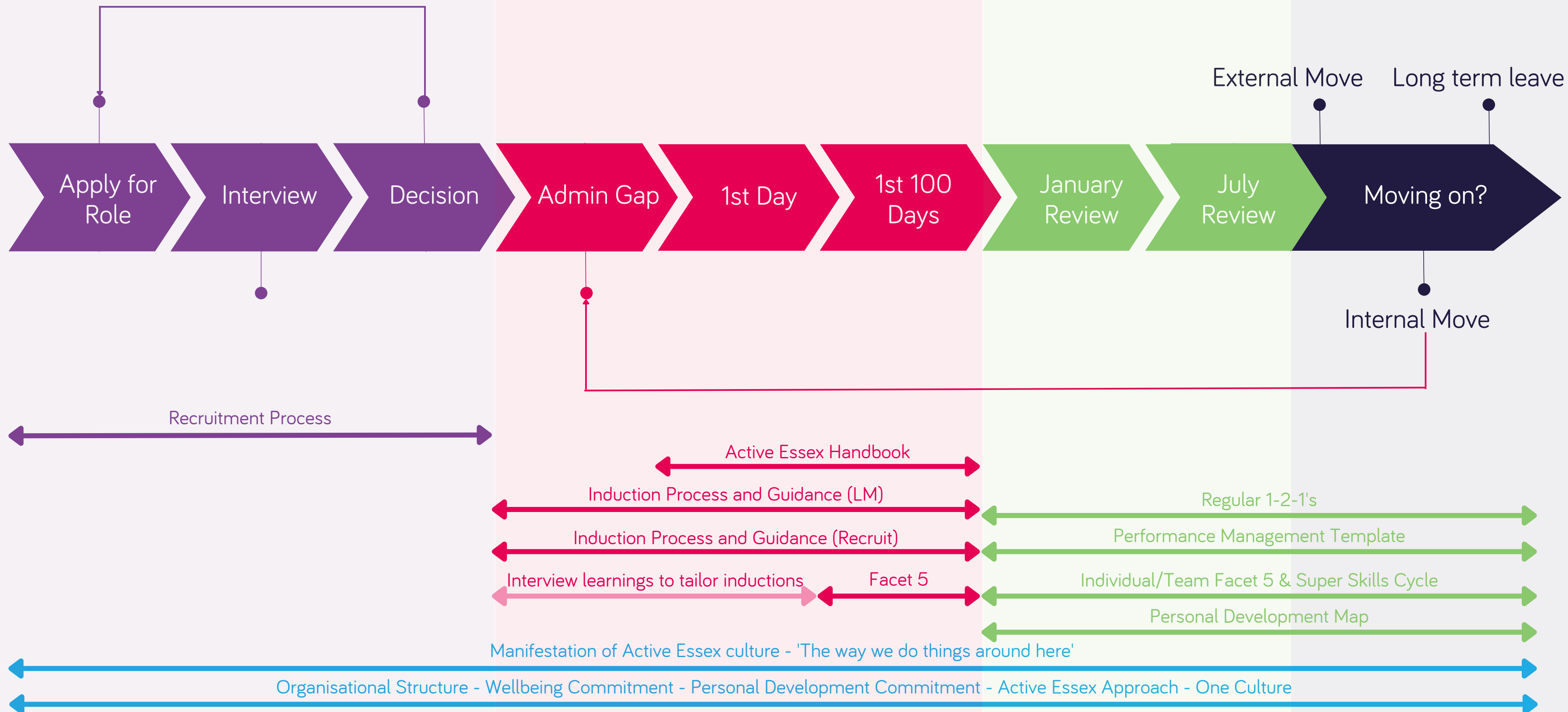
Learning and Development:

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

South-West Essex

Juliette Raison
Relationship Manager
ACTIVE ENVIRONMENT
STRATEGIC LEAD

Stuart Tryhorn
Assistant Relationship
Manager

Nina Head
Assistant Relationship
Manager

Sarah Fry
Assistant Relationship
Manager

Andy Fagan
Assistant Relationship
Manager (Cycling)

Essex Wide

Courtenay Moseley
Relationship Manager
HEALTH AND WELLBEING
STRATEGIC LEAD

Alexa Cadwallader
Relationship Manager
Lead on RideLondon

Nicola Smith
Assistant Relationship
Manager (HAF Lead)

Sian Cleary
HAF Intern

West Essex

Rachel Lewis
Relationship Manager
SPORT AND PHYSICAL
ACTIVITY STRATEGIC LEAD

Danielle Warnes
Assistant Relationship
Manager

Emma Alderman
Assistant Relationship
Manager

Mid Essex

Hollie Wood
Relationship Manager
SPORT AND PHYSICAL
ACTIVITY STRATEGIC LEAD

Jess Leonard
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-East Essex

Lee Monk
Relationship Manager
CHILDREN AND YOUNG
PEOPLE STRATEGIC LEAD

Dawn Emberson
Relationship Manager
(Maternity Leave)

Mobashar Mahmood
Assistant Relationship
Manager

Tom Weller
Project Officer

Zoe Lynch
Project Officer

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

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

Scott Cruickshank
Sport and Physical Activity Adviser

Danielle Crawford
Sport and Physical Activity Adviser

Owen Iheukor
Sport and Physical Activity
Advisor

Kelly Brown
Sports and Physical Activity
Advisor - HAF

Jess Prentice
Active Essex Intern

Insight and Evaluation

Amelia Hall
Intelligence Manager

Hannah Taylor
Senior Researcher

Vacant
Analyst

Hibah Iqbal
Evaluation Researcher

Bernardo Russo
Evaluation Researcher

Rowena Hawkins
Evaluation Researcher

PHAB

Emma Gunner
Project Manager

Michelle Perry
Assistant Project Manager

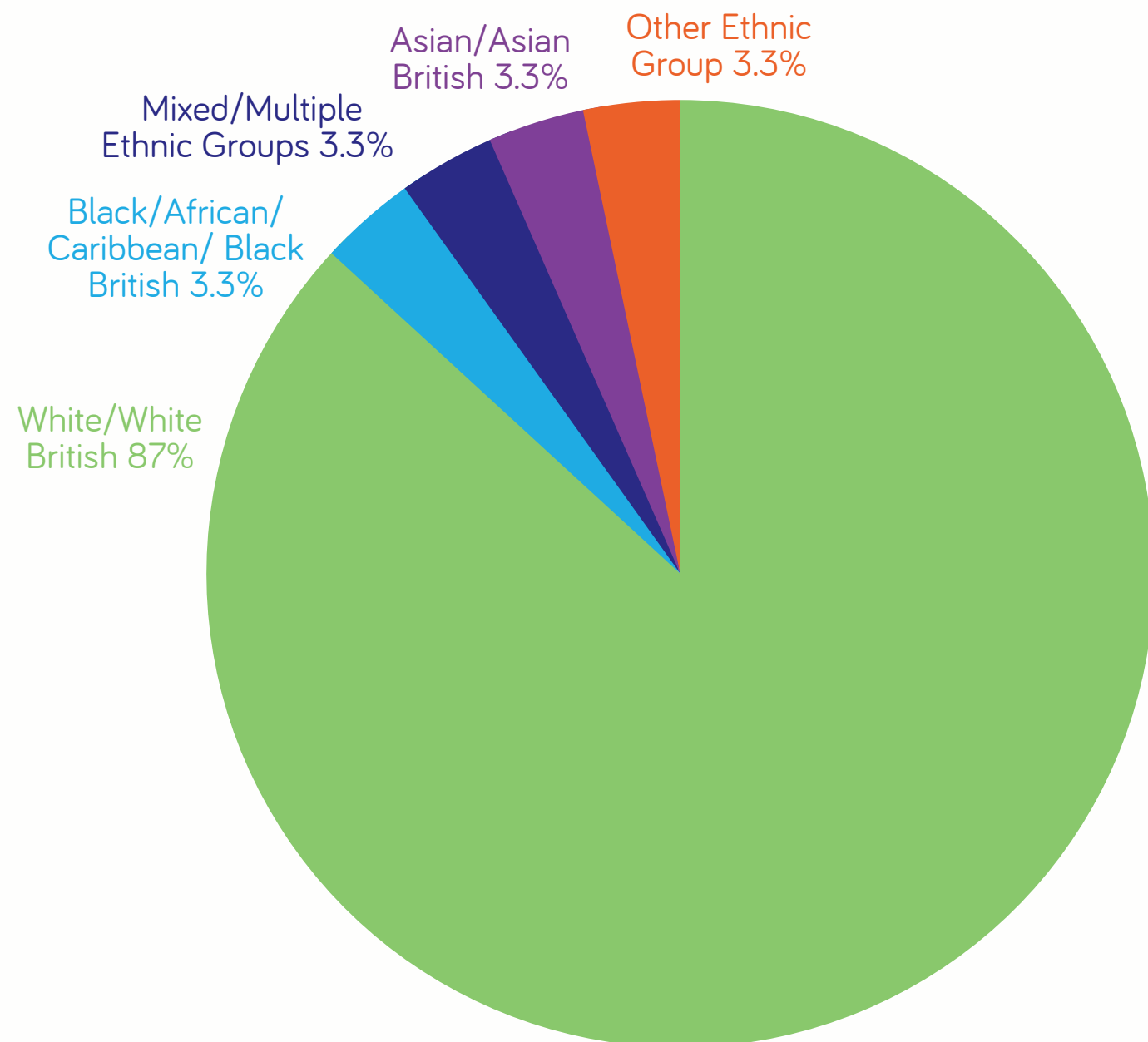
Tom Barnes
PHAB Intern

UNDERSTANDING OUR PEOPLE

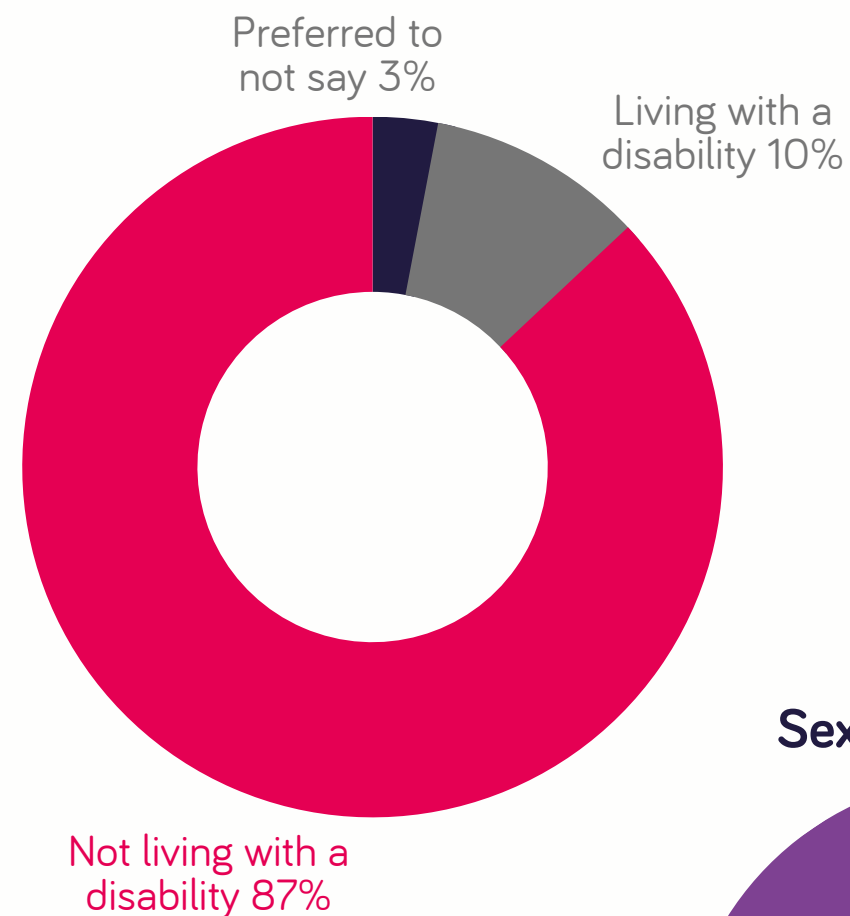
Current Workforce Characteristics Statistics:



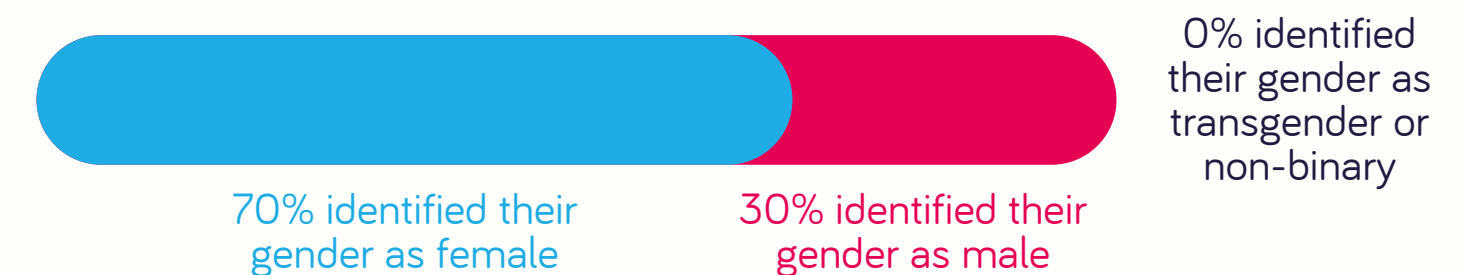
Ethnicity



Disability



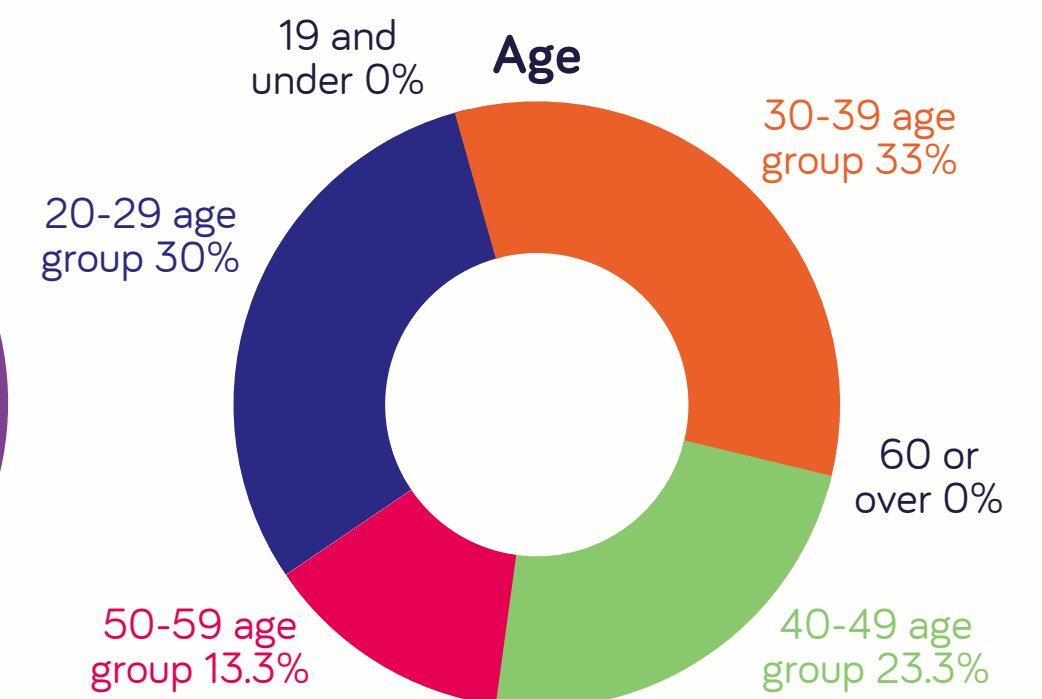
Gender



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.

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



LEARNING AND DEVELOPMENT JOURNEY

ONBOARDING
OUR PEOPLE

Mandatory Training and Learning
Facet 5/Super Skills
Inclusion Passport

Mandatory Training & Learning

- ABCD – Louise & Jamie to deliver?
- Safeguarding CYP – iHasco online
- Safeguarding Adults - iHasco online
- Unconscious Bias - iHasco online
- EDI - iHasco online
- ECC 7 Governance Online Modules

Optional

- Mental Health 1st Aid – speak with ECC
- First Aid – speak to Lee
- Role Specific – Monday.com/Website/Impact Tool



Facet 5 &
Super Skills



Inclusion
Passport

Growth Model
Competence's Framework
Personal Development Map

DEVELOPING
OUR PEOPLE



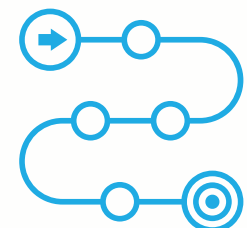
Growth Model

Development Pathway to enable our people to grow



Competencies Framework

Competences, behaviours and skills to develop our people aligned to the Growth Model



Personal Development Map

DEVELOPMENT
PROGRESS

Coaching
Mentoring
Formal/Informal Learning

Leadership
Learn & Share

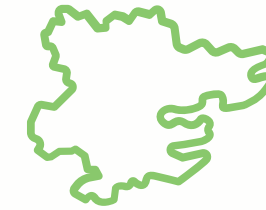
FUTURE
LEARNING
NEEDS

DEVELOPING LEADERSHIP

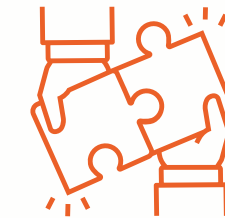
We have an ambition as part of our DIAP & Racecode to have a pipeline of diverse leadership and thought. This planning starts at recruitment for all roles. Our Inclusion Stretch Group is acting as an advisory board to this process.

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

Learning & Development Journey to support pathways:



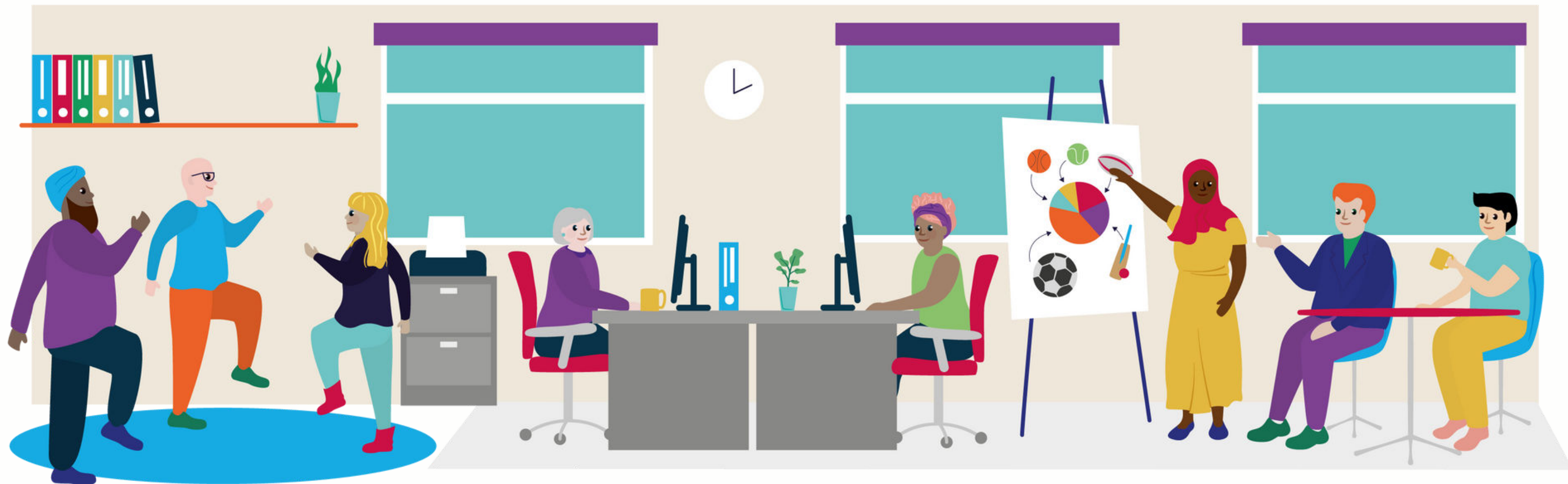
Leading Greater Essex



Collaborate



LGA Leadership Essentials



ACTION PLAN

Short Term Actions (up to 6 months)

Action	Intended Outcome	Person(s) Responsible	Completion Date	Link to other Strategies/ Policies
Embed Inclusion Passport into the organisations onboarding process	Normalise positive conversations between line managers and direct reports, so that individual's needs can be understood and met in the workplace	Hayley Chapman, Relationship Manager & EDI Lead Hollie Wood, Relationship Manager	March 2024	3.3 of the Active Essex Diversity and Inclusion Action Plan
Exit interviews embedded into our people practices	Identify and address any areas for improvement in order to retain a diverse workforce	Employee Journey Stretch Group	March 2024	4.3 of the Active Essex Diversity and Inclusion Action Plan
More structured approach to learning and development across the business	Supporting people to understand how they learn and then how adults learn to bring a level of consistency	Hollie Wood, Relationship Manager Rachel Lewis, Relationship Manager Amelia Hall, Intelligence Manger		

Medium Term Actions (up to 12 months)

Development of our own Growth Model and subsequent Training Needs Analysis	Transparent progression routes. Support staff to grow and develop within the business by identifying and assessing against specific job roles	Hollie Wood, Relationship Manager Rachel Lewis, Relationship Manager	December 2024	
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ACTION PLAN CONT.

Action	Intended Outcome	Person(s) Responsible	Completion Date	Link to other Strategies/ Policies
Board review	Appoint a supplier to undertake an external board review	Rob Hayne, Strategic Lead Business Operations Rachel Lewis, Relationship Manger	August 2024	
Board review	Review suggested recommendations from the external board review and implement any relevant recommendations. Share the finding with the wider team and upload the report onto the website	Rob Hayne, Strategic Lead Business Operations Rachel Lewis, Relationship Manger	December 2024	
Longer Term Actions (over 12 months)				
Action	Intended Outcome	Person(s) Responsible	Completion Date	Link to other Strategies/ Policies
Work with internal Essex County Council HR colleagues to improve the Recruitment Process	Understanding diversity of applicants, who we shortlist and who we employ	Hayley Chapman, Relationship Manager & EDI Lead Hollie Wood, Relationship Manager	January 2025	2.6/ 5.4 of the Active Essex Diversity and Inclusion Action Plan
	Understand where we advertise, the wording and shortlisting process	Hollie Wood, Relationship Manager Rachel Lewis, Relationship Manager	January 2025	2.6 of the Active Essex Diversity and Inclusion Action Plan

ACTION PLAN CONT.

Action	Intended Outcome	Person(s) Responsible	Completion Date	Link to other Strategies/ Policies
	Consistent approach to Interview panels knowledge, skills, and processes	Hollie Wood, Relationship Manager Rachel Lewis, Relationship Manager	January 2025	
	Better processes for storing of data and sharing learning	Amelia Hall, Intelligence Manger	January 2025	

Review schedule		
Process	Responsibility	Date
Quarterly updates against the Active Essex People Plan/ PCS Framework actions will be produced and reported to the board by the People Board Champions through a standing agenda item.	Hollie Wood, Relationship Manager Rachel Lewis, Relationship Manager	Quarterly board meetings
A full annual review of the Active Essex People Plan will be completed by the board by December each year, with updates to the People Plan captured through version control	Active Essex Board, Hollie Wood, Relationship Manager, Rachel Lewis, Relationship Manager, People Board Champions	December 2024, December 2025, December 2026