



ACTIVE BLACK COUNTRY

People Plan

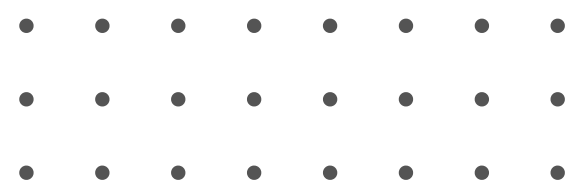




INTRODUCTION

Active Black Country believes that **‘people’** are the key to getting others active, moving and playing sport.

As a charity committed to our mission and creating better social outcomes, our team is our greatest strength. It leads and champions our culture, lives our values and is empowered and engaged through working in a developmental, collaborative, inclusive and supportive working environment.

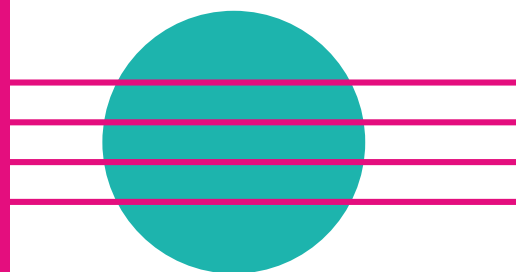


We work to a shared vision of
**‘A future Black Country where all ages, abilities and backgrounds
are able to be active, move and play sport.’**

PEOPLE & CULTURE

To fulfil this vision, we must place people at the heart of our organisation. We need to develop a team of people leaders who understand our purpose and can, in turn, expand the collective workforce through advocating a collective approach across communities & partners, nurturing meaningful good quality relationships that connect people & places.

Our ‘People Plan’ emphasises the importance of nurturing a positive and inclusive working environment, within which we can build a diverse organisation, equipped with the skills and qualities needed to play our part in leading ‘Creating an Active Black Country’.



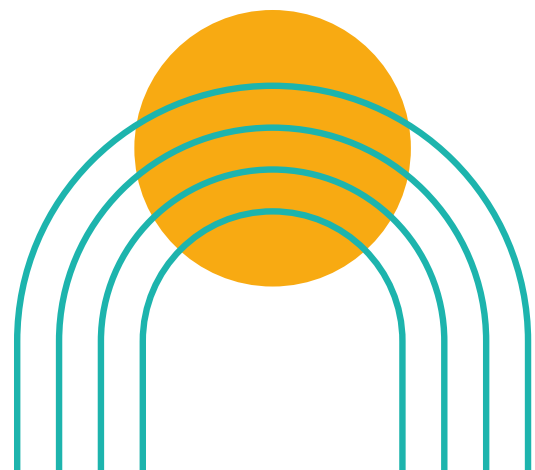
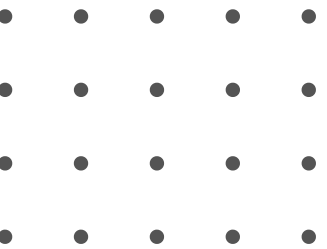
WE WORK TO THE PRINCIPLES

People and culture first

Knowing why we are here

Equality, diversity and inclusion at the
core of our work

Being a collective is our greatest
asset



WE WANT PEOPLE WHO WORK FOR ABC TO

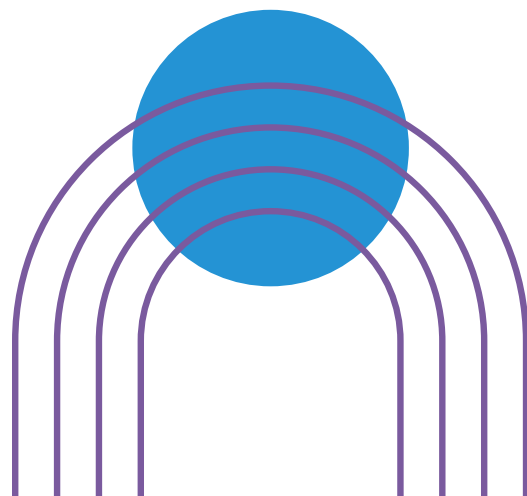
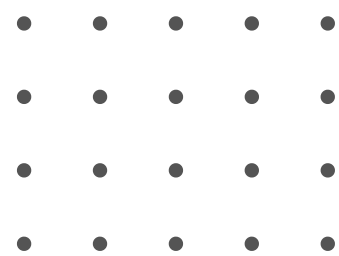
At ABC, we seek to create a culture where we support, trust and learn from one another. We all take responsibility for developing our culture and helping to make the organisation one that we want to be part of.

Be passionate about our place and our work

Demonstrate an open engaging style and share info openly

Work to a common goal, practicing effective collaboration

Be accountable independent decision-makers



ACTIVE BLACK COUNTRY VALUES



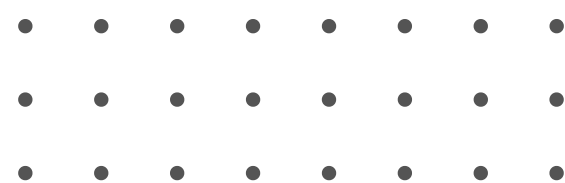
Freedom with responsibility: We recognise the potential, value and contribution all our people make. Our people are encouraged to be themselves and be a responsibility-taker making decisions every day to achieve their goals.

Community-focused approach: We aim to understand the unique and diverse make-up of our local communities and place their needs at the forefront of our strategy.

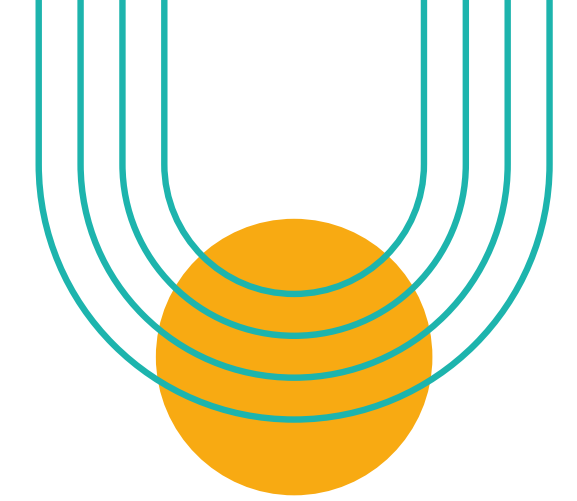
Simplicity: We aim to work with clarity, being straightforward, honest and transparent in our behaviours, actions and outcomes.

Passion: We recruit, support, motivate and develop people who all share a belief in the power of sport and physical activity as a tool. Our passion is evident in all that we do.

Striving for high performance: We have ambition to develop ourselves, our organisation, our partners and the Black Country.



PEOPLE PLAN



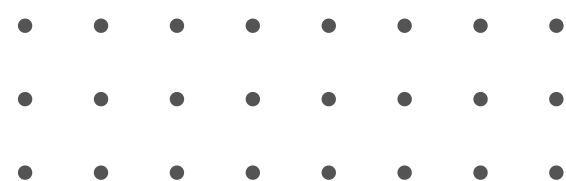
There are 4 areas to our people framework:

Our way: Having a team who are clear in their purpose and connection to our mission is fundamental and this starts with how we recruit, attract and introduce people to our organisation.

Engage: Clear engagement to ensure people feel valued and are clear on how they can contribute to our mission and development of the organisation.

Develop & Learn: How we support high quality learning and development for our colleagues, based on their need and motivations throughout their time with Active Black Country.

Wellbeing & connection: Looking after our people, having a contemporary colleague offer that supports their health, wellbeing and job satisfaction.



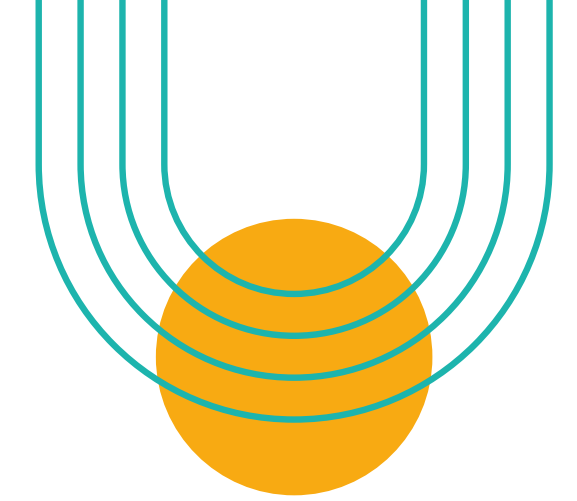


OUR WAY

We want to ensure everyone in our team understands and feels a connection to our purpose, cares about the Black Country and wants to create better social outcomes for people who live there.

To support this, we aim to embed our values in everything that we do, creating an environment where everyone is clear on their contribution to our mission and vision. This starts with our recruitment processes and extends throughout people's time with us.

THIS INCLUDES



A clear vision & mission outlined in our 'Creating an Active Black Country' strategy.

An organisational structure to reflect the importance we place on developing strong people leaders within our team and across our network to demonstrate impact.

People policies & procedures, including clear job profiles, competency framework and established organisational values.

Organisational objectives to grow the business and play our part in the delivery of 'Creating an Active Black Country'.

Demonstrating our strong commitment to equality and inclusion with the Diversity & Inclusion plan informing our people practice.

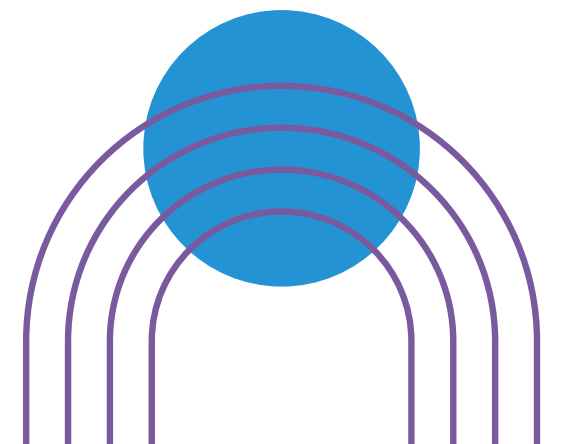
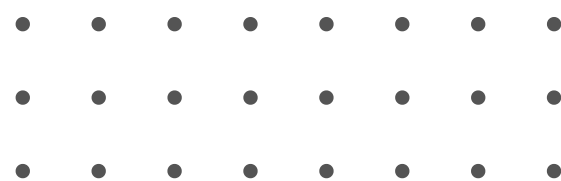
A defined Impact Framework, articulating the desired outcomes we work towards.

Prioritising our People Plan on our risk register to ensure we recognise, consider and act upon any failure to deliver this plan as an organisational risk.

ENGAGE

Ensuring the team are engaged and connected is critical to embedding our values and sustaining an inclusive and supportive working environment.

Our engagement starts when people consider Active Black Country as a place to work, and we seek to continuously review our engagement across the team.



HOW WE ENGAGE

Search and selection methods which aligns with our purpose and principles - ensuring our recruitment processes reflect our inequalities focus, values, culture and skills requirements.

Data-led people practice, including collection of monitoring information from application through to exit to identify patterns and improvement areas.

A high-quality induction process to ensure people receive a warm welcome and rounded view of their role within our overall structure and strategy.

People & culture prioritised via the ABC risk register and reporting.

HOW WE ENGAGE

Varied communication processes, including 1-2-1 review process, weekly 'watercooler' meeting, monthly team meeting, annual appraisal process, six-monthly CEO check in and annual people survey.

Quarterly 'ward walks' and bi-annual volunteer days to establish connection, understanding to place & partners across the team.

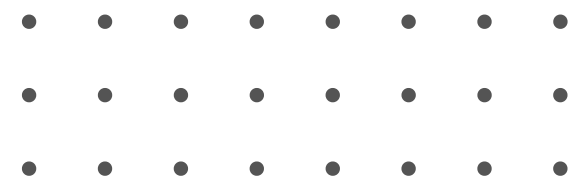
Bi-annual team development away days to review progress & impact and plan for future growth.

Team social events through the year.



DEVELOP AND LEARN

It is important to us and our work that we grow, develop and empower skilled leaders who are inclusive, confident and authentic as they work on our mission. This requires our team to build purpose with others, developing networks and a mindset that is open to strategic learning which exerts influences through evidencing the impact & opportunity of local partners' work. We actively value, encourage and enable learning individually and organisationally through a variety of means, both formal and informal.



HOW WE LEARN

Annual individual & team objective setting to inspire and motivate colleagues to focus on successful outcomes.

Understand the needs, confidence levels and feedback of our colleagues through an annual Learning Needs Analysis and People Survey respectively.

Team & individual behaviour profiling to support better understanding of themselves and those they interact with.

An annual learning maturity matrix against a set of learning goals.

A team development plan focused on the collective skills needs of the team aligned against our strategic role and ambitions.

HOW WE LEARN

Opportunities for team members to join local, national and sector-wide working groups and communities of practice to test and develop their individual and collective leadership approaches.

Providing line management training programme to support members of the team who manage others to become strong people managers.

Individual coaching for LMT members to support business growth & efficiency.

Annual team and individual learning & development budget.

Internal promotion opportunities and succession planning process.



WELLBEING AND CONNECTION

The wellbeing of our team is paramount. Aligned to our culture and values, we aim to provide a supportive and caring working environment through enabling more diverse, flexible and inclusive ways of working which focus on collaboration to support a flow of knowledge, ideas and actions across our team.

HOW WE CONNECT

A range of family-friendly policies that support the wellbeing of our team, including flexible working policy and a hybrid working week.

Regular check-ins on work-life balance as part of 1-2-1 meetings.

A comfortable working environment.

Mental health first aider.

HOW WE CONNECT

A rounded employee package with life insurance, generous employer pension contributions.

Supportive including 'WeCare' delivering holistic support to improve the medical, mental, legal and financial wellbeing of ABC employees.

Access to 'MyStrength' app designed to help employees overcome life's challenges.

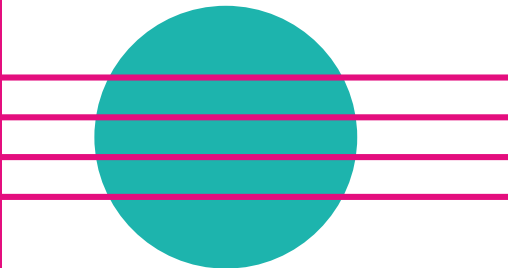
Counselling Service – we offer access to a local counselling service for all employees.

HOW WILL WE KNOW WHEN WE ARE SUCCESSFUL



To support us measure the impact of our people work we will develop a dashboard that enables us to baseline and measure progress. This will report against the information on the right.

Colleague satisfaction survey: wider metrics including employee net promoter score	Vacancies, recruitment conversion rate
Team diversity profile including pay profile	Equality & diversity monitoring data to ensure KPI can be tracked from application to exit.
Turnover & exit survey summaries	Sickness rates
Learning Needs Analysis (LNA)	Grievances/disciplinarys
Learning & development (L&D) opportunities & L&D spend per employee	



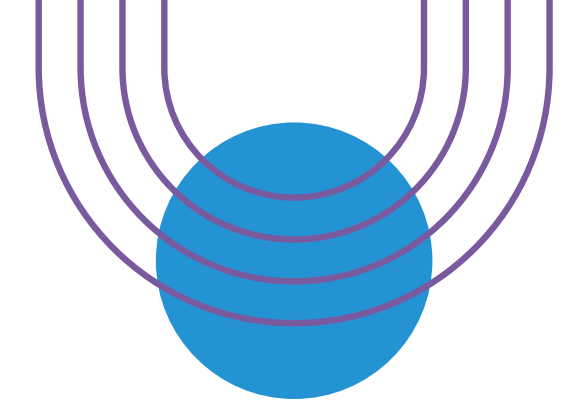
GOVERNANCE

The People Plan will be annually reviewed through the Audit, Risk & Compliance Committee and findings reported through to the main ABC Board for a full review, discussion & response on at least an annual basis. The findings will be communicated and discussed with the employees during the annual appraisal process.



Responsibility	Owner
Approval of People Plan	ABC Board of Directors
Accountability for monitoring implementation and reviewing progress of delivery of the People Plan.	ABC N&G/ARC Committees
Operational implementation	Director of Partnerships & Business Operations Manager
Ongoing monitoring and evaluation of People Plan progress (quarterly):	ABC CEO, Director of Partnerships & Business Operations Manager

ENGAGEMENT SCHEDULE



Engagement	Timescale
Issuing of Learning & Development Questionnaire (LDQ)	March/April
Findings of LDQ published & shared with Board & Executive	April/May
Issuing of People Survey	May/June
Findings of People Survey published & shared with Board & Executive	June/July
People Survey follow-up	October
Findings of People Survey published & shared with Board & Executive	November/December
Annual Review of People Plan	January
Publishing of People Plan review findings	March