



# PEOPLE PLAN

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

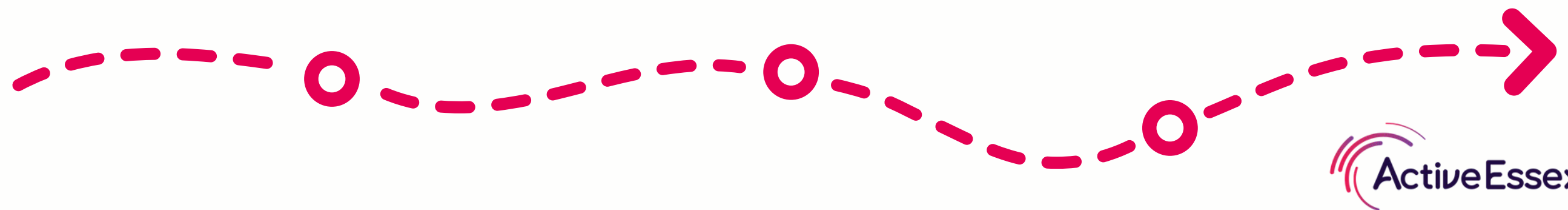


# A FOREWORD

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'.

Our people and their personal value are of the upmost importance to Active Essex, and we will continue to strive for excellence, creating a high performing team.



# 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.



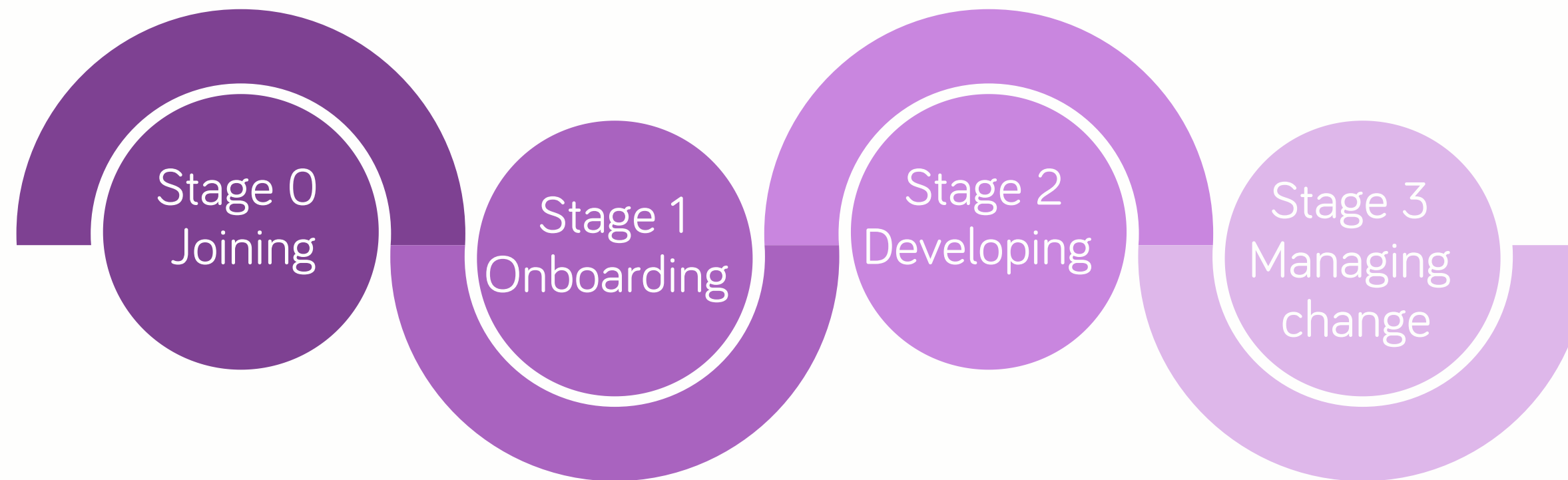
In 2022 Active Essex released their People, Culture, Skills Framework, which you can read [here](#).

# 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 workforce's 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

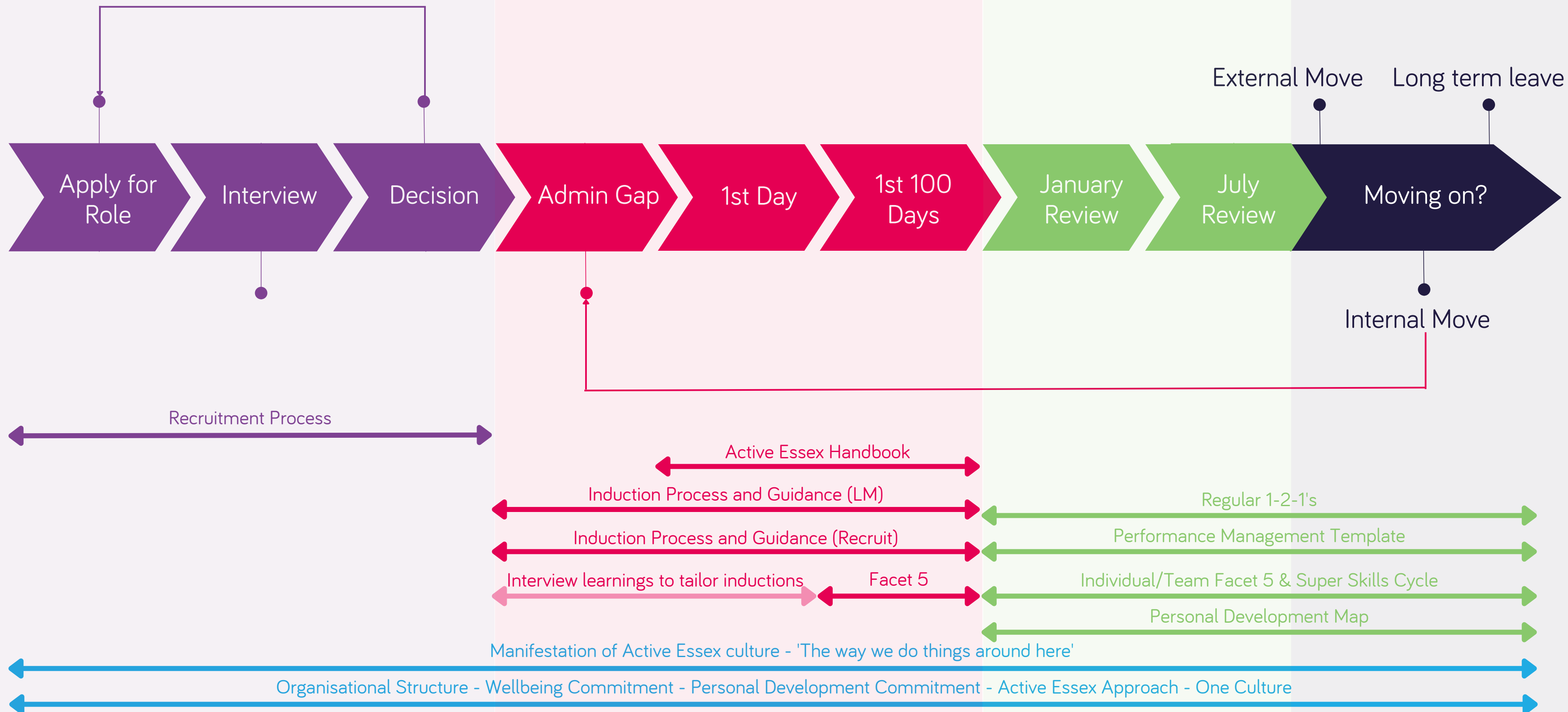
### Learning and Development:

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

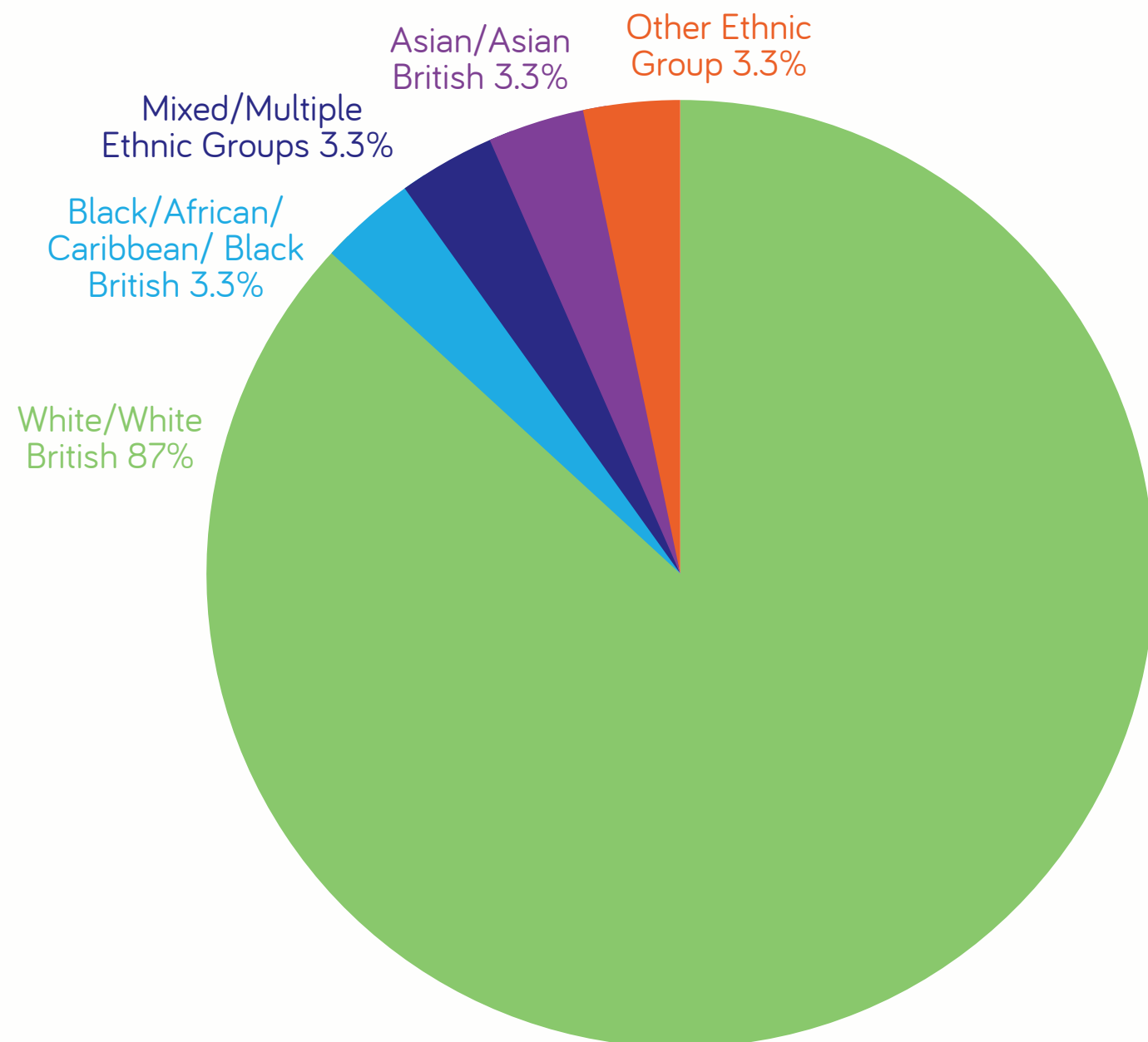
**Tom Barnes**  
PHAB Intern

# UNDERSTANDING OUR PEOPLE

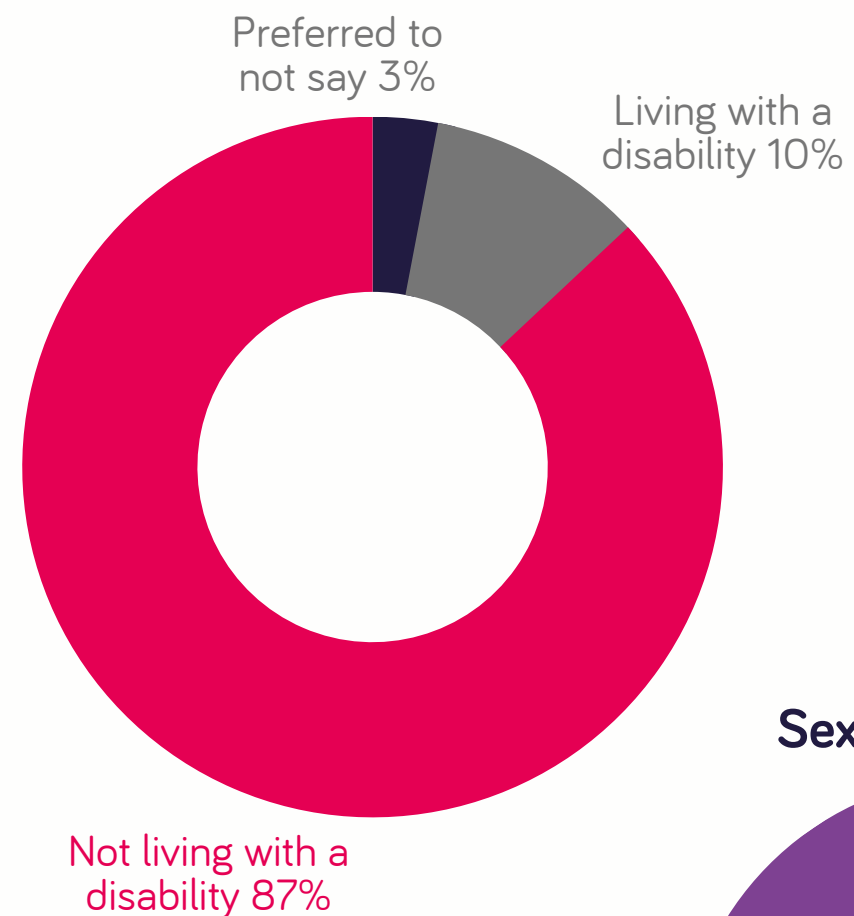
## Current Workforce Characteristics Statistics:



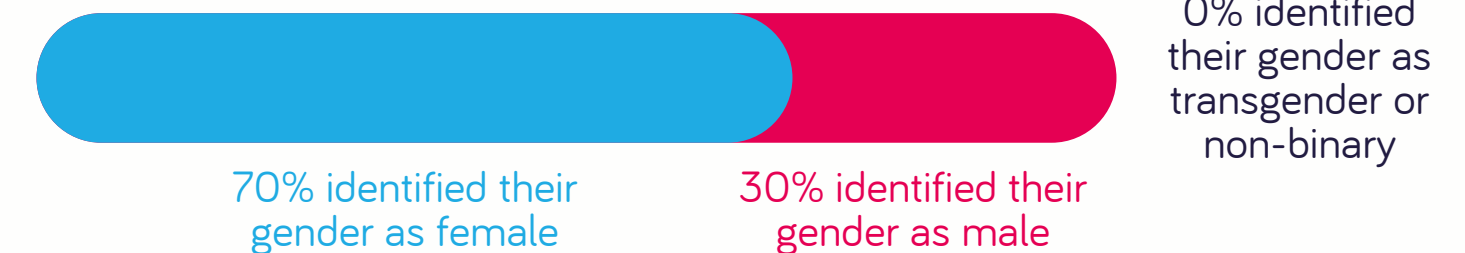
### Ethnicity



### Disability



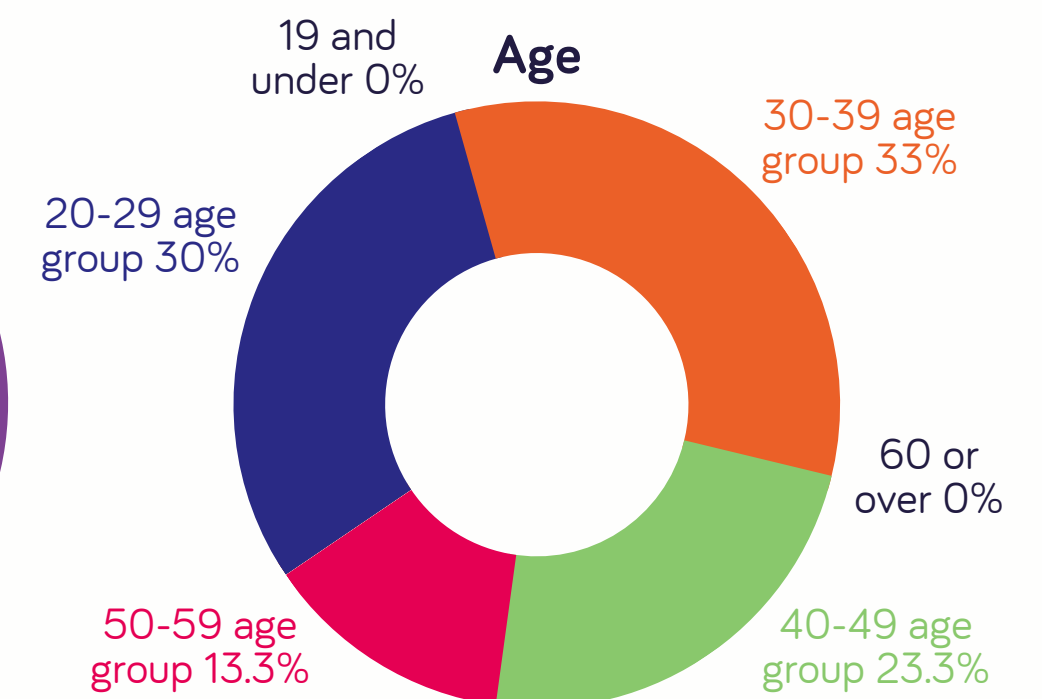
### Gender



### 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



## 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

# 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



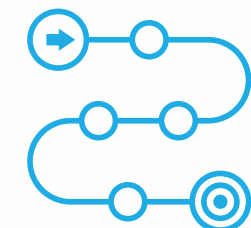
## Growth Model

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

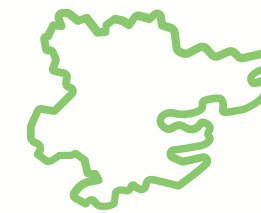


# DEVELOPING LEADERSHIP

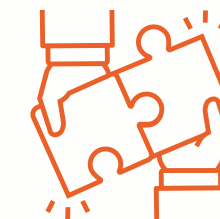
We have an ambition as part of our DIAP & Racecode to have a pipeline of diverse leadership and thought. This planning starts at recruitment for all roles. Our Inclusion Stretch Group is acting as an advisory board to this process.

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



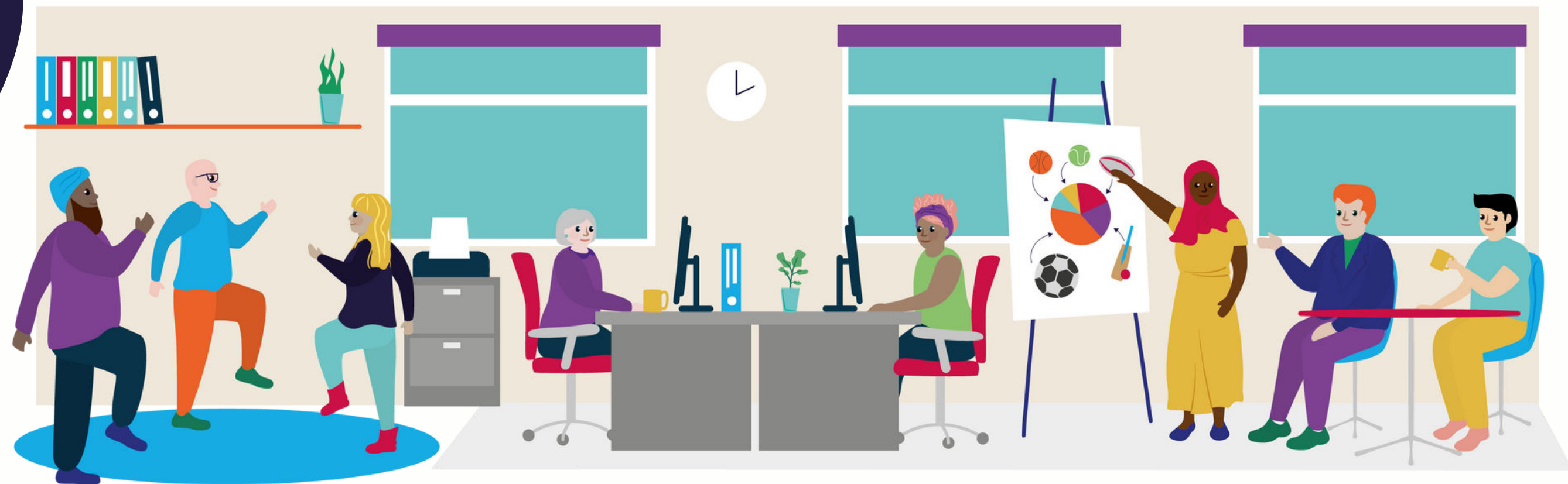
Collaborate



LGA Leadership Essentials

## Improvement Plan

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



# 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.

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
	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