Our Values and behaviours

Customer Service

This means I do not...
• leave problems for other people to sort out
• hide behind rules or the way things used to be done if I see a way of improving things
• judge customers based on my prejudices
• block positive changes

This means I...
• strive to exceed my customers’ expectations
• be friendly, courteous and approachable, even when under pressure
• show care and compassion, especially in challenging circumstances
• find solutions or share ideas to make things better for customers

Pursuit of Excellence

This means we...
• take pride in providing a quality service which meets the needs of all our customers. We enjoy their custom and so they deserve our service which will be timely, responsive and proactive. We will deliver what we say we will deliver.

This means we...
• continue to strive to improve performance in all that we do.

Professionalism

This means we...
• demonstrate the highest standards of behaviour and ethics, and always seek to improve by learning from others' best practice, acting with integrity, reliability and responsibility.

This means I...
• always do my best
• use my strengths
• encourage others to do their best
• seek feedback
• seize opportunities to improve practice
• share ideas for best practice

Community

This means we...
• celebrate and appreciate everyone’s unique and positive contribution. Our diversity enriches us. Working co-operatively, listening to and respecting each other whilst putting the customer first.

This means I...
• say thank you and well done
• take time to get to know my colleagues
• actively participate
• support and trust my colleagues
• provide constructive feedback
• communicate properly

Team Work

This means we...
• care passionately about our mutual success, and are motivated to grow and develop by being part of a flourishing community.

This means I...
• always seek to improve and develop
• am positive and enthusiastic
• am ambitious in my goals
• am creative and innovative
• am forward thinking and focused on our goals
• understand the widest plans and vision across the organisation
• am not afraid to make suggestions and to aim high

This means I do not...
• find excuses to do the minimum
• stay in my comfort zone
• cross every ‘T’ and dot every ‘I’
• ignore opportunities to improve

East Renfrewshire Culture & Leisure  PEOPLE STRATEGY 2018-21      page 2
Our Strategic Aims and Priorities

The vision, mission and values were considered and developed to draw on the best of the organisation’s track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire.

Our strategic aims are:

- Create a financially sustainable business model, balancing strong ambitions with commercial viability
- Developing resilient, dynamic and productive partnerships that are developed and nurtured to grow our business and maximise the impact we have in our communities.
- Develop an understanding of our customers and audiences and an offer that attracts them, working in partnership with organisations across the region to remove barriers to participation.
- Develop a strong, diverse, resilient and committed workforce, building on our commitment to growing people and ideas.
- Establishing East Renfrewshire Culture and Leisure’s role at the heart of Vibrant Communities through the services we deliver, the opportunities we provide and the support we offer.
Aims of our People Strategy

Our People Strategy sets out eight inter-related strategic aims, which will support the delivery of our overall strategic priorities and will further embed our values and behaviours.

Our Aims - we will:

1. **Attract** and **recruit** the best staff
2. **Develop** and **support** our staff to fulfil their potential and meet their career aspirations
3. **Retain** and **reward** our staff through recognising their contribution in the delivery of the charity’s priorities
4. **Mobilise** our staff to become advocates for our values, and services and agents of change

Our Outcomes – we will:

5. Promote and secure **excellent leadership and management** at all levels, by empowering staff and embedding everyday leadership to secure the highest returns from our creativity and commitment
6. Create and maintain a **progressive, collaborative and healthy working Environment**
7. Establish a **sustainable and stable planning and delivery model**
8. Deliver **measurable community impact** and **demonstrable social change**
<table>
<thead>
<tr>
<th>Strategic Aims &amp; Outcomes</th>
<th>Strategic Objectives</th>
<th>Key Measures of Success and Impact</th>
<th>Key Risks</th>
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| **Attract**               | **We will:**         | • Vast majority of our posts filled first time around with the right calibre of staff  
| *Recruit the best staff to drive the success of the organisation* | Develop our reputation to enhance our standing  
Through our business planning processes identify the areas in which we want to excel, identifying the roles we need, and the campaigns to recruit to them  
Develop our recruitment processes to ensure they are flexible and our partnerships and development pathways to enable us to recruit the best talent  
Attract and maintain a diverse workforce with the relevant skills, experience and backgrounds | • Increased diversity of applicants | • Insufficient staff with the right skills and experience to deliver our objectives  
• Regulatory non-compliance  
• Financial constraints reduce the ability to create or fill posts, or to compete with the market |
| **Develop**               | **We will:**         | • Staff have a meaningful annual performance and review appraisal  
• Number of staff achieving in-work qualifications  
• Staff take part in mentoring, coaching or development programmes  
• Increased number of staff mentoring and supporting internal colleagues |  |
| *Build on our commitment to growing people and ideas* | Design, develop and commission relevant development programmes which meet the needs of our staff in driving the organisation’s development and improvement  
Identify and share learning and best practice internally  
Ensure all staff at all levels are supported and developed through our appraisal process, with clear targets and expectations, and excellent support  
Develop a culture of continuous improvement and a clear understanding of service |  |  |
| **Retain**                | **We will:**         | • Increased number of staff recognised and promoted internally  
• ERCL is recognised as a desirable place to work  
• Staff turnover rates  
• Take-up of at-work activities and the popularity of social events | • Cycle of expectations, development, resources and recognition is not closed leading to disengagement |
| *Create an environment where staff can grow and succeed, and where they can see and feel a connection between their own performance and the success of the organisation* | Develop our approach to reward and recognition, ensuring it is fair and recognises excellence and celebrates success in the most inspiring ways  
Ensure our staffing structures and model meet the needs of our business and our customers’ expectations  
Provide at-work programmes and opportunities in sport, arts and culture which both enrich the working lives of our staff and develop the passion and enthusiasm of our staff for our organisation and the work it does  
Identify, recognise, grow and develop our internal talent |  |  |
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<td><strong>Mobilise</strong></td>
<td><strong>We will:</strong></td>
<td>- Staff volunteer hours (external)</td>
<td>- Ineffective leadership or management skills lead to high turnover of high quality staff, or to staff working less effectively and not achieving objectives</td>
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<td>Help each employee to exemplify our belief in the value and benefits of sports, arts and culture</td>
<td>Develop a programme which provides volunteering opportunities for staff</td>
<td>- High degree of satisfaction and motivation reported through staff engagement survey</td>
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<td></td>
<td>Provide at-work programmes and opportunities in sport, arts and culture which both enrich the working lives of our staff and develop the passion and enthusiasm of our staff for our organisation and the work it does</td>
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<td><strong>Excellent Management and Leadership</strong></td>
<td><strong>We will:</strong></td>
<td>- Excellent leadership is recognised internally (staff survey) and externally (awards)</td>
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<td>Establish and grow everyday-leadership to support staff, customers, partners and consequently the organisation in achieving their goals.</td>
<td>Ensure that all leaders and managers are aware of their responsibilities and have the capacity to fulfil them</td>
<td>- The charity is recognised as an excellent place to work (staff survey and exit surveys)</td>
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<td>Collaborate and learn from peers in the sector and beyond to build best practice</td>
<td>- Number and quality of internal applications and appointments for leadership roles</td>
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<td>Develop managers as leaders in their disciplines</td>
<td>- Overall staff engagement surveys scores and feedback</td>
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<td>Provide induction programmes which set the benchmark for our development programmes</td>
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<td>Work in partnership with our trade unions to develop our approach to staff engagement, communication and collaboration</td>
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<td>Ensure that leaders communicate and exemplify our values</td>
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<td><strong>Progressive, Collaborative and Healthy Environment</strong></td>
<td><strong>We will:</strong></td>
<td>- Ineffective leadership or management skills lead to high turnover of high quality staff, or to staff working less effectively and not achieving objectives</td>
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<td>Create a progressive, collaborative, healthy and enjoyable working environment which is conducive to and beneficial to both the staff and student experience and beyond, sports, arts and culture</td>
<td>Maintain our staff engagement surveys and listen to staff</td>
<td>- Overall staff engagement surveys scores and feedback</td>
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<td></td>
<td>Actively support health and wellbeing through Healthy Working Lives, and at-work programmes.</td>
<td>- Ratings of management and leadership through staff engagement surveys</td>
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<td>Maintain effective internal communications</td>
<td>- Sickness and absence rates</td>
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<td>Enable leaders to pro-actively assess staff wellbeing, health and safety within their teams and provide their appropriate management information to enable them to ensure the maintenance and improvement of a healthy and environment</td>
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<td>Foster a culture of continuous improvement and learning</td>
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<td>Stability and Sustainability</td>
<td><strong>We will:</strong> Plan, implement or Communicate change clearly, sensitively and thoughtfully Develop apprenticeships, volunteering, internship or work placement opportunities as a means of building pathways to employment with us</td>
<td>• Evidence of well-managed change programmes (audits, feedback or pulse surveys) • Stress-related absence rates relative to the sector</td>
<td>• Change is implemented poorly impacting on staff morale, engagement, absenteeism and wellbeing</td>
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<td>Community Impact</td>
<td>Undertake periodic social impact surveys to evaluate our effectiveness in line with community planning</td>
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