

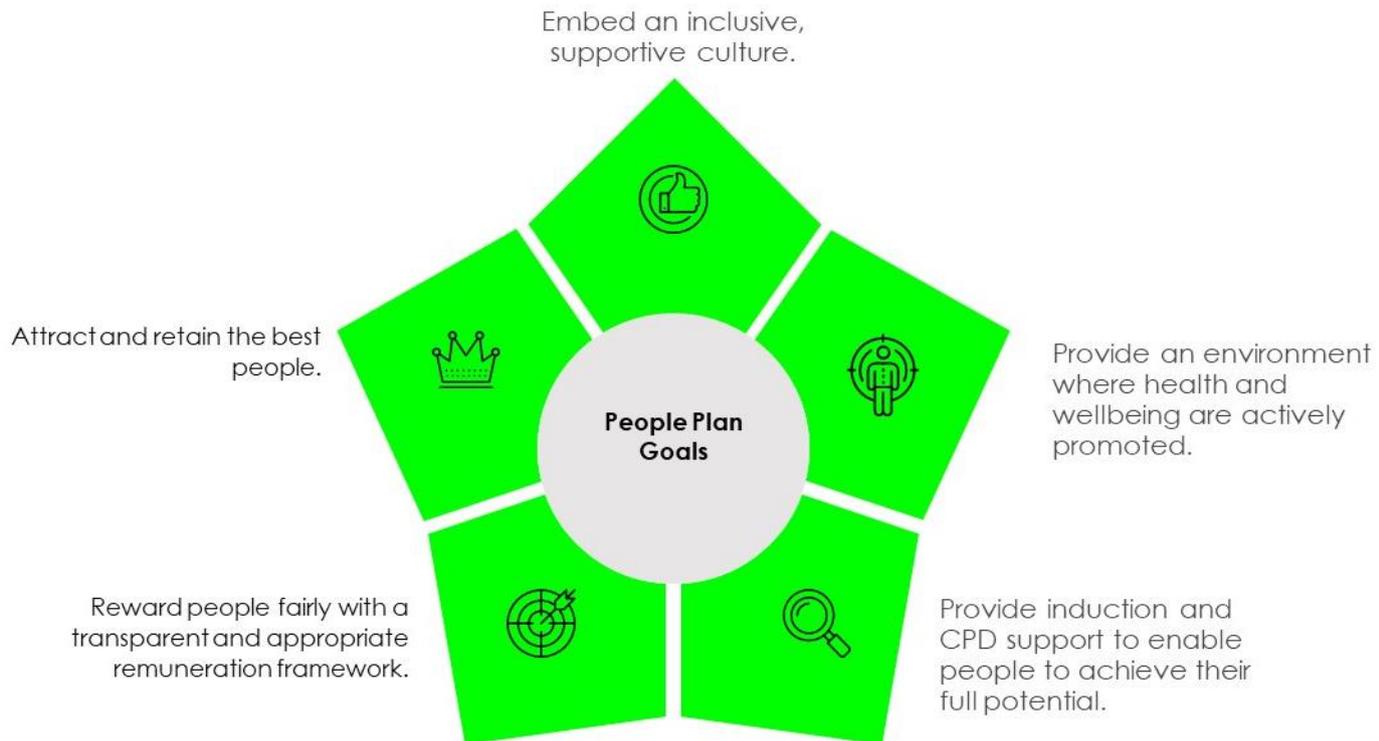
## Rise People Plan 2023-2024

### Introduction

One of the twelve aims of our Rise Together strategy is, "Rise is a valued, strong and sustainable charity within the system." The achievement of this aim is simply not possible without our people. As a small team, the unique role that each person plays is fundamental to our overarching purpose of helping our partners to unlock the power of physical activity and to collectively effect long term system in change in order to positively impact more lives in Northumberland and Tyne & Wear.

We need to ensure that the systems, policies and processes in place to support our people are attuned to their needs and aligned with the organisation's strategic aims. How we approach the recruitment, induction, development, remuneration and wellbeing of our team will all combine to effect whether or not we are providing them with an environment within which they can thrive. This People Plan sets out how we intend to ensure that we are a great place to work, thereby putting the team in the optimal position to deliver their natural best and achieve our strategic aims.

The goals of this People Plan are to:



## Our People Plan Goals

### **1. Reward people fairly with a transparent and appropriate remuneration framework**

- a. Rise is committed to offering a total remuneration package to team members that is equitable, fair, and appropriately reflects our position as a local, North East charity, primarily funded using public funds.
- b. In terms of our approach to pay and benefits, all members of the team will be given equal treatment and considered fairly. When reviewing individual salaries and rewards, this will be free from bias in relation to age, ethnic origin, gender, gender reassignment, disability, religious belief, sexual orientation, marriage and civil partnership and pregnancy or bias on any other grounds. Part-time team members, those on family-friendly leave, and those on fixed-term contracts will not be treated any differently from other team members.
- c. Under the umbrella of this overarching People Plan, our Principles of Pay & Recognition Policy addresses our approach to salaries (including benchmarking, contributions to cost of living increases, progression-based awards, non-consolidated spot-bonuses and pension contributions). The Principles of Pay & Recognition Policy will be reviewed annually.

### **2. Provide an environment where health and wellbeing are actively promoted**

It is obvious that people cannot operate at their natural best unless they are healthy and well, both physically and psychologically. To support the physical and mental wellbeing of our whole team, we will:

- a. Continue to embed the Better Health at Work framework within our approach to employee wellbeing, with Health Advocates within the team supported to ensure that BHAW Award activities and approaches are available to the team throughout the year;
- b. Maintain membership of an employee assistance programme (EAP) to confidentially support employees with any issues they may be facing;
- c. Ensure that each member of the team has a Wellness Action Plan, which supports them to have conversations with their line managers about their mental health;
- d. Maintain and action:
  - i. the Workplace Mental Health & Wellbeing Policy, to enable the creation and maintenance of a workplace culture that promotes and supports the mental health and wellbeing of all team members;

- ii. the Menopause Policy, to support those members of the team impacted by the menopause and perimenopause;
  - iii. other fit for purpose policies and procedures that can impact on mental health and wellbeing, such as our Bullying and Harassment Policy etc.;
- e. Ensure that the Health and Safety Policy that covers health and safety at work is regularly reviewed and discussed, with aspects such as DSE workplace assessments and free eye tests available to all colleagues; and
- f. Support our team to maintain good physical health through initiatives including, inter alia:
  - i. Free flu vaccinations
  - ii. Our cycle to work scheme
  - iii. Reasonable time off for medical appointments.
- g. Keep team satisfaction and wellbeing under regular review via quarterly surveys and monthly pulse checks, and take appropriate action where we recognise that there are issues that we can address.
- h. Trial a four-day working week (with no loss in pay) for 6 months to December 2023 to assess its suitability for Rise and thereafter take forward any learnings and/or working time changes that can continue to support staff wellbeing and productivity.

### **3. *Provide induction and CPD support to enable people to achieve their full potential***

- a. It is critical to ensure that every new member of the team is taken through a clear and informative induction process to help them to become accustomed to Rise's systems, ways of working and their own individual role specifics. This process will include, inter alia, our:
  - i. organisational structure
  - ii. values
  - iii. internal communications structures
  - iv. office access protocols
  - v. staff handbook
  - vi. key policies and procedures
  - vii. IT systems
  - viii. colleague introductions.
- b. We will utilise a well-structured probation process during the first six months of all new employees' contracts, as well as for all team members who take up new roles, to ensure that they are able to understand the role and demonstrate that they are suitable to be confirmed in their appointment. The Probation Policy & Procedure sets out the details that sit behind this, and will be reviewed periodically.

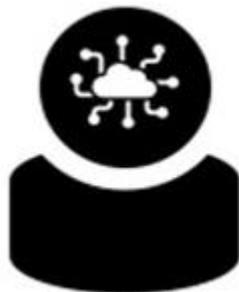
- c. Our Performance & Learning Framework is a guidance document which recognises that we need to be continually expanding our capacity to learn if we are going to create a higher quality of life for communities that need it the most in our region. It also recognises that learning is active and experiential, it is not just training; it is not just an event. Therefore, the Performance and Learning Framework is intended to highlight the main structures and tools that we use to support the team to learn and to perform. This includes:
  - i. Personal development plans (PDPs), which are refreshed regularly
  - ii. Access to relevant training and development opportunities linked to areas identified in PDPs;
  - iii. A supportive culture that allows the team to prioritise learning and CPD;
  - iv. A process of developing and sharing objectives and key results (OKRs) and encouragement to undertake ongoing conversations, feedback and recognition activities (CFRs), rather than outdated performance management approaches.
- d. Rise will periodically undertake training needs assessments across the organisation and provide whole-team training opportunities for those topics which are relevant to all. Individual budgets are also available for bespoke CPD support for each team member.
- e. We will seek to further develop and better utilise our Learning Bank in order to capture and share our process learning, outcome and impact learning and our reflective practice, and to keep helpful resources together in one place.

#### **4. Embed an inclusive, supportive culture**

- a. We are fully committed to supporting the principles and practice of equality of opportunity, treating everyone according to their needs and being as diverse and inclusive as we can possibly be in order to benefit from diversity of thought at all levels of the organisation. We are constantly learning as we go on our EDI journey, and welcome input from the whole team to support us on our way.
- b. We are in the process of developing our inaugural Diversity and Inclusion Action Plan (DIAP) in line with the Sport England Code of Governance, striving to learn from and replicate best practice. This is due for completion before April 2024. As part of this process, we will also publish clear ambitions to ensure our staff base and leadership represents and reflects the diversity of our local community, which is also set out in the Code of Governance.

# RISE.

- c. With culture being a function of “values + behaviour”, we recognise that we need to understand: who are we when we’re operating at our natural best (our values)? And are we exhibiting that in our behaviours? Values have to be actionable and ‘do-able’ and so our values are:



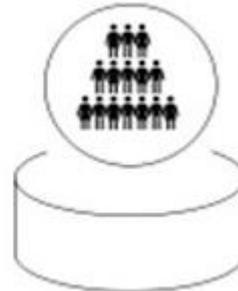
## CATALYSE CHANGE

We believe that change is possible and we’re ready to lead the exploration



## POSITIVELY DISRUPT

To challenge the norm and cause radical change through innovation and learning



## COLLABORATE

Together we are greater than the sum of our parts. People make the change

We will continue to work to embed these values across the team to ensure that our culture is positive, supportive and inclusive.

## 5. *Attract and retain the best people*

- a. In addition to all the points above, we recognise that attracting and retaining the best people is also influenced by various other elements, including:
- i. Recruitment and selection procedures: our policies and procedures direct how we should ensure transparent recruitment processes, which are undertaken ‘blind’ where possible to remove/reduce potential bias. All trustee vacancies are also openly advertised to ensure that we reach new people from diverse backgrounds.
  - ii. Our approach to hybrid working: we are pleased to be able to offer a hybrid working approach to all members of the team from their very first day with us. Flexible working requests can also be made to make contractual changes to working arrangements.



- iii. Family-friendly policies: in addition to hybrid and flexible working, Rise offers a variety of family-friendly policies and will keep abreast of all legislation and best practice in relation to ensuring that we are a great place to work for people who may have family caring responsibilities. Our current suite of such policies includes our:
  - 1. Adoption Policy
  - 2. Leave in Special Circumstances Policy
  - 3. Maternity, Paternity, Parental Leave and Shared Parental Leave policies
  - 4. Parental Bereavement Leave Policy
- iv. Responding to our climate emergency: one priority of our Rise Together strategy is 'Tackling our Climate Crisis'; this includes how Rise functions and operates as a company, and how we are striving to reach net zero. We are working to deliver on our Future Net Zero commitments as well as gain Investors in the Environment accreditation, supporting all team members to play their part in helping to reduce carbon emissions.

## **Review**

We will review this People Plan with our Board on an annual basis, or more frequently if required, ensuring that it remains fit for purpose. We will also incorporate any aspects of feedback gained from our frequent staff surveys and pulse checks into any updates.

We are committed to feeding back the outcomes of these reviews to the whole Rise team.

Date of last review: *Sept 2023*