



# HSP People Plan

Updated October 2023

## Background

Our people sit at the heart of our [Strategic Plan 2022-27](#), providing the culture, skills and behaviours necessary to achieve our mission: To work strategically and collaboratively to improve the lives of the people of Hertfordshire, by using the power of sport and physical activity to tackle inequality and disadvantage.

We have also identified Enablers of Change in the Strategy (threads running throughout the Strategy that are key to driving transformational change) including: *A Fit for purpose workforce - a diverse and welcoming workforce with the skills and behaviours to be able to offer fun, safe and progressive activities that attract and retain individuals in sport and physical activity.*

Additionally, as a Sport England System Partner we have a requirement to have a People Plan in place as part of the [Code for Sports Governance](#) (see Appendix 1).

Taking the above into consideration, we have consolidated various 'people related policies' in the form of a People Plan.

This Plan is focused on the HSP Staff Team – wider workforce development related activity is embedded across all our projects and there is a strong workforce development element within our Core Market (clubs, coaches and volunteers) work, EDI and Safeguarding work and our Sector Skills Work – see [Implementation Plan](#) for more details. We have also recently appointed a HSP Workforce Lead (new role) who will take a strategic lead role in co-ordinating workforce development activity across our range of partners.

## People Plan Aims & Objectives

### Aim

HSP views its staff and board as its most valuable assets, and therefore, is committed to fostering a supportive environment and investing in their development which in turn will lead to high quality people unified around achieving our shared mission.

### Objectives

- Investing in high quality recruitment, retention and development.
- Encouraging a culture of respect, integrity and belonging
- Strengthening and valuing diversity and inclusivity
- Supporting health and wellbeing

### Underpinning Principles

All our work is underpinned by our Core Values (pro-active, reliable, inclusive, collaborative, environmentally sustainable) and Enablers of Change (Fit for Purpose Workforce, Fit for



Purpose Organisation, System Change, Insight Led, Embracing Technology & Innovation. In particular, we will ensure that all our People Development work is insight led and inclusive.

### Communicating the Plan

The Plan is a framework document that helps the HSP Senior Leadership Team to ensure that our People Development work is robust and structured. We don't share the whole document with the Team but are constantly reinforcing the key elements and referencing appropriate documents, as the need arises.

### **University of Hertfordshire (UH)**

We are fortunate to be hosted by UH and as part of our partnership we benefit from the 'people support services' they provide including a dedicated HR Manager and various support resources (see below):

### **Policies & Resources**

#### Investing in high quality recruitment, retention and development.

- Recruitment - <https://herts365.sharepoint.com/sites/Jobs-recruitment-and-selection>
- Induction - <https://herts365.sharepoint.com/sites/New-starters>
- Appraisals - <https://herts365.sharepoint.com/sites/appraisal-scheme>
- Pay - <https://herts365.sharepoint.com/sites/Pay-expenses-recognition-and-reward>
- Learning & Development - <https://herts365.sharepoint.com/sites/training-and-development-opportunities>
- In addition to the UH people support services, HSP's [Governance Framework](#) lists other key elements of our People Plan including:
  - o Board member recruitment
  - o Succession planning

#### Encouraging a culture of respect, integrity and belonging

- There is also a section in the UH Strategic Plan which covers the People priorities: <https://herts365.sharepoint.com/sites/strategy-policy-and-planning/SitePages/People-and-values.aspx>

#### Strengthening and valuing diversity and inclusivity

- [HSP Equality, Diversity & Equality Policy and Action Plan](#)
- <https://herts365.sharepoint.com/sites/Equality-support-for-staff>

#### Supporting health and wellbeing

- Wellbeing - <https://herts365.sharepoint.com/sites/Health>
- As part of monitoring staff health and wellbeing we undertake a weekly [office wide](#) survey and monthly [GoVox](#) survey, providing feedback and a platform for discussion on staff welfare issues.



### **Monitoring & Evaluation**

The HSP Board will review the People Plan annually and findings will be discussed with the staff team.

As part of reviewing the effectiveness of our People Plan activities, we will undertake:

- An annual Staff Satisfaction Survey
- An annual Board Evaluation Survey

As mentioned above, as part of monitoring staff health and wellbeing we undertake a weekly [office vide](#) survey and monthly [GoVox](#) survey, providing feedback and a platform for discussion on staff welfare issues.

In addition, we will use the following processes to ensure that effective People Development practice is embedded as part of our culture including:

- 1-1s
- Project Group meetings
- Appraisals including the collation of staff training needs
- SLT
- Team meetings and Developments Days



**Appendix 1 – People Plan extract from the [Code for Sports Governance](#)**

Successful organisations understand and develop the diversity, skills, behaviours and culture of their workforce (professional and voluntary). Sport England and UK Sport expect organisations they invest in to demonstrate a duty of care towards everyone involved in their work including coaches, staff, elite athletes (where appropriate), and people taking part whether paid or unpaid.

A People Plan is a core business and proactive process essential to ensuring the work of the organisation is delivered, supported and led by a diverse range of people who are equipped and supported to meet the demands of their role and the changing needs of the people and communities they interact with.

The People Plan should be aligned to the needs and goals of the organisation for the year(s) ahead, contributing to the long-term success of the organisation by ensuring the systems, policies and processes in place to support people are attuned to people's needs and aligned with the organisation's strategic objectives.

The expectation is that the People Plan is reviewed and discussed annually and the findings are shared openly. Involving people (e.g. staff, coaches, elite athletes (where appropriate), volunteers and others) in the development and ongoing delivery of the plan helps an organisation keep the plan current and ensure a diverse range of perspectives is represented, informing continuous improvement in areas such as recruitment and training.

Each organisation is different and will need to develop a People Plan that best suits its needs, but the essential purpose remains the same – ensuring the skills and experience of the people within an organisation are organised and deployed to greatest effect.