Confident, Capable Inspirational People Plan 2025/26 and Annual Review

At Think Active, we recognise the important role that people who support others to be active play in helping more people enjoy the benefits of movement and physical activity, particularly those who are least active. Think Active are therefore committed to supporting the development of Confident, Capable Inspirational people. Confident, Capable, inspirational people is one of our strategic themes in our #WeThinkActive Strategy

Through our Confident, Capable People Plan we will:

1. Identify develop and support local people to positively engage and influence others to become more active.
2. Influence and support the professional workforce to advocate sport and physical activity within their sector.
3. Develop the capacity, resilience, competence and confidence of local organisations and people who lead and help others to be active.
4. Foster leadership, reflection and learning within the Think Active Team and Board.

Scope of our Plan

Our confident Capable Inspiration people plan includes the Think Active team, Trustees and the wider network of volunteers and professional workforce that help us to achieve our objectives and impact. In terms of professional workforce, this includes those working in the sport/physical activity sector such as paid sports coaches as well as other sectors which have the opportunity to influence people to be active such as Health Care Professionals.

Our people plan will address the following 4 sections:

- Understanding our people and strategic workforce planning
- Getting the right people – with a focus on tackling inequalities
- looking after and developing our people
- Developing leadership.

Understanding our people and strategic workforce planning

Gathering information to help us to understand our workforce will enable us to make informed decisions about our people plan to ensure it is contributing towards our #WeThinkActive strategy.

We will do this by using data gathered through:

- Monthly One to One meetings
- Team pulse Survey
- Annual Appraisals
- Weekly Development Group Meetings
- Board Skills Audit
- Active Partnership Network People Survey
- Wellbeing Group
- Project and programme Monitoring, Evaluation and Learning plans Reflections Logs
- Stakeholder Survey

Getting the right people

Getting the right people who reflect our communities and who uphold Think Active values' is important to us.

We strive to be inclusive in our approach to people planning to ensure diversity of thought and create a workforce which is representative of the groups and communities we are engaging.

We will do this by:

Think Active Team	• Adapting and evolving our recruitment practices to ensure diversity within the Think Active Team and Board • Celebrating our differences and supporting the team to understand each other and the conditions which our team require as individuals to be best they can be e.g. through Team Personal profiles • Ensure actions related to 'Getting the Right People' are included within our Diversity and Inclusion Action Plan • Commit to ensuring we are a mental health/dementia friendly, LGBTQ+ ally and anti-racist organisation (see DIAP) • Respond to the Board Skills Matrix when we are recruiting new members of the Think Active Board and Executive Team
Wider Network	• Taking time to understand our priority communities and barriers these communities face • Advocate and support local people from within communities become part of the local sport/physical activity workforce. • Providing opportunities in a variety of different formats to enable people to engage how best suits them

Looking after and developing our people

We recognise that we need to look after and develop our people as we aim to thrive, creating and nurturing a culture of kindness, consideration, appreciation, and acceptance.

We will do this by:

Think Active Team	• Ensuring we have policies and procedures that ensure the team feel valued and supported. • Ensuring our values are at the heart of everything we do • Reflecting on team feedback to evolve and change how we do things • Providing the team with the tools and resources they need to do their job • Completing a team training needs analysis to respond to skills gaps
Wider Network	• Enable the local workforce to make the most of the local, regional and nationally available support, advice and guidance. • Using feedback to inform where there are gaps in the support, advice and guidance currently available and consider options to address these gaps.

Developing leadership.

Everyone in the Think Active Team and Board is encouraged to be a Leader. We also recognise the vital role that the community and voluntary sector play in terms of leading the development and provision of opportunities for local people to be active within communities, with many having to work hard to get their organisations back on their feet after Covid-19.

To encourage leaderships across the team and within our communities we will:

Think Active Team	• Build the confidence of the team around: Leading the System, Leading the Business, Leading the Team and Leading self • Encourage the team to take part in Leadership and mentoring opportunities • Include career progression and training conversations as part of 1:1 and appraisal process • Ensure that the team structure offers opportunities for progression and roles at a range of different levels

Wider Network	• Have due diligence processes in place to identify and support grant recipients to have good governance arrangements. • Work alongside partners such as, Sported and Warwickshire/Solihull CAVA to offer a range of opportunities through our support, advice and guidance function to enable local organisations to build their capacity, resilience and governance. • Provide the opportunity for local organisations to develop their capacity through Coach Core Apprenticeships • Provide the opportunity for young people to develop as leaders • Encourage community leaders and professionals to develop the skills and confidence to advocate being active

Reviewing our Plan

Progress against our Confident, Capable, Inspirational People Plan will be monitored through our organisational reporting arrangements and reported to the Think Active Board on a quarterly basis as part of our reporting framework. Our plan will evolve and change over time to reflect changes to our priorities as they occur. A full review of the plan will take place on an annual basis.

Sharing Our Plan and our discussions

Our Confident Capable Inspiration People Plan will be available on the Think Active website. Progress reports, updates and information will be shared with our Team and Board through our internal communication channels such as Team & Board meetings and externally through our networks via social media, e communications and newsletters.

Identify develop and support local people to positively engage and influence others to become more active.				
Theme	**SMART GOAL** **What do we want to achieve**	**How will we measure it?**	**Annual Progress**	**Learning and Reflections**
• Image Bank	• Maintain and grow our internal digital image bank, to provide a suite of trusted images that are representative of the communities that we support and reduce the use of stock imagery to 5%.	• No of new images in our bank • Use of stock images	• image bank has grown from our moving stories, events and projects. These images have been used throughout our marketing materials. • We have also used GM Moving imagery to support our active health work.	• The new images are widely used to reflect our local communities • Images are always positively received and the more images we have, the more relevant we can make them to the audience we are targeting.
• Moving Stories	• Collect and share 6 inspirational stories from local individuals or groups who have made positive changes through physical activity.	• Number of Moving Stories collected • Reach and engagement of Moving Stories, through socials and website.	• 5 Moving Stories produced and shared	• Moving stories can be challenging to identify and take longer than anticipated to complete. • However, the Moving Stories are positively received and well used
• Awareness Campaigns	• Increase active audience engagement on Think Active's digital platforms by delivering a minimum of 12 for the year 2025-26,	• Google Analytics • Post-campaign feedback.	• 21 awareness days/campaigns were shared however reach and engagement varied	• The reach and engagement didn't feel proportional to the amount of work, and time. Moving forward we will focus on sharing what we have and not creating new content.

Influence and support the professional workforce to advocate sport and physical activity within their sector.				
Theme	**SMART GOAL** **What do we want to achieve**	**How will we measure it?**	**Annual Progress**	**Learning and Reflections**
• Health workforce training delivery and partner events	• 20 cohorts of stakeholders, including health and care professionals, community deliverers and community members, will receive training, resources and ongoing support to reduce physical inactivity and improve health and wellbeing outcomes.	• No of people attending training • No of events delivered • Post event feedback • No of Red Whale codes issued	• 26 events, 671 attendees (83% HCPs; 17% System Leaders). • 140 Red Whale codes issued to healthcare professionals to access physical activity resources • Delivery of physical activity messages at partner events including Mental Health Concordat, WCC Health In All Policies, Coventry and Warwickshire Recovery Academy. • Contributed towards physical messaging in WCC Making Every Contact Count's training and Thriving Adults JSNA and Solihull Adult Social Care Guidance.	• These figures not only reflect a 15% increase on total attendees in 2024-25, but also a shifting distribution of delivery. • 85% of delivery in 24-25 was to HCPs with remaining 15% to community members; this year the shift has broadly seen 70% of delivery to HCPs, 10% to community members and crucially, 20% to System Leaders.
• Talking Therapies	• Talking Therapies clinicians will receive training, resources and ongoing support to promote physical activity to patients and service users, and support their own health and wellbeing	• Practitioner confidence to have conversations with clients about movement and physical activity • Frequency of conversations • Recovery rate indicators of clients attending Get Active for Low Mood group	• Co-designed training day for Talking Therapies clinicians delivered • Talking Therapies 'Get Active for Low Mood' pilot developed. Project group established, resources created and delivery of first group.	• The bespoke, co-design approach to this work has been highly valued by practitioners, as it has demonstrated how to embed physical activity advocacy into familiar practice and pathways. • Embedding movement within the design and delivery of the training day itself was

				fundamental to engagement and learning

Foster leadership, reflection and learning within the Think Active Team and Board.				
Theme	**SMART GOAL** **What do we want to achieve**	**How will we measure it?**	**Annual Progress**	**Learning and Reflections**
• Minimum Operating Standards - develop confidence, capabilities and the consistency of the Think Active Team.	• 100% Think Active team complete mandatory training	• % complete per team member via BreatheHR / TES tracker (Quarterly)	• 98 % of courses completed 25-26 (2 not completed)	• Review use of Educare as provider as aimed at schools • Review Mandatory requirements team for 2026/27
• Learning Exchange – Culture of Shared Learning	• Deliver and document at least 10 monthly Learning Exchange sessions with the think Active Team	• Attendance logs and reflection notes (monthly) • Feedback captured via Microsoft Forms (quarterly summary) • Meeting dates scheduled in team calendars	• Learning Exchange agenda item taken place at all team meetings. • Items covered include cyber security, safeguarding, neurodiversity, Environmental Sustainability, strength training and procurement	• Learning Exchange items well received at team meetings, but not all team members led a session. • Encourage all team members to lead a learning exchange, based on EDI objective for 2026/27
• Professional Development & Succession Planning	• By 31 March 2026, Think Active will implement a professional development	• Think Active draft succession plan produced	• Succession plan completed and learning and development analysis for 2025-26	• Plan for 2026-27 in place including specific EDI objectives, mandatory

	and succession planning framework • Ensure at least 90% of the team participate in one or more professional development opportunities (internal or external) between April 2025 and March 2026	• Analysis of current and ongoing professional development that employees are currently doing that will continue into 2025-26 • Microsoft form and analysis of individual professional development complete during 2024-25 .	completed and shared with the team • Analysis of the teams learning and development for 2025-26 completed • Learning and Development Opportunities Summary produced for the Team	training and succession planning development. • In the August 2025 Pulse Survey, 92% of respondents felt they had opportunities for learning, feedback or development
• Annual People Survey and internal pulse survey	100% of the Team to complete the AP Network People Survey and Think Active Team pulse survey, results shared with the team and People Survey actions implemented through Wellbeing Group	• Survey completion feedback	• 100% of the team completed the AP Network Survey • Think Active Team pulse survey completed (summer) • Headlines shared with team and board • Actions prioritised through wellbeing group	• 83% of the team score a 4 or a 5 out of 5 for 'how likely would you recommend your AP?' • Net Promoter Score: 33
• Workplace Wellbeing	Establish a Think Active Wellbeing Group and consider achieving 'Great Place to Work' accreditation	• Actions tracked on internal dashboard. • Submission prepared if progressing	• Think Active Wellbeing Group Established • Decided not to continue with Great Place to Work • Completed Workplace Wellbeing Award (Feb 2026)	• Workplace wellbeing group would benefit from having additional members of the team • In the team pulse survey, 100% of respondents felt valued, felt supported in their wellbeing and understood how their work contributes to our mission and strategy.

• One to One meetings and annual appraisals	All team members to have a monthly one to one meeting and annual appraisal	• Implementation of new L10 One to one format • Implementation of new Appraisal framework	• All team completed annual appraisal and offered monthly one to one meeting	• New L10 one to one format has worked well and will continue for 2026/27
• Environmental Sustainability	Support the team to understand and explore Environmental Issues and sustainable practices.	• Delivery of Climate Fresk Workshop to Think Active Team	• Climate Fresk Workshop delivered • Environmental Sustainability is a regular item on Team meeting agenda	• News Story produced
• Equity, Diversity and Inclusion	Support team to build knowledge across priority EDI themes	• Training to delivered to the Team • All team members to set SDI Goals	• Team Member personal EDI Goals • Team Members encouraged to complete Personal Profiles • Delivery to the Team of Activity Alliance Training: How to Engage Disabled People in Sport • Team Members attended APNO Anti Racism Trilogy • EDI regular agenda on Team meeting	• Think Active Communications starting to adapt following Activity Alliance Training • EDI training: Anti Racism and LGBTQ+ to take place in 2026/27 • In the Team Pulse survey, 92% of respondents reported feeling safe and comfortable at work
• Safeguarding	100% of team to complete: • UK Coaching Safeguarding and Protecting Children • Ann Craft Trust Safeguarding Adults • regular mandatory safeguarding training.	• Safeguarding dashboard • Workship attendance	• Required training completed by all team members • Training included in induction • Safeguarding is a regular item on Team meeting agenda • Welfare Lead has undertaken 32 different training courses, including train the trainer courses.	• Safeguarding knowledge and accountability have improved and compliance with training is high. • There are clearer expectations of team training requirements and improved tracking of training completed. • Our sport Welfare lead has undertaken train the trainer training on a number of courses to enable them to deliver training for our team and

				local clubs and groups directly.
• Inclusive and safer Recruitment Practices	• Test the BeApplied Platform to increase diversity of applicants to Think Active Review inclusivity of recruitment process	• Applied Platform Metrics	• 4 roles recruited through the Applied Platform • A review of the use of the platform indicated that it provides a meaningful improvement in recruitment governance. • Recruitment process reviewed and new practices introduced including introductory teams call for shortlisted candidates, updated pre interview information and sending questions out to candidates in advance.	• Continue to test platform during 2026/27 • Platform appears to remove bias from recruitment process and has widened the diversity of applicants applying and securing roles at this active however further work to test the platform needs to take place • Revised recruitment processes such as the introductory teams call and updated interview processes have received positive feedback from applicants.

Develop the capacity, resilience, competence and confidence of local organisations and people who lead and help others to be active.				
Theme	**SMART GOAL** **What do we want to achieve**	**How will we measure it?**	**Annual Progress**	**Learning and Reflections**
• Welfare	• Welfare Lead to provide support to enable clubs to offer safe, welcoming and resilient environments. This will include a universal offer through the development of a club data base, Website	• No of NGB's engaged • No of clubs provided with 1 to 1 support • No of clubs provided with light touch support	• No of NGB's engaged: 22 • No of clubs provided with 1 to 1 support: 32 • No clubs provided with light touch support: 298 • No of people provided with training: 104 people	• Club engagement grew throughout the year; more clubs recognise and understand the support available through the Sport Welfare Offer.

	Club Hub and quarterly newsletter alongside 1 to 1 support to clubs in our priority places and provision of webinars, workshops and training.	• No of people provided with training	• Online Club Hub developed and updated	• Connecting with local authority safeguarding teams enables better understanding of local safeguarding priorities which can then influence and topics which we can then help sports clubs to understand their communities better
• Movement Fund	• Universally promote Movement Fund through existing networks and support 30 organisations across Coventry, Solihull and Warwickshire to apply	• Number of organisations supported • Number of successful applications	• 76 organisations offered support, advice or guidance though Meet the funder events, partnership newsletters and development of supporting assets • 22 applications directly supported • 12 successful applications	• Our understanding of the Movement fund has increased during the year. We have developed and refined resources to support local groups to apply. • Feeback from partners on the support we have offered has been positive • Focus during 2026/27 on environmental sustainably applications
• Leadership (CYP)	• To continue to support the 30 young people already signed up to the Skills 360 Leadership and Volunteering Project • Support and fund 40 new young people to access the programme • Provide opportunities for young people to lead	• Number of young people signed up to Skills 360 • The total number of volunteering hours which completed by young people	• Supported 121 young people across 13 organisations to engage with the Skills360 leadership development platform. All young people involved were from priority groups or lived in priority places. • Engaged 60 young leaders through School Games, providing practical	• Skills 360 Case study produced

	activities at School Games and Cov Padel Fest.		opportunities to develop their leadership skills and experience. • Supported four young leaders to contribute 196 volunteering hours through Coventry Paddle Fest.	

Summary of What we've learned

Our review of the 2025/26 People Plan shows that we have made good progress in supporting and developing our own team and the wider workforce across Coventry, Solihull and Warwickshire.

We have continued to invest in learning, wellbeing, leadership and inclusion within Think Active, while helping young people, volunteers, clubs, community organisations and professionals develop the skills and confidence to support others to be active.

Through this work, we have identified some important learning that will help shape our approach going forward.

Supporting and developing our team: Our team feedback demonstrates that Think Active has a positive and supportive working environment. We have continued to invest in learning, professional development, wellbeing and inclusive recruitment.

However, we recognise that there is more we can do to strengthen communication, collaboration, leadership and opportunities for development. We also need to make better use of the information we gather to understand our future workforce needs and ensure our team has the skills and capacity to deliver our organisational priorities.

Strengthening the wider workforce: Our work with young leaders, health and care professionals, clubs and community organisations demonstrates the value of providing practical support that responds to people's needs.

We have learned that training and development are most effective when they build on existing relationships and connect with people's everyday roles and responsibilities.

We are also seeing the benefits of working with organisations that have trusted relationships with communities, particularly those experiencing inequalities.

Understanding the difference we make: We have good evidence of the number of people and organisations we have supported, alongside encouraging examples of improvements in knowledge, confidence and practice.

However, we want to strengthen how we understand the longer-term difference our work makes, including how people use their learning, progress into leadership opportunities and develop the confidence and capability to support others.

Recommendations for 2026/27

The findings from this review will inform the development of our next People Plan for 2026/27.

We recommend that we:

1. **Strengthen our approach to workforce planning**, using team feedback, skills and development information, succession planning and future organisational priorities to understand the people and capabilities we need.
2. **Continue to invest in our team's wellbeing, learning and development**, building on what is working well while strengthening communication, collaboration, inclusive practices and leadership across the organisation.
3. **Maintain our commitment to developing the wider workforce**, particularly young leaders, volunteers, health and care professionals, clubs and community organisations, with a continued focus on reducing inequalities.
4. **Improve how we understand and demonstrate impact**, moving beyond recording activity and participation to better understand changes in knowledge, confidence, behaviour, leadership and organisational capability.
5. **Make our planning and reporting more joined up**, ensuring that external workforce development is reflected in our Active Partnership Delivery Plan, while our People Plan focuses on the people, skills, culture and leadership needed to deliver our ambitions.

Conclusion

People are at the heart of everything we do at Think Active. Our 2025/26 review demonstrates the progress we have made in creating a supportive environment for our own team and strengthening the skills, confidence and capability of the wider workforce that helps people to be active. We have much to build on. Our investment in learning and wellbeing, inclusive recruitment, young people's leadership, professional development and support for local clubs and organisations provides a strong foundation for the future.

We also recognise that there are opportunities to improve how we plan, develop and support our people, and how we understand the difference our work makes. Our ambition is to ensure that Think Active has the people, skills, leadership and culture needed to deliver our strategy, while continuing to strengthen the wider workforce that supports movement and physical activity across Coventry, Solihull and Warwickshire.

By investing in our people and supporting others to develop, we can help create more opportunities for everyone to enjoy the benefits of being active.