



# People Plan 2023-2027

Be part of it!



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## About Us

Active Cumbria is the active partnership for Cumbria and is one of 43 such organisations in existence across the whole of England. Hosted within Cumbria County Council since our inception in 1999, and with the newly formed Cumberland Council as from April 2023 we have a strong track record of success in the delivery of national services and programmes on behalf of our principal funder Sport England.

Through the provision of leadership, expertise, insight, and connectivity, we also continue to support many local organisations to develop services to achieve a wide range of outcomes through increasing participation in physical activity and sport in communities across Cumbria.

We believe that physical activity and sport have a major role to play in improving the health and wellbeing of residents of Cumbria, and whilst we work across the whole geographical footprint of Cumbria, we work harder and have a more specific focus on the people and places where the greatest inequalities lie.

### Our Mission

Improving lives through physical activity.

### Our Vision

Everyone in Cumbria is enjoying an active lifestyle.

### Our Values

- Ambitious
- Collaborative
- Compassionate
- Empowering
- Innovative

## Our People Plan

We recognise that our people are our most important asset, without them, we will not deliver our vision where 'everyone in Cumbria is enjoying an active lifestyle'. For the purposes of this Plan 'our people' are defined as the individuals who make up our Staff Team and our Advisory Board.

The Plan sets out how we will ensure we recognise the importance and value of our people across the organisation. We understand that any successful organisation takes time to understand and develop the diversity, skills, behaviours, and cultures of its workforce.

To support this, we have collectively developed the following four headline priorities, and further details of these, and specific actions are provided later in this Plan: -

1. **Attract** - so that 'our people' are more reflective of the population of Cumbria and the communities we serve.
2. **Retain** - so that 'our people' continue to feel supported, listened to, and valued, knowing that their health, safety, and wellbeing is a top priority,
3. **Develop** - so that 'our people' continue to thrive whilst delivering the best outcomes for each other, our communities, stakeholders, and partners,
4. **Grow** - so that 'our people' are safe and supported and have opportunities for personal development, and are empowered to lead in a collaborative, compassionate, clear, and confident way.

## Alignment with Cumberland Council Policies and Procedures

As the host authority, Cumberland Council are the employing body for all Active Cumbria staff, and as such, the aims and ambitions of this plan align with the overarching People Plan of the Council. The relevant Policies and Procedures of the Council are used to enable Active Cumbria to carry out its work.

## Alignment with other Active Cumbria Plans

This People Plan aligns with other key Active Cumbria Plans and as such should be viewed alongside: -

- Diversity and Inclusion Action Plan (DIAP) ([here](#))
- Business Continuity Plan ([here](#))
- Succession Plan ([here](#))

## Monitoring & Sharing Progress

Progress against the People Plan will be monitored on an on-going basis by Senior Managers and formally reviewed at least annually by our Staff at their October Team Planning Day, and our Advisory Board at their November meeting.

Several key indicators, data and evidence sources will be used to help monitor progress; these include: -

- All Staff and Advisory Board vacancies are recruited to first time, with a high quality and diverse pool of applicants.
- The timely recruitment to key positions in line with the Succession Plan.
- Staff and Advisory Board retention, identifying any trends or concerns as they arise.
- Feedback from the annual Staff Survey, ensuring that Staff feel valued, supported, developed, and well led, and that any issues are resolved quickly.
- Feedback from the annual Stakeholder Survey, focussing on the quality of support provided and the helpfulness and professionalism of the Staff Team.
- The findings of the annual Advisory Board Skills Audit and Performance Review, implementing change as required.
- HR data, including attendance, ensuring that work related stressors are minimised.

We will publicly share our progress against this Plan, highlighting our successes, and the areas where we need to focus more effort. This information will be available on our website and will be communicated to our partners via our existing communication channels.

## Attract

**So that 'Our People' are more reflective of the population of Cumbria and the communities we serve, we will: -**

- Ensure all vacancies are promoted through a variety of channels, including directly to organisations and communities which represent greater diversity.
- Monitor the ED&I profile of all applicants to Advisory Board vacancies, and challenge existing policies and procedures of the host authority regarding the monitoring of applicants to Staff vacancies.
- Adopt the robust and fair recruitment and selection policies and procedures of the host authority.
- Ensure those who are responsible for recruitment have undertaken the relevant training.
- Follow a consistent format for all recruitment interviews, where all candidates are asked the same question by the same interviewer.
- Monitor the ED&I profile of the Staff Team and Advisory Board on an annual basis.
- Regularly monitor our workforce needs, ensuring we have the right skills in place across the organisation for now and into the future.
- Provide pay progression for new Staff following the completion of a successful probationary period, as well as annual inflationary pay rises in line with those of the host authority.
- Provide access to the Local Government Pension Scheme.
- Provide a Personal Holiday Purchase scheme for Staff to buy back additional leave beyond the entitlement already offered.
- Offer job sharing, reduced hours, flexible working, or compressed hours when appropriate for Staff vacancies to ensure a wide pool of candidates are attracted.
- Provide a range of staff benefits including access to reduced cost leisure opportunities.

## Retain

**So that 'Our People' continue to feel supported, listened to, and valued, knowing that their health, safety, and wellbeing is a top priority, we will: -**

- Promote a range of approaches to support the health and wellbeing of all staff including: -
  - Flexible working environment, ensuring that a positive work life balance is maintained.
  - Promote opportunities to incorporate wellbeing into the working day through walking meetings, or active travel to meetings where practicable.
- Ensure the Leadership, and the Advisory Board always consider the welfare and safety of Staff in their decision making.
- Listen to the views of Staff through an annual Staff Survey, using the results to make positive change.
- Ensure all new recruits are supported to settle into roles quickly through the provision of a detailed induction programme.
- Support all new recruits through a buddy system, ensuring the right support is provided when it is needed.
- Provide all staff with an annual pay award in line with the host authority settlement.
- Provide a Flexi-Retirement and Reduced Working Hours options for Staff in order to retain their expertise and knowledge within the Staff Team.
- Monitor staff absence, using the host authority procedures to ensure smooth returns to work.
- Provide Advisory Board members with a range of opportunities to be further engaged through: -
  - Leading on specific thematic champion work areas
  - Regular connection and engagement with Staff and Lead Officers
  - Membership of Committees and Working Groups
- Support Staff and Advisory Board members to leave well, through an exit interview process, identifying reasons for moving on.

## Develop

**So that 'Our People' continue to thrive whilst delivering the best outcomes for each other, our communities, stakeholders, and partners, we will: -**

- Have regular touch points for all Staff through 1:1 meetings, ensuring they are supported, with issues resolved quickly and effectively.
- Provide a structured appraisal process ensuring Staff members feel valued and are clear on their roles and responsibilities.
- Ensure a fully inclusive training offer is in place, focussing on individual and collective learning to ensure the relevant technical and behavioural skills are in place. This will include a mix of: -
  - Mandatory individual learning and training courses
  - Individual skill and job related competency learning
  - Access to a range of personal development opportunities through the host authority including formal academic learning, coaching, and mentoring
  - Whole team learning and development opportunities
- Provide opportunities for Advisory Board members to undertake a formal appraisal process, and to consider their skills, skills gaps, and performance on an annual basis.
- Provide opportunities for Staff and Advisory Board members to participate in sector wide development and learning opportunities and network groups facilitated by Active Partnerships and Sport England amongst others.
- Encourage regular networking and social opportunities, fostering a strong team ethos amongst Staff and Board Members.
- Ensure succession planning is an on-going process, so that should Staff leave then relevant skills, knowledge and expertise is still available within the Team.
- Provide opportunities for secondments when this is mutually beneficial to the member of Staff and the organisation.



## Grow

**So that 'Our People' are safe and supported and have opportunities for personal development, and are empowered to lead in a collaborative, compassionate, clear, and confident way, we will: -**

- Provide all Staff with opportunities to lead and contribute to internal project groups, supporting our approach to personal, programme and service development.
- Encourage Staff to support, engage and where appropriate lead sector wide partnerships and groups, supporting their learning and development.
- Identify thematic roles and responsibilities for Staff and Advisory Board members, enabling them to lead and support improvement activities across the organisation.
- Where appropriate, provide opportunities for Staff to be part of interview panels.
- Provide regular opportunities for Staff to shadow other team members to better understand the different roles undertaken across the team.
- Encourage Staff to develop their skills and experiences through short term secondment opportunities.
- Use reflective practice across the Staff team, creating regular spaces for individual and collective learning and reflections on progress and challenges.
- Take the time to understand our own and each-others leadership styles and preferred ways of working, enabling an open and transparent culture.
- Encourage the development of formal leadership skills and knowledge through academic learning as part of the host authority Apprenticeship Programme.
- Provide recognition and feedback to Staff, celebrating success across the organisation.



## **Cumberland Council**

Published by  
Cumberland Council  
October 2023

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