# Active Norfolk People Plan 2022-2023

Our People Plan sets out a framework to ensure that Active Norfolk has the necessary people and practices in place to be a high-performing and successful organisation.

The plan is complementary to, and integrated with, Active Norfolk's broader continuous improvement plans and is a central tenet of our ambitions to Get Norfolk Moving.

Building a high-performing organisation requires a focus on a number of inter-related themes including leadership, capability, culture, skills and processes.

Through our People Plan we aim to:

- Embed a shared understanding of our Vision, Objectives and Values
- Invest in the ongoing development and skills of our people
- Nurture a culture of continuous improvement and learning to drive performance
- Continue to build an environment that encourages and values staff engagement
- Review and develop our structure and ways of working to enable collective success
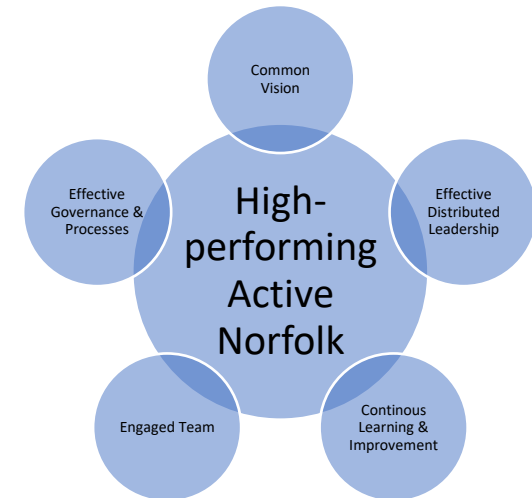
Common Vision

Ensuring all staff have a shared understanding of the organisation's role in delivering our ambitions through a unified Vision, Objectives and Values

Effective Distributed Leadership

Leaders at all levels advocating our Vision, Objectives and Values and translating these into the way we work

Continuous Learning & Improvement
Strengthening our individual and collective skills and capabilities to meet the current and future needs of the organisation through a learning culture and an ongoing commitment to development and improvement

Engaged Team

Ensuring individuals understand their role within our vision, objectives and values and recognising the contribution they make to the success of the organisation. Encouraging and valuing input and feedback from staff at all levels in support of improving performance and the working environment & culture at Active Norfolk

Effective Governance & Processes

Ensuring effective governance, systems and processes that maximise individual and collective success. Supporting appropriate connectivity and engagement between staff and NEDs.

Common Vision	Effective Distributed Leadership	Continuous Learning & Improvement	Engaged Team	Effective Governance & Processes
What it means	What it means	What it means	What it means	What it means
Ensuring the whole team (inc. Board) understand our vision, aims & objectives	Developing a team which has effective leadership at all levels	Embedding learning and improvement processes at the heart of how Active Norfolk operates	Supporting a positive team culture by encouraging interaction and social engagement	Ensuring good corporate governance, compliance and financial accountability
Consistently communicating our vision to ensure team remain mission-focused	Encouraging and valuing the contribution of staff at all levels, providing all staff with opportunities to develop leadership skills	Fostering a culture which values staff and their personal & professional development	Encouraging and valuing team engagement and input	A systematic approach to the recruitment, management, and development of our people
	Embedding structures and processes which regularly assess the effectiveness of leadership within and across the organisation			
What we do now	**What we do now**	**What we do now**	**What we do now**	**What we do now**
Strategy & new brand co-produced with team	Maintain an open, supportive environment which encourages engagement at all levels	Dedicated continuous improvement groups which focus on organisation & individual development	Officevibe engagement platform provides regular staff engagement an ongoing temperature-check	Maintain development plan to comply with tier 3 of the governance code
Values developed & reviewed by team	Leadership of continuous improvement groups distributed across the organisation	Continuous Improvement Board sub-committee which connects governance to team improvement plans	Katala CRM provides continuous feedback loop from team, sharing info and improvements	Continuously review governance arrangements, seeking improvement
Appraisal process with line-of-sight from vision to individual workplans		Regular team development sessions organised	Regular social team-meetings organised in-person	Included within ToR for one continuous improvement group
		Use of CRM to share learning across team	Weekly team meetings online	Established Ops Team within restructure to

				improve systems and processes
		Staff & partner satisfaction surveys	Staff satisfaction survey	Attendance opportunities for staff at Board meetings, plus Board records and updates made available to team for transparancy
		Annual workplan and PDP for all staff, regularly reviewed	Flexible working policy allowing hybrid working, linked to improved office facilities	
		Mentoring opportunities		
		Use of Teamscape / Facet 5 profiling tools to inform staff and assist managers		
Future actions	**Future actions**	**Future actions**	**Future actions**	**Future actions**
Review team values	Further embed distributed leadership across the organisation – making it a formal consideration when developing new work & processes	Offer further formal & informal training opportunities through partnership with Community Learning	Continuously review online/face-to-face meeting frequency & purpose to ensure value and positive engagement	Engage with governance of peers and partners to provide check-and-challenge in support of continuous improvement
Review opportunities to further embed vision within ongoing work, processes & communications	Source further formal leadership training and promote across team	Engage with CIMSPA to understand training opps for team and source as appropriate	Organise more regular social engagement	Regularly check tier 3 compliance and refresh action plan as appropriate
Board values workshop	Offer shadowing/mentoring opportunities across team	Engage with system partners to access wider development opportunities through partnerships e.g., health	Provide more regular feedback and actions arising from officevibe & satisfaction survey etc.	Continuously review membership, structure & processes to ensure industry best-practice
External comms, sharing our vision consistently & regularly				Seek to drive further diversity on the Board when recruiting for vacancies

Success measure	Success measure	Success measure	Success measure	Success measure
Performance appraisal	Partner satisfaction survey	Achievement of CI action plans	Officevibe metrics	Governance assurance review
Staff satisfaction survey	Organisation impact	Organisation impact	Katala content	Peer review
Officevibe metrics	Officevibe metrics	Officevibe metrics	Staff satisfaction survey	Internal review
1:1s	Career progression staff	CPD/quals of staff		