EPISODE 6:

Workforce matters
This series is all about people. People make change happen. People turn policy into practice and strategy into a movement. In this episode we discuss innovative methods and approaches to recruitment. We explore hosting arrangements, the importance of building team cohesion and sustainability. Exploring what does ‘good’ look like, and how can capacity demands be absorbed within the wider system, or not.

Listen on Soundcloud here
All 6 episodes are available here

“What are you doing to sense check with your team how engaged and connected they are right now?”

Jamie Waugh
Why is it important?

Getting the ‘right’ or ‘best’ people is critical to successfully supporting and influencing organisations and communities to see the value and so embed physical activity into what they do.

Place-based systemic work is all about people and their ability to form relationships, build trust and then deliver the desired change – which in this case is to get more organisations in a place to promote and use physical activity to improve people’s lives.

“Use people who are already in the space – build on existing relationships.”

El Wilkinson-Cunningham
The speakers

Jamie Waugh
Creative Lead for Together an Active Future (TaAF) – Pennine Lancashire Place Partner

Jamie joined TaAF at the beginning of the project as Programme Manager. He brings experience from a variety of fields, including hospitality, retail, manufacturing and more recently the NHS where he gained experience within finance, business development and bid writing. He then made the connection with Sport England through involvement with the original expression of interest. Pennine Lancashire is situated in the northwest of England with a diverse population of 550,000 people. All about enabling sustainable change in approaches to physical activity and how we influence change in system partners.

El Wilkinson-Cunningham
Senior Public Health Officer, Active Humber – Withernsea Place Partner

El works as a Senior Public Health Officer; their role predominantly focuses on systems and evaluation at East Riding Council and the Lead for Evaluation at Active Humber. El also leads on sharing the learning from the pilot, at both a strategic level and a localised level, which includes leading on the development of the Physical Activity Community Engagement (PACE) network.

Withernsea is a small rural, coastal seaside town on the Yorkshire coast with a population of approximately 6000. Active Withernsea is the smallest pilot of the original local delivery pilots with a dedicated team of approximately 10 members, working towards a healthier, happier more active Withernsea by increasing levels of physical activity.

“Really think carefully about the roles you need now and the roles you might need in 6 months’ time, get people’s thoughts and take time to get it right.”

Jamie Waugh
Key takeaways – Recruitment

**Start by defining what you are trying to achieve within any particular environment or group, then think about the person (skills and attributes) you need to support that.**

**Develop a diverse team that is representative of the place that has the skills to deliver what is needed (e.g. strategic, influencing, convening, delivery and reflective skills).**

**Recruit ‘people like me’ that can relate to and so influence the audience.**

**Use of personal profiling tools (i.e. Clifton Strengths) can help to identify strengths and gaps in relation to certain skills and capabilities across the team.**

**When recruiting make your ask of a post simple to understand.**

**Take the time to go through the right process in order to get the right person.**

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Key takeaways – Retention

**Think about how you can retain people through providing training, opportunities, empowerment and variety in the work and regular team bonding activities.**

**Get to know your people and involve them in developing and growing the team.**

**What are you doing to sense check with your team (in a way that they can be free to share with you) how engaged and connected they are right now? Don’t just assume that your team are satisfied in their role. Be brave enough to ask and then be willing to act on what you hear.**

**If you are constantly iterating to become the best version of your team, and you are doing so based on the insight that they have given you, and you’re working out the solutions together, then you have done as much as you could do to retain people.**
Who is the best person to influence in the space?

El Wilkinson-Cunningham

Models/tools/weblinks

• Shared Role Model – TaAF

• Clifton Strengths
  A web-based tool that helps identify the strength make-up of leaders and how each team member can contribute to the overall group goals and successful outcomes.

Putting It into Practice
Check out the Sport England resource ‘putting it into practice’, which brings to life some of the approaches, models, and tools used by places taking a place-based, whole system approach. Content you might be interested in includes:

• Capacity and Time to Reflect

10 Conditions for tackling inequalities in physical activity
Take a look at the learning and resources developed by Sport England’s National Evaluation & Learning Partner and people working in local place partnerships. Access the recordings from the ‘conditions for change’ learning series. Episodes of interest include:

• Capacity and Capability across the workforce – Evaluating Complexity

• Addressing Inequality and Intersectionality

• Facilitative processes for agile collaborative working and proportionate, representative governance

“Who is the best person to influence in the space?”

El Wilkinson-Cunningham