

**SPORT+
RECREATION
ALLIANCE**



**SPORT AND RECREATION ALLIANCE
PEOPLE STRATEGY 2022-2025**



At the Sport and Recreation Alliance, we believe that everyone should benefit from the positive power of sport and recreation, with our work guided by our 2021-25 Strategy – Support. Recover. Achieve.

Essential to the successful implementation of this are the people at this organisation, and that is what this people strategy is all about – ensuring that we attract and recruit those that can help us reach our goals, while also developing and retaining both new and existing team members.

The individuals within the team are what make the Alliance a fantastic place to work, so we are committed to creating and enhancing a sense of belonging – the key theme of this people strategy. There are five objectives within the strategy that will help guide our work in this area – around recruitment, onboarding, development, experiences, and recognition.

We hope that through this strategy, we will be able to support our team as well as we can to be the best they can be, and develop as people and professionals while making a valuable contribution to the great work the Alliance does.

A handwritten signature in white ink, appearing to read 'L. T. Wainwright', with a long, sweeping underline.

**Lisa Wainwright MBE,
CEO, Sport and Recreation Alliance**



Introduction

The Sport and Recreation Alliance believes that the power of sport and recreation can change lives and bring communities together. Together with our members and in partnership with the wider sector, we make the most of opportunities and tackle the areas that provide a challenge.

Our 2021-25 strategy **SUPPORT. RECOVER. ACHIEVE.** is built around three key strategic objectives. These reflect both our core role as the representative body for sport and recreation but also the need for us to take a lead and become a catalyst for change in areas where there is still much work to be done.

1 Champion the economic, social, mental and physical health and wellbeing benefits of sport and recreation.

2 Protect and promote our members' interests as the independent voice of sport and recreation.

3 Support our members with their biggest challenges, enabling them to adapt to change and become more diverse and sustainable.

This people strategy sets out our ambitions for the next three years for attracting and recruiting those that can fulfil the ambitions of our strategy, ensuring that they are fully inducted into the Alliance, whilst also developing and retaining both new and existing team members - giving them the opportunity to be the best that they can be and providing support to them to achieve their career goals.

Organisational Context

Our Purpose:

We believe everyone should benefit from the positive power of sport and recreation.

Our Vision:

We will be at the heart of a thriving sector enabling more people from all backgrounds to participate in sport and recreation.

Our Mission:

Be the go-to body for sport and recreation, providing expert services, advice and advocacy.



Our Purpose, Vision, Mission and Values sit at the heart of our strategy and provide the touchstone for everything we plan to do over the coming years.



Our Values and Behaviours

Our behaviours are how we demonstrate the approach and attitude we want to take to work and how we demonstrate our values.

Our values are at the heart of everything we do and how we treat each other. They were developed by our people based on what is important to them. They provide essential guiding principles about the way that we work and set the tone for our culture, and identify what we, as a whole, care about.

Support: We are supportive and show care and commitment to our members and our staff.

- We recognise the changing landscape and the unique challenges facing each member of our sport and recreation community.
- We have a fun environment, and we support our staff internally to enable them to make a difference externally.
- We invest in our staff by providing opportunities for learning and development.
- We aim to open doors of opportunity for all within our sport and recreation community.

Collaboration: We are built on a great team which collaborates with others to harness collective energy and drive change.

- We trust people's expertise and empower them to make good decisions.
- We respect each other's styles and approaches and challenge ourselves to get the best from each other.
- We value accountability and integrity but recognise mistakes are opportunities to learn.
- We encourage healthy dissent which challenges behaviour in a way that persuades rather than alienates and is respectful.
- We base our decisions on merit and actively promote equality, diversity and inclusion.



Relationships: We value long-lasting relationships with our members, partners and the wider sport and recreation community.

- We listen and act with integrity and honesty in our conversations.
- We listen to people's needs and concerns, and act on what they tell us.
- We keep colleagues and members informed about changes that affect them.
- We foster a community where different perspectives are welcomed, and people can be open and say what they truly mean whilst maintaining good relationships.

Challenges and Opportunities

As an organisation we moved successfully to working remotely during the COVID-19 pandemic and have implemented flexible hybrid working patterns. We have reviewed the positives of remote working. Hybrid working will remain as it is key to supporting and retaining talent. New starters will be provided with enhanced support from managers during early weeks as this is easier in person and a flexible approach to hybrid working will remain as blanket policies may inadvertently discriminate some groups. Social connect days will be more frequent and we will continue ongoing listening activities with teams to ensure that the benefits of hybrid working are still being delivered to individuals and the Alliance.

Despite the use of collaboration tools and the benefits of working from home, when people are working together towards a common goal, spending time in the same physical location is still as invaluable as ever.

To ensure we can attract and retain the best talent, we need to find out what prospective and current employees want and how best we can match expectations with our employment package whilst at the same time recognising the scale and size of our organisation.

We also appreciate that as a small organisation our people's career development may be external to the Alliance. We want to provide our people with a great experience so that if they do leave, they have greater skills and experience than when they started and are a strong advocate of the Alliance.

Our Goals

For the people employed at the Alliance, it is more than just a job. The team all want to make a difference. The Alliance may be small, but our work and its impact is far-reaching. Whilst we are focused on meeting targets and delivering outcomes, we know that it is important that people maintain a healthy life-work balance and feel that they are looked after.

Our people will:

1

Be developed to be highly motivated, skilled and rewarded to thrive in their everyday roles, as well as encouraged to demonstrate creativity and innovation.

2

Work collaboratively and inclusively with their peers across the organisation, and with our members and partners, sharing the common aim of delivering the Alliance's SUPPORT. RECOVER. ACHIEVE. strategy.

3

Represent the Alliance brand by demonstrating our values and behaviours and placing our members and customers at the heart of everything they do.



Our People Team

The success of our people strategy is reliant upon the whole Alliance team, including our close working relationships with the Sport for Development Coalition and the International Working Group on Women & Sport. The strategy has been developed considering insight gained from quarterly pulse surveys, our annual staff survey, staff meetings and staff consultation alongside the support of the Remuneration and Staffing Committee.

Supporting the delivery of the people strategy is our core support team and our Remuneration and Staffing Committee. Our core support team owns and leads our people strategy work in partnership with our management structures to support and guide delivery of the strategy and provide added value to the work that all of our team do. Oversight of our people strategy is provided by the Remuneration and Staffing Committee which is a sub-committee of the Alliance Board. Owners of the People Strategy are Martin Lindsey and Alex Wilkinson.

Core Team:

Lisa Wainwright, CEO
Martin Lindsey, Chief Operating Officer
Alex Wilkinson, Office & HR Manager
Deana Levy, Office Administrator

Remuneration and Staffing Committee

Caroline White (Chair), Alliance Board representative
Dave Strain, Alliance Board representative
Victoria Parsons, Independent member
Vicky Williams, Independent member



Our Objectives

The objectives in our people strategy are built around five key themes with all themes being guided by one underpinning core theme which is threaded throughout our people strategy.



**Attract &
Recruit**

**Onboard &
Induct**

**Develop &
Retain**

Experiences

**Celebrate &
Reward**

BELONGING

Attract & Recruit

Objective

To attract a diverse and strong pool of applicants to vacancies, ensuring that the best candidate for each role is selected through a thorough, effective and equitable recruitment process. It is hoped that achieving these objectives will ultimately create a sense of belonging.

How we will do it

- Using the momentum gained over the last couple of years we will enhance the promotion of the Alliance as a key sector partner by increasing awareness of our work and our role in the sector using our networks and social media and other online platforms.
- Increase the scope, platforms and networks used for advertising our vacancies to reach a larger and more diverse recruitment pool.
- Review and update our recruitment policies and procedures to ensure that there is an inclusive approach at all stages of our recruitment process.
- Update our recruitment materials and provide training and support to our managers.
- Reduce the risk of unconscious bias from our recruitment process by anonymising the shortlisting process and providing training and support to those conducting recruitment.



What we will measure

- Number and calibre of applications for each advertised role.
- Anonymised statistics for the diversity of applicants.
- Measurement of where applicants saw the advertisement.

Onboard & Induct

Objective

To further develop and embed a high-quality onboarding and induction process that provides our people with the best platform for starting their role with us.

How we will do it

- Welcome all new starters before they even start by making regular contact with them and where possible involve them in social/team activities prior to starting.
- Review and update our induction programme and provide training and support to managers to ensure the delivery of a successful induction programme that enables engagement and connection with the Alliance (including employees, board and committee members, members, partners and stakeholders) from the outset. EDI modules form part of the induction provided through the Charity Learning Consortium platform.
- Provide a thorough induction and core training programme to introduce new starters to the Alliance including our strategy, board and committee structures, policies, processes, culture, company values and the history of the Alliance.
- Ensure our people know how their role contributes to the success of the Alliance and the achievement of our strategy and objectives.



What we will measure

- Completion of induction programme and core training.
- Outcomes of probationary review meetings.
- Employee feedback on our induction programme which include post probation meetings and benefits review sessions.

Develop & Retain

Objective

To ensure that our people are developed to be successful in the delivery of their role and to review and encourage the development of individuals through their career, either with the Alliance or externally.

How we will do it

- Implementation of our Having Great Conversations approach to performance reviews to support managers and colleagues to regularly review performance and identify learning and development needs and career aspirations whilst providing constructive performance feedback allowing us to recognise high performance and address poor performance.
- Provision of agreed learning and development opportunities within a timely fashion, drawing on the expertise of our members, board, committees, corporate partners and other networks to support the delivery of opportunities, particularly where formal training is not possible.
- Enhance our succession planning to identify high performing individuals, providing opportunity for development, mentoring and career progression.
- Leadership development and training opportunities provided to support our managers in developing their teams, including Coaching for Performance training.
- Ensure that all of our people are aware of our strategy and objectives, our progress against them and how they contribute to achieving them.
- Encourage and provide opportunities for participation in wider organisational decisions and working groups to broaden skills, knowledge and experience.

What we will measure

- Learning and Development opportunities and engagement.
- Performance through our performance and peer review process.
- Career progression.
- Salary analysis by gender.

Experiences

Objective

To provide a culture where our people are listened to, valued, involved and informed and provide a working environment that takes into consideration the physical and mental health and wellbeing of our team.

How we will do it

- Review, develop and promote our employee benefits package to ensure that it is suitable, effective, affordable and meets the needs of our people.
- Support our Team B Well group in developing and delivering an annual action plan of activities and initiatives that support the physical and mental health and wellbeing of our people.
- Provision of employee assistance programme and trained mental health first aiders.
- Review our hybrid working arrangements in line with our organisational values and behaviours to ensure that they are effective whilst also supporting the positive impact on wellbeing that flexible working brings.



What we will measure

- Employee satisfaction and wellbeing results and feedback through quarterly pulse surveys, our annual staff survey and other timely ad-hoc surveys.
- Feedback themes from exit interviews.
- Sickness absences.
- Utilisation of employee benefits scheme.

Celebrate & Reward

Objective

To ensure that we celebrate our achievements and successes and promote the good work that we do whilst ensuring that our people are recognised and rewarded in a timely manner for their contributions to the achievement of our goals.

How we will do it

- Embed our new Recognition and Reward Framework to ensure our people are recognised, praised and rewarded for their efforts, innovation, creativity, flexibility and inclusive ways of working in a timely manner throughout the year.
- Provide support and training to our managers for the delivery of our Recognition and Reward framework.
- Provide opportunities throughout the year to celebrate our achievements as a team.
- Promote our individual and collective successes more publicly.



What we will measure

- Rewards made through the Recognition and Reward Framework.
- Employee recognition results and feedback through quarterly pulse surveys, our annual staff survey and other timely ad-hoc surveys.

Key Success Measures by March 2025

- All organisational Key Performance Indicators achieved
- Year on year increase in the percentage of people achieving at least a strong rating in their end of year performance review, with a 3-year target of **65%**
- **90%** of our people are satisfied overall with the Alliance as an employer with an average annual score of 8/10.
- **90%** of our people are proud to work at the Alliance with an average annual score of 8/10.
- Average pulse survey score and average annual staff survey score of **7.5/10**.





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