

PEOPLE PLAN

Recruit. Understand. Retain. Develop.

1.0 Introduction

Energize Shropshire, Telford and Wrekin (Energize STW) realise that their most valuable asset is their people to which we hold a duty of care. We recognise the importance of a well-motivated, diverse, skilled workforce of staff, volunteers and champions. A robust People Plan, created with input from both Team and Board and aligned to our strategic objectives, is an effective tool to help Energize STW support recruitment, identify skills gaps, consider succession planning and develop and retain its people.

In the first instance, this document looks primarily at the Energize STW salaried staff team and its volunteers, currently only comprising of our Trustees. We recognise, however, that as we move forward, and as part of this plan's regular review, it could also support our recruitment, retention and up-skilling of 'Together We Move' Champions and align with our wider organisational objectives.

- We currently have a salaried workforce of 14 staff.
- We currently have a Trustee Board of 8 volunteers.

The plan is structured to show which area of the employee lifecycle each action supports. The areas are:

1. **Recruit** - we recognise that recruiting the right people is essential to delivering our strategic goals. It is our ambition to have a workforce that has knowledge of and is representative of the groups and communities with whom we work.
2. **Understand** – we want to truly understand our whole team so we can support everyone to thrive in the workplace.
3. **Retain** - we are committed to making the organisation an attractive place for people to work, volunteer and develop. We recognise that in making people feel valued, motivated, and supported we will retain the staff that we have worked so carefully to attract.
4. **Develop** – we are committed to recognising and developing the right skills, behaviours, and culture of our people. It is our aim to give everyone opportunities to effectively progress in their role by broadening their skills, abilities and understanding of their role and its place within our strategy.

This plan is annually reviewed at Board level but on a quarterly basis by the People Sub-Committee. In between quarterly meetings, the CEO and SLT People Lead will review and action priority areas. It is shared with our staff and volunteers and is open to their input and discussion.

2.0 The Plan

Recruit: Ensure we recruit the right people to deliver our strategic goals.					
Ref.	Approach	Action	Evidence	Timing / Lead	Comment / Update on progress
R1	A consistent and inclusive approach is taken for all recruitment. Input is gathered from the EDI Working Group.	Ensure Standard Operating Procedure (SOP) used and updated after each new team member recruited.	Up to date SOP.	As and when required / SLT	
		Create SOP for Board recruitment and ensure used and updated after each new trustee recruited.	Up to date SOP.	Review after each recruitment/ Chief Executive	Updated May 2024.
R2	We have well written, consistent, relevant and regularly reviewed job descriptions.	Ensure all team members have up to date job descriptions.	Annual review of job descriptions. Job descriptions all saved online in HR folder.	Q2 2024 / Chief Executive & SLT	Links to strategic review
R3	Consider use of external consultants for trustee and senior team roles.	Nomination Committee (Nom Com) to decide in relation to trustee or Chief Executive recruitment.	Minutes of Nom Com reflect decisions. SOP updated after each recruitment.	As and when required / Nom Com	
		Chief Executive to decide in relation to senior roles in the team.	SOP updated after each recruitment.	As and when required / Chief Executive	
R4	Ensure we regularly review full benefits package (including salaries) to ensure we do everything we can, within budget, to attract the right candidates.	Annual review of the full benefits package. Share as a pdf with the existing team and use in recruitment campaigns.	Energize STW benefits package pdf. Documented annual review of benefits by Chief Executive and Remuneration Committee (Rem Com)	Q2/Q3 2024 Chief Executive / Rem Com	Need to understand office move costs first and complete strategic review before decisions on pay levels and bands.

R5	Ensure we have an effective process for maternity cover	Create a Standard Operating Procedure (SOP) for maternity cover to include recruitment, handover, induction and handing over back to original employee.	Maternity SOP	tbc	
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Understand: Ensure we truly understand our whole team so we can support everyone to thrive in the workplace.

Ref.	Approach	Action	Evidence	Timing / Lead	Comment / Update on progress
U1	Undertake regular skills audits to ensure we understand the skills we have and can plan for any development areas.	Review trustee skills matrix and ensure updated when new trustees join.	Trustee skills matrix.	June 2024 / Chief Executive & Board Chair	6/6/24 - PE to speak to LI. Review ahead of Nomination Committee June 24. Complete.
		Develop process for understanding team skills.	Development tool to be created.	Q2 2024 / Head of Engagement	Using template from Active Devon.
U2	Consider use of psychometric assessments and similar tools to understand the whole team.		Facet 5 individual reports and teamscape in place for some members of the team.	No further action at this time. Chief Executive & SLT	
U3	Consider gaining external input and support.	Plan for next Board review.	Wellmeadow Board Review 2022	Timing tbc / Chief Executive & Board Chair	
		Discuss idea of working with other Active Partnerships to undertake peer reviews.		Timing tbc / Chief Executive & SLT	
U4	Consider use of 360-degree reviews.	Discuss if and how to implement for the team.		Timing tbc / Chief Executive & SLT	

U5	Regularly gauge and respond to team and trustee views.	For the team: Officevibe weekly surveys. Active Partnership (AP) national surveys.	Survey results and Net Promoter Score on Office Vibe. Results from AP surveys.	Monthly / Chief Executive	
		For the trustees: Board only discussions at quarterly Board meetings. Regular calls / meetings with Board Chair.		Quarterly / Chief Executive & Board Chair	
U6	Ensure we have processes in place to understand and implement support around team health and wellbeing.	Monthly 1 to 1s.	Documented on Officevibe.	Monthly / Chief Executive & SLT	
		Completion and updating of Inclusion Passports for all staff	Documented as part of EDI process. Documented on Officevibe.	As & when for new recruits. Bi-annually but included in monthly 1:1's / Chief Executive & SLT	
		Mental Health Champion conducting quarterly private conversations to feed into People Sub-Committee.	Summary documented quarterly.	Quarterly / Mental Health Champion	
		Team discussions around health topics eg. menopause, neurodiversity	Documented as part of EDI process.	As required / Head of Performing & Learning	
		Psychological safety at work survey to be undertaken.	Results to be documented and shared.	June 2024 / Head of Performing & Learning	

U7	Provide structured exit interviews for all team members leaving the organisation.	Review exit interview template	Completed exit interview paperwork in place and any learnings actioned to improve practice.	To be discussed at SLT	
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Retain: Ensure that everyone feels valued, motivated, and supported so we will retain the team that we have worked so carefully to recruit.

Ref.	Approach	Action	Evidence	Timing / Lead	Comment / Update on progress
RT1	Ensure we have effective and enjoyable induction process for team and trustees.	Update and then use team induction standard operating procedure (SOP)	Team Induction SOP	As necessary / Chief Executive & SLT	
		Update and then use Board SOP	Board Induction SOP	Review after each recruitment / Chief Executive	Reviewed and updated 27/03/24
RT2	Ensure we have up to date staff handbooks for new starters – team and Board.	Update and then use Staff Handbook.	Staff Handbook	Update as necessary / Office Manager	Last updated Dec 2023
		Create a Trustee Handbook	Trustee Handbook	Update as necessary / Office Manager	Last updated April 2024
RT3	Ensure all team members have the relevant technology, equipment and furniture to do the job.	Ensure part of the induction SOP. Use team induction SOP.	Team Induction SOP	As necessary / Chief Executive & SLT	

RT4	Ensure we regularly review terms and conditions included in contracts of employment.	Regular review in conjunction with Roots HR. Ensure all contracts updated and consistent from review date.	Employment contracts.	Q1 2024 Office Manager	Contracts reviewed. Office Manager will ensure consistency and all old versions removed.
RT5	Ensure we are aware of and manage situation relating to employment contract end dates.	Discussions at 1 to 1s and SLT meetings.	Documented discussions on Officevibe	As necessary / Chief Executive & SLT	
RT6	Ensure we have zero tolerance of bullying and harassment of any kind.	Ensure relevant HR policies and procedures up to date.	HR policies and procedures.	May 2024 / Office Manager	Record of Policies and Procedures updated May 2024. All review dates included.
RT7	Ensure we are monitoring team sickness and absence.	Need to ensure we have consistent use of Timesheets across team – this relates to sickness monitoring and other elements eg. travel time, claiming mileage etc		Q1 2024 / Chief Executive	Update for team on consistent use of Timesheets.
RT8	Ensure we take time to celebrate success on a regular basis.	Small group of team members meeting to discuss more ideas we can implement.	Use of Officevibe for giving good vibes. Celebration at Nov 2023 team day.	Ongoing / Team members	Small Group formed Q1 2024 and implementing new ideas including monthly nominations for Triumph Trophy.
RT9	Ensure we have regular meetings for Board Trustees and Team members.	Schedule appropriate meetings.	Strategy days for team and board twice a year. Sub-committee meetings. Board Trustee meetings.	As required / Chief Executive & Office Manager	
RT10	Hold regular People Sub-Committee (PSC) meetings	Schedule quarterly meetings.	Agenda and minutes.	Quarterly / Head of Engagement	

Develop: Ensure we recognise and develop the right skills and behaviours and aim to give everyone opportunities to progress in their role.					
Ref.	Approach	Action	Evidence	Timing / Lead	Comment / Update on progress
D1	Ensure we have budget and opportunities for wide range of training and development.	Charity Learning Platform in place for 2024. December 1 to 1s focused on discussing and capturing learning and development plans.	1 to 1s on Officevibe. Charity Learning platform dashboards.	Ongoing / Chief Executive & SLT	
		Annual review of training budget	Budget documents.	Q4 each year / Chief Executive & Head of Engagement	
D2	Develop succession plans for relevant roles in the organisation.	Ensure succession plans in place for key roles on the Board as cyclical retirements approach.		As necessary / Chief Executive & Board Chair	
		Ensure succession plans in place for relevant roles in the team. To offer development opportunities and cover if resignations occur.		To be discussed at SLT Q1 2024	
D3	Encourage leadership and ownership of opportunities	Provide opportunities for team members to get involved in new areas or lead on different areas of work. Eg. Mental Health Champion, being involved in EDI working group or on sub-committees.		Ongoing / Chief Executive & SLT	
D4	Create Trustee roles to support development or skills of team.	Review trustee skills matrix.		Q1 2024 / Chief Executive & Board Chair	

D5	Consider future strategy and impact on workforce needs	Consider workforce requirements as a result of revised / new strategy.		As necessary / Chief Executive & SLT	
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This document Reviewed and approved by People Sub-Committee

Chair: Victoria Sugden

Date: 8/5/2024

Next Review: 5/2025