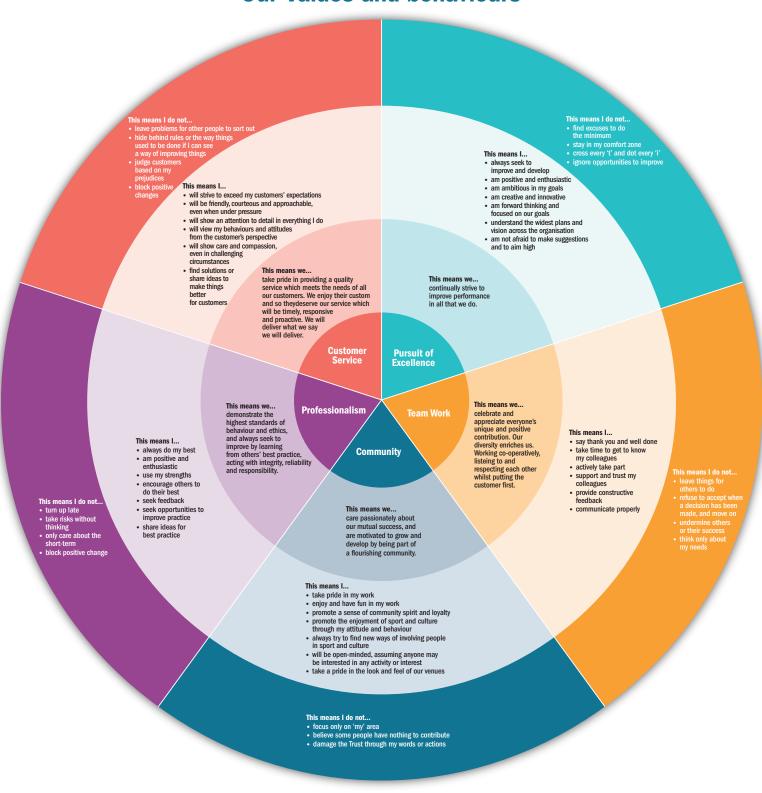




# Our vision is to inspire people to be involved in sport, arts and culture

#### **Our Values and behaviours**



## **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



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

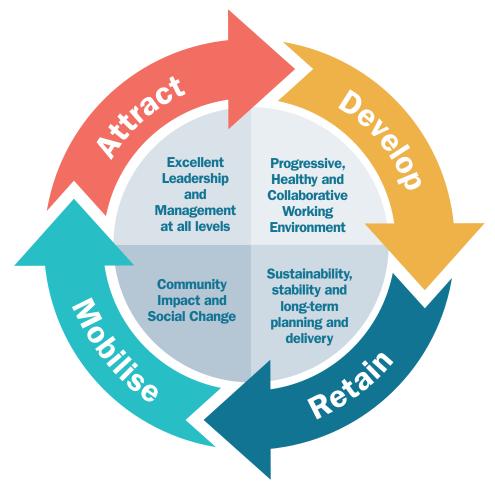
Establishing East
Renfrewshire Culture and
Leisure's role at the heart
of Vibrant Communities
through the services we
deliver, the opportunities
we provide and the
support we offer.

Developing resilient, dynamic and productive partnerships that are developed and nurtured to grow our business and maximise the impact we have in our communities.



### **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:**

- 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

Strategic Aims & Outcomes	Strategic Objectives	Key Measures of Success and Impact	Key Risks
Attract  Recruit the best staff to drive the success of the organisation	We will:  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	<ul> <li>Vast majority of our posts filled first time around with the right calibre of staff</li> <li>Increased diversity of applicants</li> </ul>	<ul> <li>Insufficient staff         with the right skills         and experience         to deliver our         objectives</li> <li>Regulatory         non-compliance</li> <li>Financial constraints         reduce the ability to         create or fill posts,         or to compete with         the market</li> </ul>
Develop  Build on our commitment to growing people and ideas	We will:  Design, develop and commission relevant development programmes which meet the needs of our staff in driving the organisations' 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	<ul> <li>Staff have a meaningful annual performance and review appraisal</li> <li>Number of staff achieving in-work qualifications</li> <li>Staff take part in mentoring, coaching or development programmes</li> <li>Increased number of staff mentoring and supporting internal colleagues</li> </ul>	
Retain  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	We will:  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	<ul> <li>Increased number of staff recognised and promoted internally</li> <li>ERCL is recognised as a desirable place to work</li> <li>Staff turnover rates</li> <li>Take-up of at-work activities and the popularity of social events</li> </ul>	Cycle of expectations, development, resources and recognition is not closed leading to disengagement

Strategic Aims & Outcomes	Strategic Objectives	Key Measures of Success and Impact	Key Risks
Mobilise  Help each employee to exemplify our belief in the value and benefits of sports, arts and culture	We will:  Develop a programme which provides volunteering opportunities for staff  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	Staff volunteer hours (external)     High degree of satisfaction and motivation reported through staff engagement survey	
Excellent Management and Leadership  Establish and grow everyday- leadership to support staff, customers, partners and consequently the organisation in achieving their goals.	We will:  Ensure that all leaders and managers are aware of their responsibilities and have the capacity to fulfil them  Collaborate and learn from peers in the sector and beyond to build best practice  Develop managers as leaders in their disciplines  Provide induction programmes which set the benchmark for our development programmes  Work in partnership with our trade unions to develop our approach to staff engagement, communication and collaboration  Ensure that leaders communicate and exemplify our values	Excellent leadership is recognised internally (staff survey) and externally (awards)     The charity is recognised as an excellent place to work (staff survey and exit surveys)     Number and quality of internal applications and appointments for leadership roles     Overall staff engagement surveys scores and feedback	Ineffective leadership or management skills lead to high turnover of high quality staff, or to staff working less effectively and not achieving objectives
Progressive, Collaborative and Healthy Environment  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	We will:  Maintain our staff engagement surveys and listen to staff  Actively support health and wellbeing through Healthy Working Lives, and at-work programmes.  Maintain effective internal communications  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  Foster a culture of continuous improvement and learning	<ul> <li>Overall staff engagement surveys scores and feedback</li> <li>Ratings of management and leadership through staff engagement surveys</li> <li>Sickness and absence rates</li> </ul>	Sickness levels rise because the triggers are not identified and addressed early or properly     Accidents or H&S issues arising from lack of training and development

Strategic Aims & Outcomes	Strategic Objectives	Key Measures of Success and Impact	Key Risks
Stability and Sustainability	We will:  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	<ul> <li>Evidence of well-managed change programmes (audits, feedback or pulse surveys)</li> <li>Stress-related absence rates relative to the sector</li> </ul>	Change is implemented poorly impacting on staff morale, engagement, absenteeism and wellbeing
Community Impact	Undertake periodic social impact surveys to evaluate our effectiveness in line with community planning		





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ਜੇ ਤੁਸੀਂ ਇਸ ਲੀਫਲੈਟ ਵਿਚ ਦਿਤੀ ਜਾਣਕਾਰੀ ਦਾ ਅਨੁਵਾਦ ਚਾਹੁੰਦੇ ਹੋ ਇਥੇ ਸੰਪਰਕ ਕਰੋ।

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