



People Plan 2023–2027

1. OVERVIEW OF OUR PEOPLE PLAN

MSP is the Active Partnership for Liverpool City Region (LCR), one of 43 Active Partnerships in England. Our region, consisting of the six Local Authority areas of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral has many strengths that are currently helping 1.6m residents access opportunities to be more active. The vision of [MSP's strategy for 2022 to 2025 Moving Together](#) is to create a better life for the people of LCR through movement, physical activity and sport, with ambitions to tackle inequalities, support communities to thrive, support children and young people to get the best active start, improve equality in the region's health and creating a greener region.

This document sets out our commitment and outlines the priorities and approaches we will take to ensure the people of MSP are able to work towards our vision and ambitions, how they can be supported and developed, how we will recruit the right people and how we will lead ourselves and others in whole system change.

This plan is developed, owned and maintained by the whole team and MSP Board, and is guided by the UK Code for Sports Governance.

2. DEVELOPMENT OF OUR PEOPLE PLAN

2.1 UNDERSTANDING OUR PEOPLE

People to consider as part of this:

- Board Members
- Employed Team

To better understand our people and strategic workforce planning – we will continually review and consider:

1. Mapping the workforce – understanding who our workforce includes, their skill sets and where they are placed currently.
2. Identify any gaps or issues we need to address – e.g. skills shortages, capacity challenges and succession planning needs.
3. Workforce insight – including any relevant research, survey data, information from Human Resources, External Evaluations of projects, feedback from the workforce, and evidence of impact.
4. Workforce capability and training needs – by completing a skills or training needs analysis of our workforce.
5. Strategic needs and horizon scanning, considering any future changes in our operating environment that will impact the needs of our workforce.

6. Consideration and understanding of the communities our workforce are operating in.

2.2 GETTING THE RIGHT PEOPLE

With a conscious clear focus on tackling inequalities we need to consider how to approach People Planning in a more inclusive way. We have spent time considering:

1. How we will recruit a diverse workforce that is highly skilled and motivated.
2. The clear principles that underpin our approach to recruitment ensure consistency in the process and a positive candidate experience.
3. Reviewing our recruitment practices and tools to better consider accessibility requirements for candidates, ensuring our processes are as accessible as possible for a diverse range of people.
4. Targeted approaches we need to take to diversify our people.
5. How we capture data to understand how we recruit our workforce, including what works and doesn't work.
6. How our organisational structure aligns with our strategic opportunities.
7. How to diversify the Board and committees.
8. How to retain our people, including succession planning.

2.3 DEVELOPING OUR PEOPLE

Whilst much of the day-to-day support for our people happens at a team or individual level, as an organisation we have considered the policies and practices to ensure we are holistically looking after and developing our people

Here we will take time to consider:

1. How we can further develop an understanding of the needs of our partners and communities so we can help identify the skills and qualities to develop in our workforce.
2. Planning how we will ensure our people are supported and valued – including measuring our workforce's satisfaction and understanding what experience they are having. It is important here to track whether the experience is different for different groups connected to inclusion.
3. How we will continue to develop the skills, knowledge and experience of our team to perform well in their roles, e.g. using technology, behaviour change or updated safeguarding.
4. Identifying what knowledge or skills gaps exist and how they can be addressed through formal or informal training and development opportunities.
5. Our policies – are they up to date and do they reflect our strategic ambitions
6. Horizon scanning for the future learning and development needs of the workforce.

Here we will consider how we will develop the right skills, behaviour and culture in existing leaders, giving them the ability to lead effectively in their role, as well as broadening the diversity of those undertaking leadership roles

Here we will consider:

1. How we align leadership development to our organisational values.
2. Board and committee knowledge and skills development.
3. How to support good governance through our network.
4. Leadership skills for our workforce, and leading in an inclusive way.
5. Using inclusive recruitment practices to bring new and more diverse leaders in.
6. Succession planning, and developing future and aspiring leaders of the organisation and the sector.

3. REVIEW OF OUR PEOPLE PLAN

The Senior Leadership Team will review and develop the People Plan on a six-monthly basis to keep accountable and on track. Where necessary they will engage with the whole team to seek feedback and input with additional consultation with the Staff Health and Wellbeing group on specific areas such as a staff wellbeing survey.

The Senior Leadership team will ensure that the People Plan is presented to the Board on at least an annual basis for review of the implementation, progress and outcomes. The results of the Board review will then be openly shared with the whole team for discussion.

We will consider the progress against the identified actions, whether the plan is still fit for purpose and meeting the needs of the organisation and whether key themes need considering, ensuring our approach remains relevant and effective

4. SHARING THE RESULTS

This is an important part of ensuring our People Plan comes to life and has a positive impact on our organisation and people. It will also help us get buy-in for our actions and ensure we adapt and respond to the changes.

We will evidence this by:

- Including evidence of when we held meetings where the People Plan was discussed, including minutes and actions.
- A link to the updated People Plan on our website.
- Sharing, where appropriate, our key people development, through channels such as newsletters and social media.

	Main Action	Sub-Actions/Considerations/Links
Understanding our people	Refresh and relaunch staff satisfaction survey	1. Consider combining staff satisfaction survey and staff mental health and wellbeing survey 2. Develop a process for implementing the results of the survey, including sharing the results and actions with the team and board 3. Equality and diversity audit of staff members completed annually and separately alongside staff satisfaction survey 4. Integrate dignity at work into the survey
	Redevelop the staff health and wellbeing survey	1. Consider combining the staff satisfaction survey and staff mental health and wellbeing survey. 2. Develop a process for implementing the results of the survey, including sharing the results and actions with the team and board. 3. MSP runs an employee assistance programme (EAP) for staff through our host authority LCC. All staff to be reminded of this service throughout health and wellbeing topics and interventions.
	Undertake a full training and/or skills needs analysis to ensure that the organisation has all the necessary and sufficient knowledge, skills and behaviours to deliver against its strategy	1. Produce training and/or skills needs analysis which takes into account a wide variety of factors (EDI, Safeguarding, finance). 2. Evaluate the information and make recommendations (taking budget and funding into account). 3. Review this process on an annual basis.

	Main Action	Sub-Actions/Considerations/Links
	Review LCC Personal Review and Development process	1. Review the current LCC process, ensuring that all managers are aware and following as a minimum. 2. Look at additional aspects that are bespoke to MSP, its culture and strategy. Also key topics such as EDI – refer to DIAP for further information. 3. Consult with MSP's Mental Health First Aiders for recommendations. 4. Look at how key areas of concern/development can be identified and shared whilst still respecting/observing confidentiality. 5. MSP to explore our host authority, coaching service with colleagues through LCCs learning and development.
	Review the LCC Let's Talk process	1. Review the current LCC process, ensuring that all managers are aware and following as a minimum. 2. Look at additional aspects that are bespoke to MSP such as improvement plans. 3. Consult with MSP's Mental Health First Aiders for recommendations. 4. Look at how key areas of concern/development can be identified and shared whilst still respecting/observing confidentiality.
Getting the Right People	LCC recruitment policy and process	1. Recruitment training for managers via LCC. 2. DIAP to influence recruitment procedures to promote MSP across a culturally diverse audience.

	Main Action	Sub-Actions/Considerations/Links
	Improvements to the website including Team and Vacancies sections to give more clarity on MSP as an employer.	1. Improvements to personal profiles to clearly demonstrate the work of individuals within the team and board roles, thematic teams and MSP overall. 2. Development of a webpage on working at MSP including our pay and benefits, culture and commitments from an employee perspective. 3. Ensure the link to LCC in terms of recruitment is clear 4. DIAP to inform website developments; with consideration also to making clear what it is like to work at MSP as referenced in the DIAP.
	Improve communications and digital media to enhance external visibility, reputation and understanding of working at MSP	A specific action around the sharing of vacancies to underrepresented groups - Informed by action in the DIAP.
	Investigate how improving links with local HE/FE settings can aid recruitment	Re-engaging with the local education settings around the potential for placements and voluntary opportunities
Developing Our People	LCC mandatory training and development including EDI	
	LCC enhanced training and development opportunities	1. Identify additional training opportunities available via LCC learning and development team including EDI. 2. LCC leadership and management training.
	Personal Development Plans	1. Managers to keep up to date with changes to the LCC appraisal process.

	Main Action	Sub-Actions/Considerations/Links
	Cross team development needs and themes	1. Safeguarding (Safeguarding training for wider team – bystander, exploitation, new safeguarding in non-funding situations, and safeguarding responsibilities for more than just lead/deputy to aid continuity). 2. EDI – refer to DIAP for more information. 3. CIMSPA employer membership. 4. Finance – including a training needs analysis. 5. MEL
	Board development needs and themes	1. Safeguarding training for MSP Board. 2. EDI training for MSP Board – refer to DIAP for more information.
	Consider the level of budget allocation to training and development, recognising the changing requirements of the Primary Role and the need to ensure that the business has required capability	1. From the TNA, identify what the needs are and update MSPB so they can make decisions as to what would work well and budget associated with this. 2. Consideration on allocation between whole team development needs and individuals.
Developing Leadership	Explore how closer working relationships between Board members, the core team and specific topics/work areas can be built on	1. From the Chair and BM's review, identify what opportunities there could be for the Core Team. 2. Board Members with responsibility for equality, diversity and inclusion will engage with MSPs EDI Group and MSP Lead Officer for EDI.
	Accessing leadership training opportunities from LCC	opportunities for the current leadership team and the potential future managers within the team

	Main Action	Sub-Actions/Considerations/Links
	Accessing external leadership training opportunities	1. Encouraging application into opportunities such as SE/APN/LGA Leadership Essentials and Thrive. 2. Further consideration of leadership development after decisions made on budget allocations to L&D. 3. Leadership development opportunities built into the appraisal process for leadership and senior roles.