



# Unity: A People Plan for Everyone.

2024-2025 | Version 1.1  
Active Lincolnshire's People Plan

MORE PEOPLE.  
MORE ACTIVE.  
MORE OFTEN.





**active  
lincolnshire**

**Active Lincolnshire is a lead enabler  
for physical activity in the county.**

We lead, connect, and enable organisations to reduce inactivity and influence the collective goals set out in the county-wide Let's Move Lincolnshire strategy.

A woman with blonde hair, wearing a black tank top and green leggings, is captured in a yoga pose outdoors. She is leaning forward with her arms extended, holding a green fabric. The background is a soft-focus outdoor setting with trees and sunlight. A large, vibrant pink graphic element curves across the bottom and right side of the image, and a green shape is visible in the upper left corner.

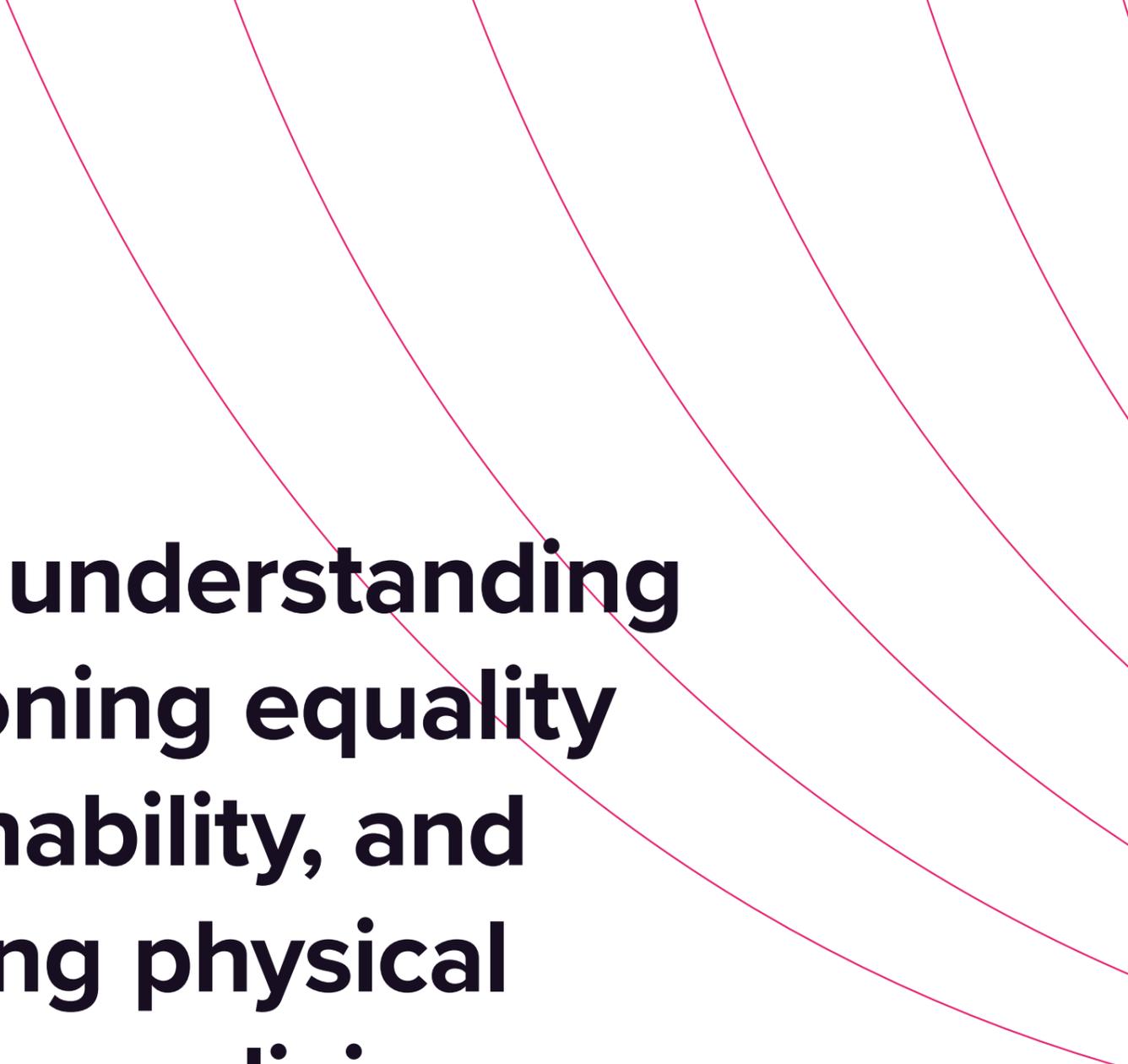
**We improve  
lives through  
the positive  
power of  
movement.**



MORE PEOPLE.

MORE ACTIVE.

MORE OFTEN.



**By building a shared understanding of inactivity, championing equality and inclusion, sustainability, and welfare and integrating physical activity into all sectors, policies, strategies, and education.**



**‘Unity: A people plan for everyone’  
sets out our commitment to  
providing an environment in which  
our people can make this vision a  
reality.**

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# Why our People Plan matters to Active Lincolnshire.

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## Introduction

Our vision is to transform Lincolnshire into a place where daily physical activity is accessible to all. To do this we are committed to fostering partnerships, driving change, and influencing a whole-system approach to addressing inactivity in communities furthest away from being active. By prioritising collaboration to create impact, we aim to reduce inactivity levels, champion equality, and improve lives and wider societal outcomes through the power of movement. It is our people that can make this vision a reality.

We value the health and wellbeing of our employees and believe that a healthy happy workforce who feel included, empowered and part of a team is central to us achieving our vision. It is important that our team feels supported and included in an environment in which they can thrive. We need our goals that support our people to connect to our organisational goals.



**“Active Lincolnshire values diversity and inclusion and recognises that we all work better and find work more rewarding when we are in positive and supportive environments. Active Lincolnshire wants everyone to thrive and fulfil their potential, and we value our people and want to recruit and retain a wide range of talent, skills, and experience.”**

Active Lincolnshire Equal Opportunities Policy.

# 2

## The purpose of our People Plan.





## A people-centric approach

Our People Plan is our strategic roadmap to people success within Active Lincolnshire, which will in turn help drive our external goal of getting more people to be more active more often.

### Our People Plan includes:

- Our vision for our people for the next three years (2024 – 2027)
- The critical factors necessary for the effective delivery of our strategy.
- How we are ensuring we have the right structure, resource, skills, diversity and engagement to be a strong people-focused organisation.
- How we intend to share our plan and continue to iterate and evolve our future people plans.
- This plan forms part of our mandatory governance requirements to be fully compliant with the revised Code of Sport Governance.
- An action plan for 2024-2025.

### Plan Interconnectivity

Our People Plan critically interconnects with other key governance plans, most notably our Business Plan 2024 – 2027 and our Diversity and Inclusion Action Plan which sets out our commitment to embedding diversity in all of its forms within the organisation. It does not intend to replace or duplicate these plans, nor existing policies including our equal opportunity policy, equality diversity and inclusion policy, the employee handbook, training and development policy and employee wellbeing policy.

The primary focus of our People Plan is our Active Lincolnshire team. This includes our Board members, core team and those seconded into our organisation. One of our three strategic goals is to support a resilient physical activity sector and within that the local physical activity workforce. Therefore, our commitment to the people working across the wider physical activity sector workforce is clarified within our business plan and associated operational plans.

# 3

## Developing our People Plan.

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# Commitment to our people.

Active Lincolnshire has a strong track record of commitment to our people. Including frequent personal development reviews with objectives aligned to strategic priorities, staff surveys and actions resulting from feedback, continual review of our people policies, recruitment processes, employee benefits and staff away days.

This is the charity's first 'People Plan'. It provides a framework to bring together the existing work and enables us to understand where there is scope for continued development.

## Developing a People Plan: Our Process



### In the period September 2023 – March 2024 we have:

- Reviewed the purpose of the people plan as identified in the Code of Sports Governance.
- Considered the organisation's strategic goals and commitment set out in our Business Plan 2024-2027 and how the People Plan supports and enables us to achieve that.
- Audit and learn from others; what's there already, conversations with other Active Partnerships, reviews of other People Plans, and a recap of Active Lincolnshire's initial work on the People Plan.
- Reviewed and analysed staff survey results (as part of the national APN survey) - January 2024.
- Team away day to discuss and workshop the people plan and actions alongside staff survey outputs - January 2024.
- Shared drafts with the Governance and Standards Committee.
- Finalised and published the plan.

### Unity: A People Plan for Everyone

# 4

**Our vision,  
mission,  
strategy and  
strategic  
goals.**





**We lead, connect, and enable organisations to reduce inactivity and influence the collective goals set out in the Let's Move Lincolnshire strategy.**

**We Are**

A lead enabler for physical activity, working together to create the conditions for a more active local population.

**Our Mission**

More people, more active, more often.

**Our Vision**

Lincolnshire is a place where everyone has the opportunity to be physically active every day.

**Our Purpose**

To improve the lives of people living in Lincolnshire through physical activity, focussed on reducing inequity of opportunity and enabling people to move from an inactive lifestyle to an active one.

**By building a shared understanding of inactivity, championing equality and inclusion, sustainability, and welfare and integrating physical activity into all sectors, policies, strategies, and education - we improve lives through the positive power of movement.**

Adopting an insight-driven approach to understand and enable solutions that promote physical activity and sport for everyone at every life stage, means we can focus on addressing inequalities and on working collaboratively with partners to remove barriers to participation, support inactive individuals to become active, and enable the creation of opportunities.

## By 2027..

Our strategic goals will focus attention on the elements that will leverage the most change and align to our vision.

### 1. Let's Move Lincolnshire

The Let's Move Lincolnshire movement and shared delivery plan will be clearly defined and in action, with fully engaged stakeholders, showcasing through powerful storytelling our collective impact on reducing the inequalities in physical activity.

### 2. Place-based approach

We will have implemented a data and insight-driven place-based approach to attract investment, drive scalability, and facilitate knowledge exchange in Lincolnshire through strategic partnerships and communication.

### 3. Supporting a resilient physical activity sector

We will have a strong county-wide offer that demonstrates our impact in supporting a resilient physical activity sector and impactful promotion of accessible options and pathways to be or become active.

#### Making Strategic Connections:

We know our team is at its best and most impactful when it is strategically connected, when we show up together, inside and outside of our organisation. This requires leadership and managers to lead on purpose, plans, policy, strategy, process and behaviours. This requires our staff to deploy process, policy and plans with consistency, to embrace our opportunities and ways of working and to actively feedback into the loop of connectivity. When we are strategically connected and aligned we thrive together and so does Lincolnshire.

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# People and strategy alignment.



## Continued commitment...

...to developing and supporting our people is required, creating a culture that is tangible to those within it and those working with us to ensure we have the critical factors necessary to deliver on our strategic goals.

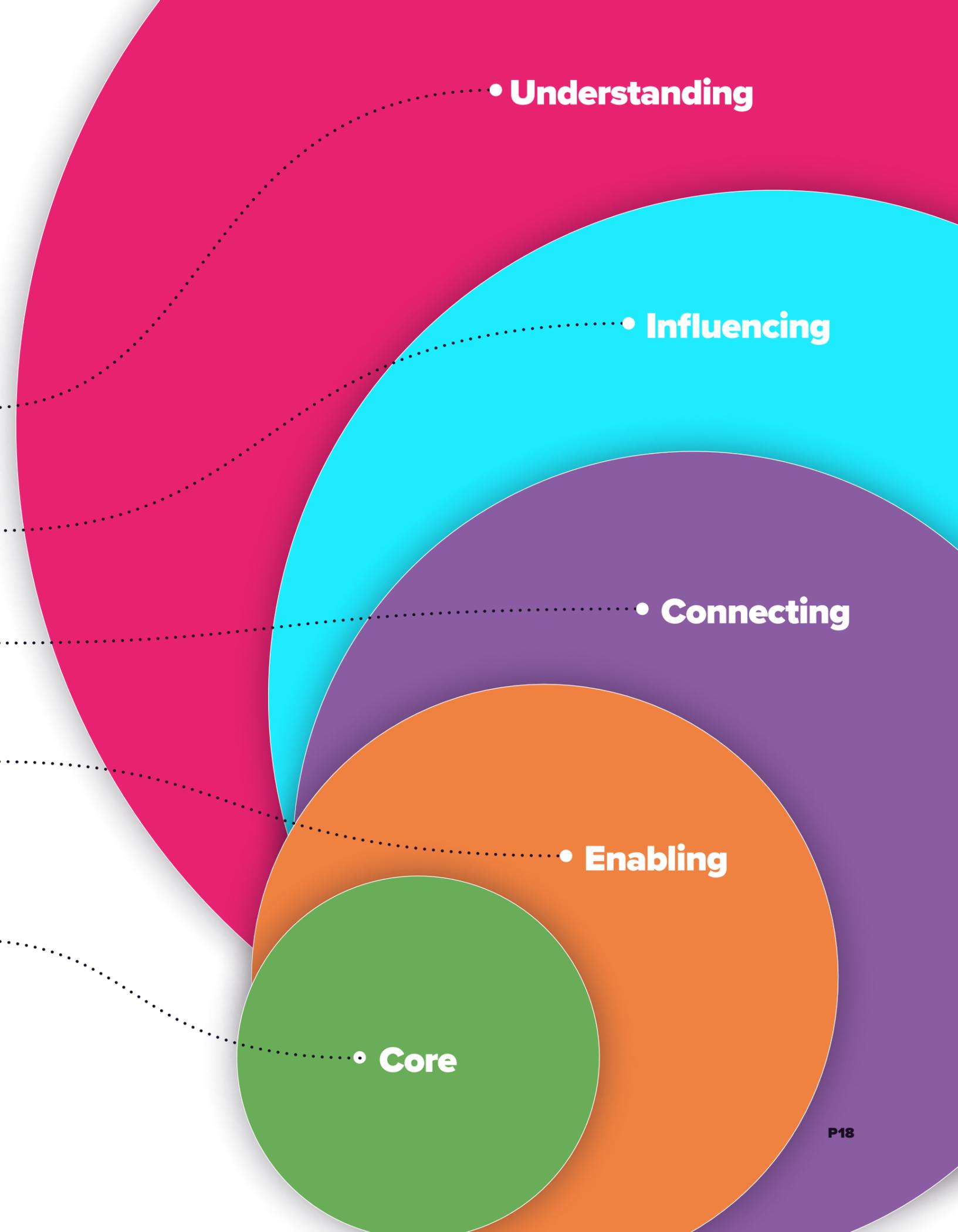
We listen and share learning, insight, lived experiences and data to inform our collective understanding and addressing the inequalities that exist in being active.

We influence across all parts of the system to encourage collaborative and collective action to combat inactivity, where everyone understands their role and how they can contribute

We connect, enable and strengthen other organisations to enhance their capacity and capability to drive sustained system change, improving lives through physical activity and sport.

We build agency and support for others to build a movement for collective change, enabling systems, organisations and citizens to embed activity into daily lives.

- Commitment to focus on tackling inequalities
- Excellent communication and marketing.
- Good governance and financial management.
- Programme management, monitoring, evaluation, and learning.
- Commitment to environmental sustainability.
- Championing and advocating for the welfare of people.



## What sets us apart is our people:

### Essential capabilities and behaviours of our people include:

- Ability to understand strategic context and connect to local need and opportunity.
- Accept and recognise that to embed the new plan will require new ways of working and elements of change.
- Embrace, role model and champion inclusive and equitable behaviours, language, decision making and culture.
- Influence, connect and enable others.
- Be agile and responsive in a challenging and evolving environment.
- Commitment to personal and professional development.

### Skills that are essential to reaching our strategic goals are:

- Strategic communication, narrative building and storytelling.
- Data, insight and learning.
- Systems leadership and influencing.
- Transformational partnerships.
- Understanding place-based working.

### Our ways of working include:

- Sharing understanding and learning to influence and enable others to deliver.
- Fostering inclusivity, and shared decision-making to scale our impact in a sustainable way.
- Enabling others through distributed leadership.
- Incorporating lived experiences and recognising and valuing the personal experiences, perspectives, and insights of communities' experiences of inequity in becoming physically active.
- Building robust relationships with those best positioned to drive change.
- Ensuring understanding and learning inform, influence, and facilitate change.



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# Our People Plan framework.

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# A framework for Our People.

Our framework has four pillars across the employee lifecycle and each pillar has priority actions.

Pillar



## 1. Understanding our people

Building an inclusive team culture and environment where everyone can thrive



## 2. Attracting and recruiting people

Embedding an inclusive recruitment approach that supports and builds a diverse organisation. Providing equity in opportunities and belonging.



## 3. Developing and supporting our people

Ensuring our team feel valued, supported and enabled to grow and develop.



## 4. Developing leadership

Supporting and developing strong leadership, promoting collaboration, vision and motivation.

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# Priority actions within the framework.



# Priority actions.

Pillar	1. Understanding our people	2. Attracting and recruiting people	3. Developing and Supporting our people	4. Developing leadership
Employee Lifecycle Stage	<ul style="list-style-type: none"> <li>Employee Engagement</li> <li>Culture</li> </ul>	<ul style="list-style-type: none"> <li>Attract</li> <li>Recruit</li> <li>Welcome</li> </ul>	<ul style="list-style-type: none"> <li>Learning, training and development</li> <li>Review, recognition, retention</li> <li>Health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive leadership</li> <li>Line management</li> <li>Leadership accountability</li> </ul>
Priority Actions	<ul style="list-style-type: none"> <li>Flexible and hybrid working</li> <li>Team Time</li> <li>Team values and code</li> <li>Celebrate success i.e. Active Partnerships Network</li> <li>Be a more sustainable organisation</li> <li>Employee Assistance Programme</li> </ul>	<ul style="list-style-type: none"> <li>Consistent equitable processes recruitment and induction processes rooted in EDI</li> <li>Focus on younger and more diverse recruitment</li> <li>Internship and placement opportunities</li> <li>Reasonable adjustments approach</li> <li>Accessible organisation</li> </ul>	<ul style="list-style-type: none"> <li>Rigorous and consistent PDR process</li> <li>Development opportunities</li> <li>Meaningful 121s</li> <li>Feedback culture</li> <li>Collective and individual training</li> <li>Volunteering</li> <li>Competencies framework</li> <li>Mentoring and coaching opportunities</li> <li>Support to be active during the working day</li> <li>Individual reward and recognition</li> <li>Well done moments</li> <li>Clarity on pay review process</li> </ul>	<ul style="list-style-type: none"> <li>Alignment to purpose</li> <li>Policies that assist and enable</li> <li>Line manager/leadership training</li> </ul>

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## Our Action Plan. Year 1: 2024-25

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# 1. Understanding Our People



## Employee Lifecycle Stage: 1. Employee engagement and culture

Actions							
Success	<ul style="list-style-type: none"> <li>Staff participation in AP survey (100% in Jan 24).</li> <li>Maintain survey score of 80% for Employee Engagement and Culture (Jan 24).</li> <li>Greater Board diversity (see DIAP).</li> </ul>	<ul style="list-style-type: none"> <li>Annual benefits survey.</li> <li>Review impact and performance.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or improve staff survey scores from 2024:                             <ul style="list-style-type: none"> <li>82% "I am encouraged to express my opinions and ideas and I feel listened to."</li> <li>82% "Do you feel that the organisation encourages diverse perspectives and ideas?"</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Maintain staff survey score of 91% "We have core values that I understand and underpin everything that we do."</li> </ul>	<ul style="list-style-type: none"> <li>Aim for one AL best practice case study to be shared by APN per year.</li> <li>Attend at least 3 AP events per year and share back with the team.</li> </ul>	<ul style="list-style-type: none"> <li>Review the impact of the ESG Plan.</li> <li>Improve survey score: 27% agreed that "My AP prioritises the environment in decisions it makes."</li> </ul>	<ul style="list-style-type: none"> <li>Progress and development in inclusive culture and a more diverse workforce.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue annual staff survey. Input into People Plan measurements and updates.</li> <li>Continue annual Board Survey</li> <li>Review diversity data to understand trends in EDI</li> </ul>	<ul style="list-style-type: none"> <li>Continue to enable and review flexible and hybrid working (Voted as the no. 1 benefit by the team Jan 2024).</li> </ul>	<ul style="list-style-type: none"> <li>Continue off-site team 'away' days to support team connectivity and fun. (Voted as a key benefit by the team Jan 2024).</li> </ul>	<ul style="list-style-type: none"> <li>Continue to embed the team values and code through team meetings, PDRs and team discussions.</li> </ul>	<ul style="list-style-type: none"> <li>Promote and celebrate AL's successes within the Active Partnerships Network, Sport England and locally.</li> </ul>	<ul style="list-style-type: none"> <li>Commit to being a more environmentally sustainable organisation with an Environmental Sustainability Plan signed off by Sport England in March 24 and ESG governance embedded into the team.</li> </ul>	<ul style="list-style-type: none"> <li>Bringing connectivity and alignment between the DIAP and People Plan</li> </ul>

Pillar

## 2. Attracting and Recruiting the Right People



### Employee Lifecycle Stage: 2. Attract, recruit and welcome



Pillar

### 3. Developing and Supporting Our People



#### Employee Lifecycle Stage: 3. Learning, Training and Development

<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>- PDRs x2 per year to capture career development conversations, mentoring opportunities, collective and individual training, 360-degree feedback. Feedback on reward and recognition and well done moments, check in on health and well-being and clarity on pay review context, all mapped against SMART action plans</li> <li>- Weekly or bi-weekly one-on-ones.</li> <li>- Develop a stronger feedback culture through feedback training and regular feedback.</li> <li>- Understand and role model what career development opportunities are.</li> <li>- Create case studies, tap into local career talks, honest career conversations and planning, and more conversations across APN.</li> <li>- 70/20/10 plan for each team member: Formal training courses or materials (10%), informal training such as mentoring, coaching, peers (20%) and on-the-job experience (70%). Development plan on a page for each team member aligned with competency framework and skills.</li> <li>- ESG Training for all – Carbon Literacy for Sport with BASIS</li> <li>- Creating mentoring opportunities, e.g. within the AP Network</li> <li>- Volunteering is a highly valued opportunity by the team (as voted in the benefits survey) – locking in volunteering opportunities to grow and give back</li> </ul>							
<p><b>Success</b></p> <ul style="list-style-type: none"> <li>- Maintain or improve survey scores: Overarching learning and development score of 85% “My organisation prioritises individual and shared learning.” 91%</li> <li>- Shared understanding around performance and everyone feels supported.</li> <li>- Improve survey score of 73% on “I am given regular, clear feedback, either formally or informally, to help me improve.”</li> <li>- Checking in against our Team Code: “We approach each other with honesty and trust”.</li> <li>- Everyone is to have a career development one-pager for PDRs.</li> <li>- Everyone in the team to have a development plan to include on-the-job development, social/cultural development and training development. Maintain or increase score from 82% “In the past 12 months I have had access to individual personal and/or professional development”.</li> <li>- Increase survey score; 27% agreed “My AP prioritises the environment in decisions it makes.”</li> <li>- 4 individuals in the team supported in looking for mentoring opportunities. Mentoring opportunities are shared with all.</li> <li>- Policy on volunteering time commitments and staff supported to invest this time.</li> </ul>							

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Pillar

# 3. Developing and Supporting Our People



## Employee Lifecycle Stage: 4. Health and Wellbeing

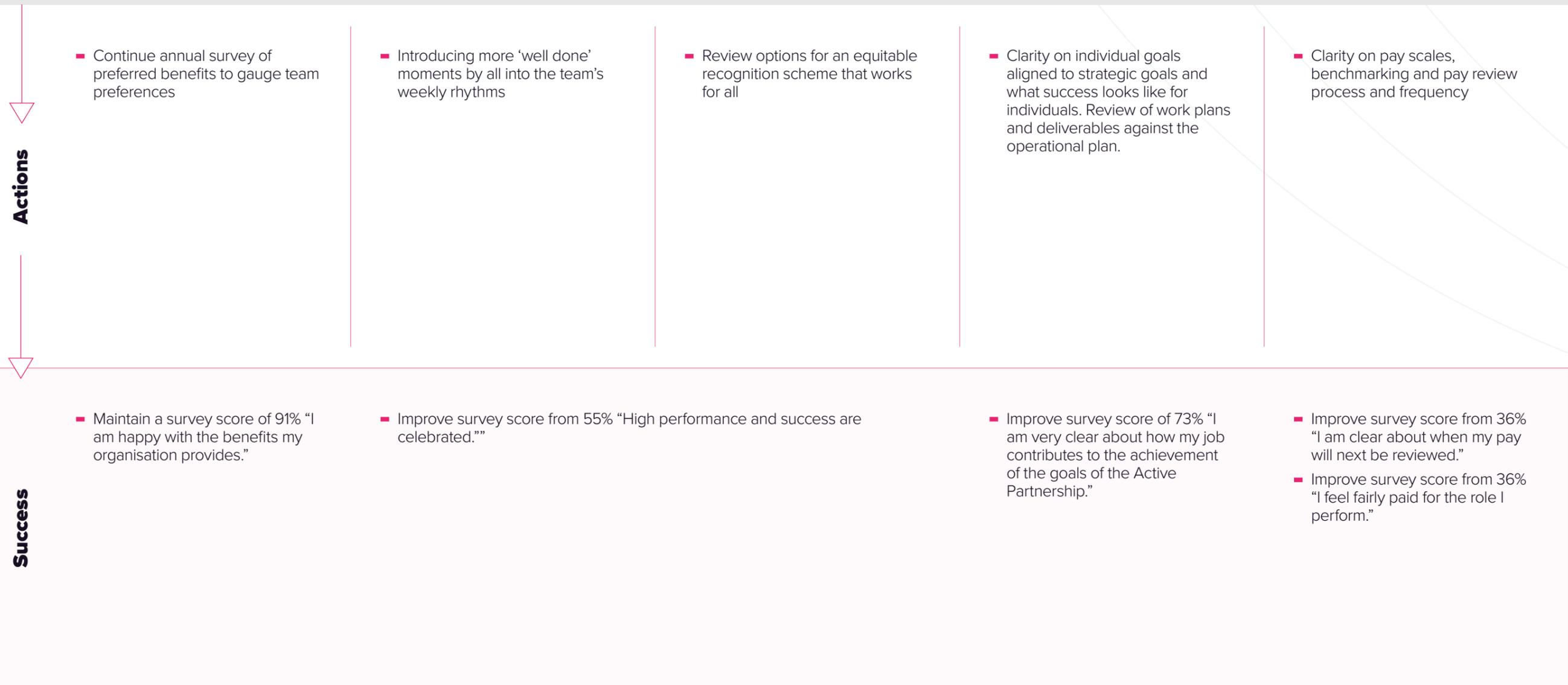
<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Ensuring there are opportunities and encouragement for all to participate in everyday movement at the office and at home.</li> </ul>	<ul style="list-style-type: none"> <li>Health and well-being to feature in 121 check ins</li> </ul>	<ul style="list-style-type: none"> <li>Staying true to our Team Code</li> </ul>	<ul style="list-style-type: none"> <li>Continue to signpost and share support for different life stages, e.g. Menopause, paternity, and caring.</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging everyone to use the active travel support and incentives already available. Understand barriers and seek ways to encourage more active travel.</li> </ul>
<p><b>Success</b></p> <ul style="list-style-type: none"> <li>Maintain 91% in the survey: "My wellbeing matters to my organisation." "I meet the CMO guidelines for weekly activity." Team feedback on how initiatives are working at the office and at home.</li> </ul>	<ul style="list-style-type: none"> <li>Improve survey score of 64%, "I feel happy at work."</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or improve survey score of 73% for "A culture of team working, supportiveness and collaboration are embedded in the organisation."</li> </ul>	<p>Maintain a survey score of 91% "My wellbeing matters to my organisation."</p>	<ul style="list-style-type: none"> <li>Improve survey score of 64% "My organisation supports me to travel actively." Team active travel log and incentives.</li> </ul>

Pillar

# 3. Developing and Supporting Our People



## Employee Lifecycle Stage: 5. Review and Recognition



# 4. Developing Leadership



## Employee Lifecycle Stage: 6. Leadership Accountability

Actions	1	2	3	4	5	6	7	8
Success	<ul style="list-style-type: none"> <li>Keeping the purpose, mission and vision front and centre internally and externally and bringing personal relevance for all.</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities to ensure diverse perspectives are heard, understood and built into decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all of the team are aligned to the revised stakeholder engagement process and matrix.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to efficiently manage governance and policies within AL to ensure due diligence and a smart focus on the policy priorities. Engaging the team and stakeholders efficiently and effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Training for Line Managers to feel confident in implementing a more thorough and consistent PDR process for staff</li> </ul>	<ul style="list-style-type: none"> <li>Build a succession planning document. Who is 'Ready Now' or 'Ready Later' for which roles? Who is 'Critical Talent' or 'Critical To Retain'? Where are there talent or skill gaps?</li> </ul>	<ul style="list-style-type: none"> <li>Clear and aligned project management process across the teams for a unified way of working.</li> </ul>	<ul style="list-style-type: none"> <li>Team discussion to understand what's missing in terms of creative and innovative working.</li> <li>AP Network opportunities to spark creativity and innovation together.</li> <li>Exploring increased creativity and innovation with stakeholders and partners, be inspired by others.</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain a survey score of 100% "I am motivated by my Active Partnerships mission and vision."</li> </ul>	<ul style="list-style-type: none"> <li>Maintain survey score of 82% "Do you feel the organisation encourages diverse perspectives and ideas?"</li> </ul>	<ul style="list-style-type: none"> <li>Training and plan of monitoring stakeholder engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Review through the central system at the agreed cadence.</li> </ul>	<ul style="list-style-type: none"> <li>All line managers are trained and built into induction.</li> </ul>	<ul style="list-style-type: none"> <li>An ongoing succession plan document that is reviewed yearly.</li> </ul>	<ul style="list-style-type: none"> <li>Team check-ins on unified ways of working on away days.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or increase survey score of 64% for "working more creatively and innovatively to try new things is supported".</li> </ul>

# 9

## Accountability and continuity of the People Plan.



## Unity, means for everyone.

Enabling this plan, bringing it to life and creating a culture of unity will only happen if all of our people are committed to the values, behaviours and development set out in this plan.

Managers and senior leaders will drive forward actions that require permissions, policies and commitment to develop our people. Every person will commit to their own self-development, to inclusive behaviour and learning. Ultimately the CEO will have the responsibility to ensure that actions in the plan are delivered, and the Board of Trustees through the governance and standards committee will provide the check and challenge.

- Our People Plan will be shared on our website [ActiveLincolnshire.com](https://www.active.lincolnshire.com)
- Our recruitment and induction processes will align with the plan.
- It will be discussed and shared with the team at team meetings and other relevant opportunities.

### Governance and monitoring

- Reviewed quarterly at SMT meetings with progress monitored
- Reviewed 6 monthly by the Governance and Standards Committee (a subcommittee of the Board)
- Annually, the Board will review the implementation, progress and outcomes of the People Plan and will record the findings of this review. The findings of this review will be discussed with the organisation.
- The action plan will be refreshed every January following the annual staff survey, involving the team in the process
- All board and committee papers, funding bids and strategic decisions will consider the impact on our people



### Unity: A People Plan for Everyone



**we are open  
to new ideas and  
thoughts**

**we treat  
each other with  
kindness and  
respect**



**we work hard  
to achieve our  
goals**



**we approach  
each other with  
honesty and  
trust**

**TEAM  
CODE**

**we always  
show up**



A group of diverse people, including a man with glasses, a woman with a flower in her hair, and a man in a white shirt, are gathered around a tablet computer. They appear to be in a collaborative work or learning environment. The image is overlaid with a semi-transparent pink filter.

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