

## Introduction

This People Plan outlines the key areas and approach Sport Birmingham have identified to develop a workforce that is reflective our organisational needs and can deliver on strategic priorities for the city. It reflects the need to support our people and the importance of retaining and developing people with the skills and experience to adapt to the changing sport and physical activity landscape.

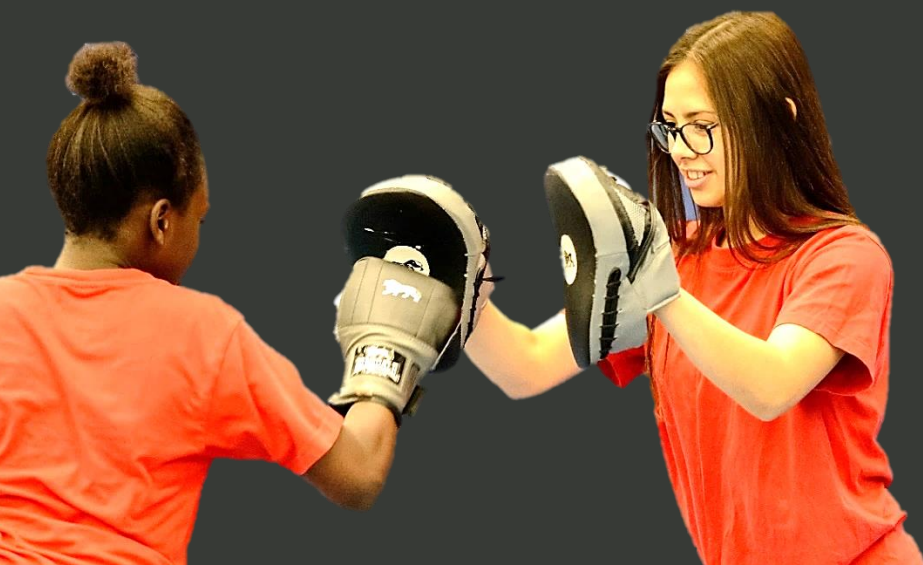
Our organisation advocates a people led approach and understands the need to collaboratively build capacity, working with partners to identify opportunities to grow and develop a workforce that is reflective of our local population. As such we will use the principles of this People Plan to develop further, a framework for addressing community needs, developing the transferable skills, confidence, and resilience of our people to tackle inactivity and inequality across the city. We believe that by putting people at the heart of our organisation and our wider work, we will help create outcomes that our organisation and wider Birmingham based organisations are seeking to achieve.

This People Plan will be reviewed on an ongoing basis, reflecting on the needs of the organisation and the ability to deliver against local and regional priorities.

## Aims & Objectives:

We have identified four areas of importance during the cycle of this People Plan. Each of these will ensure we have our workforce at the heart of everything we do.

- Recruit, develop and retain a workforce that puts the people and communities we serve at the heart of what we do.
- Create a culture that celebrates success, encourages collaboration, and provides opportunities for progression.
- We will empower our workforce to be creative, brave and support each other, leading to positive outcomes for the individual, organisation, and those we work with.
- Provide an inclusive and open environment that develops the character, skills, resilience, and positive attitude of staff.



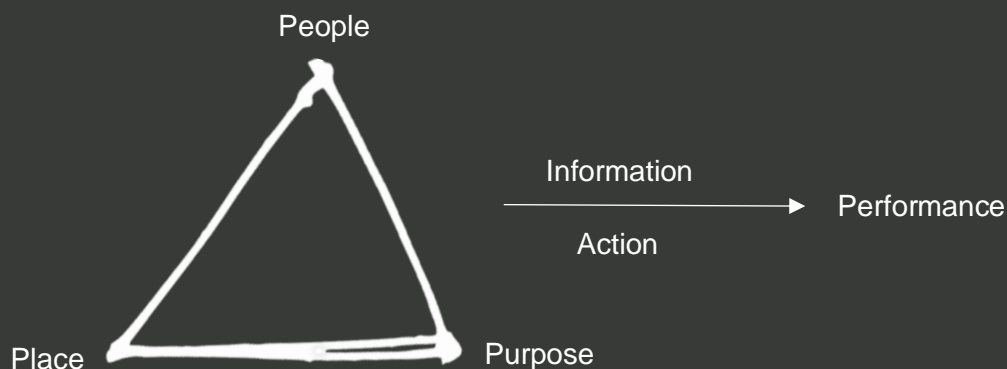
## Our approach:

Our work will be influenced by the national Sport England strategy – ‘Uniting the Movement’ and the work of CIMSPA in developing a local skills plan with a focus on working with our community to develop our approach. Putting people first will be paramount in enabling the broader outcomes of Sport Birmingham’s strategy for the city. We have developed this People Plan with this in mind and will continue to gather further insight to inform future practice and direction.

Bringing this in to focus, we have a responsibility to ensure that the environment we create and the experience we provide for our existing and future staff is consistent and progressive. As such we have built our plan using an adapted version of Newell’s Model of Interacting Constraints. This model illustrates that performance is impacted by variability in the conditions or limitations on the task, environment or individual.

In our adapted version of this model, we have focused on the conditions we can create at each phase of the workforce journey – Recruit, Embed, Develop, Retain. At each phase of this journey, we have outlined our commitment to ensuring that there is:

- A clear **Purpose** (task) to everything we do and consistency in how we approach our work;
- Creating a positive and supportive **Place** (environment) where everyone is valued;
- Focusing on the **People** (individual) that we work with and the development of their skills and experience.



The following statements provide us with a framework for developing an implementation plan that reflects the needs of our organisation and Birmingham, whilst ensuring that People are the focus. It will enable us to reflect on existing good practice, identify areas for improvement as well as provide consistency in our approach. In addition, this framework will be used to develop our existing and future plans relating to workforce development within community sport and physical activity settings. This directly relates to our organisational priorities around people to ‘improve life skills, employability and prospects of our citizens’ by growing capacity within the sector, championing a participant focused approach and creating paid/voluntary opportunities that are fit-for-purpose and relevant to local need.

## RECRUIT

<b>People</b>	We attract from a wide and diverse pool of candidates to meet the needs of the business and to reflect our community.
<b>Purpose</b>	We embrace agile working practices, considering best practice recruitment techniques and onboarding practices.
<b>Place</b>	We are transparent about what our organisation is about, it's values and its ambitions.

## DEPLOY / EMBED

<b>People</b>	We empower people, building a supportive culture that is customer centric. We set high standards, involve staff in decision making, and provide autonomy, which can lead to better retention of staff.
<b>Purpose</b>	We set out clear roles and responsibilities for our staff, considering how individual roles and sub-team roles impact our overall outcomes.
<b>Place</b>	We create an environment for learning, problem solving, creativity and ideas, this includes running team events, socials and celebrating success.

## DEVELOP

<b>People</b>	We equip our employees with the right skills and knowledge to do their job effectively and play their part in our success. We enhance skills not only for today but for tomorrow, embracing new opportunities and creating pathways through training and education.
<b>Purpose</b>	We develop common goals and a shared vision, ensuring they are realistic and relevant to the individual.
<b>Place</b>	We understand our community and the local sport and physical activity environment – partners, recipients, up and down the system.

## RETAIN

<b>People</b>	Our people have defined career paths and development for each role. Staff wellbeing is seen as a priority. Understand our employees' interests across the business and ensure they have the necessary skills to do their role well.
<b>Purpose</b>	Our people understand the organisations vision and understand how they play their part in achieving its goals.
<b>Place</b>	Our people are supported in their role and recognised and rewarded for their contribution. Importance is placed on sharing good practice and celebrate success.

## Appendix 1:

The following documents form a part of our approach to ensuring all our staff and volunteers are supported throughout their time with the organisation. They are reviewed on either a 6, 12 or 24 monthly basis by relevant staff or working groups.

Policy or Procedure	Last Review	Reviewed By	Next Review
Succession Plan	21.04.2023	CEO / NOMS	21.04.2024
SB Board ToR & Committee Structure	21.04.2023	CEO / NOMS	21.04.2024
SB Board Skills Audit	21.04.2023	CEO / NOMS	21.04.2024
Hybrid Working Policy	18.05.2022	SMT	18.05.2023
Expenses Policy	01.10.2022	CEO / HRSC	01.10.2025
Remuneration Policy	01.04.2023	CEO / HRSC	01.04.2024
Maternity/Paternity Policy	01.01.2018	BOM / HRSC	01.09.2023
Health & Wellbeing Policy	Under review	SPM / DM	TBC
Recruitment Procedure	Under review	SPM	TBC
Induction/Onboarding Procedure	01.09.2022	SPM	01.04.2023
Staff Volunteering Policy	01.05.2022	SMT	01.05.2024
EDI Action Plan (DIAP)	01.04.2023	CEO / EDI	01.04.2024
Team Meeting & Staff Engagement Plan	01.03.2023	SMT	01.09.2023
Staff Appraisal, Development & Training Plans	01.09.2022	SMT	01.04.2023
Safeguarding Policy	01.02.2023	OD / WSO	01.02.2024
Employee Handbook	01.10.2022	BOM / HRSC	01.10.2023

### Key

CEO = Chief Executive Officer  
 OD = Operations Director  
 SPM = Senior Partnerships Manager  
 BOM = Business Operations Manager  
 DM = Development Manager  
 SMT = Senior Management Team  
 HRSC = HR Sub-Committee  
 EDI = Equality, Diversity & Inclusion Working Group  
 NOMS = Nominations Committee  
 WSO = Welfare & Safety Officer